

CITY OF STAYTON, OREGON

Request for Proposal

Executive Search for City Manager

Prepared by Robert E. Slavin on October 1, 2021



October 1, 2021

Alissa Angelo
Assistant City Manager
City of Stayton
362 N. 3rd Avenue
Stayton, OR 97383



Via email: aangelo@ci.stayton.or.us

Re: Request for Proposal — Executive Search Firm Services

Dear Ms. Angelo:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Stayton. The purpose of this project is to help the Mayor and City Council (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 developed and approved by the City Council, 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.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Burlington, NC; Louisville, 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 900 local government executives. Our practice include projects is forty-six states including in the Pacific North West Our clients in the Northwest include Baker City, OR; Bothell, WA; the Cowlitz PUD (Longview, WA); The Dalles, OR, Shelton, WA and Springfield, OR.

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.* Mr. John Nowak and Mr. David Krings will assist with the project. Both are highly experienced former local government managers and now experienced human resources consultants.

We are most capable and interested in providing the requested services to the City. Attached to this proposal are the following exhibits: a sample recruitment profile, a pro forma invoice, a client list, our EEO Statement, our Sexual Harassment Policy and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Stayton 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 blue ink that reads "Robert E. Slavin". The signature is written in a cursive, flowing style.

Robert E. Slavin, President

RES/jf

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EXHIBITS

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

TITLE PAGE AND INTRODUCTION

Slavin Management Consultants (SMC)
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

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

Principal: Robert E. Slavin, President

About Stayton, Oregon

The City of Stayton, Oregon was established in 1872 and it was incorporated in 1891. The City is located in Marion County in the Willamette Valley fourteen miles southeast of Salem. Stayton is a regional agricultural and light manufacturing center. The City's 2020 population was 7,880. Stayton is governed by a Mayor and a 5-member City Council. Council members are elected at large to staggered terms. The Mayor presides over Council deliberations and is responsible for preserving order, enforcing the rules of the Council, and determining the order of business under the rules of the Council. The Mayor votes only to break a tie.

The City Manager is appointed by the Mayor, and ratified by the City Council. He or she is responsible for managing the affairs of the City. The City Manager's general responsibilities are attending all meetings of the Council and keeping the Council advised of the affairs and needs of the city, seeing that Council policy is implemented, seeing that all laws and ordinances are enforced, seeing that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed, oversight and management of the annual City budget, as well as appointing and supervising all department managers and other employees except as otherwise provided by City Charter. Stayton provides a wide array of municipal services including Finance, Library, Facilities Maintenance, Police, Planning, Swimming Pool, and Public Works which includes Wastewater, Stormwater, Water, Streets and Parks. The City's current total expenditure budget is \$14,945,800. There are 53.2 FTE's.

About 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. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant.

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

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

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

It will honor the interests of candidates to the extent possible under Oregon law.

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

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client’s positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

RECENT SMC CITY MANAGER PLACEMENTS

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Bothell, WA	46,000	City Manager	8/24/16	11/7/16	Slavin/ Wenbert	Mayor Andy Rheume (206) 999-8835 andy.rheume@bothellwa.gov
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Lipscomb	Chair Brownie Newman (828) 243-0107 newman@buncombecounty.org
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	8/15/16	12/3/16	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

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Brendon Barber (843) 545-4175 bbarber@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
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	Current	Current	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
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
Portage, MI	47,000	City Manager	6/25/19	8/30/19	Slavin/ Krings	Patricia Randall Mayor (269) 393-2311 patricia.randall@portagemi.gov
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Nancy Dennard (229) 263-4166 ndennard@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 important engagement will be personally managed by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and non-profit agencies located in approximately forty-five states. Additional members of the proposed search team include Mr. John Nowak and Mr. Davie Krings. Both are highly experienced local government search professionals with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

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

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

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

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

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

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

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

Organizations (current and previous)

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

- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM (Retired), SMC Regional Manager

Mr. Krings has over 45 years of experience at the top levels of State, County, and Municipal Governments. In more recent years he has served local governments throughout the United States in a consulting capacity. He is internationally recognized as a state and local government management practitioner and consultant. Dave has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County (Peoria) Illinois and Hamilton County (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Dave's tenure. He also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the Midwest Regional Director of Slavin Management Consultants, specializing in local government management searches.

