

THE CITY OF NOVI, MICHIGAN

Executive Search Services for Position of

City Manager

RFP - 102522 Executive Search Services

Prepared by Robert E. Slavin on November 7, 2022



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 Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Mesa, AZ



November 7, 2022

Tia Gronlund-Fox
Director of Human Resources
City of Novi
45175 Ten Mile Road
Novi, Michigan 48375

Re: RFP - 102522 Executive Search Services for Position of City Manager

Dear Tia Gronlund-Fox:

What follows is a proposal from Slavin Management Consultants (SMC) to conduct an executive search for Novi's next City Manager. The purpose of this project is to help the City Council 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 City, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for an City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Lexington, KY; Manteca, CA and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 850 local government executives including many in Michigan. Our past Michigan clients include Ann Arbor, Auburn Hills, Bay City, Cass County, Grand Rapids, Kalamazoo, Kalamazoo County, Kent County, Lapeer, Menominee, Novi, Portage, Saginaw, Traverse City, Washtenaw County and Ypsilanti.

Detailed information about our executive recruitment process is provided in this proposal. Our highly successful system is data driven by a comprehensive set of criteria established by our clients with our assistance. This system has resulted in placements who are not only technically qualified but who fit well into the organizational culture of our clients. The tenure of the average city administrator in the United States is about five years. We are proud that the average tenure of our placements is more

than eight years.

This proposal commits the highest level of our firm's resources. Bob Slavin will manage and serve as the lead consultant for the project. He is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. Mr. Slavin has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting his work. *He has the authority to bind the corporation.* Dave Krings will serve as Mr. Slavin's primary project consultant. Mr. Krings is a former Hamilton County, OH and Peoria County, IL Administrator and a past ICMA President and Board Member. Ms. Randi Frank will assist Mr. Slavin and Mr. Krings with the project. All proposed team members are highly experienced human resources consultants.

Thank you for the opportunity to submit this proposal. We look forward to working with Novi City on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

A handwritten signature in cursive script, reading "Robert E. Slavin".

Robert E. Slavin, President

TABLE OF CONTENTS

Cover Letter

BUSINESS ORGANIZATION	-1-
RECOMMENDATION/METHODOLOGY	-2-
Develop Position Profile	-2-
Identify Qualified Candidates	-2-
Evaluate Prospective Candidates	-2-
Preliminary Screening and Progress Report.	-2-
Selection and Employment.	-3-
In-depth Screening and Final Report	-3-
Establish Evaluation Criteria.	-4-
Follow-up	-4-
Reporting	-4-
Deliverables	-4-
Guarantees.	-4-
Proposed Time Line	-5-
SMC Partial List of Recent Chief Executive Placements.	-5-
PROJECT STAFFING.	-7-
Staff Resumes	-7-
Robert E. Slavin, President	-7-
David Krings, ICMA-CM, SMC Midwest Regional Manager	-8-
Randi Frank, Managing Consultant.	-9-
REFERENCES	-10-
PRICING METHODOLOGY	-11-
Professional Fees	-11-
Expenses (Not-to-Exceed).	-11-
AGREEMENT FOR SERVICES	-13-

EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Client List
Recent Chief Executive Searches
EEO Statement
SMC Sexual Harassment Policy
Minority and Female Placements

BUSINESS ORGANIZATION

ROBERT E. SLAVIN, INC. (DBA Slavin Management Consultants)

Robert E. Slavin, President

Slavin Management Consultants

3040 Holcomb Bridge Road, A1

Norcross, GA 30071

Office: (770) 449-4656

Cell: (678) 296-2037

slavin@bellsouth.net

www.slavinweb.com

David Krings, Midwest Regional Manager

Slavin Management Consultants

3053 Williams Creek Drive

Cincinnati, OH 45244-3257

Office (513) 200-4222

Dkrings@cinci.rr.com

Robert E. Slavin, Inc. is a Georgia corporation.

Robert E. Slavin, Inc. is authorized to do business in Michigan. Our Michigan ID Number is 60725R

RECOMMENDATION/METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the City Manager 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 Position Profile

We will meet individually with City Council members and with others of the City Council's choosing possibly including City department heads and external stakeholders 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 Novi to gather 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 to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Oakland County region, the City of Novi, 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 most heavily on our own contacts in related fields and on our own experience. In other words through direct contact networking we will conduct a professional search to locate and attract the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional social media platforms, organizations and websites, 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 and websites. SMC will place these announcements and 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 will 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 will 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 Council 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 Council, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine the City Council's expectations relative to the components and scheduling of the finalist candidate interview process.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City Council is most interested 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 national and local criminal history, social security, sex offender, civil court records, driving record and internet checks. At the City's option, candidate fitness may be further explored by having finalist candidates complete management and leadership style inventories. These optional items may result in extra cost.

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

Our final report will be presented in a meeting with the City Council. 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 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. Compensation expectations are 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 the media that we are working on behalf of the City of 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. We 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 Manager has been on board for 30 days or so, we will conduct a session with the City Council and the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

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

G. Reporting

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

H. Deliverables

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

I. Guarantees

SMC provides 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 Council 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 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.

