

TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS

For

Executive Search Consulting and Related Services

RFP # 2024-019

Sealed proposals will be accepted until 2:00 PM CT, **February 29, 2024**, and then publicly opened and read aloud thereafter.

Strategic Government Resources, Inc.

Legal Name of Proposing Firm

Jennifer Fadden

Chief Operating Officer

Contact Person for This Proposal

Title

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Jennifer Fadden

Chief Operating Officer

Point of Contact for Contract Negotiations

Title

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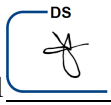
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Point of Contact Telephone Number

Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1

DS



 #2 _____ #3 _____ #4 _____ #5 _____

NOTE: Any confidential/proprietary information must be clearly labeled as “confidential/proprietary”. All proposals are subject to the Texas Public Information Act.

PROPOSAL FOR STRATEGIC GOVERNMENT RESOURCES SERVICES

North Central Texas Council of Governments

February 29, 2024

This proposal is valid for 90 days



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

Jennifer Fadden, Chief Operating Officer
JenniferFadden@GovernmentResource.com



February 29, 2024

Charlie Oberrender
North Central Texas Council of Governments

Dear Mr. Oberrender,

Thank you for the opportunity to submit this proposal with information regarding executive recruitment, succession planning, interim executives, and leadership development services. SGR has the unique ability to provide personalized and comprehensive services to meet the needs of TXShare members.

We would like to draw your attention to a few key aspects that distinguish SGR from other firms:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted executive recruitments in our Servant Leadership e-newsletter, which reaches over 40,000 subscribers in all 50 states. We also send targeted emails to our extensive opt-in Job Alert subscriber database.
- SGR sends regular executive recruitment updates to our broad community of over 17,000 LinkedIn followers.
- SGR is the largest local government interim services firm in Texas, and one of the largest in the nation. We have been trusted with over 300 quality interim placements, and we maintain a candidate pool of more than 500 qualified local government professionals.
- SGR utilizes a group of highly qualified, professionally trained facilitators to conduct strategic planning and visioning retreats, executive coaching, and leadership development workshops covering a variety of topics. These professionals specialize in leadership, strategy, communication, community engagement, and teambuilding.

We are excited about the prospect of providing these services for TXShare Members, and we are available to visit with you at your convenience.

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer
JenniferFadden@GovernmentResource.com

TABLE OF CONTENTS

TAB A Capacity to Deliver

- About SGR
- Unique Qualifications

TAB B Demonstrated Past Success

TAB C Quality Control

TAB D Technical Proposal

- A. Proposal Narrative
- B. Proposed Scope of Services
 - Service Category #1: Executive Search & Recruitment Services
 - Full Service Executive Recruitment
 - Limited Scope Recruitment
 - Service Category #3: Succession Planning
 - Next Generation Leadership Program
 - Service Category #5: Interim Executives
 - Interim Management Services
 - Service Category #6: Other Related Consulting Services
 - Management Team Workshops and Elected Officials Retreats
 - Assessments
 - Live Training Classes & Course Catalog

TAB E Proposal Pricing

TAB F References

TAB G Required Attachments

TAB H Additional Attachments

TAB A

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 28 full-time employees, 1 part-time employee, 27 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Missouri, Montana, New York, North Carolina, Ohio, Oklahoma, Oregon, South Carolina, and Utah.

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

SGR's Unique Qualifications

Extensive Network of Connections

SGR is intent on being a leader in interim and executive recruitment as well as a thought leader for local government management. We believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR has built a diverse and ever-growing network of connections, from executive recruitment and interim candidates to professional coaches and facilitators.

Executive Recruitment and Interim Management:

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states.
- We will send targeted emails to SGR's extensive opt-in Job Alerts subscriber database.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Leadership Development:

- You will have access to SGR's professional facilitators and executive coaches who provide leading-edge training on all aspects of local government management.
- We utilize a variety of tools and assessments to provide coaching and training that is tailored to your specific needs.
- Our facilitators and coaches are highly qualified, professionally trained, and specialize in areas such as leadership, communication, community engagement, and teambuilding.

Collective Local Government Experience

Our interim services personnel, recruiters, and facilitators have years of experience in local government, as well as regional and national networks of relationships. Our teams work together to leverage their networks to assist with each project. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to provide comprehensive services that are unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates, current executives, and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional candidates to our recruitments and highly qualified facilitators to our training sessions. Throughout recruitments and beyond, candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Interim Management Services will be managed by Wendle Medford, President of Interim, Consulting, and Embedded Services. Wendle is accessible at all times throughout the process and can be reached on his cell phone or via email.

For Executive Recruitment Services, your recruiter is accessible throughout the entire recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

TAB B

Demonstrated Past Success

SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

- SGR is one of the largest local government executive search firms in the nation.
- SGR operates the second largest [local government job board](#) in the nation.
- SGR is the largest provider of [local government interim management services](#) in Texas, and one of the largest in the nation.
- SGR is the largest private sector provider of [local government training](#) in the nation.

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Five TXShare clients, including types of services provided to these clients, are listed below.

North Texas Municipal Water District

Type(s) of Services Provided: Executive Recruitment

City of Lubbock, Texas

Type(s) of Services Provided: Executive Recruitment, Interim Management Services

City of Grand Prairie, Texas

Type(s) of Services Provided: Executive Recruitment, Interim Management Services

City of Plano, Texas

Type(s) of Services Provided: Executive Recruitment

City of Grapevine, Texas

Type(s) of Services Provided: Succession Planning, Executive Recruitment, Workshops/Retreats

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

TAB C

Quality Control

Customer Satisfaction - SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Placement Guarantee for Full Service Recruitments - SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Service Guarantee for Interim Management Services

SGR guarantees that you will be satisfied with the interim candidate placed with your organization. If at any time, you do not feel like the candidate is the right fit for your organization, SGR will provide another interim candidate who meets your satisfaction, pending availability of suitable candidates.

TAB D

Tab D

A. Proposal Narrative

Tab D – A. Proposal Narrative

1. Review “Section 4: Specifications” of this RFP. Are there any requirements that you cannot provide, or offer an alternative to? Describe any exceptions to the requirements. If there are no exceptions, please explicitly state that no exceptions are taken to any part of Section 4. Further, describe any exceptions to other sections of this RFP. Your offer must be in compliance with stated terms and conditions unless NCTCOG accepts written identified exceptions of your proposal.

Response:

We are proposing services that fall under Service Category #1: Executive Search & Recruitment Services, Service Category #3: Succession Planning, Service Category #5: Interim Executives, and Service Category #6: Other Related Consulting Services. We are declining to propose services for Service Category #2: Leadership Assessment and Service Category #4: Board Services.

Specimen certificates of insurance are enclosed in Tab H for NCTCOG to confirm that our insurance coverage is acceptable and aligns with the requirements of the RFP. If there are any deficiencies, we respectfully request guidance on obtaining a waiver.

Our services are applicable in all states with the exception of California, specifically when a client requires workers compensation coverage for California-residing 1099 independent contractors.

2. Information under this section should include, but not be limited to, your understanding of the RFP requirements and your firm’s approach:

- a. Demonstrate a clear understanding of the project by providing a concise description of how you propose to provide the services identified in this RFP.

Response:

- Concise descriptions of how we propose to provide the services identified in this RFP are detailed in Tab D – B. Proposed Scope of Services.

- b. Provide a detailed description of proposed services.

Response:

- Detailed descriptions of each of the proposed services are included in Tab D – B. Proposed Scope of Services.

- c. Provide a detailed description of the firm’s approach to overall project management, allocation of resources, and integration of all activities potentially required by the Scope of Work.

Response:

- SGR is experienced in managing multiple professional services projects and allocating resources accordingly. Our approach to each service category is described in Tab D – B. Proposed Scope of Services.

d. Provide details describing lines of authority and responsibility, and how your firm will respond proactively to problems and changes to the Scope of Work.

Response:

- SGR is accustomed to responding proactively to changes to scopes of work of professional services projects. The lines of authority and responsibility are illustrated on our website at [Meet the Team](#). We work closely with clients at each stage to ensure service delivery and client satisfaction.

e. A description of how your firm intends to interact with the Customer during the engagement.

Response:

- SGR team members are accessible throughout the process and can be reached by cell phone or via email. Additional details on how we intend to interact with customers for each type of professional service engagement in this proposal are incorporated into Tab D – B. Proposed Scope of Services.

f. A description of how your firm intends to source highly qualified candidates.

Response:

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states.
- We will send targeted emails to opt-in subscribers of SGR's Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.

- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

g. A description of how your firm intends to screen internal and external candidates.

Response - Service Category #1: Executive Search & Recruitment Services

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

h. A description of how your firm intends to check references and backgrounds.

Response - Service Category #1: Executive Search & Recruitment Services and Service Category #5: Interim Executives

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

i. A description of how your firm intends to advertise this position.

Response - Service Category #1: Executive Search & Recruitment Services

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 40,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

3. Describe your invoicing process. Is payment by credit card accepted? Progress payments? Is a deposit required?

Response - Service Category #1: Executive Search & Recruitment Services

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided.

Response - Service Category #3: Succession Planning

SGR will send an invoice immediately following the date of service, which can sometimes result in multiple session offerings being represented in a single invoice if the event dates are all delivered within a relatively short period of time. Payment is due within thirty (30) days of receipt. If full payment is not made by the due date, SGR reserves the right to suspend the delivery of all future events until full payment is made.

Response - Service Category #5: Interim Executives

SGR will submit an invoice bi-weekly for the previous 2 weeks' work and any travel/housing reimbursement. The invoice is due within 14 days of receipt.

Response - Service Category #6: Other Related Consulting Services

SGR will send an invoice immediately following the date of service, which can sometimes result in multiple session offerings being represented in a single invoice if the event dates are all delivered within a relatively short period of time. Payment is due within thirty (30) days of receipt. If full payment is not made by the due date, SGR reserves the right to suspend the delivery of all future events until full payment is made.

- 4. Review the pricing categories identified in Exhibit 1 of this RFP. Are there any category items that you cannot offer, or are there additional optional pricing categories that You wish to offer for consideration?**

Response:

All pricing categories we have provided reflect the items we are offering through this proposal. Please see Tab E for more details. For details of the scopes of services, please see Tab D – B. Proposed Scope of Services.

- 5. Designate and provide names of specific contact person(s) for the following phases: (1) proposal evaluation process (2) contracting process (3) contract administration (primary point of contact for receiving orders from participating agencies).**

Response:

Proposal Evaluation Process, Contracting Process, and Contract Administration Process Contact: Jennifer Fadden, Chief Operating Officer.

Tab D

B. Proposed Scope of Services

Scope of Services

Service Category #1: Executive Search & Recruitment Services

Full Service Executive Recruitment

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Outreach to Prospective Applicants**
 - Advertising and Marketing
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded One-Way Semifinalist Interviews
 - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Comprehensive Media Searches - Stage 2, as described below
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

Step 2: Recruitment Campaign and Outreach to Prospective Applicants

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 40,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes.

As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive

understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded One-Way Semifinalist Interviews

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Comprehensive Media Searches - Stage 2

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

Background Investigation Reports

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position’s opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview

process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

We offer post-hire services, such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

Typical Timeline *

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted.

| Initial Steps Prior to Posting Position: | |
|---|--|
| <ul style="list-style-type: none"> Contract Execution Kickoff Meeting to Discuss Recruitment Strategy and Timeline Organization/Position Insight and Analysis Stakeholder Interviews and Listening Sessions Deliverable: Draft Recruitment Brochure Deliverable: Recommended Ad Placements Organization Approves Ad Placements Search Committee Reviews and Approves Brochure | <i>Timing varies and usually takes a minimum of 2-3 weeks.</i> |

| Task | Week |
|--|------------|
| <ul style="list-style-type: none"> Post Position and Firm up Timeline Recruitment Campaign and Outreach to Prospective Applicants Initial Screening and Review by Executive Recruiter | Weeks 1-4 |
| <ul style="list-style-type: none"> Search Committee Briefing to Review Applicant Pool and Select Semifinalists | Week 5 |
| <ul style="list-style-type: none"> Questionnaires Recorded One-Way Semifinalist Interviews Media Searches - Stage 1, as described in Approach/Methodology | Week 6 |
| <ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books via Electronic Link Deliverable: Recorded Online Interviews, if applicable | Week 7 |
| <ul style="list-style-type: none"> Search Committee Briefing to Select Finalists | Week 8 |
| <ul style="list-style-type: none"> Comprehensive Media Searches - Stage 2, as described in Approach/Methodology Background Investigation Reports Disc Management Assessments (if desired, supplemental cost) First-Year Plan or Other Advanced Exercise (if desired) | Weeks 9-10 |
| <ul style="list-style-type: none"> Deliverable: Finalist Briefing Books via Electronic Link | Week 11 |
| <ul style="list-style-type: none"> Face-to-Face Interviews Stakeholder Engagement (if desired) Deliberations Reference Checks (may occur earlier in process) Negotiations and Hiring Process | Week 12 |

** Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.*

Project Personnel

The recruiter for your search will be selected based on their specialized experience and expertise. To view the bios for all SGR Recruiters, please visit the Recruiter section on the SGR website at: [Meet the Team](#)

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Fee Proposal

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded One-Way Interviews for up to 15 Semifinalists
 - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Two (2) Onsite Visits by the Recruiter for 1-3 days each, Exclusive of Travel Costs

Reimbursable Expenses not included in the fixed price:

- Travel Expenses: Meals are billed back at a per diem rate per meal. 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.
- Ad placements will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to

the Organization. Please note that this type of survey may extend the recruitment timeline.*

- Online interviews over and above the 15 included in the Fixed Fee. *
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above. *
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above. *
- Additional reference checks over and above the maximum of five (5) included in the fixed price. *
- DiSC Management assessments.*
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the two (2) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee per day. Meals are billed back at a per diem rate per meal. 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.*
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

**Exact fees for additional services are included in Tab E.*

Billing

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Scope of Services

Service Category #1: Executive Search & Recruitment Services

Limited Scope Recruitment

Overview

The Limited Scope Recruitment includes:

- **Professional Services** provided by designated executive recruiter.
- **Position Profile Brochure.** SGR utilizes a professional graphic designer and professional writer to produce a position profile brochure based on information and photos provided by the Organization. The brochure is reviewed and revised in partnership with the Organization until the Organization agrees that it accurately reflects the community, Organization, position, and desired attributes.
- **Marketing & Advertising**
 - The marketing period spans over thirty (30) days to a maximum of forty-five (45) days, as specified by Organization.
 - Custom-made graphics for email and social media marketing.
 - Announcement in SGR's servant leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states
 - Post on SGR's website (GovernmentResource.com)
 - Ad on SGR's Job Board (SGRjobs.com), the 2nd largest local government job board in the nation, which averages more than 16,000 unique visitors per month and has more than 2,000 jobs listed at any given time.
 - Targeted job blast to our opt-in subscriber database for SGR recruitments only
 - Promotion on SGR's LinkedIn.
 - Evaluate position and develop list of ad placement recommendations based on type of position and region.
 - Write advertising copy.
 - Place ads (pass-through costs for ad placements not included in the fixed price).
- **Application Management & Screening** – SGR's designated executive recruiter will:
 - Receive resumes and cover letters on behalf of the Organization through SGR's applicant tracking system,
 - Communicate with applicants throughout the application submittal period,
 - Email or schedule a phone call with the Organization on a weekly basis to provide an overview on the status of the search,
 - Evaluate applicants,

- Conduct a virtual briefing with the Organization after the position closes,
- Send emails to retain or release applicants after the briefing with the Organization,
- Provide application materials of retained applicants to the Organization, and
- Transition search to the Organization.