He has served as an adjunct Public Administration instructor for the University of Cincinnati and on the faculty of the University of Illinois, Community Information and Education Service.

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

Dave has a M.A. in public policy and administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

He is a recipient of an American Society for Public Administration chapter Good Government Award and is recognized by International City/County Management Association (ICMA) as a retired credentialed manager.

John E. Nowak, SMC Western Recruitment Manager

Mr. Nowak has more than 35 years of local government management experience 28 of which have been in California including 23 years at the executive level. He has worked for numerous jurisdictions in California and Tennessee ranging in population from 13,000 to 1.8 million. His most recent position was Deputy City Manager in Manteca, California. In addition to his work for Slavin Management Consultants, Mr. Nowak serves as a redevelopment and economic development consultant in California. He served on the 2012-2013 San Joaquin County Grand Jury which oversaw an investigation related to the City of Stockton's bankruptcy. The investigation reviewed the City's financial policies, procedures, and past actions that may have been material causes of its financial deterioration.

Previously Mr. Nowak served as Redevelopment Administrator for San Bernardino County and Deputy City Manager in Culver City, Moorpark, San Gabriel, and San Marino, California. Mr. Nowak was City Manager in San Marino and Lawndale, California. Early in his career, Mr. Nowak served in management positions in Lancaster, California and metropolitan, state, and regional positions in Nashville, Tennessee. He has also served as an economic and redevelopment consultant for the cities of Moorpark and Manteca and for San Bernardino County in California. Mr. Nowak joined Slavin Management Consultants in 2013. He has a Master of Public Administration degree from West Virginia University and a Bachelor of Arts degree in Political Science from Siena College.

Mr. Nowak's career highlights include:

- City Manager in both full-service and contract city organizations;
- Department director of community development/public works functions with 30 employees and \$2.3 million budget in San Gabriel, California;
- Directed community-based preparation of long-range strategic plan in San Marino;
- Revised San Marino Municipal Code writing all related ordinances;

- Managed repairs of earthquake damage in San Marino and San Gabriel including project manager for complete renovations of their city halls;
- Created regional public-private emergency preparedness board in Antelope Valley of California bringing comprehensive approach for disaster planning and recovery among local, state, and federal agencies and private sector;
- Created second California Disaster Recovery Redevelopment Project Area in San Bernardino County Old Fire burn area;
- Prepared and negotiated development agreements for regional lifestyle retail center and Costco in Manteca and regional distribution center in San Bernardino County;
- Negotiated labor agreements with general employee, police, and fire unions in multiple California cities;
- Prepared and managed state grant programs for parks and public safety including nationally recognized program for children’s car seat enforcement;
- Initiated and directed establishment of first cities’ sub-regional Joint Powers Authority in Los Angeles County to address State’s solid waste mandates;
- Established budget preparation and presentation procedures to make budget document more transparent and understandable; and
- Reorganized city departments including police, fire, public works, and community development for improved accountability and operational efficiency.

Professional Affiliations

- International City/County Management Association—served on many Committees including International Committee, Awards Committee, Conference Planning Committee, and Nominating Committee
- League of California Cities/California City Managers Department—past Chairperson of International Committee and Board Member
- Rotary International—past Club President in San Gabriel and Treasurer in Culver City

REFERENCES

Mayor Kevin Dorcy

City of Shelton, WA
 525 W, Cota St.
 Shelton, WA 98684
 City Manager Search (2018)
 (360) 490-8164
kevin.dorcy@sheltonwa.gov

