

CITY OF FORT PIERCE, FLORIDA

Executive Search Services

City Attorney

Prepared by Robert E. Slavin on November 6, 2015



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net

www.slavin.com

With affiliates in Cincinnati, Dallas, Hartford, Dunedin, Los Angeles, Mackinac Island and Mesa



November 6, 2015

Mr. Robert Bradshaw
City Manager
City of Fort Pierce
100 North US 1
Fort Pierce, FL 34950

Via: rbradshaw@city-ftpierce.com

Re: *City of Fort Pierce Florida - City Attorney Recruitment Services*

Dear Mr. Bradshaw:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Attorney of Fort Pierce. The purpose of this project is to help the City Commission develop and agree to a comprehensive position profile for City Attorney and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Commission, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Attorney search to take between sixty and ninety days to complete.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. This proposal commits the highest level of our firm's resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Mr. Stephen Cottrell and Mr. David Krings will assist with the project. Both are highly experienced former local government executives and management consultants.

Public sector and not-for-profit executive search work accounts for more than 95% of SMC's recruitment activities. SMC has recruited many executives for the Florida public agencies and for others in all regions of the nation. ***Our Florida experience is indicated on page 2 of this proposal.*** We are very familiar with Florida's public meetings and open records laws. We are able to recruit well-qualified candidates for our Florida clients who would otherwise not have applied for fear of premature publicity. We also comply with both the letter and intent of Florida's laws. Our proposed process includes a minimum of three presentations to the City Commission and up to three meetings with individual Council members.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Dallas, TX, Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, FL and Mesa, AZ.

Thank you for the opportunity to submit this proposal. We look forward to working with Fort Pierce on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

TABLE OF CONTENTS

Cover Letter	
EXECUTIVE SUMMARY.....	1
SMC Contact Information.....	2
PROJECT SUMMARY.....	3
Develop the Recruitment Profile.....	3
Identify Qualified Candidates.....	3
Evaluate Prospective Candidates.....	3
Preliminary Screening and Progress Report.....	3
Selection and Employment.....	4
In-depth Screening and Final Report.....	4
Establish Evaluation Criteria.....	5
Follow-up.....	5
Reporting.....	5
Deliverables.....	5
PROJECT SCHEDULE.....	6
QUALIFICATIONS AND STAFFING.....	7
A. Firm Qualifications.....	7
B. Staffing.....	7
Robert E. Slavin, President.....	7
Stephen J. Cottrell SMC Florida Regional Manager.....	8
David Krings, ICMA-CM, SMC Regional Manager.....	9
GUARANTEES.....	10
FEE STRUCTURE.....	11
Professional Fees.....	11
Expenses.....	12
AGREEMENT FOR SERVICES.....	13

EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Clients
References
EEO Statement
Minority and Female Placements

EXECUTIVE SUMMARY

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have significant local government recruitment experience in Florida and all regions of the United States. This experience includes extensive experience working for Florida local governments. The best prospects are typically happily employed and not responding to advertisements. Our Florida local government search clients include the following jurisdictions:

Atlantic Beach	Homestead	Palm Bay
Broward County	Jacksonville Beach	Palm Beach County
Boca Raton	Jupiter	Palm Beach Gardens
Boynton Beach	Lake County	Panama City
Charlotte County	Lake Worth	Pinellas County
Clearwater	Lee County	Pensacola
Clermont	Miami	Plantation
Coral Springs	Miami-Dade County	Pompano Beach
Davie	Manatee County	Polk County
Deerfield Beach	Martin County	Santa Rosa County
Delray Beach	Miramar	Sarasota
Destin	Mount Dora	Seminole County
Dunedin	Neptune Beach	Sunrise
Escambia County	North Miami Beach	Titusville
Fort Lauderdale	Okeechobee County	Volusia County
Fort Myers	Orange County	West Palm Beach
Gainesville	Ormond Beach	Winter Park
Hollywood		

SMC is also experienced in recruiting and placing local government attorneys. *We have placed County and City Attorneys with the following jurisdictions: Aurora, CO (2014); Bryan, TX (1998); Charlotte County, FL (2004); Dallas, TX (1999); Fort Collins, CO (2015); Greenville, SC (2014); Gwinnett County, GA (2014); Lake County, FL (1996); Lee County, FL (2004); Oak Park, IL (2013); Palo Alto, CA (1994); San Clemente, CA (1986); Santa Monica, CA (1985); Seminole County, FL (2012) and Virginia Beach, VA (2000).*

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that Fort Pierce is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Fort Pierce. It will honor the interests of candidates to the extent possible under Florida law.