J. Proposed Time Line

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

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR City 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 semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City.

According to the International City/County Management Association, the average tenure of a city/county manager is approximately five years. The average tenure of local government chief executives placed by Slavin Management Consultants exceeds eight years.

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, sexual orientation, disability or national origin.

K. SMC Partial List of Recent Chief Executive Placements

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) 243-0107 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

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
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	9/12/18	3/21/19	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 Kim Baxter (970) 375-5005 kimbaxter@durangogov.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	9/15/21	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
Laredo, TX	250,000	City Manager	11/21/19	4/14/20	Slavin/Krings	Carolina "Carol" Thurkettle Talent Management Admr (956) 791-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Mayor Nikylan Knapper (314) 325-9033 n-knapper@city of maplewood.com
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Human Resources Dir Ph: (352) 735-7175 krayniks@ci.mount-dora.fl.us
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
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. Chuck Bean, Executive Director (202) 962-3214 cbean@mwkog.org
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Zinda McDaniel zmcdaniel@quitmanga.gov (229) 263-4166 zmcdaniel@quitmanga.gov
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

PROJECT STAFFING

This proposal commits the highest level of our firm's resources. Robert E. Slavin is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. He has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work.

Mr. Krings is a former Hamilton County, OH and Peoria County, IL Administrator and a past ICMA President and Board Member.

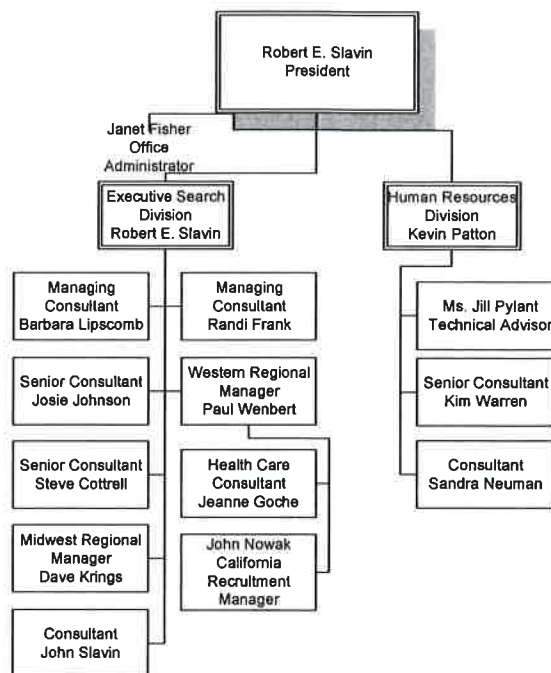
Mr. Slavin will manage and serve as the lead consultant for this project. Dave Krings will serve as a senior project consultant to Mr. Slavin. As such, he will partner with Mr. Slavin in all aspects of the project. Including attending onsite project meetings, assisting in developing the all recruitment materials, networking for candidates, candidate evaluation and conducting site visits with leading candidates. Ms. Frank will assist Mr. Slavin and Mr. Krings as needed.

Staff Resumes

Robert E. Slavin, President

Mr. Slavin 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

Slavin Management Consultants



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
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM, SMC Midwest Regional Manager

Mr. Krings has more than 45 years of 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 Kansas 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 an 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 was 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.

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

- Responsible for \$2.3 billion total 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

- International City/County Management Association (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
- Former adjunct professor for University of Cincinnati and faculty member of University of Illinois Community Information and Education Service

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources consultant based in Louisville, KY. She has additional offices in Connecticut and is a long time affiliate of Slavin Management Consultants. Her varied background includes more than thirty-five years of experience working with and for governments. She now has seventeen (17) years of executive search consulting experience combined with thirteen (13) years of experience working directly for government. Ms. Frank's experience includes federal, county, and municipal assignments.

As an Assistant Town Manager, Ms. Frank oversaw human resources, risk management, purchasing, grants and project management. Earlier, she served as a budget/management analyst, a research associate and as a consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and owns a certified woman owned business in Connecticut and is working on becoming certified in Kentucky.

Ms. Frank's offers first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas including risk management, grantsmanship, recycling, general management and purchasing.

Within the last five years, Ms. Frank has placed and/or assisted in placing municipal chief executives in Norwich, CT; Groton, CT; Granby, CT Bloomfield, CT; Worcester, MA; Mansfield, MA; Windham, CT; Newark, DE and Prince William County, VA. During this time she has also placed police chiefs, fire chiefs, finance directors, human resources directors, development directors, engineering managers, executive directors of regional authorities, and an airport manager.