City Manager Search (2020)
 (970) 799-5799
kinbaxter@durangogov.org

Mayor Andy Rheume

City of Bothell
 18415 101st Ave. NE
 Bothell, WA 98011
 City Manager Search (2016)
 (206) 999-8835
andy.rheume@bothellwa.gov

Ms. Marisa Keeney

Manager of Employee Services
 Cowlitz PUD
 961 12th Avenue
 Longview, WA 98632
 Phone: (360) 501-9220
 General Manager Search (2015)
mkeeney@cowlitzpud.org

Ms. Sheri Pierce, MMC

City Clerk
 City of Valdez
 212 Chenega St.
 Valdez, AK 99686
 City Manager Search 2015
 907-834-3408
spierce@ci.valdez.ak.us

Mayor Kim Baxter

City of Durango
 949 E. 2nd Ave.
 Durango, CO 81301

PROPOSED WORK PLAN

Slavin Management Consultants' (SMC) Results-Oriented Process

SMC uses a "critical path" search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Stayton, and it will honor the confidentiality of candidates to the extent permitted by Oregon law.

SMC would like the City of Stayton to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the City of Stayton's criteria. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

Slavin Management Consultants recommends the followings proven five-step city manager recruitment process

- 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

In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Stayton to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions. To do so, we will meet with each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. The community stakeholders we meet with are chosen by the City and often include, leaders from community's education, neighborhoods, industry and business sectors.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Willamette Valley region, the City of Stayton, 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, on national and regional job specific professional associations and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing ICMA, state and national and regional municipal associations and professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

SMC is proud that approximately 25% of our placements are well-qualified women and minorities. In our effort to achieve diversity, we rely on industry appropriate national and regional minority and women professional associations. We utilize their web sites and publications. We also network to identify and then directly contact and encourage qualified women and minority candidates. Our extensive company data base is also useful in this effort.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

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

We will meet with the City 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, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

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

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

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

We will then meet with the new City Council to present a group of well-qualified finalist candidates for interviews in Stayton. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council 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 comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews, attend City Council/finalist interviews and guide the Council through the candidate evaluation, selection and contract negotiation processes.

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 the City of Stayton 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 with 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 informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Guarantees

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

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

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 City and the selected candidate.

J. Stayton Staff Involvement

We will request the City Council to assign a City staff member to serve as liaison between the City and Slavin Management Consultants

K. Project Schedule

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

Steps	Days			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for City Council 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 Council.

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

COSTS

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	34		34	80	\$2,720
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	12		12	80	\$960
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	\$2,880
		16	16	35	\$560
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	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	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	170	79	249		
TOTAL PROFESSIONAL FEE					\$15,565

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 (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Oregon travel expense per 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 \$8,560.75. Therefore, the total not-to-exceed cost for these services would be **\$24,125.75**.

The cost for finalist candidates travel to Stayton for interviews is in addition to the above not-to-exceed amount. Such costs are impossible to forecast and vary widely dependent on candidate location, spouse involvement, time required for candidates to be in Stayton, etc. The client controls these costs by pre-approving all work plans including all travel. About five candidates are normally recommended for interviews.

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 Oregon.

EXHIBITS



***OUTSTANDING OPPORTUNITY TO
SERVE THE CITIZENS OF
SHELTON, WASHINGTON
AS THEIR
CITY MANAGER***



The Community

Named after David Shelton - a delegate to the Territorial Legislature, the town was originally known as Sheltonville in the late 1800s. The City's early commerce consisted primarily of logging and lumber, farming, dairying and ranching as well as shellfish cultivation.

The City of Shelton is the only city in Mason County which is now the fastest growing county in Washington. Shelton was incorporated on May 19, 1890 as a general purpose municipal government. It operates under the laws of the State of Washington applicable to a non-charter code city under the Council-Manager form of government.