Limited scope recruitments are offered for non-public safety positions and positions that do not report to a governing body.

Supplemental Services/Other Expenses not included in the fixed price:

- **Stakeholder Survey**
 - SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after the Organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and the Organization will agree to the open survey time period, typically ten (10) to thirty (30) days.
 - The Organization shall be responsible for marketing and promoting the survey to stakeholders.
 - A written summary of results is provided to the Organization within three (3) business days of survey close date. Survey is not validated statistically.
- **Recorded Online Interviews**
 - SGR provides recommended position-specific questions for Organization approval, prompts candidates to complete online interviews, and emails a link to Organization to view the recorded interviews.
 - Candidates are typically given five (5) to seven (7) days to complete the interviews. SGR will provide a link with the candidate interviews within two (2) business days after candidates complete the recorded interviews.
- **Comprehensive Media Reports**
 - SGR uses a proprietary media search process to go far beyond automated Google/LexisNexis searches. SGR's process is customized to provide a comprehensive media search on each candidate.
 - SGR will provide media report via email within two (2) weeks of receiving completed release form from candidate.
- **Management Style Assessments**
 - SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an Organization. SGR will also provide a DiSC Management Comparison Report, which presents a side-by-side view of each candidate's preferred management style.

- Candidates are typically given two (2) to three (3) business days to complete the assessments. The assessment reports will be provided to Organization within two (2) business days of assessment completion by candidates.
- **Background Investigation Reports**
 - Through SGR's partnership with a licensed private investigations firm, we are able to provide detailed comprehensive background reports.
 - Background check reports include: SSN trace and address verification; credit bureau report (if requested); personal information, address, and employment comparisons; county criminal and civil records search (for counties where the candidate has lived or worked in the last 10 years); state criminal records search (for states where the candidate has lived in the last 10 years); county warrants and warrants (for counties where the candidate has lived or worked in the last 10 years); Federal criminal records search; InstaCriminal national search; Global homeland security search; sex offender records search; driving/motor vehicle records; education verification for highest degree obtained; employment verification (if requested); and military verification (if requested).
- **Reference Checks**
 - SGR provides the Organization a specific list of contacts to request from the candidate, based on the type of position. SGR provides a written (anonymous) summary of reference checks.
- **Supplemental Services**
 - If the Organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Reimbursable Expenses not included in the fixed fee:

- **Ad Placements.** Ad placements are billed at actual cost. No ad placement costs will be incurred without prior approval of Organization.
- **Reproduction Costs.** Reproduction costs are not anticipated or taken into consideration in component search pricing.
- **Shipping.** Shipping charges are billed at actual cost.
- **Travel.** Travel is not anticipated or taken into consideration in component search pricing. If the Recruiter and Organization agree that Recruiter travel is beneficial for the component search, travel time for the recruiter will be paid at an hourly rate, plus a separate daily rate for each day the recruiter is working onsite, regardless of number of hours worked. Travel expenses will be reimbursed in accordance with SGR's travel policy rates.

Project Personnel

The recruiter for your search will be selected based on their specialized experience and expertise. To view the bios for all SGR Recruiters, please visit the Recruiter section on the SGR website at: [Meet the Team](#)

Terms and Conditions

The Organization agrees to:

- Provide photos/graphics and other information (job description, budget documents, links to web pages, etc.) needed to develop position profile brochure.
- Respond to drafts of documents and reports in a timely manner; failure to do so may extend timelines and can negatively impact the outcome of the process. There may be additional charges for changes made to the Position Profile Brochure after the brochure has been approved by the Organization and the position has been posted online.
- Refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- Specify how long SGR will accept applications for the position, up to a maximum of 45 days.
- Provide SGR with a list of any candidates to be released within two (2) weeks following the briefing with SGR. At that time, SGR will release any candidates that will not continue in the process and email the remaining candidates that the Organization will be the primary contact from that point forward. If the Organization does not provide a list of candidates to be released, SGR will email all candidates and notify them that the Organization will be the primary contact from that point forward. SGR will then consider services fulfilled.
- Not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- If the Organization wishes to place ads in local, regional, or national newspapers, the Organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The Organization bears the cost of candidate travel, and candidates are reimbursed directly by the Organization.

If the Organization is not satisfied with the applicant pool, SGR must be notified within three (3) weeks of triage briefing date, and SGR will then coordinate with the Organization to reopen position, for a maximum of 45 days, at no additional charge to the Organization (with the exception of reimbursable expenses). After the second posting of position, each additional opening will be charged as a new position for the full fixed fee.

Billing

SGR will bill the fixed fee for the Limited Scope Recruitment in two (2) installments: 50% upon contract execution and 50% upon completion of services. Expenses, including reimbursable ad placement expenses, and supplemental services will be billed as incurred or provided. Payment

terms are thirty (30) days from date of invoice. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Scope of Services

Service Category #3: Succession Planning

Next Generation Leadership Program

SGR will be an active partner in helping your organization plan, develop, and execute this program. This program includes SGR collaborating with the organization in the development of the NGL Program, facilitating a half-day workshop each month with participants, and includes the training of mentors for the program. It is based on a cohort of 20 participants meeting once a month for 8 to 10 months.

Program Overview

The Next Generation Leadership (NGL) program is designed to assist your organization in providing a comprehensive approach to developing your staff's professional management skills. The goal of the program is to systematically develop leadership expertise in alignment with the organization's core values, to reinforce those core values within the entire organization, and to pass along important institutional knowledge, DNA, and culture. The NGL will provide advanced training to your staff members so that they can reach their leadership potential, enabling them to add even more value to the quality of service that the organization provides to its residents and stakeholders.

This program relies heavily on collaboration with your organization and your team leaders to determine the specific topics most valuable and necessary for the participants. In addition to helping create the syllabus for the class, team leads are called upon to serve as mentors and co-facilitators for the classes.

This approach utilizes multiple methods of information processing, making it exceptionally effective for long-term learning due to the fact that we remember only 10% of what we hear, but we remember as much as 90% of what we hear, see, say, and do.

Optimal learning occurs when both pre-session and post-session assignments are employed to help participants prepare and reflect on what takes place during the workshop sessions.

The NGL will utilize small groups for sharing and debriefing information, as well as mentoring between participants and team leaders. Participants will interact with the leadership concepts in light of their present situations, providing them with lessons and skills that are applicable to their current and prospective roles.

It is important to teach participants what good leaders do, and it is equally as important to teach them the *why* behind what good leaders do. Learning to think critically in the present and toward the future is one of the most important skills that NGL will help instill into the mindsets of the staff members.

The Next Generation Leadership program

This program is more than just a class or two on leadership. It's based upon the time-tested principles of servant-leadership and widely accepted principles for how adults effectively learn. Below are some of the key components in the NGL approach:

- Monthly workshop sessions covering a variety of topics related to leadership skills and professional development.
- Pre-session and post-session assignments that help participants prepare and reflect on what takes place in the workshop sessions.
- Small discussion groups that allow participants the opportunity to learn from others and to "try out" their own ideas in a safe, but dynamic, environment. These small group discussions go beyond the scheduled sessions. SGR will create online "cohorts" so that participants can share ideas, discuss articles, and continue to grow outside of the "classroom" experience.
- "Reflective Experience" exercises during which participants write about work experiences in case study format and share it with their peer groups for feedback. This allows participants to gain insight from various points of view, contributing to the essential organizational leadership skill of listening and understanding the different perspectives of their colleagues and employees.
- Mentoring between upper-level team leaders and staff members (Protégés) who are less far along in their leadership careers.
- Developing leaders need to exercise good leadership in their current roles and their future ones. Learning to apply leadership principles from different sectors serves as a multiplying force in participants' leadership abilities. The workshop sessions allow participants to study leaders from all eras and walks of life for a broad view of management styles and perspectives.

Workshop Session Format

The staff members will meet once a month for 4 hours over a 8 to 10 month period. At the conclusion of the NGL, the group will be assigned a real problem or issue to work together on to develop a solution, which will be presented to the Executive Team.

Participants will be expected to prepare for each session by completing assignments given at the conclusion of the previous session. These assignments will be both reflective and preparatory. The reflective exercise will solidify what was learned in the previous session, and the preparatory exercise will prepare them for the new material to be covered in the upcoming session.

Each session will incorporate a variety of learning experiences that will equip participants with different learning styles to interact with the material in different ways. The sessions will be interactive, presented in a rapid pace, focused more on discussion and dialogue than on lecture, and designed to be intellectually stimulating, intensely practical, and in alignment with the Core Values of your organization.

Session Topics

The precise topics will be developed in conjunction with your organization. Below are examples of common topics chosen for SGR's previous Next Generation Leadership programs:

- Tools for Being a Successful Leader
- Leadership and Customer Service
- The Leader and Core Values
- Strategic Visioning
- Team Building
- Communication
- Execution
- Perseverance and Resilience

Program Format

1. Sessions will be half-day workshops, typically from 8 am or 9 am to 12 pm. These sessions will feature presentations, discussions, articles to review, leadership models, and interviews. SGR facilitators will guide the sessions, but participants will be actively engaged in the learning process.
2. Each participant will be paired with a mentor within the organization who is not in their department. These mentors will be selected by the organization and trained by SGR in advance of the start of the program. This training will include how to harness the lessons from their experience and how to facilitate the Mentor/Protégé meeting each month.
3. The Mentor and the Protégé will meet each month for 1-2 hours, typically following the monthly class. However, the purpose of the Mentor/Protégé meeting is not necessarily to discuss the topic from the class—unless the Protégé wishes to. The Protégé and the Mentor will determine what the topic will be for each meeting, and it may or may not be related to the material in the class. The purpose of the Mentor/Protégé relationship is to be an avenue for broader learning experiences than the specific topics discussed within the workshop sessions.

Teaching Methods

- PowerPoint Presentations/Discussions
- Case Studies - These will come from various sources, including Department Heads and Supervisors, and will reflect the complexity and tension that leaders often face when addressing issues.
- Field Trips - The Organization/Executive Team will select the number and specific sites for field trips so that participants can see "the organization in action."
- Reflective Experiences – Each month participants will be required to do a one page "write

up” of a situation they were involved in where they had to display the leadership skills that the course discusses. These will be shared for encouragement and reflection with their Mentor.

- Expert and Panel Discussions – Throughout the program, there will be times when material will be best understood through inviting experts to participate in panel discussions. These panelists will often be Department Heads but might also include selected guest experts as chosen by the Organization/Executive Team.
- Interactive exercises and small group discussions which provide participants the opportunity to develop their leadership and team building skills.
- Mentoring Relationships – During the 4-hour workshop sessions, time will be given for the Mentor and Protégé to meet together. This is typically the last hour of the class and can be onsite, off-site, or even over a lunch together. The Mentor does not need to be in the session for the entire 4 hours, although they are free to sit in on any session.
- As a manner of reinforcing your organization’s core values, special attention will be given each session to discussing how the current topic relates to the core values. Supervisors and Department Heads will be asked in advance to share any insights and experiences that illustrate the importance of those Core Values.

Delivery

An SGR Facilitator will develop and present the class, in collaboration with a co-facilitator of your organization’s choosing. SGR will work with your organization to identify a co-facilitator from the organization for each session. This format allows SGR to provide continuity and a general perspective on leadership, while the co-facilitator would provide more specific expertise and would help ensure that the unique DNA of your organization is being transferred to participants.

Under this option, SGR will:

- Develop and provide customized presentations covering the agreed upon topics which will identify clear learning objectives and incorporate various learning methods. This will include a printed schedule for each segment of each half-day session to ensure that the material is covered in a thorough yet efficient manner.
- Develop a participant’s notebook that will provide a place to take notes and a list of related resources. This will also provide a place to record and place items about each topic that they find in the future.
- Provide any logistical services needed to make each class a first-rate learning experience, including any “behind the scenes” work such as securing the participation of expert panelists, including both organization employees and outside guests.
- Provide any assistance needed in selecting mentors for the program.
- Provide an experienced facilitator for each workshop session to help provide continuity, direction, and excellence for the program.

Scope of Services

Service Category #5: Interim Executives

Interim Management Services

Project Methodology

Overview

SGR provides a comprehensive scope of interim management services, and each interim management contract is tailored to meet the client's specific needs. However, an interim management search typically entails the following:

1. **Organizational Inquiry and Analysis**
 - Initial Interview to Determine Organizational Needs
2. **Evaluation of Interim Candidate Pool**
 - Review Experience and Qualifications of Candidate Pool
 - Determine Best Match for Interim Assignment
 - Update Candidate's Stage 1 Media Search Report
3. **Proposal and Selection of Interim Candidate**
 - Recommended Interim Candidate for Approval
 - Schedule Interview of Recommended Candidate
 - Finalize Candidate Selection
 - Conduct Comprehensive Media Search
 - Complete Background Investigation
4. **Onboarding Process**
 - Finalize Assignment Details
 - Notify Interim Candidate of Assignment Commencement
5. **Assignment Period**
 - Check-ins to Ensure Client Satisfaction
 - Process Weekly Interim Contractor Time Sheets
6. **Conclusion of Assignment**
 - Close Assignment

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your unique culture, environment, and goals to ensure the right match for your particular needs.

Interview to Determine Organizational Needs

Fully understanding your needs is the most critical part of conducting a successful interim management search and placement. SGR conducts an interview to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour and identify individual issues that are relevant to the search, as well as develop a composite understanding of the organization's preferences.

Step 2: Evaluation of Interim Candidate Pool

SGR fully vets all local government professionals who make up our Interim Candidate Pool.

Review of Candidate's Experience and Qualifications.

Reviewing resumes is an important and valuable step in the interim search process, and SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding interim prospect for you.

Finding the Best Match

SGR uses the information obtained in the initial interview and conversations to find the interim candidate who will be the best match for your organization.

Update of Candidate's Stage 1 Media Search Report

SGR conducts a Stage 1 media search on each individual in our Interim Candidate Pool. Once SGR determines the best candidate to recommend, the media search report is updated for that candidate. This involves a review of all newspaper articles mentioning the candidate in major news outlets within the previous two years.

Conduct Comprehensive Media Search Report

These media reports are compiled by utilizing our proprietary media search process including variations of the candidates' names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Comprehensive Media Report typically ranges from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts, etc.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigations company, we are able to obtain a comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history

- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

Due to the personal nature of the report, the actual background report will not be given to your organization, however, your organization will be notified of any issues discovered.

Step 3: Proposal and Selection of Interim Candidates

Recommend Interim Candidate for Approval

SGR will recommend the candidate we believe is the best match to serve in the interim position for your organization. If you desire, SGR will recommend several candidates with which interviews can be scheduled you make your final decision.

