CITY OF LOGANVILLE, GEORGIA

REQUEST FOR INFORMATION

CITY MANAGER SEARCH

Prepared by Robert E. Slavin on July 30, 2026

SLAVIN MANAGEMENT
CONSULTANTS

3040 Holcomb Bridge Rd. Suite A-1 ● Norcross, Georgia 30071 ● (770) 449-4656 ● FAX (770) 416-0848 ● E-mail: slavin@bellsouth.net www.slavinweb.com
With an affiliates in Alexandria, VA; Burlington, NC; Lake, Mary, FL; Louisville, KY; Manteca, CA and Queen Creek, AZ

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COVER LETTER

July 30, 2026

SLAVIN MANAGEMENT
CONSULTANTS

Ansley Pope
Human Resources Director
City of Loganville
P.O. Box 39
4303 Lawrenceville Rd.
Loganville, GA 30052
Via Email: apope@loganville-ga.gov

Re: Executive Search Services for City Manager

The purpose of this project is to describe the search process proposed by Slavin Management Consultants (SMC) to assist Loganville's Mayor and City Council (Client) the help the Client to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the Client, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

This important engagement will be managed by me, Robert E. Slavin. I will be assisted by and Tom GatesBarbara Lipscomb. Biographical info for both team members is provided in this proposal.

SMC is pleased to submit this proposal. We are most capable and interested in providing these services to Loganville.

Our contact information is:

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, A1
Norcross, GA 30071
E-mail: slavin@bellsouth.net
Phone:770.449.4656
Fax:770.416.0848

Sincerely,
SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. I am the principal and only stock holder of the firm. SMC has affiliates in Alexandria, VA; Burlington, NC; Lake Mary, FL; Louisville, KY; Manteca, CA and Queen Creek, AZ. Our Federal ID number is 58-2377-314.

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 and not profit organizations nationally and offer many references as testimony of our work.

Over the years, SMC has recruited and placed more than 900 local government executives including several in Georgia where we have served the communities of Albany, Alpharetta, Bibb County, Brookhaven, Cartersville, Clarkston, Cobb County, Decatur, Lithia Springs, Duluth, Dunwoody, Fulton County, Gainesville, Glenn County, Gwinnett County, Hall County, Lawrenceville, Lilburn, Perry, Quitman, Snellville, Statesboro, Stockbridge, Tift County, Valdosta, and Whitfield County. *SMC is proud that more than 25% of our placements have been with woman and/or minority candidates.*

Our process is designed to me minimally disruptive to the City's normal activities. However, it will be critical to have the Mayor and each City Council member involvement at the beginning of the search to gather information critical to producing an accurate recruitment profile. We will meet with the Council at least two additional times - - once for an in-person progress meeting and then for finalist/Council interviews. We will need an assigned staff liaison to schedule necessary meetings and to facilitate orderly information exchange.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the 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.* Tom Gates and Barbara Lipscomb will assist with the project. All three of us have been local government executives and are all now experienced human resources consultants.

Recent SMC Chief Executive Searches

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Libscomb	Chair Brownie Newman (828) 243-o107 newman@buncombecounty.org
Citrus County, FL	155,800	County Manager	7/20/22	10/18/22	Slavin/Trager	June Randall, H/R Director (352) 527-5372 june.randall@citrusbocc.com
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	7/11/22	8/30/22	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us
Dothan, AL	68,500	City Manager	7/29/24	01/06/25	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Mayor Gilda Yazzie gilda.yazzie@durangoCO.org
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Julie Roeder H/R & Risk Mgmt Dir (970) 475-1138 jroeder@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Carol Jayroe (843) 545-4175 cjayroe@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Harnett County, NC	133,568	County Manager	915/21	11/22/21	Slavin/Lipscomb	Chair Lewis Weatherspoon (919) 306-2900 Lweatherspoon@harnett.org
Kettering, OH	57,862	City Manager	8/16/22	10/15/22	Slavin/Krings	Jenny Smith, H/R Director (937) 296-2446
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Former Mayor Dan Pope linkedin.com/dan-pope-95b3809
Maplewood. MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Anthony Traxler Dir of Public Works/ Asst. City Manager