As you approach the City you can glimpse the quiet harbors and homes along the pristine shoreline and the densely forested hills. The community is rich in history, culture, and natural beauty. Located just 25 minutes northwest of Olympia on the shores of Oakland Bay at the southernmost tip of Puget Sound. The City of Shelton includes 6.11 square miles and has approximately 10,700 residents. While the City has increased in population of late, it has managed to preserve its friendly aura and natural environment.



1944 Logging Trucks

The City Government

Until this year, Shelton was the last city in Washington with a three-member commission form of government. Accordingly, a three-member City Commission selected a City Administrator who had day-to-day administrative responsibility for providing municipal services.

Shelton voters just approved a change to a council/manager government which will take effect on May 15, 2018. So this is really Shelton's first City Manager position. Previous City Commissions were well served by former City Administrators and the new City Council is dedicated to ensuring that the City Manager and the Council work successfully together as a team. The new City Manager will be appointed by majority vote of the 7-member new City Council and will be responsible for overall management of City business and the oversight and supervision of all City departments. The City Manager will ensure that the City Council goals, policies and directives are carried out by the appropriate City departments and will also be responsible for preparation of the annual budget, controlling expenditures, human resource management, intergovernmental relations, legislative activities, and a variety of other duties related to management of the City.

The new City Council will consist of the three continuing commissioners and four newly elected members. All are elected at-large on a non-partisan basis to four-year overlapping terms. The Mayor will be selected from the membership. All incumbents and Council candidates are full participants in this City Manager recruitment and selection process.

The City of Shelton has 95 employees and nearly a \$49 million all funds budget. The City's management team consists of the department heads who enjoy collegial and cooperative working relationships. The City provides a wide range of municipal services including:

- City Management
- Municipal Court
- City Clerk
- Legal
- Human Resources
- Information Technology
- Community Development
- Parks and Recreation
- Police Department
- Roads & Streets
- Sewer & Water

The City has a history of working closely with each of the area's local government and community service providers including: Mason County, P.U.D., school districts, the Port, the Economic Development Board, the Chamber of Commerce and service clubs.

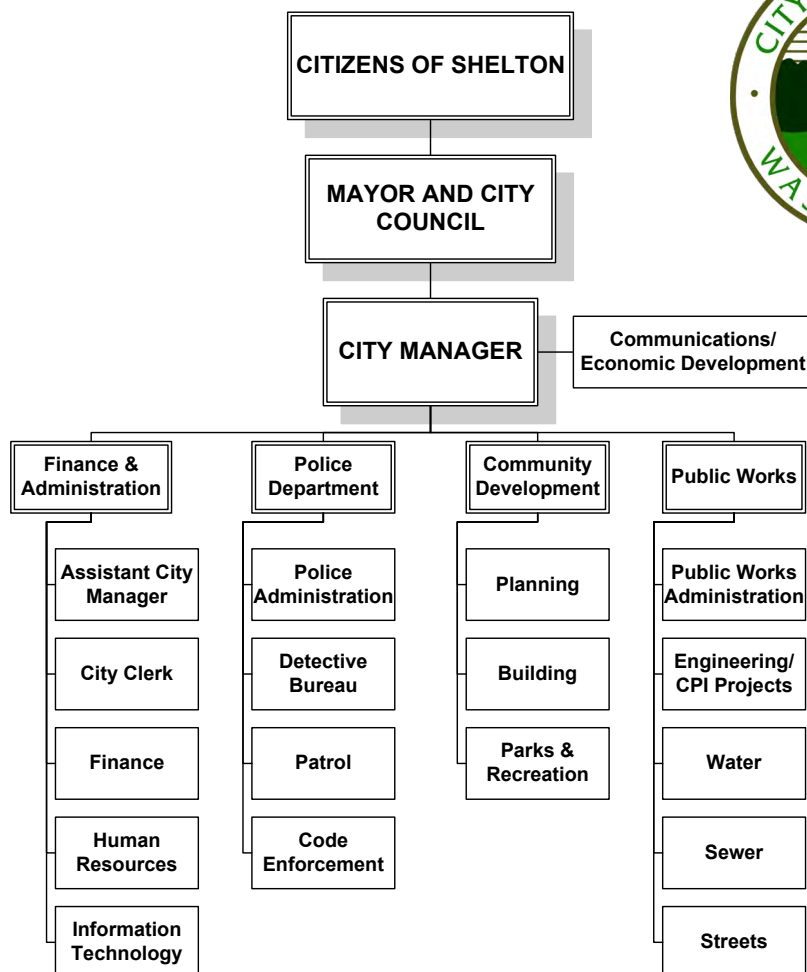
Visit Shelton on the web at : www.ci.shelton.wa.us