Finalize Candidate Selection

Once you have approved the interim candidate of your choice, SGR will notify the selected candidate.

Step 4: Onboarding Process

SGR will work with you and the selected candidate so the assignment can begin quickly.

Finalize Assignment Details

SGR will finalize the details of the assignment, including location, start date, responsibilities, and any other necessary information.

Notify Candidate of Assignment Commencement

SGR will notify the candidate of his/her selection and provide them with all of the information they will need to begin the assignment.

Step 5: Assignment Period

It is important that you are completely satisfied with the candidate selected for the interim position. If at any time, you do not feel like the candidate is the right fit for your organization, SGR will provide another interim candidate that meets your expectations.

Check-ins

SGR will conduct check-ins with all parties to ensure that you are satisfied with the work being performed.

Process Contractor Time Sheets

SGR provides the selected candidate with a contractor time sheet to log hours worked. The client will be asked to sign the time sheet to verify the hours worked at the end of each week. SGR will process the time sheet and pay the interim candidate.

Step 6: Conclusion of Assignment

Once the interim assignment is concluded, SGR will coordinate with your organization to close out the contract.

Close Assignment

At the conclusion of the assignment, SGR will coordinate with your organization and the interim on the final work day. SGR will obtain the final time sheet from the interim candidate, and your organization will perform any exit processes necessary with the interim candidate.

Client Satisfaction Survey

SGR works very hard to deliver exceptional customer service and it is important that we receive honest and objective feedback from our clients. We may ask you to complete a client satisfaction survey and discuss any feedback and suggestions you may have that will help us in our goal of continuous process improvement.

Fee Structure & Service Guarantee

SGR will provide a highly qualified interim manager at an hourly rate based on the total amount the City has in the current fiscal year budget for compensation of the position including, but not limited to:

- Base Salary
- FICA
- Worker's Comp
- Retirement
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Long/Short Term Disability Insurance
- Longevity Pay
- Deferred Compensation
- Technology Allowance (cell phone, computer, etc.)
- Car Allowance
- Professional Membership Dues
- Any Other City Provided Benefit

(Example: Salary + All Benefits ÷ 2080 hours = Hourly Rate)

Hourly rates are subject to change based on market demand.

Depending on the location of the permanent residence of the selected interim candidate, the City may need to provide a mileage/travel stipend and/or temporary lodging, such as a hotel direct billed to the City during the term of the assignment.

Total Costs:

- Hourly rate – paid for hours worked
- Comprehensive Media Search*
- Background Report*
- Mileage/Travel/Temporary Lodging if necessary*
- If City hires the candidate placed as Interim for a permanent position during the term of this agreement or within 12 months after the conclusion of this agreement, City will pay SGR an employment placement fee of \$10,000.00. This fee is waived if SGR conducts a full-service executive search for this position.

**Additional fees apply.*

Billing

SGR will submit an invoice bi-weekly for the previous 2 weeks' work and any travel/housing reimbursement. The invoice is due within 14 days of receipt. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Provision of Service Guarantee

SGR guarantees that you will be satisfied with the interim candidate placed with your organization. If at any time, you do not feel like the candidate is the right fit for your organization, SGR will provide another interim candidate who meets your satisfaction, pending availability of suitable candidates.

Scope of Services

Service Category #6: Other Related Consulting Services

Leadership Development

Management Team Workshops and Elected Officials Retreats

SGR offers customized Management Team Workshops and Elected Officials Retreats built around your needs. These leadership development tools can be designed to foster a team environment, promote employee engagement, and provide effective professional development in a fun, dynamic, and engaging atmosphere.

Workshops and retreats are scheduled in four-hour blocks and can range from four hours to multi-day events based upon need.

Management Team Workshops

Our customized Management Team Workshops are developed with your organization and goals in mind. We will work with you to develop an agenda that is dynamic and engaging and accomplishes your specific objectives.

SGR's top workshops include:

- Creating a Servant Leadership Culture
- I Opt® Workshop*
- The Five Dysfunctions of a Team
- Executive Book Briefings

**See more information about I Opt® Assessments and their strengths below.*

Elected Officials Retreats

Elected Officials Retreats allow you to elevate your governing board's performance and drive impactful decision-making through SGR's unrivaled expertise in facilitating retreats for local governments.

Examples of Elected Officials Retreats include but are not limited to:

- Strategic Visioning
- Team Building
- Effective Governance
- Multi-Purpose Retreats

Assessments

Developing more self-awareness is one of the keys to being an effective leader, and that's one of the main benefits of using personality profiles and assessments. We've often seen teams become much more cohesive simply by taking time to talk together about the results of their assessments. Over and over we've found that with an increase in self-awareness also comes an increase in empathy, teamwork, and efficiency. These instruments will help employees:

- Understand their strengths and weaknesses
- Understand how they fit in with the rest of their team
- Understand how their team is being perceived by both internal and external customers

You can purchase any of the following assessments as part of an assessment-focused workshop either in-person or via Zoom, on their own, or as a part of almost any SGR workshop. SGR only uses validated tools like DiSC®, I Opt®, and Clifton StrengthFinders because we value having confidence in the accuracy and reliability of these tools.

I Opt®

I Opt® stands for **Input Output Processing Template**. It is a tool that measures how a person perceives and processes information. How someone perceives and processes information has a profound impact on what motivates a person, how a person “sees” an issue, and how that person interacts with others on team projects. Understanding one's own I Opt® Profile makes it possible to be more self-aware and helps predict how they will approach any given situation.

Through I Opt® Workshops, teams recognize more than just, “We're different.” They understand why people are different, what the implications of those differences are, and most importantly, how to maximize those differences to make them a more effective team.

DiSC®

DiSC® is a **personal assessment tool** used to improve work productivity, teamwork, and communication. DiSC® is non-judgmental and helps people discuss their behavioral differences.

The DiSC® Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: [DiSC® Assessment Report](#).

For assessments of more than two participants, a DiSC® Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: [Comparative DiSC® Report](#).

Live Training

SGR's course catalog includes a wide range of live training events that can help your organization be its very best by simply helping your people become authentic and effective servant leaders. **Review the extensive Live Training Course Catalog included on the next page.**

Additional Leadership Development Service Details

Facilitators:

The facilitator(s) for your event will be selected based on their specialized experience and expertise. To view the bios for all SGR Facilitators, please visit the facilitator section on the SGR website at: [Meet the Team](#)

Requested Logistical Support from the Organization for on-site events:

1. A meeting location, break coordination, and expenses.
2. All AV set up, including a lapel microphone, laptop, and projector with power point capability, as well as the ability to play videos with adequate sound for a full room to easily hear.
3. Printing of all materials, if applicable.
4. Two chart-size, "Post It" style pads with sticky backs, six different colored large size markers (wide tip).



LIVE TRAINING CATALOG

**PARTNERING WITH LOCAL GOVERNMENTS TO
RECRUIT, ASSESS, & DEVELOP INNOVATIVE, COLLABORATIVE, AUTHENTIC LEADERS**

CONTENTS

| | |
|--|----|
| A Letter from SGR's CEO, Ron Holifield | 3 |
| SGR's 4 th Dimension Leadership Development Model | 4 |
| Live Training Overview | 5 |
| Live Training Pricing Guide..... | 6 |
| Live Training Class Listings | 7 |
| Live Training Events | 9 |
| Live Training Series | 31 |



For more information please visit us at governmentresource.com or contact us at training@governmentresource.com.



*To help your
people achieve
greatness...
prepare them
BEFORE
you promote
them.*

SGR understands that creating a leadership development pipeline, a strong overall succession plan, and a healthy culture for your organization is a high priority. Let us help you promote team engagement and provide team members with training and professional development opportunities that are tailored to specifically meet the needs of local government.

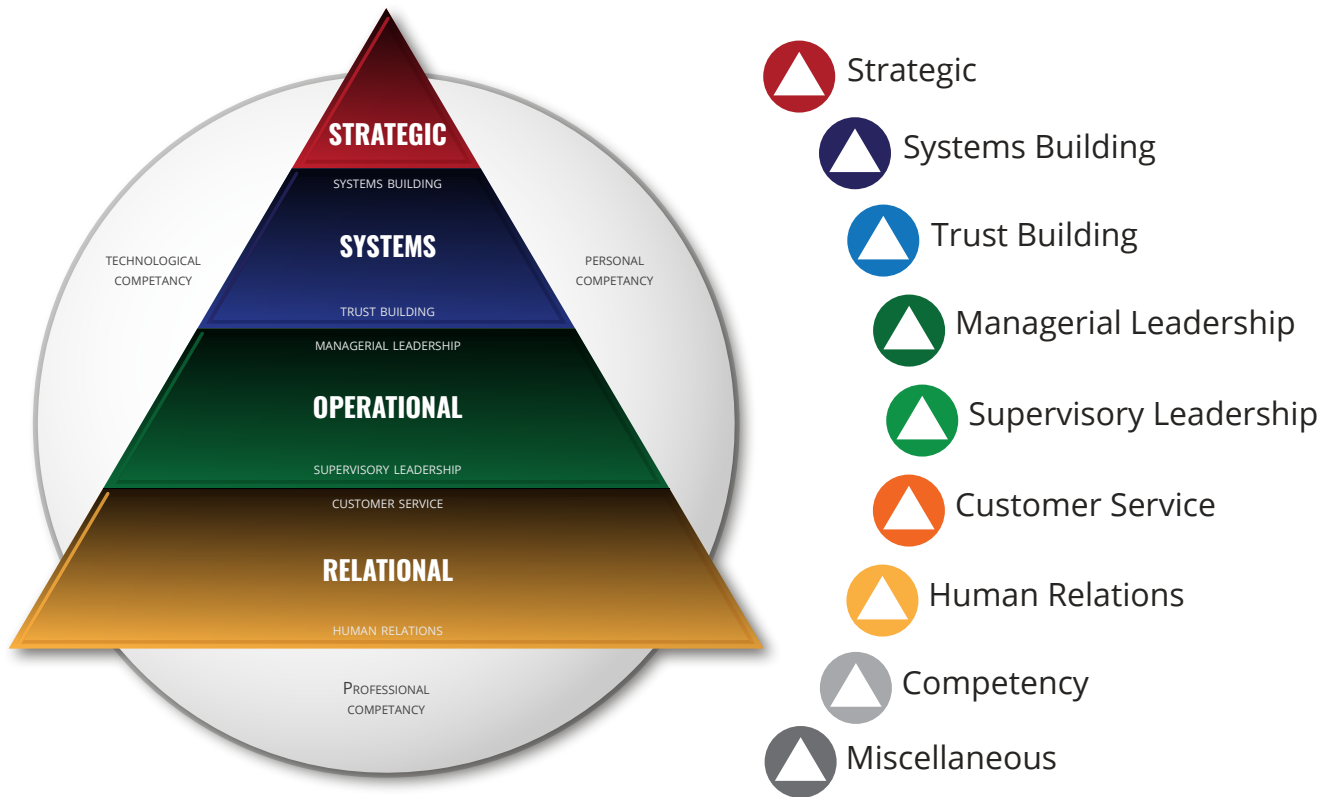
This catalog includes a wide range of live training events that can help your organization be its very best by simply helping its people become authentic and effective servant leaders.

Ready to get started? Feel free to reach out at any time; our team is always available to help you strengthen your training and leadership development programs!

A handwritten signature in black ink that reads "Ron Holifield". The signature is stylized with a large, flowing "R" and "H".

Ron Holifield
CEO of Strategic Government Resources

SGR's 4TH DIMENSION LEADERSHIP MODEL



SGR's 4th Dimension Leadership Development Model recognizes that leaders can be developed – but that a coherent, planned and holistic building block approach must be utilized to achieve genuine leadership competency and effectiveness. It starts by recognizing that all employees exercise some degree of leadership regardless of position. Leadership at the front line is very different than leadership at the top, but using relational leadership skills to accomplish desired outcomes is still critical for maximum success.

Relational Leadership comprises both Human Relations and Customer Service competencies where people follow primarily because of how they are treated.

Operational Leadership comprises both Supervisory and Mid-Management Competencies where people follow primarily because of positional and intellectual authority.

Systems Leadership comprises both Systems Building and Trust Building competencies where leadership transitions from personal dynamics, into a focus on building effective systems that instill trust. For these three predecessor levels, the focus is helping an organization get better at what it does.

Strategic Leadership focuses on what is more external and emphasizes how to transform an organization into who it wants to become while primarily focusing on Department Heads and above. The methodology used in facilitating leadership development is very different than traditional training, relying primarily upon dynamic participant engagement which is best described in SGR's Leadership Development Catalog.

WHY INVEST IN LIVE TRAINING?

Live Training is an excellent foundation for building out a year-round training and development program for your organization. It also happens to be the most effective option in driving employee engagement with great opportunities for team building and interaction as they explore how topics might relate to their daily work.

This catalog is comprised of compliance and general professional development related topics that are best suited for supervisors and/or all staff. Each event has been specifically developed with your organizational needs in mind such as all scenarios being applicable to local government and the option to designate an internal representative to attend live training so that employee questions can be thoroughly addressed or referred to the appropriate department regarding their organization's specific policies (especially valuable for compliance topics).

HOW DO LIVE TRAINING EVENTS WORK?

SGR's live training events are available to be booked as "closed" events or can be opened up to other local government professional areas. In many cases, this can help organization's reduce training costs. SGR is in many cases also able to accommodate special requests such as: the blending of two or more topics into a hybrid class, changing the duration of an event, or simply developing custom training to meet your needs.

ARE LIVE TRAINING EVENTS OFFERED IN ZOOM?

Yes, some of SGR's live training events are available in a virtual live setting via Zoom. SGR recognizes the need and the value that virtual live training provides, by allowing participants to attend events remotely right from their computers. Events in this format have been modified to be 90 minutes in length (unless otherwise noted) that focus on the event's key learning objectives. Additionally your organization can choose your own virtual platform and administrator. Contact SGR at: training@governmentresource.com

For these sessions, SGR provides: event registration, event correspondence, class deliverables electronically (i.e. participant guide), the virtual platform, a class facilitator, and a class administrator (to moderate the session).

Events that are available in this format are denoted throughout the brochure with the following logo:



LIVE TRAINING PRICING GUIDE

| | 1 | 2 |
|--------------|-------------------------------------|------------------------------|
| | LIVE TRAINING FOR YOUR ORGANIZATION | VIRTUAL LIVE TRAINING |
| DURATION | 2 Hours 4 Hours | 90 to 120 Minutes |
| COST | See Tab E - Proposal Pricing | See Tab E - Proposal Pricing |
| FACILITATOR | SGR | SGR |
| TRAVEL FEES | Yes | N/A |
| REGISTRATION | Closed | Closed |

Use the table in combination with this Catalog to determine which topics you'd like to bring to your organization.

PERFECT FOR:

Organizations needing an SGR facilitator to deliver live training.

Select any title from SGR's Live Training Catalog.

*Seat limits may apply.
Recommended class size is 35,
maximum size is 50.*

PERFECT FOR:

Organizations looking for an affordable and flexible way to provide live training to their employees via Zoom.

Select any title from SGR's Live Training Catalog that's accompanied with the following logo:



Contact us at Training@Governmentresource.com for more information.