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
						(314) 646-3635 atraxler@maplewoodmo,gov
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Fmr Human Resources Dir Current Port Orange HR Dir (386) 506-5560
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Clark Mercer, Executive Director (202) 962-3260 cmercer@mwcog.org
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Councilman Mark De Vane (229) 263-4166 mdevine@quitman.org
Sandusky, OH	25,000	City Manager	5/5/23	7/28/23	Slavin	Richard Brady, Comm. President (419) 627-5850 rbrady@cityofsandusky.com
Spring Hill, TN	62,000	City Administrator	03/19/25	07/11/25	Slavin/Kross	Chris Clausi, J.D. H/R Dir and Former Interim City Administrator (931) 486-2252 ext.265 cclausi@springhilltn.org
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org
Winter Springs, FL	40,000	City Manager	06/12/24	)9/05/24	Slavin	Mayor Kevin McCann City of Winter Springs 1126 East State Road 434 Winter Springs, FL 32708 (404) 327-5956 City Manager Search (2024) kmccann@winterspringsfl.org

SCOPE OF SERVICES

Slavin Management Consultants (SMC) uses 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 Loganville is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Loganville. It will honor the interests of candidates to the extent possible under Georgia law.

SMC provides comprehensive and thorough executive search services to its clients which are distinguished by our on-site visits to finalist candidates. Our work is of the highest quality. The average tenure of our chief executive placements is about eight years. The national average is about five years.

We recommend a proven and comprehensive five-step process to complete this project. The steps are as follows:

- Develop job qualifications and requirements for the 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.

A. Develop Position Profile

We will meet with each City Council member individually and with staff and others of the Council's choosing 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 Loganville 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 Client to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Loganville, the City government, major issues to be faced, the position and the selection criteria established.

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 heavily on our own contacts in related fields, on our own experience and increasingly of professional web based social networking. 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 and place electronic and print based advertisements with national, state and regional professional organizations. 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 Client 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 Client, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will assist the Client to develop a comprehensive plan for final candidate interviews. Details will include confidentiality issues, scheduling, candidate travel, community tours, staff and community involvement. We will also determine the Client's expectations relative to interview questions that we will write as well as candidate rating and scoring processes which will be included in our final report.

D. ***Selection and Employment***

In-depth Screening and Project Completion

At this point, we will interview those semifinalist candidates whom the Client 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 (site visits). 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 national and local criminal history, social security, sex offender, civil court records and driving record checks. At the Client'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 Client to present a group of well-qualified finalist candidates for interviews in Loganville. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of fit between the candidates and the Client and staff that should produce the final selection decision.

Our final report will be presented in a meeting with the Client. 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 Client, 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 Client 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 Loganville 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 Client to do so.

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

E. 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 Client 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 Agreement			✓	
7.	Establish Evaluation Criteria and Follow-up				✓

F. Establish Evaluation Criteria

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

G. Follow-up

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

H. Reporting

We will keep the Client informed and involved in strategic decisions throughout the search process. We will provide frequent progress reports to the Client.

I. 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 Client and the selected candidate.

J. Warranty Provisions

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 Client until the

City 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 Client 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.

K. Statement of Equality

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity. SMC will take affirmative action to ensure that applicants and employees are treated fairly and legally during employment without regard to their age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity. Approximately twelve semifinalist candidates are presented to at the progress meeting. Generally, about five finalist candidates are presented for interviews with the Client.

CONSULTING STAFF

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.

Organizations

- International City/County Management Association
- National Forum for Black Public Administrators
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Government Finance Officers Association

Thomas C. Gates, Senior Project Consultant

Mr. Gates recently retired after more than 35 years of local government experience. Most recently he served as the Deputy Executive Director of the Metropolitan Washington Council of Governments (MWCOG). His duties included directing programs and operations on support of MWCOG's twenty-three (23) member agencies - all of which are located Washington, D.C., Northern Virginia and Southern Maryland. Mr. Gates responsibilities for MWCOG included strategic planning, operational efficiency and effectiveness, and providing support to MWCOG's member agencies. He directly managed MWCOG's internal services which included finance, budgeting, human resources, information technology and procurement. He also oversaw Homeland Security. Public Safety and water related environmental issues.

Prior to MWCOG, Mr. Gates served as Chief Administrative Officer (CAO) or Deputy CAO for the following agencies:

- County Administrator — Roanoke County, VA
- Deputy City Manager and Chief of Staff — City of Alexandria, VA
- Assistant City Manager — City of Alexandria, VA
- Assistant County Administrator — Spartanburg County, SC
- City Administrator — Garden City, GA
- City Administrator — Loris, SC
- Director of Management and Budget — Greenville, SC
- Director of Budget — Spartanburg County, SC
- Budget Director — Montgomery County, MD

Mr. Gates areas of expertise include:

- Human Resources Management
- Talent Recruitment & Retention
- Finance, Budgeting & Procurement
- Performance Improvement
- Strategic Planning
- Executive Management

Mr. Gates career accomplishments include the development of human resources policies including flexible work hours; analysis of organizational compensation plans; administration of budgets of over $190 million; significant community engagement activities including strategic planning and community surveys; organizational development initiatives; economic development strategies and technology planning.