Florida's strong public disclosure laws have a direct impact on governmental recruitment in the State. We work within the letter and the intent of these laws and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

This proposal provides an indexed and easily usable document for the City to assess the qualifications of Slavin Management Consultants to handle this critical work. It contains the following sections: a Table of Contents, Executive Summary, Project Summary, Project Schedule, Firm Qualifications and Staffing, Guarantees, Fee Structure, and an Agreement for Services. We constructed the Fee Structure to illustrate the professional time and cost of each major phase of the project. Exhibits include a sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have helped place.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City Commission so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client’s positions for more than five years.
- Our style is interactive, that is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment.

SMC Contact Information

Robert E. Slavin, President
 Slavin Management Consultants
 3040 Holcomb Bridge Road, Suite #A-1
 Norcross, Georgia 30071

Phone: (770) 449-4656
 Fax: (770) 416-0848
 email: slavin@bellsouth.net
 web site: www.slavinweb.com

PROJECT SUMMARY

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the City Attorney position - the Recruitment Profile.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop the Recruitment Profile

We will meet with the City Commission members individually and collectively and with staff (if the City Commission wishes) to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Fort Pierce to gather additional information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Commission to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Fort Pierce, the City government, major issues to be faced, the position and the selection criteria established by the City Commission.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Commission to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City Commission, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the City Commission to present a group of well-qualified finalist candidates for interviews in Fort Pierce. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Commission that should produce the final selection decision.

Our final report will be presented in a meeting with the City Commission. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the City and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of Fort Pierce and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. Finally, will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Attorney has been on board for 30 days or so, we will conduct a session with the City Commission and with the new City Attorney to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City and the new City Attorney during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City Commission.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

PROJECT SCHEDULE

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for City Commission Approval	✓			
2. Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3. Screen & Evaluate Prospective Candidates		✓		
4. Progress Meeting and Report		✓		
5. Interview and Evaluate Prospective Candidates		✓	✓	
6. Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7. Establish Evaluation Criteria and Follow-up				✓

Approximately twelve to fifteen semifinalist candidates are presented to the City Commission at the progress meetings (45 - 50 days after the Council approves the recruitment profile). Generally, about five finalist candidates are presented for interviews with the City Commission.

QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

SMC is an independent management consulting firm formed in 1998 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Cincinnati, OH; Dallas, TX, Hartford, CT, Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 775 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

B. Staffing

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department,

Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- International Personnel Management Association
- Government Finance Officers Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resources Management
- Certified Management Consultant (National Bureau of Certified Consultants)
- National Forum for Black Public Administrators
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Stephen J. Cottrell SMC Florida Regional Manager

Mr. Cottrell's career in state and local government agencies spans more than three decades. After serving in the United States Air Force, Steve began a career in government as a legislative intern in the Florida Legislature. He served as a legislative analyst for the Florida Advisory Council for Intergovernmental Relations and research associate at the Florida Atlantic Florida International University's Joint Center for Environmental and Urban Problems, where he was mentored by the late Dr. John DeGrove.

His first municipal government experience was as a management analyst for the City of Tallahassee's Office of Management and Budget, where in addition to assisting various departments with the preparation of their annual operating budgets, he prepared the city-wide annual capital improvement budget and five year capital improvement plans..

He has served as assistant city manager for the City of Plant City, Florida, and town manager of Belleair, Florida and Windsor, Vermont. He also held interim city manager positions in both Indian Rocks Beach and Fruitland Park, Florida.

While serving as assistant manager and manager, he performed the duties of budget director, personnel administrator, IT manager, and public works/utility director. Public works and utility management, in particular, the initiation and implementation of facility construction, infrastructure repairs and replacements, and other capital investments, were a principal focus during his years as a manager.

He oversaw the construction of fire stations, a library expansion, a 911 emergency operation center, transportation and utility expansion projects, and the resolution of landfill and wastewater treatment plant consent orders. Steve is an advocate of electric and telecommunication municipalization, and a proponent of local government initiatives that enhance local resilience, improve local environmental resources in ways that lead to greater sustainability and economic self-sufficiency.

He has received recognition for twenty-five years of management service by the International City Manger's Association; and twenty years of service by the Florida City and County Management Association. He has been a credentialed city manager for the majority of those years.