LEADERS DON'T CREATE MORE FOLLOWERS, THEY CREATE MORE LEADERS.

LIVE TRAINING CLASS LISTING



Systems Building

- Intro to Servant Leadership Principles [p.9](#)
- Problem Solving and Decision Making [p.9](#)
- Pruning Negativity [p.9](#)
- Relating to Different Personalities [p.9](#)
- Strategic Planning [p.10](#)
- Succession Planning [p.10](#)
- Supervising Customer Service Values [p.10](#)
- Supervising Ethical Behaviors [p.10](#)
- Supervising Generations [p.11](#)
- Supervising Personalities [p.11](#)
- Supervisory Communications [p.11](#)
- Supervisory Servant Leadership [p.11](#)



Trust Building

- Building Trust in Diversity [p.12](#)
- Coaching for Performance for Managers and Executives [p.12](#)
- Constructive Conflict [p.12](#)
- Effective Interpersonal Communications [p.12](#)
- Honing Your Emotional Intelligence [p.13](#)
- Managing Employee Performance [p.13](#)



Managerial Leadership

- Hitting Your Target: Effective Goal Setting [p.14](#)
- Holding Successful Meetings [p.14](#)
- Managing a Budget [p.14](#)
- On Your Mark, Get Set, Motivate! [p.14](#)
- Presentations with an Impact [p.15](#)
- Preventing Sexual Harassment for Supervisors [p.15](#)
- Project Management from Start to Finish [p.15](#)
- Tools for Successful Leadership [p.15](#)
- Transitioning from Peer to Team Leader [p.16](#)
- Understanding and Utilizing Performance Measurements [p.16](#)



Supervisory Leadership

- The Art of Effective Delegation [p.17](#)
- Coaching for Performance for Supervisors [p.17](#)
- Employment Law & Supervisory Practices [p.17](#)
- Hiring the Right People [p.17](#)
- Leading Teams [p.18](#)
- Managing Change [p.18](#)
- Professional Ethics [p.19](#)
- Supervisory Coaching [p.19](#)
- Supervisory Delegation [p.19](#)
- Supervisory Feedback [p.19](#)
- Supervisory Hiring Practices [p.20](#)
- Supervisory Practices [p.20](#)
- Supervisory Rapport [p.20](#)
- Supervisory Servant Leadership Considerations [p.20](#)

LIVE TRAINING CLASS LISTING



Customer Service

- Conflict Resolution [p.21](#)
- Customer Service Communications [p.21](#)
- Customer Service for Diverse Generations [p.21](#)
- Customer Service for Various Personalities [p.22](#)
- Customer Service in Times of Conflict [p.22](#)
- Customer Service Strategies [p.22](#)
- Customer Service Values [p.23](#)
- The Basics of Extraordinary Customer Service [p.23](#)
- Learning the Language of Multiple Generations [p.23](#)
- Time Management [p.23](#)
- Understanding Different Personality Styles [p.24](#)



Human Relations

- Anger and Stress Management [p.25](#)
- Building a Respectful Workplace [p.25](#)
- Embracing Diversity in the Workplace [p.25](#)
- Ethics: The Heart of Public Service [p.25](#)
- Preventing Sexual Harassment [p.26](#)
- Preventing Workplace Harassment [p.26](#)



Professional Competency

- The Art of Planning Ahead [p.27](#)
- Business Writing Skills [p.27](#)
- Effective Listening Skills [p.27](#)
- Leading by Example [p.28](#)
- Telephone Skills Training for Local Government Employees [p.28](#)
- Workplace Violence Awareness for Supervisors [p.28](#)
- Written Communication & Open Record Awareness [p.28](#)



Police Training

- Transitioning to Sergeant: Servant Leadership [p.30](#)
- Transitioning to Sergeant: The Tension Pt. 1 [p.30](#)
- Transitioning to Sergeant: The Tension Pt. 2 [p.30](#)
- Transitioning to Sergeant: What is Your Why [p.30](#)

TWENTY-FIRST-CENTURY LEADERSHIP RELATIONSHIP DYNAMICS ARE FROM THE BOTTOM UP RATHER THAN THE TOP DOWN; FROM THE OUTSIDE IN, RATHER THAN THE INSIDE OUT.

SYSTEMS BUILDING

INTRO TO SERVANT LEADERSHIP PRINCIPLES

Target Audience: All Employees

Key Themes: Leadership, Organizational Culture, Trust Building

Author: SGR

Duration: 90 Minutes & 4 Hours



This class is designed as an introduction to the principles of Servant Leadership as originally articulated by Robert Greenleaf in his breakthrough essay, "The Servant as Leader." Participants will review the twelve principles identified as characterizing servant leadership, but this class is more than just hearing about philosophies. Participants will also be presented with short biographies about servant leaders from a variety of backgrounds. Discussions will center around lessons gleaned from these leaders with an emphasis on helping participants apply these lessons to their own situation. Finally, the class will review a case study that allows participants to discuss the impact servant leadership can make in the midst of adversity within a local government context.

PROBLEM SOLVING AND DECISION MAKING

Target Audience: Managers & Executives

Key Themes: Professional Development, Strategic Planning

Author: SGR

Duration: 90 Minutes & 4 Hours



Leadership often requires thinking through complex problems and providing decisive answers. Problem Solving and Decision Making instructs leaders in employing a three-step process to solve problems: understanding the issue, finding solutions, and planning next actions. This class includes activities to promote creative problem solving and techniques to identify the starting issue, desired outcomes, and root causes of problems. In addition, it provides an opportunity to develop a personalized action plan for solving problems and making decisions in the future.

PRUNING NEGATIVITY

Target Audience: All Employees

Key Themes: Communication, Trust Building

Author: SGR

Duration: 90 Minutes & 4 Hours



Negativity is a crushing, poisonous epidemic in the workplace that drains employees of energy and enthusiasm. Pruning Negativity trains participants how to handle negativity in themselves, their co-workers, and their customers appropriately and effectively, as well as how to prevent negativity in the future. This class uses the analogy of "Pruning the Negativity Tree."

RELATING TO DIFFERENT PERSONALITIES

Target Audience: All Employees

Key Themes: Communication, Trust Building

Author: SGR

Duration: 90 Minutes & 4 Hours



Being able to recognize and relate to different personalities in the workplace is essential to building and developing your team. This class starts by exploring and recognizing four different personality styles and then hones the focus on three key relational principles: acceptance, appreciation, and assistance.

STRATEGIC PLANNING

Target Audience: Executives

Key Themes: Strategic Planning

Author: SGR

Duration: 4 Hours



Systems Building

Systems Leadership is about putting processes in place to make an organization run more efficiently and effectively. Strategic Planning instructs leaders in a five-step process: envisioning the mission, performing a strategic audit, identifying strategic goals and objectives, composing an action plan, and evaluating the results. The class includes exercises to improve participants' goal setting skills, demonstration of the written format for a strategic plan, opportunities to develop a step-by-step strategic plan, and small group discussions of case studies.

SUCCESSION PLANNING

Target Audience: Executives

Key Themes: Strategic Planning

Author: SGR

Duration: 4 Hours



Systems Building

Almost 7,900 baby boomers retire every day. Many local governments report more than 70% of their current workforce is eligible to retire. Despite this, few organizations have adequately prepared a leadership pipeline that will ensure continuity and competence in their next generation of leaders. Succession Planning provides a practical strategy and game plan for an organization to develop a qualified pool of leaders ready to be promoted as the generation shift occurs.

SUPERVISING CUSTOMER SERVICE VALUES

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants will focus on the challenge of leading employees to exhibit extraordinary customer service values. They will identify problem behaviors and outcomes. Then participants will apply customer service values to various scenarios. Along the way, they will consider ways to lead and teach the values.

SUPERVISING ETHICAL BEHAVIORS

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants will focus on the challenge of guiding employees to behave in ethical ways. They will begin by building and defining an ethic. Then participants will recognize three trust relationships of municipal service. The class will then apply this information as they address right vs. right dilemmas.

SUPERVISING GENERATIONS

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants will focus on the challenge of providing what is best for each generation under their authority. They will discover and report on characteristics of Boomers, X-ers, and Millennials. Participants will predict which Servant Leadership principles will be most important to each generation. Along the way, they will discuss tips for managing themselves while supervising each generation.

SUPERVISING PERSONALITIES

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants will focus on the challenge of providing what is best for each personality under their authority. They will define and identify four quadrants of personality. Then, participants will discover and discuss how to lead various personalities and seek to apply this knowledge to their current supervisory leadership. Along the way, they will seek to apply this knowledge to their current supervisory leadership.

SUPERVISORY COMMUNICATIONS

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants will focus on the challenge of creating an environment conducive to effective communication. They will identify the goal and the elements of a communication cycle. Participants will define and illustrate tools and characteristics of effective supervisory communication and apply that knowledge to communications with diverse employees.

SUPERVISORY SERVANT LEADERSHIP

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Systems Building

Participants focus on Servant Leadership principles that will serve as a foundation for all other classes. Participants will define Servant Leadership, discover principles of Servant Leadership, and will address the tension between relationships and responsibilities.

TRUST BUILDING

BUILDING TRUST IN DIVERSE ENVIRONMENT

Target Audience: Managers & Executives

Key Themes: Team Building, Communication, Diversity

Author: SGR

Duration: 4 Hours

The old way of thinking - that differences must be avoided - is a barrier that prevents organizations from being truly successful. Creating a trusting environment is key to capitalizing on the diverse talent in an organization. Building Trust in a Diverse Environment instructs managers in how to create a productive, synergistic, trust-filled atmosphere for employees. This class facilitates a better understanding of the relationship between trust and diversity, and teaches participants to create a culture that respects individuality



Trust Building

COACHING FOR PERFORMANCE FOR MANAGERS AND EXECUTIVES

Target Audience: Managers & Executives

Key Themes: Trust Building, Coaching & Mentoring, Leadership

Author: SGR

Duration: 4 Hours

Helping employees achieve their potential relies on a trust relationship. An essential strategy for building trust is knowing when and how to utilize the differing skill sets of coaching, mentoring, and supervisory counseling. Coaching for Performance for Managers and Executives helps participants understand the difference in these three strategies and how to best utilize each of them to help their teams achieve maximum potential.



Trust Building

CONSTRUCTIVE CONFLICT

Target Audience: Managers & Executives

Key Themes: Professional Development, Communication

Author: SGR

Duration: 4 Hours

Conflict, strife, and opposing points of view are part of the workplace and part of life; this cannot be changed, but we can change the way we react and manage conflict when it occurs. In Constructive Conflict, you will discover practical, proven alternatives that will give you skills to harness in the most difficult and frustrating situations. This class requires the additional purchase of IOPT Assessments per participant.



Trust Building

EFFECTIVE INTERPERSONAL COMMUNICATION

Target Audience: Supervisors

Key Themes: Communication, Trust Building

Author: SGR

Duration: 90 Minutes & 4 Hours

Communicating effectively is critical to the success of any organization. *Effective Interpersonal Communication* identifies how to communicate appropriately with others and defines formal and informal channels of communication. In addition, participants learn positive communication techniques, how to recognize limitations to communication channels, how to decode nonverbal communication, and the art of active listening.



Trust Building

HONING YOUR EMOTIONAL INTELLIGENCE

Target Audience: Supervisors

Key Themes: Coaching & Mentoring, Employee Engagement, Leadership, Team Building

Author: SGR

Duration: 4 Hours



Trust Building

Great leaders move their teams by igniting passion and inspiring success. Honing Your Emotional Intelligence acknowledges and explains the complex mix of social and interpersonal behaviors that incorporate intuition, character, integrity, motivation, communication ability, and relationship skills. This class includes a self-assessment to measure participants' strengths and areas for improvement in emotional intelligence and practical situational exercises.

MANAGING EMPLOYEE PERFORMANCE

Target Audience: Managers & Executives

Key Themes: Personal Development

Author: SGR

Duration: 90 Minutes & 4 Hours



Trust Building

Meaningful performance management techniques maximize employee performance by communicating areas needing improvement, as well as areas of excellence, in ways that ensure the employee understands the expectations. Performance management is not an event, but rather a continual process that begins while the new employee is still on probation, continues through the career of the employee, and ends with the retirement party. The key to success is an effective performance management process. Managing Employee Performance teaches participants the steps in that process and provides tools to successfully implement each step.

IF YOU CREAT THE RIGHT VALUES AND CULTURE, NORMAL PEOPLE WILL DO EXTRAORDINARY THINGS!

Edward Hess

MANAGERIAL LEADERSHIP

HITTING YOUR TARGET: EFFECTIVE GOAL SETTING

Target Audience: Managers

Key Themes: Strategic Planning, Professional Development

Author: SGR

Duration: 4 Hours

Managing individual, team, or organizational goals requires managers to focus on key results areas and to set reasonable and achievable goals. Hitting Your Target: Effective Goal Setting instructs participants in the theories and best practices of goal setting, techniques for avoiding goal setting traps, and strategies for building goals as a team. This class includes discussion of the complete goal setting process, methods for attaining goals, management techniques for keeping a team on track, and a personalized action plan to set and meet goals.



Managerial Leadership

HOLDING SUCCESSFUL MEETINGS

Target Audience: All Employees

Key Themes: Professional Development, Process Improvement

Author: SGR

Duration: 2 & 4 Hours

Whether leading a meeting, or simply participating, it is important to get the most out of the time spent. Holding Successful Meetings teaches participants to plan and organize efficient meetings, conduct productive meetings, and interact appropriately in meetings. The class includes techniques to help participants write effective agendas, use time-saving tactics, and employ efficient methods for keeping meetings on task, as well as tips for making meetings meaningful.



Managerial Leadership

MANAGING A BUDGET

Target Audience: Managers

Key Themes: Professional Development

Author: SGR

Duration: 4Hour and 90 Minute;
Virtual Mini series part 1 & 2
(each 90 minutes long)

The budget is the single most important policy document a local government adopts. It is the tangible translation of the organization's mission, vision, and values into practical action and service delivery. Capable budget management is one of the primary responsibilities of a manager. Managing a Budget instructs managers in financial terms and concepts, as well as how to implement a comprehensive system to budget efficiently and effectively. This class provides participants with practical insights and understanding regarding budget management.



Managerial Leadership

ON YOUR MARK, GET SET, MOTIVATE!

Target Audience: Managers & Executives

Key Themes: Employee Engagement, Leadership, Team Building

Author: SGR

Duration: 4 Hours

On Your Mark, Get Set, Motivate! instructs participants in motivational theories, the role of the manager in motivating employees, and the three conditions of motivational management: confidence, trust, and satisfaction. This class defines motivation in the workplace, explains some of the classic theories of motivation, pinpoints some powerful needs that motivate people and how to relate motivators to them, and discusses how to develop motivational skills.



Managerial Leadership

PRESENTATIONS WITH AN IMPACT

Target Audience: All Employees

Key Themes: Professional Development

Author: SGR

Duration: 4 Hours



Managerial Leadership

The best presentations are both meaningful and engaging. This class is designed for employees who conduct formal presentations and want to enhance their presentation skills. *Presentations with an Impact* instructs participants in creating impressive presentations, from writing the content, to effective handouts and visual aids, to mastering the difficult question and answer session. The class includes step-by-step instructions on presentation preparation, handling nervous energy, and methods to improve writing, inflection, and storytelling.