Education

Mr. Gates holds a Master's degree in Public Administration from Clemson University and University of South Carolina. He earned a Bachelor's degree in Government and Politics at the University of Maryland.

Community Involvement:

- Board Member — Educational Opportunities for Alexandrians
- Board Member — Substance Abuse & Prevention Council of Alexandria
- Committee Member — City of Alexandria Budget & Fiscal Affairs Advisory Committee

Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant

Professional Summary

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association

- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/ redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Greenville, North Carolina
City Manager **August 2012 – August 2017 (Retirement)**
Greenville, North Carolina, 90,000+ population, $131.2 M total budget, including $82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida
City Manager **January 2007 – January 2012**
Casselberry, Florida, 26,000 population (approx), $40.5 million General Government Budget, including $18 million General Fund Budget

City of Gainesville, Florida
Assistant City Manager **February 2004 – January 2007**
Gainesville, Florida, 120,000 population, $212 million General Government Budget, including $92 million General Fund Budget
Interim City Manager **October 2004 – September 2005**
Directed all City of Gainesville general government operations and departments
Assistant City Manager **February 2004 – October 2004**

City of Lakeland, Florida
Assistant City Manager
Deputy City Manager, Assistant to the City Manager **May 1986 - February 2004**
Lakeland, Florida, 86,000 population, $250 million total budget

City of Grand Rapids, Michigan
Management Analyst **1982 - 1986**
Grand Rapids, MI, 200,000 population, $200 million total budget

Community Enrichment Services Group
Administrative Assistant

Education and Professional Certifications

University of North Carolina, Chapel Hill, N.C.
Master of Regional Planning

University of Georgia, Athens, GA

BA (Geography and Political Science)

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

REFERENCES

Mayor Robert Craft
City of Gulf Shores, AL
City Hall
1905 W. First Street
Gulf Shores, AL 36542
(251) 968-1124
City Administrator Search (2023)
mayor@gulfshoresal.gov

Mr. Jared Jones
Assistant City Manager
City of Panama City
501 Harrison Ave.
Panama City, FL 32401
City Clerk/Treasurer (CFO) Search (2021)
jjones@pcgov.org

Mr. Shawn Edmondson
City Manager
City of Stockbridge
4640 North Henry Blvd.
Stockbridge, GA. 30281
(404) 689-6538
City Manager Search (2025)
sedmondson@stockbridgega.org

Mayor Kevin McCann
City of Winter Springs
1126 East State Road 434
Winter Springs, FL 32708
(407) 327-5956
City Manager Search (2024)
kmccann@winterspringsfl.org

Guadalupe Ruiz
Human Resources Director
City of Corinth, TX
3300 Corinth Parkway
Corinth, TX 76208
City Manager Search (2022)
Planning Director Search (2021)
(940) 498-3277
gruiz@cityofcorinth.com

Bo White
Council Member
City of Hardeeville
205 Main Street
Hardeeville, SC 29927
(843) 784-2231 x1200
City Manager Search (2024)
bwhite@hardeevillesc.gov

COST PROPOSAL

Professional Fee

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 and Place Announcements	38		38	80	$3,040
2.	Identify & Recruit Candidate/Acknowledge all Resumes	35		35	80	$2,800
			36	36	30	$1,080
3.	Preliminary Candidate Screening	12		12	80	$960
			6	6	30	$180
4.	Progress Report to the Client/ Select Finalist Candidates	10		10	80	$800
			8	8	30	$240
5.	In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	80	$3,040
			16	16	30	$480
6.	Arrange for & Schedule Final Interviews	4		4	80	$320
7.	Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	$640
			16	16	30	$480
8.	Present Final Report and Attend Interviews	16		16	80	$1,280
9.	Assist in Employee Selection	2		2	80	$160
10.	Negotiate Employment Agreement	4		4	80	$320
11.	Establish Performance Goals	6		6	No Charge	$0
12.	Follow-up	4		4	No Charge	$0
	TOTAL HOURS	177	82	259		
	TOTAL COSTS					$15,820

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; (3) SMC will comply with the current State of Georgia travel expense per diem rate schedule.

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

Average Advertising Costs: Normally about $2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above will not exceed 55% of the professional fee or $8,701. Therefore, the total not-to-exceed cost for these services would be $24,521. This proposal supports three trips to Loganville by SMC consultants. Should more than three such trips be required by the City and the cost for the additional trip(s), causes the total allowable expense costs to exceed 55% of the fee, SMC will invoice the City for this added out of pocket cost.