Steve has served on the boards of both the FCCMA and the Vermont League of Cities and Towns. He is currently a member of both the ICMA and FCCMA. In both Plant City and Windsor, VT he was a member of Rotary International.

He obtained a bachelor's degree from California State University, and a Master's Degree in Public Administration from Florida State University.

David Krings, ICMA-CM, SMC Regional Manager

Mr. Krings has 35 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico. In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

Organizations (Current and Past)

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

GUARANTEES

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City Commission is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

FEE STRUCTURE

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare Advertising	36		34	75	\$2,550
2. Identify & Recruit Candidate/Acknowledge Resumes	30		35	75	\$2,625
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	35	\$140
4. Progress Report to City Commission/Reduce Candidate Pool	10		10	75	\$750
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semifinalist candidates)	38		38	75	\$2,850
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	10		10	75	\$750
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	164	79	246		
TOTAL PROFESSIONAL FEE					\$14,540

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,000. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 55% of the fee (\$7,997.00)** Therefore, the total not-to-exceed cost to the City for the proposed work will be no more than \$22,537.00. The cost for final candidates to travel to Fort Pierce for interviews is not covered by this proposal. Such costs are typically paid by the Count on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Fort Pierce, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the City's needs result in additional project scope that significantly increases costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Attorney accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

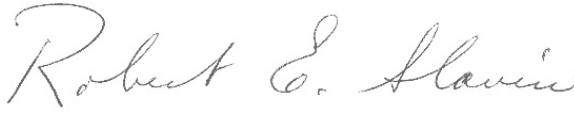
Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Florida.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:



SIGNATURE: _____

NAME: Robert E. Slavin

TITLE: President

DATE: November 6, 2015

This proposal is accepted for the City of Fort Pierce, Florida by:

SIGNATURE: _____

NAME: _____

TITLE: _____

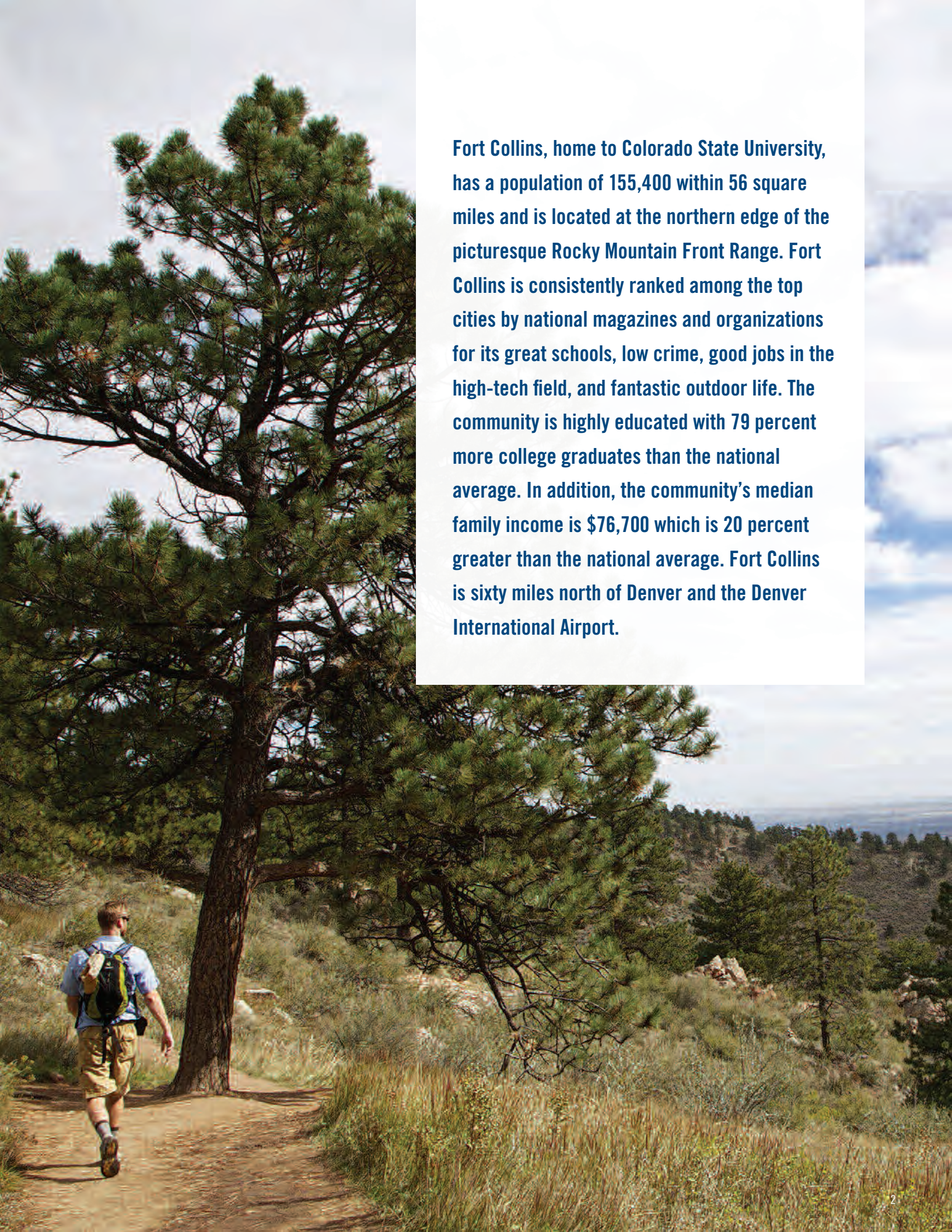
DATE: _____

EXHIBITS



The City of Fort Collins, Colorado
Invites Qualified Candidates to Apply For
City Attorney





Fort Collins, home to Colorado State University, has a population of 155,400 within 56 square miles and is located at the northern edge of the picturesque Rocky Mountain Front Range. Fort Collins is consistently ranked among the top cities by national magazines and organizations for its great schools, low crime, good jobs in the high-tech field, and fantastic outdoor life. The community is highly educated with 79 percent more college graduates than the national average. In addition, the community's median family income is \$76,700 which is 20 percent greater than the national average. Fort Collins is sixty miles north of Denver and the Denver International Airport.

2012 Top Downtown in the Country

Livability.com, November 2012



Robert Havlick Award
for Innovation in Local
Government recognizing
the Sustainability Services
Area formation

Alliance For Innovation, March 2013

History

French trappers first established a campsite along the Cache La Poudre River in the 1700's. Due to western expansion the U.S. government established a military outpost to protect settlers as they made their way across the prairie and over the continental divide. Business people were attracted to the area and claimed the area known as Fort Collins as the military left the region in 1868.

Flash forward one hundred years as Fort Collins became an early hub of technology with the relocation of high tech companies in the 1970's. The tech boom and bust in the 2000's attracted a new kind of resident—entrepreneurial, innovative, and creative, embracing the pioneer spirit that settled the region originally.

Economy

Fort Collins has a strong economy anchored by the Colorado State University (CSU) campus with nearly 25,000 students and 7,000 employees. Founded in 1870 as a land grant college, students from every state and 95 foreign countries attend CSU. Graduate and undergraduate degrees are offered in nine colleges, and CSU is known for major research advances in agriculture, engineering, veterinary sciences, technology, and water.

Major private sector employers in Fort Collins include Hewlett Packard (1,250 employees), Poudre Valley Hospital (3,000 employees), and Woodward, Inc. (1,300). Innovation occurs across industry sectors in Fort Collins. Craft brewer, bioscience, software, hardware, water innovation, and clean energy companies contribute ideas, inventions, and products that positively impact the local economy. In 2010, 225 patents were registered to researchers, scientists, and entrepreneurs in Fort Collins.

Known as the community's "crown jewel" Downtown Fort Collins has a large selection of eclectic, unique shops and restaurants. In the summer public plazas invite social gatherings and outdoor concerts. Old Town Square, a pedestrian only business district, is a vibrant hub of activity for all ages with outdoor patios and regularly scheduled entertainment.



Platinum Bicycle Friendly Community

League of American Bicyclists, May 2013



Education

The Poudre School District (PSD) serves approximately 24,000 students and includes four high schools in Fort Collins and the surrounding area. In addition there are several charter schools in Fort Collins including Ridgeview Classical Schools which was rated among the top ten charter high schools in the nation (*U.S. News & World Report*, December 2008). For more information about PSD, please visit psdschools.org.

Additional educational institutions in Fort Collins include Front Range Community College, the Institute of Business and Medical Careers, University of Phoenix, and Regis College.

Recreation

With 875 acres of developed park land including six community parks and 49 neighborhood/pocket parks, recreation opportunities abound in Fort Collins. The City also maintains 30,000 acres of natural areas and more than 32 miles of recreational trails.