PREVENTING SEXUAL HARASSMENT FOR SUPERVISORS

Target Audience: Supervisors

Key Themes: Compliance

Author: SGR

Duration: 2 & 4 Hours



Managerial Leadership

Sexual harassment and discrimination in the workplace are issues that cannot be ignored. Not only is there a considerable amount of liability for an organization, but there can be personal liability for a public employee as well. Preventing Sexual Harassment provides a comprehensive overview of sexual harassment prevention for public sector employees and includes a test to recognize harassment, principles to create a safe environment and mitigate risk, and discussion of actual workplace scenarios. Preventing Sexual Harassment for Supervisors uses scenarios and challenges that address the supervisory responsibilities regarding the prevention of sexual harassment in the workplace. Participants will learn how to quickly and wisely assess a situation and create an environment that upholds the standards that allow employees to work in a safe place.

PROJECT MANAGEMENT FROM START TO FINISH

Target Audience: Managers

Key Themes: Professional Development, Technical Development

Author: SGR

Duration: 4 Hours



Managerial Leadership

Project Management from Start to Finish offers insight into creating and implementing a systematic approach to manage a successful project and the tools to get it done. Topics such as Planning, Team-building, Risk-Management, and Communication are covered and exercised with insightful activities and discussion.

TOOLS FOR SUCCESSFUL LEADERSHIP

Target Audience: Managers and Executives

Key Themes: Leadership

Author: SGR

Duration: 90 Minutes & 4 Hours



Managerial Leadership

Successful Leadership explores the concepts of leadership and helps participants recognize leadership opportunities in the workplace and community. The Tools for Successful Leadership class teaches participants to identify the characteristics of effective leaders and the role that personal values play in leadership. Participants also learn to recognize the dynamic relationship between leaders and followers and to identify the difference between management and leadership proactively.

TRANSITIONING FROM PEER TO TEAM LEADER

Target Audience: All Employees

Key Themes: Leadership

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Managerial Leadership

Making the leap from peer to team or crew leader is never easy. New team leaders frequently struggle to balance their old co-worker relationships with their new responsibilities. Transitioning from Peer to Team Leader teaches participants skills and techniques to make this important transition a positive and productive experience. This class challenges participants to accept new realms of responsibility involving productivity, safety, and public image. Building on that foundation, learners then work together to discover the three keys to a successful transition: acknowledge realities, be observant, and serve proactively.

UNDERSTANDING AND UTILIZING PERFORMANCE MEASUREMENTS

Target Audience: Managers

Key Themes: Coaching and Mentoring, Leadership

Author: SGR

Duration: 4 Hours



Managerial Leadership

A high performing organization is reliant upon meaningful and effective performance measures. Unfortunately, too many organizations do not measure what matters, instead measuring too much of what does not matter. Understanding and Utilizing Performance Measurements equips managers to take their organizations to the next level by understanding, measuring, and interpreting the things that matter.

“IT’S NOT ABOUT ME AND IT’S NOT ABOUT NOW.”

Ron Holifield

SUPERVISORY LEADERSHIP

THE ART OF EFFECTIVE DELEGATION

Target Audience: Supervisors

Key Themes: Compliance

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

Management can be defined as accomplishing things through others. In order to do that, supervisors must learn to delegate effectively. The Art of Effective Delegation focuses on organizing employees to accomplish goals by maximizing the use of delegation. Supervisors learn the benefits of delegating, how to overcome reluctance to delegate, and how to use tools to avoid lower to higher level delegating. In addition, participants identify multiple ways to “work smarter, not harder,” leading to lower stress levels and higher morale.

COACHING FOR PERFORMANCE FOR SUPERVISORS

Target Audience: Managers & Executives

Key Themes: Trust Building, Coaching & Mentoring, Leadership

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

Helping employees achieve their potential relies on a trust relationship. An essential strategy for building trust is knowing when and how to utilize the differing skill sets of coaching, mentoring, and supervisory counseling. Coaching for Performance for Supervisors helps participants understand the difference in these three strategies and how to best utilize each of them to help their teams achieve maximum potential.

EMPLOYMENT LAW & SUPERVISORY PRACTICES

Target Audience: Supervisors

Key Themes: Compliance

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

Today, more than ever, it is important for supervisors to understand the nuances of multiple employment laws in order to reduce liability and perform their jobs more effectively. Employment Law and Supervisory Practices increases supervisors’ awareness of employment laws and emphasizes supervisors’ responsibility to comply with laws at the leadership level. This class provides participants with synopses of key employment laws, guidelines for protecting themselves and the organization from liability, and employee counseling timelines and techniques.

HIRING THE RIGHT PEOPLE

Target Audience: Supervisors

Key Themes: Process Improvement

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

Have you ever interviewed a candidate for a position and thought they were perfect for the job only to regret your decision several months later? While not always the case, the culprit is often traditional interview questions and techniques that only provide a partial glimpse into a candidate’s skills and behaviors. Hiring the Right People asserts that the greatest indicator of future performance is past performance in a similar situation. This class teaches participants how to interview in a way that yields a much more accurate overview of a candidate’s performance potential by utilizing techniques that are easy to learn and fun to implement.

LEADING TEAMS

Target Audience: Supervisors

Key Themes: Leadership, Team Building

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Supervisory Leadership

An effective team is one that achieves a high level of performance and member satisfaction. They must have a climate of openness and trust, a clear purpose, specific roles and work assignments, and an effective system of conflict resolution. Leading Teams teaches participants the dynamics of leading a team, the characteristics of an effective team, and the different team player styles that may make up a team. This class includes a self-assessment to identify individual style, team building techniques, and case studies that apply the principles of team leadership.

MANAGING CHANGE

Target Audience: Supervisors

Key Themes: Process Improvement

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

For any change initiative to be effective, the change process must be aggressively managed. Managing Change instructs supervisors in the essential elements of change, including strategy, execution, and the all-important human element. This class offers participants an interactive approach to understanding the “dynamics” of small and organization-wide changes, great and small. In addition, participants gain a heightened awareness into their own processes of adapting to fundamental change, while acquiring tools in understanding and guiding others through change.

THE TRUE HEROES OF THE NEW MILLENNIUM WILL BE SERVANT LEADERS, QUIETLY WORKING OUT OF THE SPOTLIGHT TO TRANSFORM OUR WORLD.

Ann McGee-Cooper

PROFESSIONAL ETHICS

Target Audience: All Employees

Key Themes: Compliance, Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

Local government employees should be above reproach in adhering to ethical standards and codes. Professional Ethics discusses current business ethics, identifies areas of risk, and reviews leaders' accountability for setting an ethical standard and holding both themselves and others accountable to that standard. This class includes group discussions about ethical dilemmas, guidelines for deciding what is ethical and not ethical in a local government context, and application of the six pillars of character.

SUPERVISORY COACHING

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will focus on ways to partner with employees to share a vision of personal growth and will explore the options available to equip and empower employees toward that vision. While feedback helps the employee make quick changes with immediate application, coaching involves long term goals such as skill and leadership development.

SUPERVISORY DELEGATION

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will focus on delegation as a way of developing employees to do your job. They will be challenged to push work down and will discover the idea of work "growing" as it moves down—that what is small to you is big to them. Participants will also learn to say the right things when delegating.

SUPERVISORY FEEDBACK

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will focus on defining effective feedback, both in terms of giving and receiving it, as well as building scripts and applying their knowledge to real-life managerial situations.

SUPERVISORY HIRING PRACTICES

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will prioritize hiring outcomes, explore four guideposts for effective hiring, and will learn to plan for the hiring process. As a result, they will be better prepared to screen candidates for both job and organizational fit and this will increase the odds of higher retention.

SUPERVISORY PRACTICES

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 4 Hours



Supervisory Leadership

It can be very difficult to make the transition from peer to supervisor and to understand the responsibility of this new role. Supervisory Practices helps new supervisors develop their employees, encourage a climate of motivation, plan effectively, and evaluate to make sure performance standards are met. Participants learn the four major roles of a supervisor and how supervision is carried out, taking into consideration the workplace environment and the shared and individual values of all employees.

SUPERVISORY RAPPORT

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will focus on building rapport with employees. They will discover how to use weekly one-on-one meetings to build rapport and boost productivity among employees.

SUPERVISORY SERVANT LEADERSHIP CONSIDERATIONS

Target Audience: Supervisors

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Supervisory Leadership

Participants will focus on connecting Supervisory Competencies to Servant Leadership Principles, Characteristics, and Legal Expectations.

CUSTOMER SERVICE

CONFLICT RESOLUTION

Target Audience: Supervisors

Key Themes: Communication, Trust Building

Author: SGR

Duration: 90 Minutes & 4 Hours



Customer Service

Conflict, strife, and opposing points of view are part of the workplace and part of life; this cannot be changed. However, employees can change the way they react and manage conflict when it occurs. Conflict Resolution helps employees discover practical, proven alternatives that give them skills to not only deal with difficult and frustrating situations, but to learn from them, thus creating a more productive and less stressful work environment. This class instructs participants in the sources and benefits of conflict, as well as in individual conflict styles.

CUSTOMER SERVICE COMMUNICATIONS

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Using an active learning challenge, employees will identify the responsibilities associated with sending, receiving, and following through on information. Participants will also recognize the elements of an effective communication cycle. Along the way, they will discuss how customer service communications can honor the eight customer service values.

CUSTOMER SERVICE FOR DIVERSE GENERATIONS

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Participants will become familiar with characteristics and experiences of The Boomers, The X-ers and The Millennials. They will consider how each generation prioritizes customer service values and will discuss how to meet those expectations.

CUSTOMER SERVICE FOR VARIOUS PERSONALITIES

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Participants will become familiar with four personality styles based on two spectra. They will consider how each personality type prioritizes customer service values and will discuss how to meet those expectations. These values include being Compassionate, Competent, Careful, Confident, Courteous, Calm, Quick, and Creative.

CUSTOMER SERVICE IN TIMES OF CONFLICT

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Participants will discover and apply helpful approaches to customers during times of conflict. Participants will acknowledge the importance and the challenge of focused attention. They will learn how to bypass unnecessary conflict and move quickly to meet the needs of the customer while honoring the eight customer service values.

CUSTOMER SERVICE STRATEGIES

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Participants will learn the importance of impressions and will then identify and explore strategies that will leave the customer with a great impression of the employee and the organization. Three key principles, presented as the E.Y.E. acronym, will be discovered and applied: Eager, Yielding, and Efficient.

CUSTOMER SERVICE VALUES

Target Audience: All Employees

Key Themes: Customer Service, Professional Development, Communication, Citizen Engagement

Author: SGR

Duration: 90 Minutes & 2 Hours



Customer Service

Participants will consider eight customer service values. They will explore the importance of being Compassionate, Competent, Careful, Confident, Courteous, Calm, Quick, and Creative. Based on this knowledge, employees will compile a list of behaviors that either support or undermine each value.

THE BASICS OF EXTRAORDINARY CUSTOMER SERVICE

Target Audience: All Employees

Key Themes: Customer Service

Author: SGR

Duration: 2 & 4 Hours



Customer Service

As the pressure increases to keep citizens happy and local business growing and thriving, it is more important than ever that local government employees know how to deliver customer service at the highest level. The Basics of Extraordinary Customer Service is designed to give the participants a broad overview of customer service and addresses dealing with both internal and external customers. This class instructs participants on topics including making great first impressions, professional phone etiquette, using email professionally, being respectful and responsive to customers' needs, and interacting with difficult customers.

LEARNING THE LANGUAGE OF MULTIPLE GENERATIONS

Target Audience: All Employees

Key Themes: Customer Service, Diversity

Author: SGR

Duration: 4 Hours



Customer Service

Now, more than any time in history, different generations with diverse outlooks are being asked to work together. Learning the Language of Multiple Generations helps employees understand the confusing differences between generations. In this class, participants overcome generational misconceptions and employ effective techniques for communicating with people of all ages, whether citizens or co-workers.

TIME MANAGEMENT

Target Audience: All Employees

Key Themes: Organizational Culture, Team Building

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Customer Service

Even with cell phones, computers, and Wi-Fi Internet access at their disposal, employees never seem to have enough time to complete important tasks, as well as urgent ones. This can lead to frustration and can directly affect relationships with internal and external customers. Time Management teaches employees to put first things first and implement organizational and time-saving strategies. It is easy to try to condense time management into a series of to-do lists, or tips, but effective time management is much more than that. This class is based on emotional intelligence principles, taking the participant through a much broader concept of time management than traditional approaches.

UNDERSTANDING DIFFERENT PERSONALITY STYLES

Target Audience: All Employees

Key Themes: Customer Service,
Team Building

Author: SGR

Duration: 4 Hours



Customer Service

Relational Leadership requires that employees understand and work effectively with coworkers and customers. Understanding Different Personality Styles utilizes the DiSC® Classic personality profile assessment, equipping employees with the tools to identify and effectively deal with different personalities. Often a customer presents his/her primary temperament style within the first minute of conversation, allowing the customer service representative to frame his/her responses accordingly. This class instructs participants in understanding their own temperament styles, as well as identifying the prominent styles in others, so that they can respond to different situations effectively and efficiently. This is the foundational class for all SGR customer service classes. This class requires the additional purchase of DiSC Assessments per participant.

IF YOU WANT TO LIFT YOURSELF UP, LIFT UP SOMEONE ELSE.

Booker Washington

HUMAN RELATIONS

ANGER AND STRESS MANAGEMENT

Target Audience: All Employees

Key Themes: Personal Development

Author: SGR

Duration: 90 Minutes & 4 Hours



Human Relations

With the pace of life so fast, it seems as if anger and stress can control our lives. It has been estimated that more than half of all doctor visits are due to anger or stress-related illnesses. When we do not have a healthy mechanism to deal with the frustrations in our lives, it can lead to serious health problems. If we take the time for purposeful and constructive action, the path that we take to deal with our anger and stress can actually be a positive one. Anger and Stress Management helps participants communicate anger in healthy ways and implement effective stress management techniques.

BUILDING A RESPECTFUL WORKPLACE

Target Audience: All Employees

Key Themes: Organizational Culture, Team Building

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Human Relations

Respect is the glue that holds every successful team together. Without a culture of respect organizations and teams will spiral into burnout, resentment, and high turnover rates. Learn the secrets to making a culture respectful and how to address disrespect without ruining relationships.

EMBRACING DIVERSITY IN THE WORKPLACE

Target Audience: All Employees

Key Themes: Diversity, Organizational Culture, Team Building

Author: SGR

Duration: 90 Minutes & 4 Hours



Human Relations

The U.S. workplace is more diverse than ever before. Diversity brings many benefits, but it also creates a responsibility for supervisors and employees to learn how to nurture and encourage healthy and vibrant interactions and teamwork in such a diverse environment. Embracing Diversity in the Workplace trains participants how to create a productive, synergistic environment.