Organizations

- International City Management Association – Member & Conference Fellow
- Kentucky City & County Managers Association - KCCMA
- Connecticut Town & City Manager's Association – Member & Past Board Member
- International Personnel Management Association -KY Chapter, Past CT Chapter
- NPELRA -National Public Employers Labor Relations Association
- Kentucky Public Human Resources Association - KPHRA
- CT PRIMA (Public Risk & Insurance Management Assoc.) - Past President, Secretary-Treasurer
- Truman Scholar & Member of Truman Scholarship Association

REFERENCES

Nick Bubb
Department of Administration
Special Assistant to the Director
Dane County
City-County Building, Room 425
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-8477
Human Services Director Search (2018)
bubb.nicholas@countyofdane.com

Mayor Nikylan Knapper
City of Maplewood
7601 Manchester Road
Maplewood, MO 63143
City Manager Search (2021)
(314) 325-9033
n-knapper@cityofmaplewood.com

Randall Skender
Director of Administration
Greater Peoria Sanitary District
2322 S. Darst Street
Peoria, IL 61607
(309) 272-4802
Executive Director Search (2017)

rskender@gpsd.org

Mayor Peggy Lehner
City of Kettering, Ohio
City Hall
36 Shroyer Road
Kettering, OH 45429
Phone: 937-477-7640
City Manager Search (2022)
peggy.lehner@ketteringoh.org

Mayor Diane Wolfe Marlin
City of Urbana
400 South Vine Street
Urbana, IL 61801
(217) 384-2451
City Administrator Search (2018)
dwmalin@urbanailinois.us

Mayor Patricia Randall
City of Portage
7900 South Westnedge Avenue
Portage, MI 49002
Phone: (269) 329-4533
City Manager Search (2014)
Email: patricia.randall@portagemi.gov

PRICING METHODOLOGY

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	32		32	80	\$2,560
2. Identify & Recruit Candidate/ Acknowledge Resumes	32		32	80	\$2,560
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	80	\$1,280
		4	4	35	\$140
4. Progress Report to City/Reduce Candidate Pool	8		8	80	\$640
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi- finalist candidates)	40		40	80	\$3,200
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	80	\$800
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	6		6	80	\$480
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	172	79	251		
TOTAL PROFESSIONAL FEE					\$15,725

Expenses (Not-to-Exceed)

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. Our 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.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal **will not exceed 55%** of the professional fee **(\$8,648.75)**. Therefore the total not-to-exceed cost the City will be **\$24,375.75**.

The costs for final candidates to travel to Novi for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates.

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 Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

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 this engagement. 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 Michigan.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: November 2, 2022

This proposal is accepted for the City of Novi, Michigan by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

EXHIBITS



 **KETTERING**
— *is home to* —

Excellent Volunteers

Hometown Heroes

Summer's Best Music

Thriving Businesses

Exceptional Schools

Beautiful Neighborhoods



RECRUITMENT ANNOUNCEMENT

CITY MANAGER

CITY OF KETTERING, OHIO

CITY OF KETTERING, OHIO

COMMUNITY BACKGROUND



KETTERING IS HOME

Kettering, Ohio, is a progressive, innovative city known for its outstanding amenities. Kettering is home to beautiful neighborhoods and green spaces, as well as flourishing businesses. The city is perfectly situated near metropolitan Dayton.

Approximately 18.7 square miles and home to 57,862 people, Kettering is the second-largest city in Montgomery County. Residents enjoy world-class performers at Kettering's very own Frazee Pavilion each summer, along with 21 parks and countless community-engaging events throughout the year. Kettering has been recognized regionally as a "Best Place in the Dayton Area to Raise a Family" and nationally as one of Money Magazine's "Best Places to Live in America."

Kettering offers its residents a strong quality of life, friendly neighborhoods and world renowned cultural arts opportunities in a safe and peaceful environment. Residents are proud to call Kettering home and are extremely supportive of the school system and local government. The City is also known as the "City of Volunteers". The City utilizes more than 1,000 volunteers who serve the City in nationally recognized programs such as "Cities of Service" and "Make a Difference Day." The City's Volunteer program received national recognition with the 2013 USA Magazine "Make a Difference Day" award. Kettering is a known leader in municipal innovations, including redevelopment, fiber ring development and Wi-Fi deployment.

Kettering has long been recognized as a premier community and bears the name of the progressive inventor Charles F. Kettering, who held more than 185 patents. Kettering Health is the community's largest

employer and provides concierge care resources for every stage of life and need. The city is home to incredibly diverse businesses including health care, manufacturing and worldwide distribution.

The City of Kettering does all that it can to bolster local economic development including phenomenal redevelopment projects. The Kettering Business Park is a prime example as City officials transformed a dated military base into a beautiful, innovative business park complete with modern communications, utilities and new roadways. Miami Valley Research Park and Governor's Place are also shining examples of the City's ingenuity and desire to offer exceptional opportunities for new and existing businesses. Kettering's diverse and sound economic base provides the foundation for the present and future stability of the city. The city's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

Kettering offers a successful mixture of commercial and residential development; and, in many instances, the two work in tandem to create a vibrant community. Businesses range from small locally-owned shops and award-winning restaurants to large corporations such as Amazon, Kodak, Reynolds and Reynolds, and Limited Brands. Kettering is also home to a number of progressive companies including Community Tissue Services, Life Connection of Ohio and Alternate Health Solutions. Nearby Wright-Patterson Air Force Base employs more than 20,000 professionals, making it one of the largest U.S. Air Force bases in the country and one of the region's leading employers.