The cost for finalist candidates travel to Loganville for interviews is in ***addition to the above not-to-exceed amount.*** Such costs are impossible to forecast and vary widely depending on candidate location, spouse involvement, time required for candidates to be in Loganville, etc.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising 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 Manager 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.

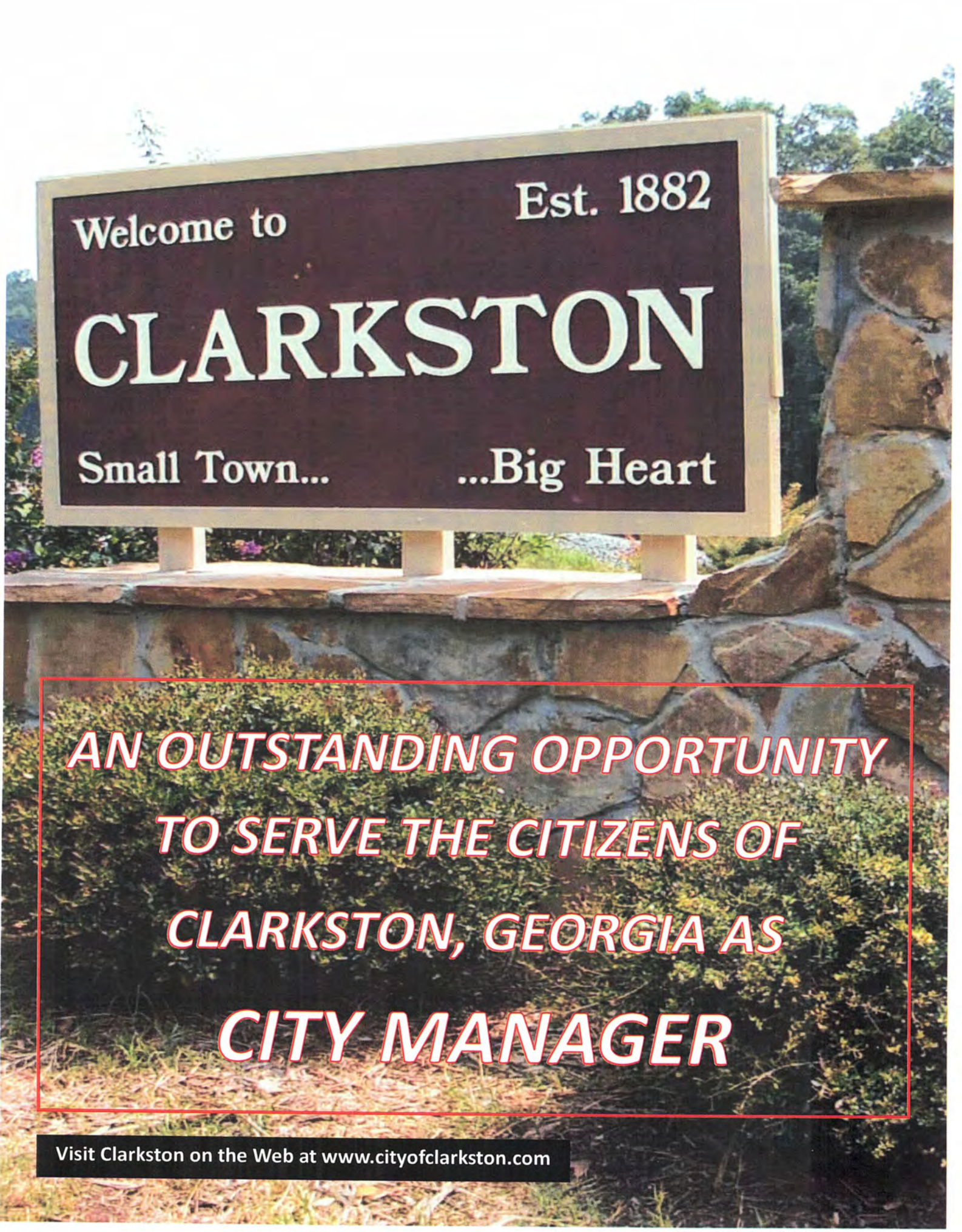
We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others and we expect to continue such work in the future. We will, 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 Georgia.