Shelton Civic Center (City Hall)

City of Shelton, Washington

Organizational Chart



(Continued from page 2)

Community Issues, Opportunities and Challenges (not prioritized)

- Mason County is now one of the fastest growing counties in Washington.
- By far, most of Shelton’s workforce consists of good City employees who want to work.
- A need was expressed for improved internal and external communications.
- Local schools are good and improving - - voters recently passed a \$65M bond issue to support Shelton’s schools.
- Major City streets and sewer CIP projects underway (Examples: Downtown Connector and Basin 3 Sewer Projects) .
- Future of the 800-acre Shelton Hill development.

- Shelton has significant economic diversity (rich to poor).
- Approximately forty-five percent of Shelton residents live in rental housing.
- Shelton’s housing supply is tight - - there is a need for more housing at all levels.
- Shelton has low crime.
- City finances are tight with significant utility bond debt.
- There is a need to study the organization and staffing to determine how to best allocate the City’s available human and fiscal resources.
- Economic development to increase the City’s tax base.
- Need for an in-depth look at fees and rates including permits and utility costs.

(Continued on page 4)

(Continued from page 3)

The City Manager

Per State Law, (RCW35A), the City Manager serves as the City's Chief Executive Officer. The City Manager provides leadership to City staff, implements policies adopted by the City Council and manages both labor relations and human resources management.

The City Manager will also assist the City Council by providing regular written communication, completing research and information gathering, and by acting as an advisor to the Council concerning policies and City ordinances. Additionally, the successful candidate will represent the City's interest to various county, state and federal agencies.

Minimum Job Requirements

A bachelor's degree from a four-year college or university in public administration, business management, or closely related field is required, and ten years of experience, with a minimum of five years of related experience as a city manager, assistant city manager, or exempt level department head, or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field and ICMA/CM is preferred.

The Ideal Candidate

The ideal candidate will have been a successful City Manager in a comparably-sized city and will have previous experience in an organization recognized for excellent customer services and continuous improvement.

He or she will have a proven track record of delivering results, building accountability for staff and creating a positive working environment characterized by innovation and collaborative department head teamwork. This Manager will be a strong leader who understands all aspects of municipal government and has an appreciation for the issues, opportunities and challenges currently facing the City. He or she must have proven strengths in budget and financial management, community development, public works, human resources, economic development and capital project management.

The ideal candidate will have a sense of humor and be an energetic and enthusiastic leader with a positive and welcoming personality. This individual will be capable of making tough decisions in a timely manner. Candidates should have a history of progressive, proactive, and innovative program development as well as a reputation for successful follow-

through and implementation.

The City Manager should lead by example, demonstrate personal and professional integrity beyond reproach, and communicate a sense of vision backed by specific goals and objectives with a plan to achieve these goals and measure success.

The competitive candidate will exhibit an open, direct and straight-forward communication style in order to maintain productivity between the City's departments, the City Commission and adjacent cities. Further, the City Manager will be a good listener who works with personnel throughout all levels of the organization in a consistent manner.

The candidate will have sound values and promote teamwork and cooperation as well as have the ability to take the organization to the next level of efficiency.



Paul Bunyon

(Continued on page 6)



SHELTON CONSENSUS COUNCIL GOALS

The following are the Consensus Goals resulting from the interviews of the current City Commission and City Council Candidates conducted in March-April 2018 prior to the April 24, 2018 City Council Election.