Kettering is also well known for its quality school system offering a diverse range of academic and extracurricular opportunities. Kettering Fairmont High School is an *International Baccalaureate World School*, joining an elite group of only four schools in southwest Ohio to share in this distinction. Kettering Fairmont High School also offers students the option of taking 17 Advanced Placement (AP) courses, and more than 200 offerings in honors, college-prep, general education and career tech education courses. Fairmont High School and Kettering and Van Buren middle schools are also home to the Project Lead the Way Engineering (PLTW) Program.

Eight neighborhood elementary schools provide families the opportunity to enjoy close knit relationships with school personnel as well as with other families. Youth receive outstanding education and establish strong personal relationships in their formative learning years.

RECRUITMENT — CITY MANAGER

The district also provides two middle schools, Van Buren Middle School and Kettering Middle School.

One of several public STEM (Science, Technology, Engineering and Math) schools across Ohio, the Dayton Regional STEM School is located in Kettering, Ohio. The STEM School offers students a relevant real-world educational experience which will prepare them for college and opportunities in the work world.

Kettering is also home to four private elementary schools and a private high school.

Kettering's success reflects the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Kettering will remain one of the most desirable suburbs to call home.



Kettering offers residents 21 parks, 2 fitness centers, a music venue, a water park and splash pad, ice arena, an arts center and much more.

HISTORY

The earliest settler in what is now Kettering was John Patterson, a farmer who built the area's first log cabin in 1798. In 1841 an expanding population forced the creation of Van Buren Township, a name that would remain for more than 100 years.

In November 1952 voters of Van Buren Township approved the incorporation of the Village of Kettering, named for its most outstanding citizen, the famous philanthropist and inventor of the automobile self-starter, Charles F. Kettering. In his career, Kettering formed Delco Products, served as vice president for General Motors' Research Division, and established the Sloan-Kettering Institute for Cancer Research in New York City.

A special census conducted in 1955 found the village population to be 38,118, qualifying it for city status. The Secretary of State of Ohio proclaimed Kettering a city on June 24, 1955. Voters approved adoption of a Home Rule Charter and Council-Manager form of government which went into effect on January 1, 1956.

The community is located in a region known as an innovation hub and the birthplace of aviation pioneers Orville and Wilbur Wright. Along with the Wrights and Charles Kettering, the region was home to John Patterson, founder of National Cash Register and Colonel Edward Deeds, a well-respected businessman whose personal estate was the site for his own private airstrip.

CITY GOVERNMENT

The City of Kettering operates under the Council-Manager form of government. Under this plan, the administrative responsibility of the City is centralized in an appointed professional City Manager. Seven Council representatives are elected to four-year terms on a non-partisan basis, one from each of the four districts and two at-large, and the Mayor who serves at-large. The Mayor presides over Council meetings and votes as a member of City Council but does not have veto authority. The Mayor also functions as the official head of the Council for all ceremonial purposes. Members of City Council elect the Vice Mayor biennially. The Mayor and City Council are responsible for creating city laws and setting the policy direction of the local government.

Once the Mayor and City Council create a policy or approve a course of action for the city, the City Manager is responsible for executing and implementing the policy, as well as the day-to-day operations of the City Government.

The City of Kettering is a leader in the region in the areas of planning, growth management and municipal services.

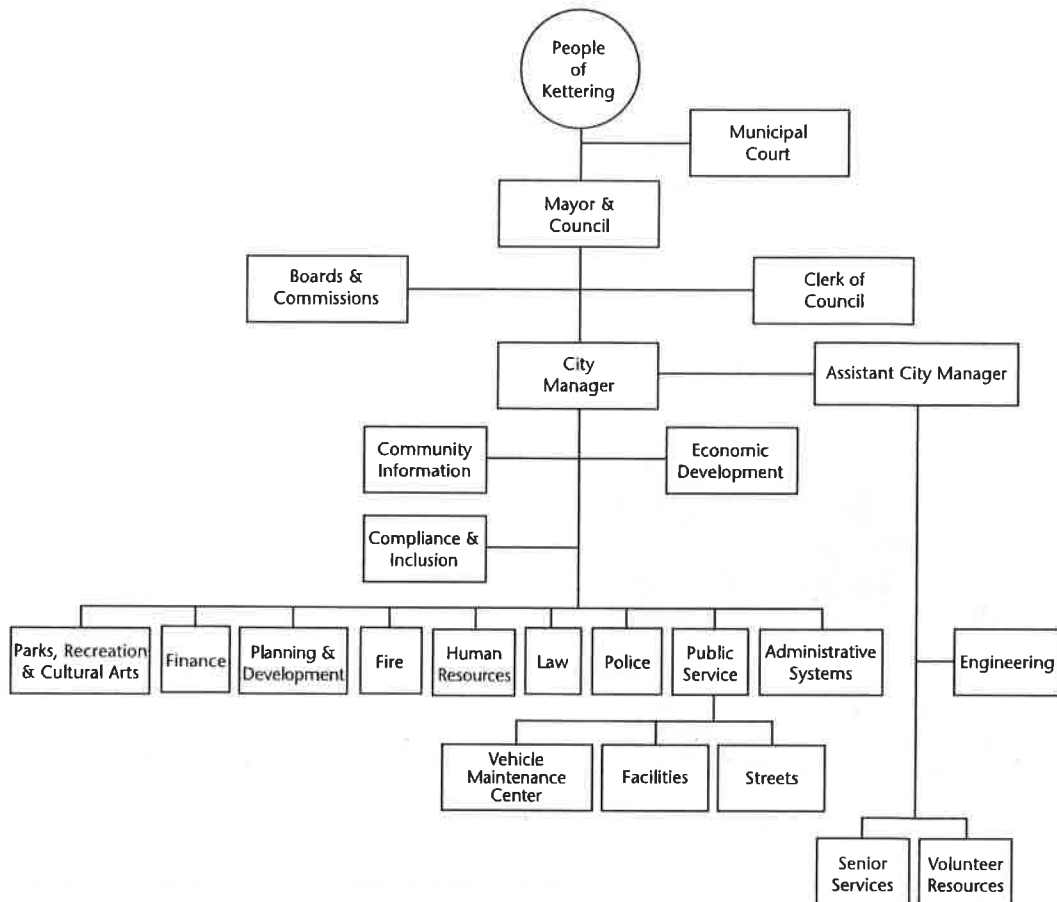
The City Council strongly supports the traditional authority of the City Manager under the Council/Manager Plan. The City Charter also makes clear the City Manager's authority to manage, hire, and remove administrative staff while cautioning Council members to, except for the purpose of inquiry, deal with administrative service solely through the City Manager.