Money Magazine ranked Fort Collins 6th Best Place to Live in the Nation in 2010

Vision

To provide world-class municipal services through operational excellence and a culture of innovation.

Mission

Exceptional service for an exceptional community.

Values

- Outstanding Services
- Innovation and Creativity
- Respect
- Integrity
- Initiative
- Collaboration and Teamwork
- Stewardship

City Government

Fort Collins was incorporated in 1873 and has operated under the council/manager form of government since 1939. The City Council consists of six district Council Members elected on a non-partisan basis for four-year terms and a Mayor elected at-large on a non-partisan basis for a two-year term. The Mayor Pro Tem is chosen from among the entire Council and serves a two-year term. The City has 27 Boards and Commissions that provide advice and recommendations to the City Council on issues such as affordable housing, art in public places, the environment, human relations, and the needs of senior citizens, youth, and women.

The City Council appoints a City Manager who is responsible for managing municipal operations that consist of a \$504 million calendar-year budget and 2,299 FTE's. The current City Manager has worked for the City for 17 years and was appointed City Manager in 2004. In addition to traditional municipal services, the City has an electric utility, a regional airport jointly owned by the City of Fort Collins and the City of Loveland, and the Fort Collins Museum of Discovery which was created through a unique public/ private partnership.

Fort Collins' voters have approved many capital improvement initiatives over the last forty years that have created new amenities and addressed municipal needs including two additional parks, a new City office building, a transit center, a downtown parking structure, and a horticulture center. The City has implemented these initiatives in a fiscally prudent manner as evidenced by its AAA bond rating.

Each year the "World Class People" program recognizes City employees for their outstanding service, teamwork, individuality, and creativity. This is an opportunity to demonstrate how City employees contribute to making Fort Collins a great community. When past honorees were asked what they liked most about working for the City, most cited the people they worked with and the opportunity to make a difference in their community. Also, in a recent survey of City employees 60 percent indicated the City of Fort Collins is the best place they have ever worked.

The City and community have received more than 60 honors and awards over the last several years that recognize the quality of life and economic and environmental sustainability that exists in Fort Collins. To view a list of these honors and awards, please visit the following web site fcgov.com/visitor.

City Attorney Position

The City Attorney serves as the chief legal advisor to the City of Fort Collins Colorado, and is responsible for providing sound and efficient legal services to City Council, City manager, boards, commissions, and other City staff in matters relating to their official powers and duties. Responsibilities include planning, staffing and supervising the legal service needs of the City. Provides legal representation for the City in all actions or suits in which the City is a party.

The City Attorney is appointed by the City Council and is directly responsible to the City Council for the functions and duties assigned by the provisions of the City Charter and Municipal Code. The City Attorney serves at the pleasure of the City Council.

City Attorney responsibilities include:

- On a day-to-day basis, consult with and assist all the City departments with matters for which they require guidance, including contract drafting and interpretation, personnel legal questions, Municipal Code and Charter interpretation, building codes and other areas related to municipal law.
- Participates in the preparation and presentation of cases, renders legal opinions, and prepares court papers, contracts, ordinances, resolutions, deeds and leases. Work is performed with technical independence in accordance with accepted practices.
- Attend all meetings of the City Council and some City Council committee meetings and draft all ordinances, contracts and other instruments as required by the City Charter, ordinances or the Council.
- Consult with the City Manager's Office regarding all manner of things which have legal implications for the City and relate to the City Manager's official duties and powers.
- Effectively and efficiently manage the use of outside legal counsel and consultants.
- Responsible for all prosecution in the Fort Collins Municipal Court.
- Responsible for the management of the City Attorney's Office, including the hiring of assistant city attorneys and other legal staff. Responsible for drafting and managing the departmental budget.
- Prepares and approves proposed ordinances for consideration by the Mayor and Council.
- Reviews the legality and/or sufficiency of contracts, bonds, bids, leases, insurance, and claims.
- Represents the City in lawsuits and administrative hearings.
- Serves the City's interests in various contract negotiations.
- Manages, supervises, and reviews the work of legal and support staff , (currently consisting of 10 attorneys, 2 paralegals, and 3 support staff) as well as, managing the office budget, support contracts, etc.
- Researches, interprets, and applies laws, court decisions, and other legal authority in the preparation of opinions and briefs.
- Analyzes legislation including proposed state and federal legislation affecting the City.