COMMUNITY STRATEGIC VISION

- A different focus, long-term vs. short-term, down the road vs. potholes
- Accountability of Council and Staff
- Restore Community Trust and Respect for All Viewpoints
- A "Community By Design" vs. "By Default"
- Vision and Clear Council Goals and Objectives
- Affordability, Sustainability and Liveability

COMMUNITY INFORMATION AND INVOLVEMENT

- Good information and analysis to the Council
- Transparent Decision Making Process
- Good information to the community
- Proactive Community Outreach, Report on Successes and Progress
- Planning Commission, SMPD and other Advisory Committees
- More Ad Hoc (short-term) vs. Standing Committees (ongoing)
- More Open House meetings and Community Issues Forums
- Transparency re. Solid Waste Contract Agreement (Comparative Costs)
- Volunteerism Opportunities
- Comprehensive Plan Updates and Community Involvement

FINANCIAL SUSTAINABILITY

- Reduce Debt and Pay Off Sewer Debt
- Fees and Charges to Recover Cost of Services (Permits and Impact Fees)
- Streamline Permitting Processes
- Plan for coming growth and organizational/staffing/service impacts
- Affordable and sustainable Budget, Taxes and Fees
- Limit new Debt, whether Bonds or Loans
- Financial Policies and Reserves Policy
- Comparative data and analysis, Cost of Service vs. Revenues
- Sustainable CIP funding strategy, rates to Pay-As-Go vs. catch up improvement costs later
- Competitive and Comparative Taxes and Fees/Charges
- Lower Permit Fees? Lower Impact Fees? Don't subsidize Development

- Unfunded Retirement Obligations? Eg. Centralia and Chehalis? LEOFF
- Long-term Water/Sewer CIP and Operations Forecast... 5-Year Financial Forecast
- Review and Revise Budget Process and Information

ECONOMIC DEVELOPMENT

- Urban Growth Area Annexation and Water/Sewer Extension Policy
- Downtown Mainstreet or equivalent Revitalization Program
- Range of Housing Options, including Affordable Low Income Housing...Tiny Homes too?
- Jobs! Shelton H.S. grads moving away despite affordable housing
- More than the "Bedroom Community" for Olympia and Lacey area
- Collaboration between City, EDC and Chamber
- Shelton Hills and related NW area development
- Waterfront and Tourism Strategy?
- Diverse Retail and Industrial Jobs, Tax Base

CUSTOMER SERVICE

- Good customer service for all, vs. "good Old Boys Club"
- Respect for Diversity of opinions and ideas
- Performance Standards and Service Indicators

CITY ORGANIZATION AND BUDGET

- Review City Organization Structure and Staffing to Community Needs and CIP Needs
- Make lots of Small vs. Wow systems and process improvements
- Streets Improvement program and CIP
- More Police
- Jail Alternatives
- Service Indicators and Total Quality Management
- Staff Sustainability and Transition Planning

INTERGOVERNMENTAL/COMMUNITY COLLABORATIONS

- City-County collaboration on UGA/Annexation
- Social Services needs... Opiod/Heroin addiction... Public Health, Courts, Treatment
- Public Health, Hospital and Detox/Mental Health Needs
- PUD, School District, College, Library, City, County, EDC, Chamber

(Continued from page 4)

Compensation & Benefits

- Competitive beginning salary will be negotiable depending on qualifications
- Washington State Retirement System participation
- No Social Security deduction (6.2% City paid Social Security replacement benefit)
- Deferred Compensation
- Longevity Pay after 5 years
- Medical, Dental and Vision Insurance
- Life Insurance
- Cellular telephone allowance
- Long-term disability insurance
- Employee Assistance Program
- Car Allowance
- Ten paid holidays
- Two floating holidays (after 6 months)
- Vacation Accrual & Sick Leave

To Apply

The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: slavin@bellsouth.net.

For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net.



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

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

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

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

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		
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	
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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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