THE CITY MANAGER

The City Manager is appointed by Council and serves as the chief executive officer of the City. The Manager also holds the position of Public Safety Director. The Manager is responsible for the effective operation of the City government under the policy direction of the Mayor and City Council. It is also the responsibility of the Manager to propose policy measures and initiatives for Council consideration.

CITY OF KETTERING, OHIO

CITY OF KETTERING 2022 ORGANIZATIONAL CHART



CITY DEPARTMENTS

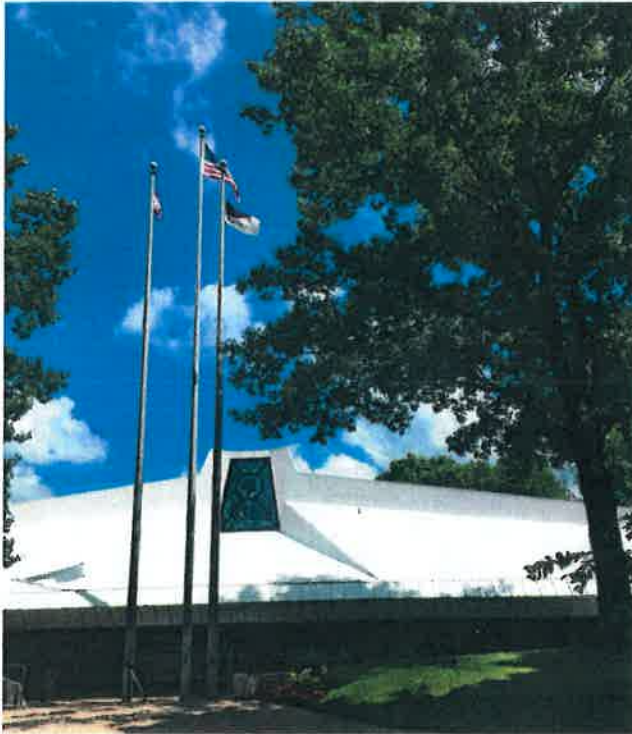
Kettering offers exceptional core services to its residents, business owners and patrons. Quality of life is important to the residents, and Kettering's public safety, public service, as well as parks, recreation and cultural arts caters to the changing needs of the community.

The Kettering Police Department is a committed partner with the community. The department is dedicated to providing fair and equitable law enforcement services to all. The Kettering Police Department was among the first 50 departments in the nation to become a nationally-accredited agency and is one of only a few of its size to hold three concurrent awards of accreditation-law enforcement, jail and communications. Ethics, courage and excellence are the values which lead the



"Ohio's Finest" Police Department provides 24-hour protection, educational programs and engagement with the community.

RECRUITMENT — CITY MANAGER



Kettering Government Center

department into the future. The outstanding men and women who make up the Kettering Police Department are the department's most valuable asset as they serve to maintain the reputation of "Ohio's Finest." It is their dedication which makes Kettering a safe community.

The Kettering Fire Department provides state-of-the-art and reliable fire, paramedic and emergency services to the community. The Kettering Fire Department proudly responded to more than 9,000 calls for emergency service in 2021. Certainly the most significant recent projects related to public safety services are our four new fire stations. The new stations are a tribute to the careful planning of City Council, administrators and residents to ensure that the facilities reflect the standards of our community. The new state-of-the-art Kettering fire stations were the result of a strategic planning process which began in 2006 and led to a comprehensive modernization strategy for all aspects of the Kettering Fire Department. With an average age of 42 years, Kettering's fire stations lacked the physical space or available land to properly allow for the improvements necessary to upgrade to current standards.