ETHICS: THE HEART OF PUBLIC SERVICE

Target Audience: All Employees

Key Themes: Professional Development, Personal Development

Author: SGR

Duration: 90 Minutes & 2 Hours



Human Relations

Ethical behavior is the foundation of a successful organization. Ethics: The Heart of Public Service is an ethics overview that can be used for new employee orientation and an ethics refresher for tenured public sector employees. In this class, participants review the basic rules of ethical conduct in the public sector and learn how to utilize the HEART Ethical Decision Making Process®. The class also includes many practical applications and several worksheets, including Unethical Behaviors Public Sector Employees Should Avoid.

PREVENTING SEXUAL HARASSMENT

Target Audience: All Employees

Key Themes: Compliance

Author: SGR

Duration: 90 Minutes & 2 Hours



Human Relations

Sexual harassment and discrimination in the workplace are issues that cannot be ignored. Not only is there a considerable amount of liability for an organization, but there can be personal liability for a public employee as well. Preventing Sexual Harassment provides a comprehensive overview of sexual harassment prevention for public sector employees and includes a test to recognize harassment, principles to create a safe environment and mitigate risk, and discussion of actual workplace scenarios. Preventing Sexual Harassment for Supervisors uses scenarios and challenges that address the supervisory responsibilities regarding the prevention of sexual harassment in the workplace. Participants will learn how to assess a situation quickly and wisely, create an environment that upholds the standards that allow employees to work in a safe place.

PREVENTING WORKPLACE HARASSMENT

Target Audience: All Employees

Key Themes: Compliance

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Human Relations

Harassment comes in many different forms. Some forms are overt, some are more subtle. In this class we will discuss the various forms of harassment and what practical steps can be taken to prevent them. Preventing Workplace Harassment instructs participants in creating a place of mutual respect for all employees. This class educates employees at all levels of responsibility on what the law says about sexual and other types of harassment and what constitutes harassment. It also helps define what is and is not appropriate personal behavior in a variety of specific situations and circumstances. You will leave this class with a keen awareness and concrete steps for addressing and preventing harassment in all its forms.

PROFESSIONAL COMPETENCY

THE ART OF PLANNING AHEAD

Target Audience: All Employees

Key Themes: Personal Development

Author: SGR

Duration: 2 Hours & 4 Hours

The Art of Planning Ahead encourages participants to think one step ahead. Building on this foundation of strategic thinking, participants discover skills that can improve both communication and time management in the workplace.



Professional Competency

BUSINESS WRITING SKILLS

Target Audience: All Employees

Key Themes: Professional Development

Author: SGR

Duration: 2 Hours & 4 Hours

Business Writing Skills teaches participants to write clearly, concisely, and appropriately in a business context. This class is designed for those who prepare written presentations, letters, memos and emails and want to enhance their writing skills. The class includes grammar basics, exercises to enhance sentence structure, and overall improvement of written communication so that participants can convey their messages professionally.



Professional Competency

EFFECTIVE LISTENING SKILLS

Target Audience: All Employees

Key Themes: Communication, Customer Service

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours

Listening is the foundation of all leadership. Most people are taught how to speak, few ever really learn how to listen. Effective Listening Skills instructs participants in the art of active listening. Active listening is a difficult skill to learn, but the payoff can be great. Participants explore the process of listening more effectively and learn specific tools to maximize interpersonal communication. Discover here the power of listening, the doors it can open for you, and the difference it can make in building and sustaining healthy relationships with your team.



Professional Competency

THE SERVANT LEADER BELIEVES THAT 'MY SUCCESS IS YOUR SUCCESS.'

Anonymous

LEADING BY EXAMPLE

Target Audience: All Employees

Key Themes: Leadership

Author: SGR

Duration: 90 Minutes, 2 & 4 Hours



Professional Competency

As employees move into leadership roles, the example they set becomes increasingly important. Leading by Example challenges participants to acknowledge both the existence of influence and the power that it wields. This class explores the concepts of leadership and helps the participant recognize leadership opportunities in the workplace.

TELEPHONE SKILLS TRAINING FOR LOCAL GOVERNMENT EMPLOYEES

Target Audience: All Employees

Key Themes: Compliance, Technical Development, Communication

Author: SGR

Duration: 2 & 4 Hours



Professional Competency

Statistics have shown that 55% of the communication process involves body language. This means that we lose over 50% of our ability to communicate when on the telephone. If good communication is the key to getting the job done right, then learning effective communication strategies on the telephone is crucial to any organization's ongoing success. Telephone Skills Training for Local Government Employees instructs participants in basic phone etiquette, phone manners that make a good business impression, the correct way to answer and speak on the phone, how to deal with resistance and disgruntled callers, and much more. If you make or receive even a handful of phone calls each day, this training initiative will continue paying dividends for years to come.

WORKPLACE VIOLENCE AWARENESS FOR SUPERVISORS

Target Audience: Supervisors

Key Themes: Compliance

Author: SGR

Duration: 90 Minutes & 4 Hours



Professional Competency

Workplace Violence Awareness for Supervisors instructs participants on how to create a safe environment for your employees. As the number of workplace violence incidents continues to rise, it is increasingly important to be able to recognize threats and take preventative action. The class includes techniques to improve your ability to see warning signs and respond effectively, guidelines for documenting behavior, and group discussion of case studies involving actual workplace violence situations.

WRITTEN COMMUNICATION & OPEN RECORDS AWARENESS

Target Audience: All Employees

Key Themes: Professional Development, Communication, Citizen Engagement Related Training: Business Writing Skills

Author: SGR

Duration: 2 Hours



Professional Competency

The realities of working in local government mean that a vast majority of communication is subject to open records. Written Communication & Open Records Awareness familiarizes participants with the nature of open records requests and what is subject to such requests. This class serves as a friendly reminder that thoughtful and professional written communication (both internal and external) is fundamental to reinforcing organizational reputation and positive public perception.

4 REASONS TO INVEST IN DEVELOPING YOUR LEADERS



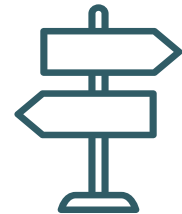
IMPROVE
bottom-line
financial
performance.



ATTRACT,
develop &
retain talent.



DRIVE
strategy
execution.



INCREASE
success in
navigating
change.

POLICE TRAINING

TRANSITIONING TO SERGEANT: SERVANT LEADERSHIP

Target Audience: Police Sergeants

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 2 Hours



Police Training

This class will provide the insight and resources you need to become a genuine and effective Servant Leader. Here you will learn what it means to be a Servant Leader while exploring the strengths and weaknesses of different leadership styles. This class is eligible for TCOLE credit and is taught by a TCOLE certified instructor.

TRANSITIONING TO SERGEANT: THE TENSION PT. 1

Target Audience: Police Sergeants

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 2 Hours



Police Training

There is a tension in every department, and in every individual, between focusing on responsibilities and focusing on relationships. This class emphasizes how to take care of your responsibilities, accomplish the mission, and serve with excellence without losing sight of the necessity and power of relationships. This class is eligible for TCOLE credit and is taught by a TCOLE certified instructor.

TRANSITIONING TO SERGEANT: THE TENSION PT. 2

Target Audience: Police Sergeants

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 2 Hours



Police Training

This class builds upon the previous discussion with an emphasis on the relational aspect of leadership. How do you build and sustain healthy relationships in a professional setting? What role do relationships play in you excelling at your new responsibilities? This concluding class will discuss these questions and much more. This class is eligible for TCOLE credit and is taught by a TCOLE certified instructor.

TRANSITIONING TO SERGEANT: WHAT IS YOUR WHY

Target Audience: Police Sergeants

Key Themes: Leadership, Professional Development

Author: SGR

Duration: 2 Hours



Police Training

This class is all about exploring why you tested for promotion, and what kind of leader you want to be. We will discuss the power of knowing your purpose, and how this applies to the new responsibilities and relationship dynamics that you will face. This class is eligible for TCOLE credit and is taught by a TCOLE certified instructor.

LIVE TRAINING SERIES

Many of SGR's individual events are packaged together to form an entire series. This page lists a variety of series that SGR has created and packaged together; however, SGR can work directly with your organization to create custom packages based on your needs. In addition, throughout the Live Training catalog, these suggested series are listed in each event underneath the subheader "Related Training".

COMPLIANCE SERIES



- Preventing Sexual Harassment
- Preventing Workplace Harassment
- Embracing Diversity in the Workplace
- Building a Respectful Workplace

CUSTOMER SERVICE PRACTICES SERIES

- Understanding Different Personality Styles
- The Basics of Extraordinary Customer Service
- Time Management
- Effective Interpersonal Communication
- Learning the Language of Multiple Generations
- Conflict Resolution
- Pruning Negativity

DEVELOPING YOUR TEAM



- Relating to Different Personalities
- Effective Interpersonal Communications
- Conflict Resolution
- Pruning Negativity

EVERYDAY SERVANT LEADERSHIP SERIES

- Building a Respectful Workplace
- Intro to Servant Leadership Principles
- The Basics of Extraordinary Customer Service
- Time Management
- Anger and Stress Management
- Effective Listening Skills

EXTRAORDINARY CUSTOMER SERVICE SERIES



- Customer Service Values
- Customer Service for Various Personalities
- Customer Service for Diverse Generations
- Customer Service Communications
- Customer Service in Times of Conflict
- Customer Service Strategies

FOUNDATIONS OF SUCCESSFUL WORK SERIES



- Leading by Example
- Effective Listening Skills
- The Art of Planning Ahead
- Building a Respectful Workplace

LEAD WORKER SERIES



- Transitioning from Peer to Team Leader
- Leading by Example
- Effective Listening Skills
- Building a Respectful Workplace
- Time Management
- Ethics: the Heart of Public Service

NOW THAT YOU ARE A SUPERVISOR SERIES

- Preventing Sexual Harassment for Supervisors
- Workplace Violence Awareness for Supervisors
- Effective Interpersonal Communication
- Coaching for Performance for Supervisors
- Employment Law and Supervisory Practices
- Professional Ethics

LIVE TRAINING SERIES

SUCCESSFUL WORK ENVIRONMENTS SERIES

- Professional Ethics
- Building a Respectful Workplace
- Conflict Resolution
- Leading by Example
- Effective Listening Skills
- Time Management

SUPERVISORY COMPETENCIES SERIES

- Supervisory Rapport
- Supervisory Feedback
- Supervisory Coaching
- Supervisory Delegation
- Supervisory Hiring Practices
- Supervisory Servant Leadership Considerations

SERVANT LEADERSHIP FOR SUPERVISORS - SERIES 1

- Supervisory Servant Leadership
- Supervising Personalities
- Supervising Generations
- Supervising Communications
- Supervising Customer Service Values
- Supervising Ethical Behaviors

SERVANT LEADERSHIP FOR SUPERVISORS - SERIES 2

- Supervisory Practices
- Hiring the Right People
- Managing Employee Performance
- Leading Teams
- The Art of Effective Delegation
- Managing Change

TRANSITIONING TO SERGEANT SERIES

- What is Your Why?
- Servant Leadership
- The Tension Pt. 1
- The Tension Pt. 2

TAB E

Proposal Pricing

Service Category #1: Executive Search & Recruitment Services

Full Service Executive Recruitment

Fixed Fee:

- Public safety positions and positions that do report to a governing body: \$25,919.00
- Non-public safety positions and positions that do not report to a governing body: \$24,949.00

Optional Add-Ons:*

- Stakeholder Survey: \$1,531.00

Fees for additional requested services over and above the included quantity:*

- Online Interviews: \$256.00 per candidate
- Comprehensive Media Reports: \$766.00 per candidate
- Background Investigation Reports: \$511.00 per candidate
- Reference Checks: \$256.00 per candidate
- DiSC® Assessments: \$179.00 per candidate
- Recruiter travel and onsite time: \$1,021.00 per day

Not Included in Fixed Fee:*

- Production and delivery of briefing materials, as requested: Billed back at actual cost
- Ad placements: Billed back at actual cost
- Recruiter Travel Costs:
 - Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner.
 - Mileage will be reimbursed at the current IRS rate.
 - All other travel-related expenses are billed back at actual cost with no markup for overhead.

**A Full Service Executive Recruitment must be purchased to qualify for the listed prices.*

Limited Scope Recruitment

Fixed Fee: \$14,184.00

Limited scope recruitments are offered for non-public safety positions and positions that do not report to a governing body.

Optional Add-Ons:*

- Stakeholder Survey: \$1,531.00
- Online Interviews: \$256.00 per candidate
- Comprehensive Media Reports: \$1,276.00 per candidate
- Background Investigation Reports: \$511.00 per candidate
- Reference Checks: \$256.00 per candidate
- DiSC® Assessments: \$179.00 per candidate
- Recruiter Travel, if travel is deemed necessary:
 - \$256.00 per hour, plus \$1,021.00 per day.
 - Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner.
 - Mileage will be reimbursed at the current IRS rate.
 - All other travel-related expenses are billed back at actual cost with no markup for overhead.

Not Included in Fixed Fee:*

- Production and delivery of briefing materials, as requested: Billed back at actual cost
- Ad placements: Billed back at actual cost

**A Limited Scope Recruitment must be purchased to qualify for the listed prices.*

Service Category #3: Succession Planning

Next Generation Leadership Program

Program Fee: \$30,613.00 per year

Service Category #5: Interim Executives

Interim Management Services

Hourly Rate:

The hourly rate is based on the total amount the organization has in the current fiscal year budget for compensation of the position including, but not limited to:

- Base Salary
- FICA
- Worker's Comp
- Retirement
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Long/Short Term Disability Insurance
- Longevity Pay
- Deferred Compensation
- Technology Allowance (cell phone, computer, etc.)
- Car Allowance
- Professional Membership Dues
- Any Other Provided Benefit

(Example: Salary + All Benefits ÷ 2080 hours = Hourly Rate)

Hourly rates are subject to change based on market demand.

Travel:

Depending on the location of the permanent residence of the selected interim candidate, the City may need to provide a mileage/travel stipend and/or temporary lodging, such as a hotel direct billed to the City during the term of the assignment.

Optional Add-Ons:*

- Comprehensive Media Reports: \$511.00 per candidate
- Background Investigation Reports: \$409.00 per candidate

Not Included in Other Interim Management Services Fees:

- If City hires the candidate placed as Interim for a permanent position during the term of this agreement or within 12 months after the conclusion of this agreement, City will pay SGR an employment placement fee. This fee is waived if SGR conducts a full-service executive search for this position.

**Interim Management Services must be purchased to qualify for the listed prices.*

Service Category #6: Other Related Consulting Services

Management Team Workshops

| | |
|-----------|------------|
| Half-day: | \$3,827.00 |
| Full-day: | \$7,143.00 |

Facilitator Travel Costs:

- Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner.
- Mileage will be reimbursed at the current IRS rate.
- All other travel-related expenses are billed back at actual cost with no markup for overhead.

Elected Officials Retreats

| | |
|-----------|------------|
| Half-day: | \$4,847.00 |
| Full-day: | \$9,694.00 |

Facilitator Travel Costs:

- Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner.
- Mileage will be reimbursed at the current IRS rate.
- All other travel-related expenses are billed back at actual cost with no markup for overhead.