Supervisory Duties:

This position is responsible for supervision of City employees. This position carries out supervisory responsibilities in accordance with applicable laws and the policies of the organization and City Attorney's Office. Responsibilities include but are not limited to: interviewing, hiring, and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Job Requirements:

The minimum job requirements are: 1) graduation from a school of law accredited by the American Bar Association with a Juris Doctor Degree; and 2) high-level government management experience with at least ten years' experience in the practice of law, including some (6 months to 1 year) experience in municipal law and supervising one or more attorneys and other professional staff. Licensed to practice law in the state of Colorado during his or her tenure in office, but need not be so licensed prior to appointment. Equivalent combinations of experience and education will be considered.

Desired Professional and Personal Attributes:

The following are the desired professional and leadership attributes for the Fort Collins' City Attorney:

- Makes sound judgments and exhibit composure and patience when dealing with stressful situations; the ability to communicate effectively and diplomatically, both orally and in writing, with co-workers, City Council, boards and commissions and the general public
- Superior knowledge of municipal legal issues with a demonstrated mastery in areas of the law as deemed necessary by City Council
- Management skills and training which would allow the attorney to effectively and efficiently manage the programs and personnel of the City Attorney's Office
- Efficiently operate a personal computer and perform word processing tasks
- Work evenings, weekends and holidays as necessary to accomplish job tasks or as requested by City Council
- Strong, tactful, and powerful communicator who explains complex issues
- Works with a sense of urgency in a positive and personable manner
- Embraces continuous improvement philosophy and is quick study on addressing barriers to change
- Experience with performance management and evaluation of services

- Strong organizational and time-management skills with ability to prioritize key initiatives and manage work flow in complex environment with many stakeholders who have "must do" projects
- Politically astute yet apolitical
- Excellent public presentation skills with experience making presentations to City Councils or comparable groups
- Able to inspire and motivate City Attorney staff.

Compensation

The salary for the City Attorney position is dependent on experience and qualifications. The following benefits package are provided:

- Medical, dental, and vision insurance
- Flexible spending accounts
- 401(a) and 457 plans
- Paid vacation
- Paid sick leave and long and short-term disability
- Nine paid holidays
- Life insurance
- Annual executive physical
- Wellness programs
- Employee assistance program

**The City contributes 10 percent of the employee's salary into 401(a) money purchase plan and matches up to 3 percent of employee contributions to 457 deferred compensation plan.*

To Apply:

Please send your resume and cover letter in a Word format with current salary to slavin@bellsouth.net by November 24, 2014.

For additional information about this job, please contact:

Robert E. Slavin, President
Slavin Management Consultants
770-449-4656
slavin@bellsouth.net