EXHIBITS

SLAVIN MANAGEMENT
CONSULTANTS



AN OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF CLARKSTON, GEORGIA AS CITY MANAGER

Visit Clarkston on the Web at www.cityofclarkston.com

Tiny Homes in Clarkston

ABOUT GLARKSTON, GEORGIA

The City of Clarkston covers approximately 1.8 square miles and is located in DeKalb County, Georgia. The population was 7,554 during the 2010 census, but two annexations in 2015 and 2016 and an increase in resettlements have increased the estimated population to 14,538. Clarkston is adjacent to the campuses of the Georgia Piedmont Technical College and Georgia State University Perimeter College Clarkston Campus.

History

Clarkston's history can be traced back to the 1830s, when Georgia Railroad constructed a rail line through the area. It connected the merchants of Atlanta with the outlets in South Carolina and Augusta. The community, originally named 'New Siding', in honor of Jake New, who was a section foreman working for the Georgia Railroad.

The City of Clarkston was officially incorporated by the State Legislature in 1882. It was named 'Clarkston' in honor of W. W. Clark, a Director of the Georgia Railroad and the Covington Railroad."

Follow the link below from PBS that focuses on Clarkston and how it has significantly changed over recent years. Watch 9/21/12: America by the numbers on PBS.

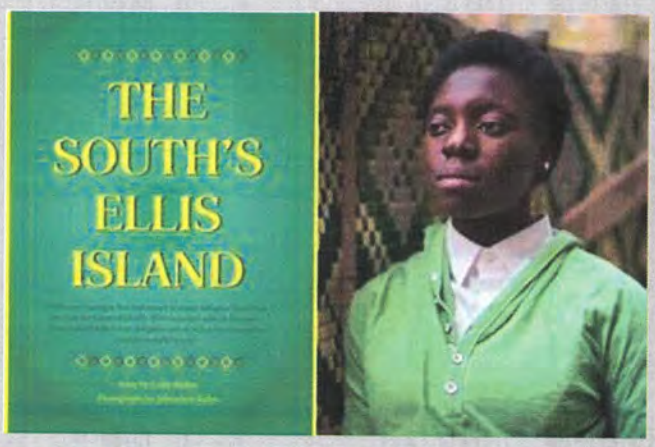
The City of Clarkston is well noted for its diversity. In the 1990s, refugee asylum programs in the United States identified Clarkston as a good fit for displaced persons of many different backgrounds. The housing market offered a wide variety of homes ranging from multi-family and cottages to large single family homes; previous residents were relocating farther out from the Atlanta urban core, and Clarkston had convenient access to public transportation and major highways. By the 2000s the local high school had students from more than 50 countries; a local mosque had 800 worshippers; and, by some estimates, half of the City population was from outside the United States. Time Magazine called Clarkston "the most diverse square mile in America". The City is often referred to as "the Ellis Island of the South."

(Continued on page 3)

(Continued from page 2)

Quality of Life Amenities

Clarkston is both a great place to visit and a great place to live. Residents and visitors enjoy a commitment to being a walking and biking community. The City fosters outdoor activities through its newly renovated Milam Park with upgraded and new playground and exercise equipment, an ADA walking trail, a new swimming pool complex, newly resurfaced tennis and pickleball courts, bike paths, a dog park and the Friendship Forest Wildlife Nature Preserve.



For Clarkston Demographic Data click on these links.

https://data.census.gov/profile?g=160XX00US1316544

https://censusreporter.org/profiles/16000US1316544-clarkston-ga/

Interesting Facts

- 21 miles from Hartsfield-Jackson International Airport
- Convenient access to MARTA, Atlanta's regional public transportation system
- 31.8% of Clarkston's population is foreign born
- More than 70 Languages are spoken in a 1.1 square mile area, That's a new language every 100 sq. ft.
- Clarkston is among America's "Top 101 cities with largest percentage of males in occupations: Physicians and surgeons (population 5,000+)"
- Clarkston is among America's "Top 101 cities with largest percentage of females working in industry: Broadcasting and telecommunications (population 5,000+)"
- Roughly 60% of houses in Clarkston were built in the 1970's and 1980's
- According to Zillow, the current average home value in Clarkston is $290,786 up 7.1% from the past year.
- Roughly 75% of the population is under the age of 40
- Clarkston has been written about in the following best selling books: What is the What and Outcasts United: An American Town, a Refugee Team, and One Woman's Quest to Make a Difference." –Global Frontier Mission

Things To Do in and near Clarkston

Because of location within the Atlanta region and its easy access to transportation, Clarkston is within easy reach to museums such as the Marietta/Cobb Museum of Art, the Fernbank Museum of Natural History, the Braves Museum & Hall of Fame, the Southeastern Railway Museum, the Oglethorpe University Museum of Art, the Gwinnett History Museum, the Stone Mountain State Park, the Crowley Family Mausoleum, the Malibu Grand Prix Family Entertainment Center, and Atlanta Botanical Gardens. In addition, the Zoo Tavern, Zoo Atlanta, and Georgia Aquarium are ideal destinations for a trip with family and friends.