The City of Kettering Parks, Recreation and Cultural Arts Department is a three-time Gold Medal Award winner recognizing the very best agencies in the country and is one of seven departments in the state of Ohio to be fully accredited. Kettering is fortunate to have 21 parks throughout the City, and nearly all Kettering residents live within 1.5 miles of an exceptionally-maintained park. Kettering has been a Tree City for more than 30 years running, with green space and parks being integral factors in the quality of life. Kettering offers two very affordable fitness centers as well as an outdoor water park, ice arena and senior center. Both residents and those who work within the City enjoy a desirable rate for membership, programs and classes.

The City of Kettering supports Cultural Arts initiatives by operating a well-respected fine arts center. The Gallery at Rosewood Arts Center has hosted shows by artists from all over the country and commissions work with international talent. Public art pieces can be enjoyed all over the community and the art center offers an impressive array of classes for art enthusiasts at every age and talent level.

The Frazee Pavilion recently celebrated over 25 years of offering "The Summer's Best Music" in Kettering. Consistently ranked in the top 50 outdoor amphitheaters worldwide, artists like Sheryl Crow, James Taylor, Ringo Starr, Harry Connick Jr. and Vince Gill have graced the Frazee stage. The Frazee also hosts a variety of free festivals throughout the summer in idyllic Lincoln Park.

Public Service supports city streets maintenance, leaf collection, vehicle maintenance for the City's fleet, mulch and compost preparation and a yard debris drop-off center.



Polen Farm, a 19th century farmhouse and barn situated on 15 picturesque acres in Kettering

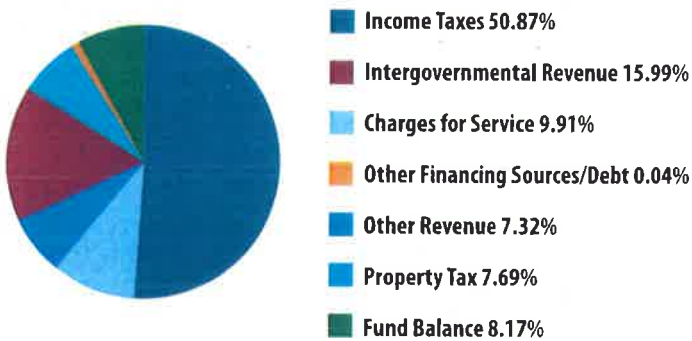
CITY OF KETTERING FINANCIALS

REVENUE \$ IN MILLIONS

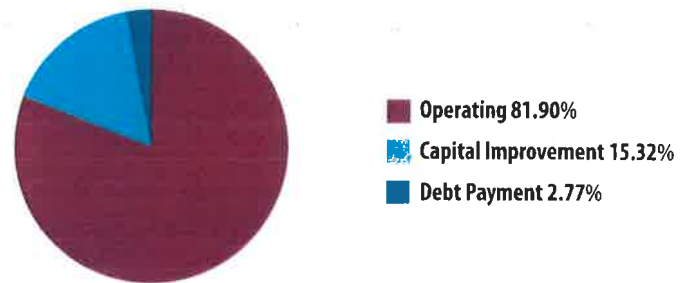


*2022 Budgeted Revenue of \$93.9 million

RESOURCES USED TO FUND BUDGETED
2022 TOTAL EXPENDITURES OF \$102.3 MILLION



APPROVED TOTAL 2022 EXPENDITURE BUDGET



DISTRIBUTION OF APPROVED 2022 OPERATING
EXPENDITURES OF \$83.8 MILLION



PROPERTY TAX DISTRIBUTION

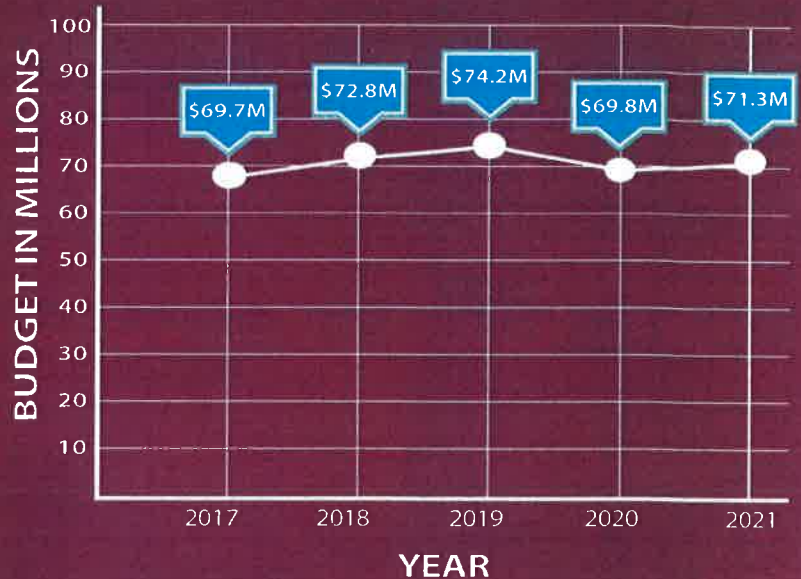


CITY OF KETTERING ANNUAL OPERATING EXPENDITURES

\$83.8 million

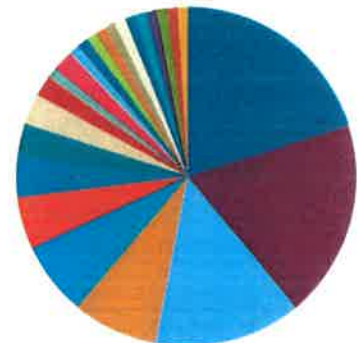
APPROVED 2022 TOTAL OPERATING EXPENDITURES

Kettering recently implemented a local preference policy that is applicable to commodities and equipment costing \$200,000 or less. This policy allows a local vendor as defined in the City's Codified Ordinances to match the low price if the local vendor's pricing is within 5% of the low non-local vendor pricing.