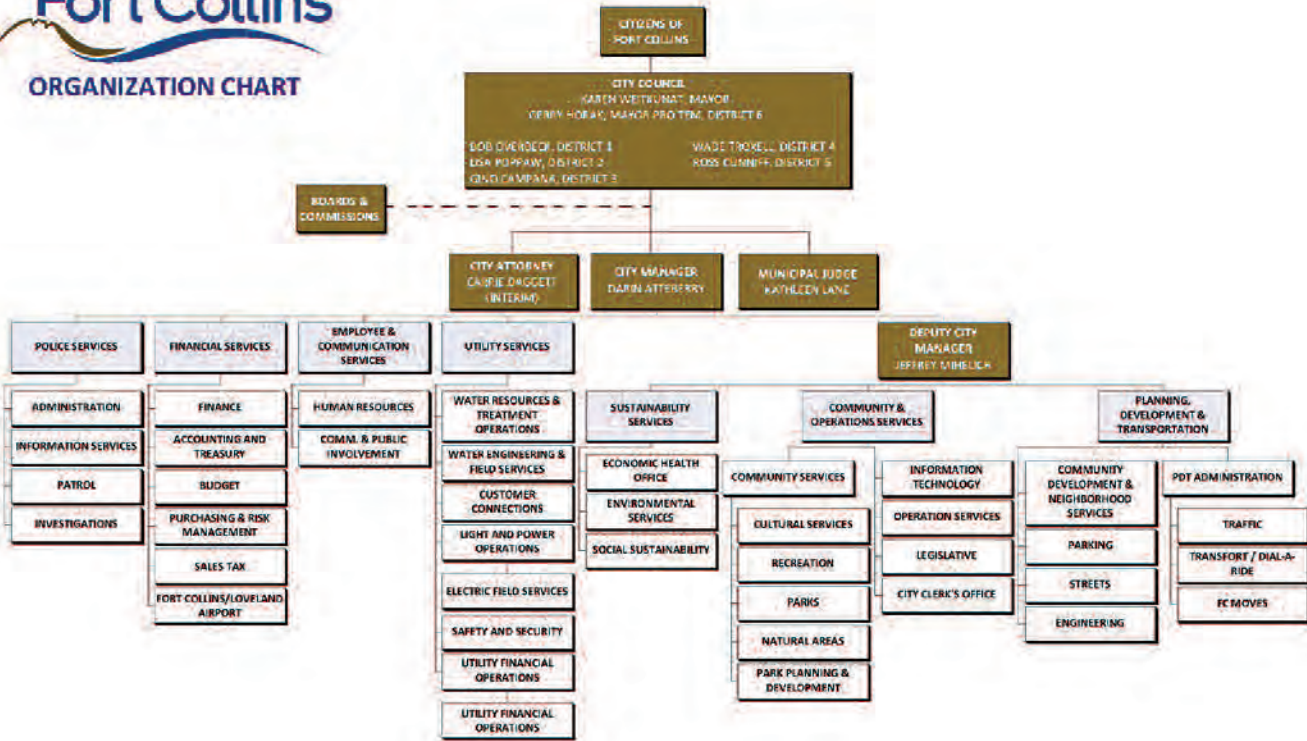
Or

Paul Wenbert, Western Regional Manager
Slavin Management Consultants
480-664-2676
pwconsulting@cox.net

An Equal Opportunity Recruiter/Employer



City of Fort Collins
ORGANIZATION CHART



OTHER GOVERNMENTAL UNITS AND JOINT VENTURES: Downtown Development Authority, Fort Collins Housing Authority, Metropolitan Planning Organization, Platte River Power Authority, Foudre Fire Authority
Revised 8/29/2014

The City's current organizational chart which will be revised to reflect the City Attorney position.

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Davie, Florida
Albany, Georgia	Decatur, Georgia
Alpharetta, Georgia	Decatur, Illinois
Anaheim, California	Delray Beach, Florida
Ann Arbor, Michigan	Del Rio, Texas
Arlington, Texas	Denton, Texas
Arlington Heights, Illinois	Destin, Florida
Arvada, Colorado	Dothan, Alabama
Atlanta, Georgia	Dubuque, Iowa
Atlantic Beach, Florida	Duluth, Georgia
Asheville, North Carolina	Dunedin, Florida
Auburn, Maine	Durham, North Carolina
Aurora, Colorado	Eagle Pass, Texas
Austin, Texas	East Brunswick Township, New Jersey
Bartlesville, Oklahoma	Edmond, Oklahoma
Bay City, Michigan	Elgin, Illinois
Bentonville, Arkansas	Englewood, CO
Bergenfield, New Jersey	Enfield, Connecticut
Berkeley, California	Escondido, California
Beverly Hills, California	Evanston, Illinois
Birmingham, Alabama	Fort Collins, Colorado
Bisbee, Arizona	Fort Lauderdale, Florida
Blacksburg, Virginia	Fort Worth, Texas
Bloomington, Illinois	Franklin, Tennessee
Boynton Beach, Florida	Fridley, Minnesota
Branson, Missouri	Frisco, Colorado
Brea, California	Gainesville, Florida
Bridgeport, Connecticut	Gainesville, Georgia
Broken Arrow, Oklahoma	Galesburg, Illinois
Brownsville, Texas	Garden City, New York
Bryan, Texas	Georgetown, South Carolina
Burbank, California	Glastonbury, Connecticut
Camarillo, California	Glendale, Arizona
Carson, California	Glen Ellyn, Illinois
Cary, North Carolina	Grand Rapids, Michigan
Casper, Wyoming	Greensboro, North Carolina
Chapel Hill, North Carolina	Gulfport, Florida
Charlotte, North Carolina	Hardeeville, SC
Chesapeake, Virginia	Hemet, California
Clearwater, Florida	Hercules, California
Cleveland, OH	Highland Park, Illinois
Columbia, Missouri	Hollywood, Florida
Columbus, Georgia	Homestead, Florida
Concord, New Hampshire	Huntington Beach, California
Coral Springs, Florida	Independence, Missouri
Corpus Christi, Texas	Independence, Kansas
Corta Madera, California	Iowa City, Iowa
Creedmoor, North Carolina	Jacksonville Beach, Florida
Culver City, California	Jupiter, Florida
Dallas, Texas	Kalamazoo, Michigan
Davenport, Iowa	Kansas City, Missouri

Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Mount Dora, Florida
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Plantation, Florida
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina

Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan

Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Loveland, CO
Loveland, OH
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado

Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Tipp City, OH
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
Seize The Future Development Corp, Aurora, IL
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority

Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health
Los Angeles, California
Music Center Operating Company

Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management
Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce
City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland,
California
Bay Area Rapid Transit District, Oakland,

California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation
Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
Port Everglades Authority, Fort Lauderdale,
Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District,
California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati,
Ohio
Public Works Commission of Fayetteville, North
Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

REFERENCES

Charlotte J. Nash

Chairman, Gwinnett County Board of
Commissioners
Gwinnett County Justice and Administration
Center
75 Langley Drive
Lawrenceville, GA 30046
(770) 822-7009
County Attorney Search (2014)
Charlotte.Nash@gwinnettcounty.com

(843) 918-1004

City Manager Search (2015)
jrhodes@cityofmyrtlebeach.com

Mayor Linda Cox

City of Loveland
120 West Loveland Avenue
Loveland, OH 45140
(513) 683-0150
City Manager Search (2014)
lcx@LovelandOH.com

Mayor Fred Cavanaugh

135 Laurens St. SW
Aiken, SC 29801
803-649-1583
City Manager Search (2015)
fcavanaugh@cityofaiken.gov

Mr. John Hedges

Executive Director
Oak Park Development Corporation
104 N Oak Park Ave #203,
Oak Park, IL 60301
(708) 383-3838
Development Director Search (2015)
j.hedges@opdc.net

Mayor Diane Veltri Bendekovic

City of Plantation
City Hall
400 NW 73rd Avenue
Plantation, Florida 33317
(954) 797-2200
Chief Administrative Officer Search (2015)
dbendekovic@plantation.org

Mayor Pat Vaughn

City of Powder Springs
4484 Marietta Street
Powder Springs, GA 30127
(770) 943-1666
City Manager Search (2015)
pvaughn@cityofpowdersprings.org

Ms. Gwen Johns

City Clerk
City of Mount Dora
510 N. Baker St.
Mount Dora, FL 32757
Ph: (352) 735-7126
City Manager Search (2015)
johnsq@cityofmounddora.com

Mayor John T. Rhodes

City of Myrtle Beach
5712 Springs Avenue, Myrtle Beach, SC
29577

Mr. Darin Atteberry

City Manager
City of Fort Collins
300 LaPorte Ave.
Fort Collins, CO 80521
Phone: (970) 221-6505
Deputy City Manager Search (2014)
City Attorney Search (2015)
datteberry@fcgov.com

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BOISE, ID	Chief Financial Officer		S	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Economic Development Director	X		
CULVER CITY, CA	Finance Director			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FORT WORTH, TX	Police Chief	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLENDALE VILLAGE, OH	Village Manager		X	
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS	PMO Director		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL PLANNING COMMISSION	Executive Director	X		
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY DEVELOPMENTAL DISABILITIES BOARD	Executive Director		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA COUNTY, IL	County Administrator		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police		X	
PLANTATION, FL	Chief Administrative Officer	X		
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>VENICE, FL</i>	Police Chief		X	
<i>VIRGINIA BEACH, VA</i>	Human Resources Director	X		
<i>VIRGINIA BEACH PARK TRUST (FL)</i>	Executive Director	X		
<i>VOLUSIA COUNTY, FL</i>	County Manager	X	X	
	Budget Director	X		
<i>WACO, TX</i>	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
<i>WAKE COUNTY, NC</i>	Human Services Director			X
<i>THE WEINGART CENTER (LOS ANGELES)</i>	Executive Director		X	
<i>WEST COVINA, CA</i>	Planning Director	X	X	
<i>WEST MIFFLIN, PA</i>	Town Administrator		X	
<i>WEST PALM BEACH, FL</i>	Assistant City Administrator	X	X	
<i>WICHITA, KS</i>	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
<i>WYOMING, OH</i>	City Manager		X	
<i>YPSILANTI, MI</i>	City Manager	X		
<i>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</i>	Executive Director			X