The Little Mountain Golf Course, the Heritage Golf Club, and the Charlie Yates Golf Course are convenient local amenities.

Education

Clarkston public schools, operated by DeKalb County, spend roughly 22% more per student than the national average. The student/teacher ratio in Clarkston is 13.1 students per teacher.

Higher education is available within short driving distances to nearby DeKalb Technical College, Clark Atlanta University, Emory University, Georgia State University and Georgia Tech.

(Continued on page 4)

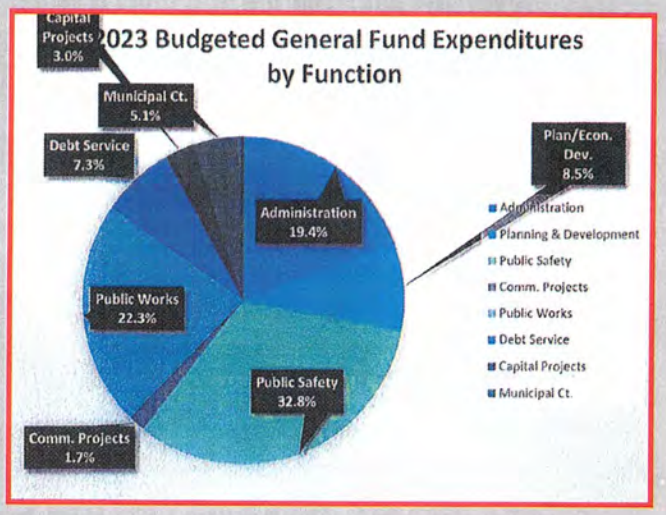
ABOUT THE CITY GOVERNMENT

The City of Clarkston utilizes the Council/Manager form of government. Accordingly, governance is vested in the Mayor and City Council which is composed of six Council members plus the Mayor. The Mayor is elected at-large and serves a four-year term. The six Councilmembers are also elected at large and serve four-year overlapping terms. The Mayor votes in case of a tie in any vote of the City Council and has the power to veto official acts of the City Council. Elections are nonpartisan and there are no term limits.

Clarkston Mayor and City Council	
MAYOR BEVERLY BURKS	
Debra Johnson	Vice-Mayor/ Councilmember
Mark Perkins	Councilmember
Yterenickia Bell	Councilmember
Jamie Carroll	Councilmember
Susan Hood	Councilmember

The City Commission appoints a City Manager who serves as the administrative head of the municipal government and is responsible for the efficient administration of all departments. The City is a full-service municipality which provides the following services: the City Manager's Office (which includes the Assistant City Manager, an Equity, Diversity and Inclusion Officer, a Special Events Coordinator, Communications and an Administrative Assistant), Police Department, City Clerk, Public Works, Planning and Development, Parks and Recreation, Finance, Court Clerk, Planning and Economic Development and Human Resources/Risk Management.

Clarkston's FY24 Expenditure Budget for all funds is $15,883,249 of which the General Fund Operating Budget is $9,224,065. The budget supports 51.8 FTE's.



THE CITY MANAGER

The City Charter specifies that the City Council shall appoint the City Manager, City Clerk, City Attorney and Municipal Judge. The City Manager oversees the day-to-day operations of the organization and is the Chief Administrative Officer and policy advisor to the City Council.

DESIRED POSITION REQUIREMENTS

Education and Experience

Requires a combination of education and experience equivalent to attainment of a Bachelors Degree (MPA or MBA preferred) complemented by at least 5 years of increasingly responsible management experience preferably gained in a local government. Successful non-profit or private sector management experience may be considered. Recent experience as a local government department head, assistant or deputy manager will also be considered. Although not a requirement, experience with diversity would be very helpful.

The successful candidate must have an ability to envision change as well as a background of successful leadership in providing municipal services in a multi-ethnic, multi-cultural environment and demonstrated track record in successful local government management as follows:

- Ability to work with the City Council, community

(Continued on page 5)