PERCENTAGE OF 2022 TOTAL OPERATING EXPENDITURES ALLOCATED BY CITY DEPARTMENT

Police Department	\$18,621,700	22.2%
Fire Department	\$16,169,400	19.3%
Parks, Recreation & Cultural Arts	\$12,343,000	14.7%
Street Division	\$6,957,600	8.3%
Fraze Pavilion Operations	\$6,010,000	7.2%
American Rescue Plan Act	\$4,099,000	4.9%
Finance Department	\$3,053,300	3.6%
Engineering Department	\$2,839,200	3.4%
Planning & Development Dept.	\$2,757,600	3.3%
Municipal Court	\$1,734,750	2.1%
Economic Development	\$998,200	1.2%
Clerk of Courts	\$1,251,900	1.5%
Human Resource Department	\$1,215,300	1.5%
Law Department	\$1,180,300	1.4%
Administrative Support Division	\$948,900	1.1%
CDBG	\$575,000	0.7%
Office of the City Manager	\$795,600	0.9%
Other Cost Centers	\$712,600	0.9%
Street Lighting	\$441,000	0.5%
Special Grants and Programs	\$342,000	0.4%
Community Information	\$272,400	0.3%
Mayor and Council	\$261,300	0.3%
DESC	\$149,000	0.2%
Debt Service	\$57,000	0.1%



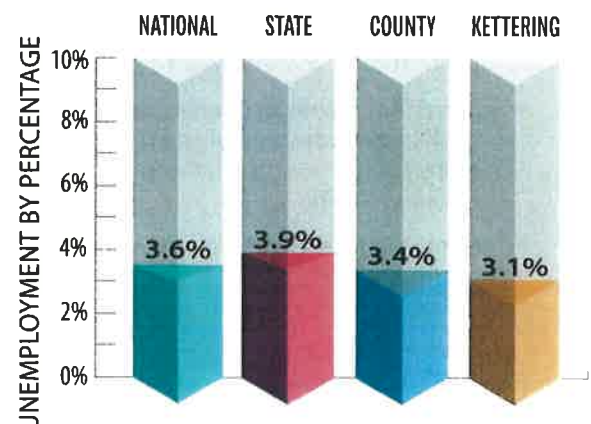
CITY OF KETTERING INCOME TAX REVENUE



THE KETTERING INCOME TAX BASE IS STRONG, A SIGN THAT RESIDENTS AND THOSE WORKING IN OUR COMMUNITY ARE EARNING MORE.

CITY OF KETTERING UNEMPLOYMENT RATE

COMPARED TO COUNTY, STATE AND NATIONAL UNEMPLOYMENT RATES



CITY OF KETTERING, OHIO

POSITION REQUIREMENTS

EDUCATION AND EXPERIENCE

Graduation from an accredited four-year college or university and a combination of education and experience equivalent to attainment of an MPA or MBA and at least seven years of increasingly responsible local government management experience gained in a community or other public agency with similar complexity to Kettering.

SOME CHARACTERISTICS OF THE IDEAL CANDIDATE

Important Knowledge, Skills and Abilities

The successful candidate will:

- be politically astute;
- have exceptional interpersonal skills and enjoy community involvement;
- clearly possess and apply superior management and leadership abilities;
- be a visionary who can see Kettering ten years out and is willing to take risks to set and meet objectives;
- be calm under pressure;
- understand the need for a healthy work/life balance both personally and for staff;
- develop relationships based on integrity and trust;
- exhibit strength in finance and budget expertise to maintain a balanced budget with adequate reserves;
- strive to remain current in the profession through active membership in professional associations or by other means;
- be a strong collaborator among residents, policy makers and staff;
- serve as an ambassador to and from residents having local government concerns;
- be comfortable working in a first tier, midwestern, bedroom community with a diversifying population;
- understand, implement and maintain a consistent performance management system;
- understand that economic development includes both large projects and the rejuvenation of vacant storefronts through provision of assistance of small businesses; and
- demonstrate a listen, learn, lead approach to professional life.



City of Kettering Mayor and Council

Style with the Mayor and Council

The successful candidate will:

- be available and accessible to all City Council members;
- view the City Manager position as a technical and professional resource and advisor to the City Council;
- project a management style that facilitates collaboration among staff and City Council;
- provide informative weekly updates regarding emerging issues and progress toward meeting goals set by the Mayor and Council;
- have an independent, professional approach to elected officials by treating all fairly and equally in a nonpartisan manner;
- be humble and understanding when immediate answers are unavailable and acknowledge mistakes; and
- demonstrate creativity in assisting City Council in setting and meeting goals.