Live Training Classes

| | |
|----------------------------|------------|
| In-Person, 2 hours: | \$2,449.00 |
| In-Person, 4 hours: | \$3,062.00 |
| Virtual, 90 - 120 minutes: | \$2,041.00 |

Assessments

I Opt®

- Workshops
 - Virtual, 2.5 hours: \$2,858.00
 - In-Person, 4 hours: \$4,082.00
- Assessments
 - Individual Reports: \$179.00 per person
 - Team Reports:* \$154.00 per report

**Requires the purchase of individual reports.*

DiSC®

- Workshops
 - Virtual, 2.5 hours: \$2,858.00
 - In-Person, 4 hours: \$4,082.00
- Assessments
 - Individual Reports: \$179.00 per person

TAB F

References

North Texas Municipal Water District

Brian Brooks, Board Liaison/Assistant to the General Manager

bbrooks@ntmwd.com

469-626-4337

Type(s) of Services Provided: Executive Recruitment

City of Lubbock, Texas

Jarrett Atkinson, City Manager

jatkinson@mylubbock.us

806-775-2003

Type(s) of Services Provided: Executive Recruitment, Interim Management Services

City of Grand Prairie, Texas

Cheryl De Leon, Deputy City Manager

cdeleon@GPTX.org

972-237-8012

Type(s) of Services Provided: Executive Recruitment, Interim Management Services

City of Plano, Texas

Mark Israelson, City Manager

marki@plano.gov

972-941-7121

Type(s) of Services Provided: Executive Recruitment

City of Grapevine, Texas

Bruno Rumbelo, City Manager

brumbelow@grapevinetexas.gov

817-410-3000

Type(s) of Services Provided: Succession Planning, Executive Recruitment, Workshops

TAB G

EXHIBIT 1

DESCRIPTION OF DESIRED SERVICE CATEGORIES AND PROPOSED PRICING

You should furnish a proposal that contains pricing for the services they wish to offer, choosing from the list below. You are not required to provide all service categories.

Service Categories #1-6.

Please provide a descriptive list of the various types of consulting services necessary you wish to offer as described in Section 4 along with the either fixed hourly rates or fixed percentage discount off your rates. These are the services and rates that your firm would use to calculate a lump sum project cost with a client. There may be as many Rate Classifications as you deem necessary. You may attach additional pages as needed.

In addition, you may wish to provide optional or ancillary services, that may not be ordinarily used in every executive search consult but may be of interest to your potential Customer.

Services proposed by SGR:

- Service Category #1: Executive Search & Recruitment Services
 - Full Service Executive Recruitment
 - Limited Scope Recruitment
- Service Category #3: Succession Planning
 - Next Generation Leadership Program
- Service Category #5: Interim Executives
 - Interim Management Services
- Service Category #6: Other Related Consulting Services
 - Management Team Workshops
 - Elected Officials Retreats
 - Assessments
 - Live Training Classes

Additional service details can be found within Tab D - B. Proposed Scope of Services. All pricing details can be found within Tab E.

EXHIBIT 2

SAMPLE MARKET BASKET FORM

This form will be used for **evaluation purposes only**. It is hypothetical in nature and in no way relates to a project that will be awarded under this RFP. Its purpose is an exercise to get a cost estimate from proposing firms for a project of similar nature.

Please use the information below to complete this section. The following specifications are derived from a hypothetical customer. You should use the information below, and the category pricing proposed to establish an approximate project cost for evaluation purposes.

Hypothetical Project cost \$ \$25,918, plus travel and ad placement expenses

Proposal for Hypothetical Executive Search for the City of Whoville, USA

Background

- A. The awarded Contractor shall solicit candidates for the new City Manager for the City of Whoville. The Contractor shall screen candidates based on the qualities, experience, and expertise specified by the City of Whoville, USA. The successful executive recruiter may be asked by the City to make a recommendation regarding the candidate or candidates being considered for appointment. Whoville is required to comply with its state and federal employment laws and the recruitment process must be conducted in accordance with the same.
- B. The successful executive recruiter shall provide the following services:
1. Development of Candidate Profile: Consult with the Whoville, in small groups and/or individually, to develop/determine the profile (background, education, training, experience, knowledge, skills, abilities, management style and other appropriate characteristics) desired of the individual to be selected as new City Manager.
 2. Develop a recruitment brochure prior to starting the recruitment, providing information and photos about Whoville.
 3. Recruitment Strategy: Develop a strategy for carrying out the recruitment, including outreach to highly qualified candidates who might not otherwise express an interest, whether currently employed or not. Recruitment strategy shall include networking with the ICMA and any other pertinent networks or organizations deemed appropriate by the recruiter to find candidates with the requisite skills and experience identified and desired by the Board.
 4. Source Highly Qualified Candidates: Identify and directly source top candidates through personal contacts, networking and referrals, strategic online and print advertising and other aggressive means to attract a highly qualified and diverse candidate pool.
 5. Preliminary Screening of Candidates: Evaluate resumes and supplementary materials submitted by applicants and provide a preliminary assessment of the candidate pool, including recommendations on the most highly qualified candidates to advance as semi-finalists. In conjunction with Whoville representatives, conduct interviews and other assessments (i.e. supplemental questionnaires, testing, phone interviews, video conference, face-to-face [as feasible], etc.) with the semi-finalist group to recommend the top candidates who will then be invited to participate as finalists. Prepare and provide detailed profile packets for each finalist to the City representatives. Communicate with all candidates as to their status in a timely and professional manner.
 6. Candidate Reference Checks: Conduct preliminary reference checks on the finalists and in-depth reference and background checks on the Board's "short-list" of finalist candidates. Background checks of finalists shall include, but not be limited to verification of educational background, conducting criminal, financial, local newspaper, online profiles, and civil litigation checks. In the event politically

sensitive or potentially embarrassing issues arise in a candidate's background, the recruiter shall conduct in-depth interviews with the appropriate parties to clarify the event so that the matter can be fully disclosed and described to the Whoville representatives.

7. Communication with the City: Provide written bi-weekly activity reports summarizing and detailing the progress of the recruitment effort. Recruiter shall respond immediately to all inquiries from Whoville related to the progress of this recruitment effort.

EXHIBIT 3
SERVICE DESIGNATION AREAS

| Texas Service Area Designation or Identification | | | |
|---|--|---|--------------------------------|
| Proposing Firm Name: | Strategic Government Resources, Inc. | | |
| Notes: | Indicate in the appropriate box whether you are proposing to service the entire state of Texas | | |
| | Will service the entire state of Texas | Will not service the entire state of Texas | |
| | X | | |
| | If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services. | | |
| Item | Region | Metropolitan Statistical Areas | Designated Service Area |
| 1. | North Central Texas | 16 counties in the Dallas-Fort Worth Metropolitan area | |
| 2. | High Plains | Amarillo Lubbock | |
| 3. | Northwest | Abilene Wichita Falls | |
| 4. | Upper East | Longview Texarkana, TX-AR Metro Area Tyler | |
| 5. | Southeast | Beaumont-Port Arthur | |
| 6. | Gulf Coast | Houston-The Woodlands-Sugar Land | |
| 7. | Central Texas | College Station-Bryan Killeen-Temple Waco | |
| 8. | Capital Texas | Austin-Round Rock | |
| 9. | Alamo | San Antonio-New Braunfels Victoria | |
| 10. | South Texas | Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission | |
| 11. | West Texas | Midland Odessa San Angelo | |
| 12. | Upper Rio Grande | El Paso | |

(Exhibit 3 continued on next page)

| Nationwide Service Area Designation or Identification Form | | | |
|--|--|--|-------------------------------------|
| Proposing Firm Name: | Strategic Government Resources, Inc. | | |
| Notes: | Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States. | | |
| | Will service all fifty (50) states | Will not service fifty (50) states | |
| | X | | |
| | | | |
| | <p>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p> | | |
| Item | State | Region/MSA/City (write "ALL" if proposing to service entire state) | Designated as a Service Area |
| 1. | Alabama | | |
| 2. | Alaska | | |
| 3. | Arizona | | |
| 4. | Arkansas | | |
| 5. | California * | <i>See Tab D - B. Proposal Narrative for exceptions.</i> | |
| 6. | Colorado | | |
| 7. | Connecticut | | |
| 8. | Delaware | | |
| 9. | Florida | | |
| 10. | Georgia | | |
| 11. | Hawaii | | |
| 12. | Idaho | | |
| 13. | Illinois | | |
| 14. | Indiana | | |
| 15. | Iowa | | |
| 16. | Kansas | | |
| 17. | Kentucky | | |
| 18. | Louisiana | | |
| 19. | Maine | | |

| | | | |
|-----|----------------|--|--|
| 20. | Maryland | | |
| 21. | Massachusetts | | |
| 22. | Michigan | | |
| 23. | Minnesota | | |
| 24. | Mississippi | | |
| 25. | Missouri | | |
| 26. | Montana | | |
| 27. | Nebraska | | |
| 28. | Nevada | | |
| 29. | New Hampshire | | |
| 30. | New Jersey | | |
| 31. | New Mexico | | |
| 32. | New York | | |
| 33. | North Carolina | | |
| 34. | North Dakota | | |
| 35. | Ohio | | |
| 36. | Oregon | | |
| 37. | Oklahoma | | |
| 38. | Pennsylvania | | |
| 39. | Rhode Island | | |
| 40. | South Carolina | | |
| 41. | South Dakota | | |
| 42. | Tennessee | | |
| 43. | Texas | | |
| 44. | Utah | | |
| 45. | Vermont | | |
| 46. | Virginia | | |
| 47. | Washington | | |
| 48. | West Virginia | | |
| 49. | Wisconsin | | |
| 50. | Wyoming | | |

End of Exhibit 3

**ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

REQUIRED ATTACHMENT CHECKLIST

This checklist is provided as a courtesy to responding firms. Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☒ Cover Sheet
- ☒ Exhibit 1: Description of Desired Service Categories for Proposed Pricing
- ☒ Exhibit 2: Sample Market Basket Form
- ☒ Exhibit 3: Service Area Designation Forms
- ☒ Attachment I: Instructions for Proposals Compliance and Submittal
- ☒ Attachment II: Certification of Offeror
- ☒ Attachment III: Certification Regarding Debarment
- ☒ Attachment IV: Restrictions on Lobbying
- ☒ Attachment V: Drug-Free Workplace Certification
- ☒ Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- ☒ Attachment VII: Certification of Fair Business Practices
- ☒ Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☒ Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises
- ☒ Attachment X: Federal and State of Texas Required Procurement Provisions
- ☒ Attachment XI: Conflict of Interest Questionnaire

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification. You recognize that all proposals must be submitted electronically through PublicPurchase.com by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

Acknowledgment of Insurance Requirements *

By signing its submission, you acknowledges that it has read and understands the insurance requirements for the submission. You also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the your proposals. The insurance requirements are outlined in Section 6.4.

Strategic Government Resources, Inc.

Name of Organization/Contractor



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Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:46 AM CST

Date

* Please note that we have enclosed specimen certificates of insurance so that NCTCOG can confirm that our insurance coverage is acceptable and aligns with the requirements of the RFP. If there are any deficiencies, we respectfully request guidance on obtaining a waiver.

ATTACHMENT II:
CERTIFICATIONS OF OFFEROR

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I agree that failure to submit all requested information may result in rejection of this proposal as non-responsive. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, Jennifer Fadden (typed or printed name) certify that I am the Chief Operating Officer (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as you and you herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said Offeror by authority of its governing body.

Strategic Government Resources, Inc.

Name of Organization/Contractor

 DocuSigned by: Jennifer Fadden

Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

**ATTACHMENT III:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.


Strategic Government Resources, Inc.

Name of Organization/Contractor(s):

MM9ZBDJ168L8

SAM.GOV Unique Identity ID:

DocuSigned by:



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Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

(Attachment continued on next page)

(Attachment IV: Cont.)

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

- 1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and
- 2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
- 3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Strategic Government Resources, Inc.

Name of Organization/Contractor



Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

**ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION**

The Strategic Government Resources, Inc. _____ (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the
Strategic Government Resources, Inc. _____ (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Strategic Government Resources, Inc.

Name of Organization/Contractor



5D030B92CB0D441...

Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

**ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

“No employee of the contractor, no member of the contractor’s governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents”.

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

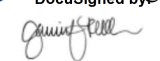
The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Strategic Government Resources, Inc.

Name of Organization/Contractor



Signature of Authorized Representative:

Jennifer Fadden, Chief Operating Officer

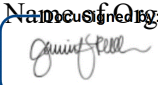
Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Strategic Government Resources, Inc.
Name of Organization/Contractor

5D030B92CB0D441...
Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer
Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST
Date

**ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR
DISADVANTAGED BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB vendors should identify themselves and submit a copy of their certification. This applies only to the Offeror and not a subcontractor.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.

If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

_____ Minority-Owned Business Enterprise

_____ Women-Owned Business Enterprise

_____ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

N/A

Authorized Signature

Typed Name

Date

Subscribed and sworn to before me this _____ day of _____ (month), 20__ in

_____ (city), _____ (agency), _____ (state).

SEAL

Notary Public in and for _____ (Agency),

State of _____ Commission expires: _____

ATTACHMENT X
NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS

Note: The following provisions are mandated by Federal and/or State of Texas law. Failure to certify the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following statements will be ineligible for consideration of contract award.

(Attachment continued on next page)

(Attachment X: Cont.)

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

Strategic Government Resources, Inc.

Name of Organization/Contractor

DocuSigned by:



Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date:

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

(Attachment X: Cont.)

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
- I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
- I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

Name of Organization/Contractor



Signature of Authorized Representative

Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative

2/29/2024 | 8:45 AM CST

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

(Attachment X: Cont.)
BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

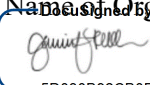
TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.**

Strategic Government Resources, Inc.

Name of Organization/Contractor


3D030B92CB0D441...
Signature of Authorized Representative
Jennifer Fadden, Chief Operating Officer

Printed/Typed Name and Title of Authorized Representative
2/29/2024 | 8:45 AM CST

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

CONFLICT OF INTEREST QUESTIONNAIRE**FORM CIQ****For vendor doing business with local governmental entity****This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.**

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Strategic Government Resource, Inc.

- 2** ☐ **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

NONE

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes☐ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes☐ No**5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.**

- 6** ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 DocuSigned by:

5D030B92CB0D41...