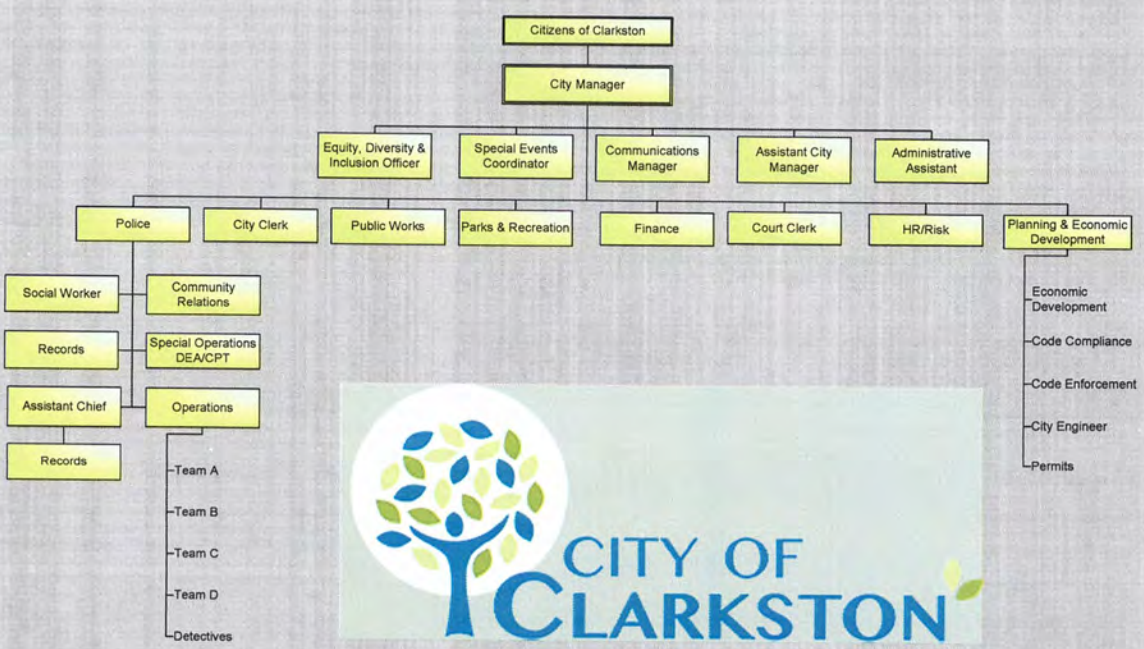
(Continued from page 4)

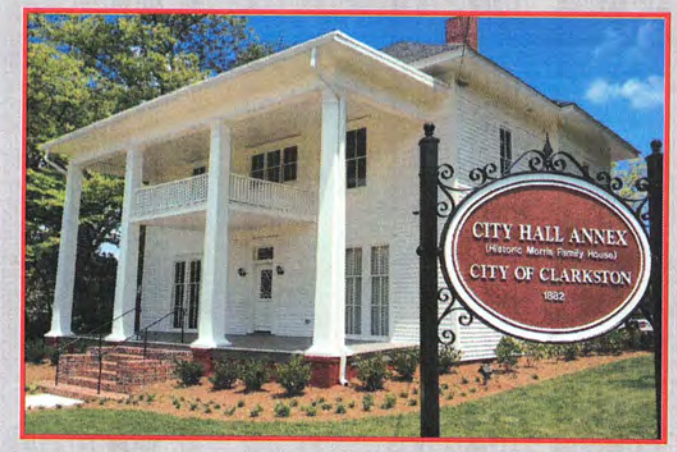
leaders. residents, and various governmental and business officials and other concerned with developing and delivering superior but practical municipal solutions (policies, programs, services, etc.) in a diverse, multi-ethnic and multi-cultural community.

- Ability to hire, motivate and develop a multi-cultural/multi-lingual staff who can provide practical and realistic policies, programs, solutions, services and activities for concerns impacting the community.
- Demonstrated ability to build, direct, and motivate a City team to work cooperatively and cohesively on the many issues and concerns facing the City and surrounding communities.
- Ability to balance the many social issues, programs, projects and other opportunities that the City faces and incorporate new ideas as new situations and concerns arise.
- Demonstrated success in working cooperatively and successfully with other governmental agencies and officials, businesses, and non-profit agencies which impact the City.
- Excellent communication skills and the ability to manage a multi-lingual community of recent immigrants requiring significant social services as well as work with a diverse staff to develop and bring forward a cohesive municipal service program.
- A track record of assertively working with various legislative, business, economic and local government entities to deliver policies, programs and services at the local, state and federal levels that support an economically challenged communities.

CITY OF CLARKSTON, GEORGIA

Organizational Chart





Clarkston Celebrates Diversity

Community Garden

Milam Park

(Continued from page 5)

COMPENSATION AND BENEFITS

Compensation for the position will be highly competitive. Beginning compensation is negotiable based on qualifications and experience. The City provides excellent employee benefits which include paid time off, medical, dental, vision, Georgia Municipal Association retirement benefits and professional development. Relocation expenses are negotiable.

APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for Monday, September 30, 2024. To apply, please email a letter of interest, a detailed résumé, and current salary to:

Robert E. Slavin or Barbara Lipscomb

SLAVIN MANAGEMENT CONSULTANTS

e-mail: slavin@bellsouth.net

www.slavinweb.com

Electronic submissions are required.

The City of Clarkston is an Equal Opportunity Employer and a Drug Free Workplace

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

$XXXX.XX

(Invoice __ of __)

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
Albany, Georgia
Alpharetta, Georgia
Altamonte Springs, Florida
Anaheim, California
Ann Arbor, Michigan
Arlington, Texas
Arlington Heights, Illinois
Arvada, Colorado
Atlanta, Georgia
Atlantic Beach, Florida
Asheville, North Carolina
Auburn, Maine
Aurora, Colorado
Austin, Texas
Bartlesville, Oklahoma
Bentonville, Arkansas
Bergenfield, New Jersey
Berkeley, California
Beverly Hills, California
Birmingham, Alabama
Bisbee, Arizona
Blacksburg, Virginia
Bloomington, Illinois
Bothell, WA
Boynton Beach, Florida
Branson, Missouri
Brea, California
Bridge City, Texas
Bridgeport, Connecticut
Broken Arrow, Oklahoma
Brownsville, Texas
Bryan, Texas
Burbank, California
Camarillo, California
Carson, California
Cary, North Carolina
Casper, Wyoming
Chapel Hill, North Carolina
Charlotte, North Carolina
Cherry Hills Village, Colorado
Chesapeake, Virginia
Clarkston, Georgia
Clearwater, Florida
Cleveland, OH
Clinton, SC
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Gables, FL
Coral Springs, Florida
Corpus Christi, Texas
Corta Madera, California
Corinth, Texas
Creedmoor, North Carolina
Culver City, California
Dallas, Texas
Danville, Kentucky
Davenport, Iowa
Davie, Florida
Daytona Beach, Florida
Decatur, Georgia
Decatur, Illinois
Delaware, Ohio
Delray Beach, Florida
Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida
Durango, CO
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Enfield, Connecticut
Englewood, Colorado
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Pierce, Florida
Fort Lauderdale, Florida
Fort Smith, AR
Fort Worth, Texas
Frankfort, Kentucky
Franklin, Tennessee
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Gilbert, Arizona
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois

Golden, Colorado
Grand Rapids, Michigan
Greensboro, North Carolina
Groves, Texas
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florid
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Kettering, Ohio
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
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 Island, NC
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida
Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
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
Sandusky, Ohio
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
South Fulton, GA
Springfield, Missouri
Spring Hill, Tennessee
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Tarpon Springs, Florida
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
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
Winter Springs, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Citrus, Florida
Clark County, Nevada
Cobb County, Georgia
DeKalb, Illinois
Dade County, Florida
Doña Ana, New Mexico
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Grand, Utah
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Harnett County, NC
Hertford County South Carolina
Johnson County, Kansas
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
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Montgomery, Maryland
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
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
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
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
Mississippi Regional Housing Authority
Southeast Mississippi Rural Health Initiative 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)
MetroPlan Orlando (MPA)
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

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities, Alabama
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Central Solid Waste Authority, New Mexico
South Florida Water Management District
Spartanburg Utility District, South Carolina

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:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy),marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- 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.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?
Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy
Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:
https://eeoc.com. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

SMC 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		
ALTAMONTE SPRINGS, FL	Finance 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	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
	911 Center Director	X		
	Drug Addiction Recovery Cntr Dir	X	X	
BOISE, ID	Chief Financial Officer		X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CLARKSTON, GA	City Manager	X	X	
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager Police Chief	X		X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X	 X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		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 Police Chief	X X		
FORT PIERCE, FL	City Attorney		X	
FORT WORTH, TX	Auditor General Police Chief	 X	X	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GLENWOOD SPRINGS, CO	City Manager		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 Assistant City Manager		X 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	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator Human Resources Director	X	X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief Executive Director, Civil Service Commission	X	X	
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	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 TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
Oak Island, NC	Town Manager		X	
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORANGE CITY, FL	City Clerk		X	
ORLANDO, FL	Fire Chief	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	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief	 X X	X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief Economic Development Director Assistant City Manager Director of Human Services	X X 	 X X 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	
SANTA ROSA ISLAND AUTHORITY (FL	Executive Director		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	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SOUTH FULTON, GA	Finance Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SE MISSIPPI RURAL HEALTH INITIATIVE	General Manager	X	X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	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	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
WICHITA, KS	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		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X