RECRUITMENT — CITY MANAGER

Style with Staff

The successful candidate will:

- be a true servant leader who is inclusive in the approach to city management;
- function as an effective bridge to the elected policy makers;
- provide clear directions and expectations and manage for successful outcomes;
- demonstrate trust in the staff without micromanaging and support employees so that they can perform at their highest potential;
- be easily accessible, offer a management style that encourages employees to feel comfortable with the manager's open-door policy;
- be a good listener who is open to new ideas;
- be fair, evenhanded and consistent; and
- function as a coach and mentor who encourages, supports, and recognizes individual professional development and achievement.

Style with the Community

The successful candidate will:

- Be community minded, taking time to be visible and integrated with the community to develop strong relationships with residents;
- understand that all neighborhoods have legitimate demands for service and will strive to equitably serve all sectors;
- be tactful and persuasive;
- be engaged with community by attending civic and community meetings; and
- be visible and attend community events.

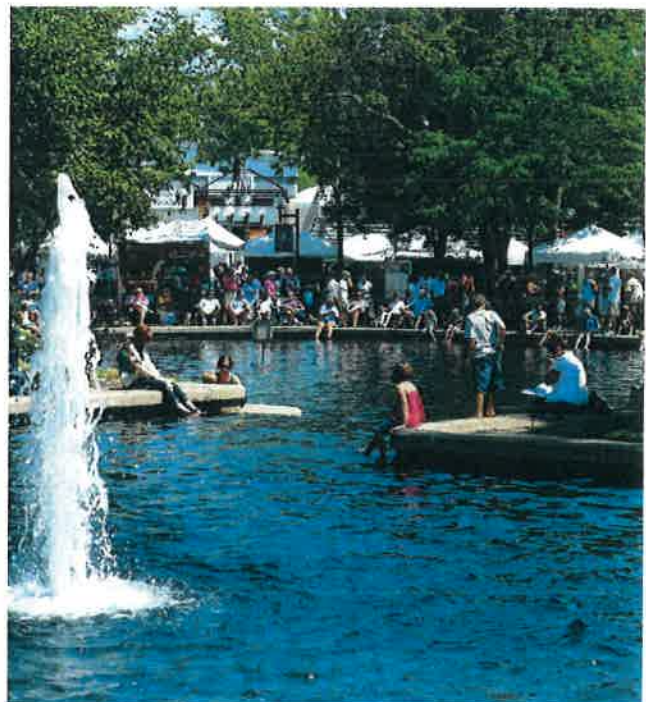
Style with Other Governments including County, State and Schools

The successful candidate will:

- have knowledge of the state legislature's approach to home rule, local government tax policy, economic development and other state laws; and
- be an effective advocate for the city.



Path construction at Pondview Park



Art on the Commons—Annual Fine Arts and Crafts Festival at Lincoln Park Civic Commons

CITY OF KETTERING, OHIO

ISSUES, OPPORTUNITIES AND CHALLENGES

- Kettering's largest source of funding is earnings tax revenue, which is allocated to the General Fund and is approximately 79 percent of general fund revenue. Kettering's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the quality of life enjoyed by Kettering's businesses and residents. The City's 2022 total budget is \$102 million. The December 31, 2021 General Fund balance was \$58 million. Annual General Fund expenditures are approximately \$70 million.
- Kettering's Capital Improvement Plan establishes a fiscally-sound plan for the city's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained. Kettering's fiscally sound stewardship has earned the City the highest distinctions, as well as the confidence from residents and property owners.
- In the past, the Ohio Estate Tax provided significant revenue to Ohio municipalities. The State legislature abolished the tax in 2013. Kettering was fortunate to have received roughly \$44 million from the tax as it expired. Since then the City has allocated roughly \$3 million annually to supplement Capital Improvement Program funding. It is anticipated that this funding will be fully expended by 2028.
- As of the most recent election, four of the City Council members, including the Mayor who returned after years in the Ohio Senate, are new to the City Council. Two of the remaining City Council members will be term limited at the end of 2023.
- There is uncertainty regarding the future of "work from home" and the impact it will have on the local earnings tax.
- The current Strategic Plan is dated and a new plan will be developed in 2023/2024.
- The population is becoming more diversified.

COMPENSATION AND BENEFITS

The compensation for the position is negotiable based on qualifications and experience. Residency within the City is preferred. The City is offering a competitive salary commensurate with experience and a comprehensive benefits package. Relocation assistance is available.

APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for August 15, 2022. To apply, please send a letter of application and detailed resume to:

Robert E. Slavin, President or
David Krings, Midwest Regional Manager.
SLAVIN MANAGEMENT CONSULTANTS
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
e-mail: slavin@bellsouth.net
www.slavinweb.com
David Krings Phone: (513) 200-4222

Electronic submissions are preferred.

The City of Kettering is an Equal Opportunity Employer.

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

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
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
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
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
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
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
South Fulton, GA
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 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
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 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.

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		
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		
COLUMBIA, MO	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager			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	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	
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	X		
	Police Chief	X		
FORT WORTH, TX	Auditor General		X	
	Police Chief	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	
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
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		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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 PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		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	
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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		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	
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	
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

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