Signature of vendor doing business with the governmental entity

2/29/2024 | 8:45 AM CST

Date

TAB H



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/08/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| PRODUCER Coverica 5999 Summerside Suite 200 Dallas TX 75252 | CONTACT NAME: Daisy Saldana PHONE (A/C, No, Ext): (972) 490-8800 E-MAIL ADDRESS: daisy.saldana@coverica.com FAX (A/C, No): (972) 490-2255 | | | | | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------|--|--------|------------|---------------------|--|------------|-------------------------------|-------|------------|------------------------------|--|------------|--------------------------------|-------|------------|-------------------------|--|------------|--|--|
| INSURED Strategic Government Resources, INC. 6502 Glen Abby Lane Abilene TX 79606 | <table><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Burns & Wilcox Ltd.</td><td></td></tr><tr><td>INSURER B:</td><td>Progressive Insurance Company</td><td>24260</td></tr><tr><td>INSURER C:</td><td>Catapult Insurance Solutions</td><td></td></tr><tr><td>INSURER D:</td><td>Texas Mutual Insurance Company</td><td>22945</td></tr><tr><td>INSURER E:</td><td>Risk Placement Services</td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></table> | INSURER(S) AFFORDING COVERAGE | | NAIC # | INSURER A: | Burns & Wilcox Ltd. | | INSURER B: | Progressive Insurance Company | 24260 | INSURER C: | Catapult Insurance Solutions | | INSURER D: | Texas Mutual Insurance Company | 22945 | INSURER E: | Risk Placement Services | | INSURER F: | | |
| INSURER(S) AFFORDING COVERAGE | | NAIC # | | | | | | | | | | | | | | | | | | | | |
| INSURER A: | Burns & Wilcox Ltd. | | | | | | | | | | | | | | | | | | | | | |
| INSURER B: | Progressive Insurance Company | 24260 | | | | | | | | | | | | | | | | | | | | |
| INSURER C: | Catapult Insurance Solutions | | | | | | | | | | | | | | | | | | | | | |
| INSURER D: | Texas Mutual Insurance Company | 22945 | | | | | | | | | | | | | | | | | | | | |
| INSURER E: | Risk Placement Services | | | | | | | | | | | | | | | | | | | | | |
| INSURER F: | | | | | | | | | | | | | | | | | | | | | | |

COVERAGES**CERTIFICATE NUMBER:** 23-24 COI**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-----------------------------------|----------|---------------|-------------------------|-------------------------|---|
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | BRK0001999 | 03/22/2023 | 03/22/2024 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ Excluded GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 |
| B | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY | | | 967464196 | 03/22/2023 | 03/22/2024 | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ |
| C | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB DED RETENTION \$ | | | EZXS3109453 | 03/22/2023 | 03/22/2024 | EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 |
| D | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | Y / N <input type="checkbox"/> | N / A | 0002082943 | 09/07/2023 | 09/07/2024 | <input checked="" type="checkbox"/> PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 |
| E | Professional Liability | | | MPL2201465.23 | 03/22/2023 | 03/22/2024 | Each Claim 4,000,000 Aggregate 4,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The General Liability and Auto policy includes a blanket automatic additional insured endorsement that provides additional insured status to the certificate holder only when there is a written contract/written agreement between the named insured and the certificate holder that requires such status. The General Liability, Workers Compensation, Auto policy includes a blanket automatic waiver of subrogation endorsement that provides this feature only when there is a written contract between the named insured and the certificate holder. Professional Liability includes Personal and Advertising Injury. The General Liability policy includes an endorsement providing that 30 day+ notice of cancellation [or coverage change] will be furnished to the certificate holder. Notice is sent to certificate holders with mailing addresses on file with the agent or the company. The endorsement does not provide for notice of cancellation to the certificate holder if the named insured requests cancellation. The General Liability and Auto policy contains a special endorsement with "Primary and

CERTIFICATE HOLDER**CANCELLATION**

INSURED COPY INFORMATION USE ONLY

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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AGENCY CUSTOMER ID: _____

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page _____ of _____

| | | | |
|--------------------|-----------|---|--|
| AGENCY Coverica | | NAMED INSURED Strategic Government Resources, INC. | |
| POLICY NUMBER | | | |
| CARRIER | NAIC CODE | EFFECTIVE DATE: | |

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** Certificate of Liability Insurance: Notes

Directors & Officers./Crime
Policy # 82625020
Effective Dates 12/16/2022-12/16/2023
Limits: \$1,000,000 Aggregate

Cyber Liability, Policy #D95977911
Effective Dates: 3/22/2023-3/22/2024
Limits: \$1,000,000 Occurrence/\$1,000,000 Aggregate
Deductible: \$2,500

Workers Compensation- Policy # 03501911 22 1
Coverage State: OK
Effective Dates : 9/13/2023-9/13/2024
E.L Each Accident: \$100,000
E.L Disease- EA Employee: \$100,000
E.L Disease- Policy Limit: \$500,000
Workers Compensation- Policy # WC5-33S-B22Q5F-012
Coverage State: VA, AZ, AR, CT, GA, IA, IL, KS, NC, OR, TN, NV, VT
Effective Dates : 10/01/2022-10/01/2023
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 6R594951
Coverage State: MO
Effective Dates : 10/01/2022-10/01/2023
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 1810126342
Coverage State: ME
Effective Dates : 10/01/2022-10/01/2023
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 154887.801
Coverage State: MN
Effective Dates : 10/01/2022-10/01/2023
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 06349567
Coverage State: PA
Effective Dates : 10/01/2022-10/01/2023
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # WCV5122211
Coverage State: FL
Effective Dates : 1/15/2023-1/15/2024
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 0107804.101
Coverage State: NM
Effective Dates : 2/03/2023-2/03/2024
E.L Each Accident: \$1,000,000
E.L Disease- EA Employee: \$1,000,000
E.L Disease- Policy Limit: \$1,000,000



AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

| | | |
|--------------------|-----------|---|
| AGENCY Coverica | | NAMED INSURED Strategic Government Resources, INC. |
| POLICY NUMBER | | |
| CARRIER | NAIC CODE | EFFECTIVE DATE: |

ADDITIONAL REMARKS**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** Certificate of Liability Insurance: Notes

Workers Compensation- Policy # WC5-33S-B23H38-013

Coverage State: MI

Effective Dates : 2/16/2023-2/16/2024

E.L Each Accident: \$1,000,000

E.L Disease- EA Employee: \$1,000,000

E.L Disease- Policy Limit: \$1,000,000

Workers Compensation- Policy # 25864471

Coverage State: NY

Effective Dates : 3/08/2023-3/08/2024

E.L Each Accident: \$1,000,000

E.L Disease- EA Employee: \$1,000,000

E.L Disease- Policy Limit: \$1,000,000



AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

| | | |
|--------------------|-----------|---|
| AGENCY Coverica | | NAMED INSURED Strategic Government Resources, INC. |
| POLICY NUMBER | | |
| CARRIER | NAIC CODE | EFFECTIVE DATE: |

ADDITIONAL REMARKS**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** Certificate of Liability Insurance: Remarks

certificate holder if the named insured requests cancellation. The General Liability and Auto policy contains a special endorsement with "Primary and Noncontributory" wording. Umbrella policy follows forms.

Form 2366 (02/11) M_CL

Blanket Additional Insured Endorsement

This endorsement modifies insurance provided by the Commercial Auto Policy, Motor Truck Cargo Legal Liability Coverage Endorsement, and/or Commercial General Liability Coverage Endorsement, as appears on the **declarations page**. All terms and conditions of the policy apply unless modified by this endorsement.

If **you** pay the fee for this Blanket Additional Insured Endorsement, **we** agree with **you** that any person or organization with whom **you** have executed a written agreement prior to any **loss** is added as an additional **insured** with respect to such liability coverage as is afforded by the policy, but this insurance applies to such additional **insured** only as a person or organization liable for **your** operations and then only to the extent of that liability. This endorsement does not apply to acts, omissions, products, work, or operations of the additional **insured**.

Regardless of the provisions of paragraph a. and b. of the "Other Insurance" clause of this policy, if the person or organization with whom **you** have executed a written agreement has other insurance under which it is the first named **insured** and that insurance also applies, then this insurance is primary to and non-contributory with that other insurance when the written contract or agreement between **you** and that person or organization, signed and executed by **you** before the **bodily injury or property damage** occurs and in effect during the policy period, requires this insurance to be primary and non-contributory.

In no way does this endorsement waive the "Other Insurance" clause of the policy, nor make this policy primary to third parties hired by the **insured** to perform work for the **insured** or on the **insured's** behalf.

ALL OTHER TERMS, LIMITS, AND PROVISIONS OF THE POLICY REMAIN UNCHANGED.

Form 2367 (06/10)M_CL

Blanket Waiver of Subrogation Endorsement

This endorsement modifies insurance provided by the Commercial Auto Policy, Motor Truck Cargo Legal Liability Coverage Endorsement, and/or Commercial General Liability Coverage Endorsement, as appears on the **declarations page**. All terms and conditions of the policy apply unless modified by this endorsement.

If **you** pay the fee for this Blanket Waiver of Subrogation Endorsement, **we** agree to waive any and all subrogation claims against any person or organization with whom a written waiver agreement has been executed by the named insured, as required by written contract, prior to the occurrence of any **loss**.

ALL OTHER TERMS, LIMITS AND PROVISIONS OF THE POLICY REMAIN UNCHANGED.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

| Name Of Additional Insured Person(s) Or Organization(s) | Location(s) Of Covered Operations |
|--|-----------------------------------|
| Any person or organization is added as an Additional Insured when you and such person or organization have agreed, in writing in a contract or agreement, that such person or organization be added as an Additional Insured on your policy. | |
| Information required to complete this Schedule, if not shown above, will be shown in the Declarations. | |

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

- C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or

2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

| Name Of Additional Insured Person(s) Or Organization(s) | Location And Description Of Completed Operations |
|--|--|
| Any person or organization is added as an Additional Insured when you and such person or organization have agreed, in writing in a contract or agreement, that such person or organization be added as an Additional Insured on your policy. | |
| | |
| | |
| Information required to complete this Schedule, if not shown above, will be shown in the Declarations. | |

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the Schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are

B. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

required by the contract or agreement to provide for such additional insured.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**WAIVER OF TRANSFER OF RIGHTS OF RECOVERY
AGAINST OTHERS TO US (WAIVER OF SUBROGATION) –
AUTOMATIC**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
ELECTRONIC DATA LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
POLLUTION LIABILITY COVERAGE PART DESIGNATED SITES
POLLUTION LIABILITY LIMITED COVERAGE PART DESIGNATED SITES
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART
RAILROAD PROTECTIVE LIABILITY COVERAGE PART
UNDERGROUND STORAGE TANK POLICY DESIGNATED TANKS

The following is added to Paragraph **8. Transfer Of Rights Of Recovery Against Others To Us** of **Section IV – Conditions**:

We waive any right of recovery against any person or organization, because of any payment we make under this Coverage Part, to whom the insured has waived its right of recovery in a written contract or agreement. Such waiver by us applies only to the extent that the insured has waived its right of recovery against such person or organization prior to loss.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654165 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|--|--|
| 206825 City of Cape Canaveral 100 Polk Avenue P.O. Box 326 Cape Canaveral, FL 32920 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|--|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C5568697A | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 City of Hartford 550 Main Street Hartford, CT 06103 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis II Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C55658407 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 City of Lodi 221 W Pine Street Lodi, CA 95240 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis II Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55658407 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|--|--|
| 206825 City of Milpitas 455 East Calaveras Boulevard Milpitas, CA 95035 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|--|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654165 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 City of North Port Lauren Cucchi 4970 City Hall Boulevard North Port, FL 34286 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654347 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|--|--|
| 206825 City of Salisbury 125 N. Division Street, Room 104 Salisbury, MD 21801 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|--|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C5568697A | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|--|--|
| 206825 City of Sioux City P.O. Box 447 Sioux City, IA 51102 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|--|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654165 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Pinellas County, a Subdivision of the State of Florida 400 S Fort Harrison Ave Clearwater, FL 33756 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C5568697A | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|--|--|
| 206825 Saline County 300 W. Ash Street Salina, KS 67401 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|--|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis II Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55658407 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

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| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis II Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55658407 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance CA

CERTIFICATE HOLDER

206825

Strategic Government Resources, Inc.

6502 Glen Abbey Street
Abilene, TX 79606

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Jay Peichel

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55690340 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance PA

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C5568697A | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance TX

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C5568697A | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

CERTIFICATE HOLDER

206825

Strategic Government Resources, Inc.

6502 Glen Abbey Street
Abilene, TX 79606

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Jay Peichel

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654062 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance - CO

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654347 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance MD

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

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| | | |
|---|---|----------------|
| PRODUCER ACE American Insurance Company - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55666155 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance OR

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER ACE American Insurance Company - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: ACE American Insurance Company - CHUBB | 22667 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654530 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of Workers Comp. Insurance - OK

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Keystone Risk Partners LLC 604 East Baltimore Pike Media, PA 19063 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654165 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance FL

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | C55654396 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of insurance MO

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis II Inc. Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654177 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of Workers Comp. Insurance - GA

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

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| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

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| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|--|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG \$ \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE \$ 10,000,000.00 AGGREGATE \$ 10,000,000.00 \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654517 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000.00 E.L. DISEASE-EA EMPLOYEE \$ 1,000,000.00 E.L. DISEASE-POLICY LIMIT \$ 1,000,000.00 |
| | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// Evidence of Workers Comp. Insurance - NM

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|--|
| 206825 Strategic Government Resources, Inc. 6502 Glen Abbey Street Abilene, TX 79606 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Jay Peichel |
|---|--|

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).

| | | |
|---|---|----------------|
| PRODUCER Indemnity Insurance Company of North America - CHUBB 436 Walnut Street Philadelphia, PA 19106 | CONTACT NAME: | |
| | PHONE (A/C, No, Ext): 888-473-6398 | FAX (A/C, No): |
| | E-MAIL ADDRESS: Risk@ExtensisGroup.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC# |
| | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575 |
| | INSURER B: Philadelphia Indemnity Insurance Company | 18058 |
| INSURED Extensis, Inc. L/C/F Strategic Government Resources, Inc. (Strategic Government Resources, Inc.) 900 US HWY 9 North, 3rd Floor Woodbridge, NJ 07095 | INSURER C: | |
| | INSURER D: | |
| | INSURER E: | |
| | INSURER F: | |
| | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|----------|--|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
| | COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | Not Applicable | | | EACH OCCURRENCE | \$ |
| | | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ |
| | | | | | | | MED EXP (Any one person) | \$ |
| | | | | | | | PERSONAL & ADV INJURY | \$ |
| | | | | | | | GENERAL AGGREGATE | \$ |
| | | | | | | | PRODUCTS-COMP/OP AGG | \$ |
| | | | | | | | | \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | Not Applicable | | | COMBINED SINGLE LIMIT (Ea accident) | \$ |
| | | | | | | | BODILY INJURY (Per person) | \$ |
| | | | | | | | BODILY INJURY (Per accident) | \$ |
| | | | | | | | PROPERTY DAMAGE (Per accident) | \$ |
| | | | | | | | | \$ |
| B | X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE X DED X RETENTION \$ 10,000 | | | PHUB882213 | 09/30/2023 | 09/30/2024 | EACH OCCURRENCE | \$ 10,000,000.00 |
| | | | | | | | AGGREGATE | \$ 10,000,000.00 |
| | | | | | | | | \$ |
| A | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | | | C55654438 | 09/30/2023 | 09/30/2024 | X PER STATUTE OTH-ER | |
| | | | | | | | E.L. EACH ACCIDENT | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-EA EMPLOYEE | \$ 1,000,000.00 |
| | | | | | | | E.L. DISEASE-POLICY LIMIT | \$ 1,000,000.00 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks, Schedule, if more space is required)

// EVIDENCE OF WORKER'S COMP INSURANCE - NC

CERTIFICATE HOLDER

206825

Strategic Government Resources, Inc.

6502 Glen Abbey Street
Abilene, TX 79606

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Jay Peichel

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