

CITY OF ENGLEWOOD, COLORADO

Executive Search Services

CITY MANAGER

RFP-14-008 Executive Search for City Manager

Prepared by Robert E. Slavin on April 2, 2014

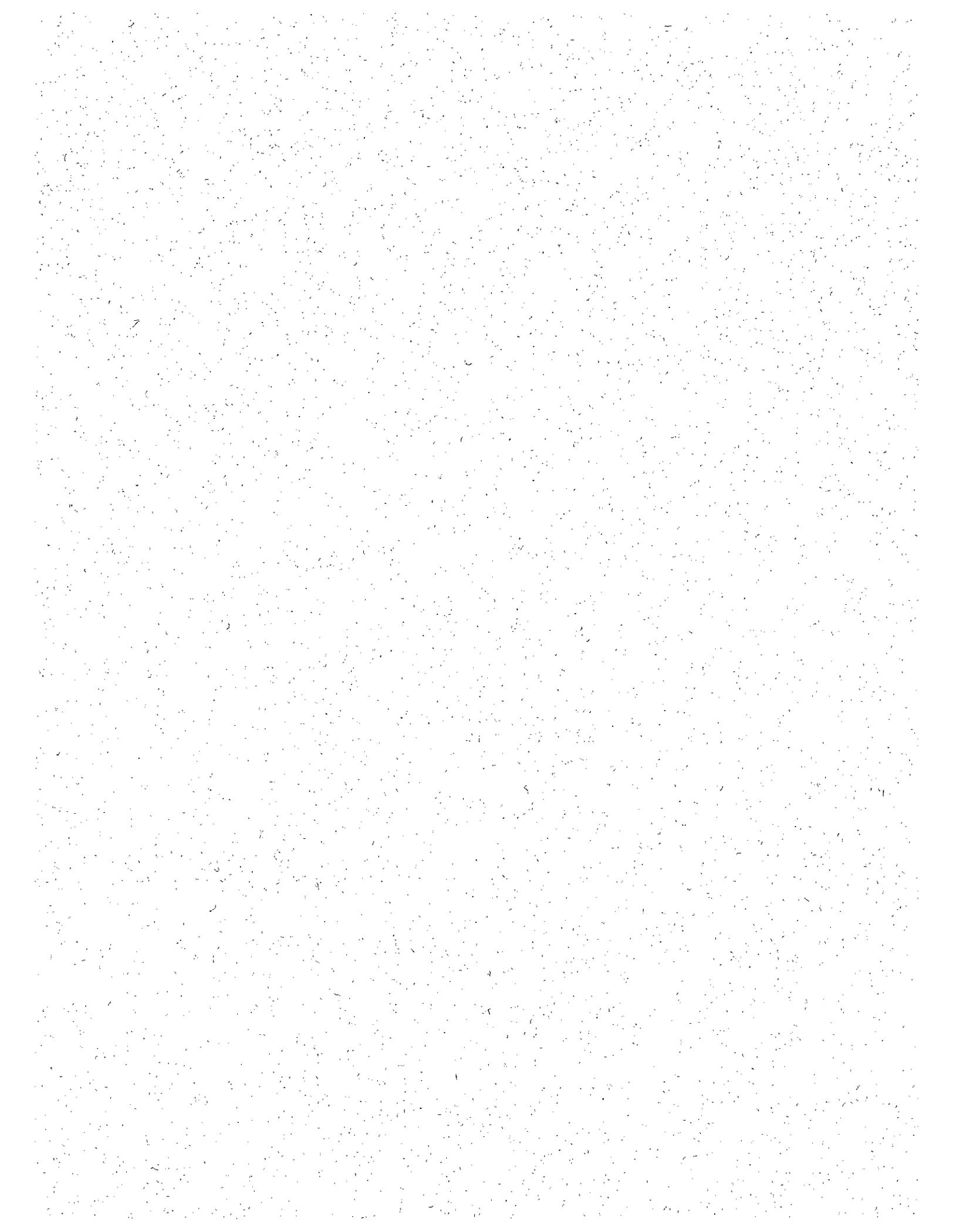


SLAVIN MANAGEMENT
CONSULTANTS

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

www.slavinweb.com

With affiliates in Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ.





SLAVIN MANAGEMENT
CONSULTANTS

April 2, 2014

Ms Susan Eaton
Director of Human Resources
City of Englewood
City Hall
Human Resources Department
1000 Englewood Parkway
Englewood, Colorado 80110

Dear Ms. Eaton:

Re: Request No. RFP-14-008 - *Executive Search for City Manager*

Slavin Management Consultants (SMC) is pleased to submit this a proposal to conduct an executive search for the City's next City Manager. The purpose of this work is to assist you to develop a comprehensive position profile for the position and then to identify, recruit and present outstanding candidates who meet the criteria. Once the profile has been developed and approved, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. Searches of this type normally take between sixty and ninety days to complete.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. This proposal commits the highest level of our firm's resources. I will manage this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. Mr. Paul Wenbert, SMC's Western Regional Manager and I will serve as primary consultants. Mr. David Krings will assist with the project. Bio for each of us are provided in this proposal.

Our firm has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. *I have the authority to bind the corporation.*

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

We look forward to discussing this proposal with you further.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

RES/jf

TABLE OF CONTENTS

Cover Letter	
EXECUTIVE SUMMARY	1
About the City of Englewood	1
About Slavin Management Consultants	1
COMPANY BACKGROUND	3
PROPOSED PLAN	4
A. Develop the Position Profile	4
B. Identify Qualified Candidates	4
C. Evaluate Prospective Candidates	4
D. Selection and Employment	5
In-depth Screening and Final Report	5
F. Follow-up	6
G. Reporting	6
H. Deliverables	6
PROJECT TEAM EXPERIENCE AND CAPACITY	7
Robert E. Slavin, President	7
Paul Wenbert, SMC Western Regional Manager	8
David Krings, ICMA-CM, SMC Regional Manager	9
PROJECT TIMETABLE	10
GUARANTEES	11
COSTS/FEEES	12
Professional Fees	12
Expenses	13
AGREEMENT FOR SERVICES	14

ENCLOSURES

Completed City Form - Signature Page

EXHIBITS

Pro Forma Invoice
Client List by Category
References
EEO Statement
Minority and Female Placements

EXECUTIVE SUMMARY

About the City of Englewood

Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and home to approximately 31,000 residents and 2,400 businesses. Due to easy access to two light rail train stations and the state and US highway systems, Englewood's location offers short and convenient commutes to other areas within the Denver Metro Area and the rocky mountain range. The City's mixed housing and retail environment encourages a pedestrian community. The City's economy is comprised of retail, industrial, manufacturing, healthcare and service sectors.

Englewood is said to have "small town" feel with the conveniences of big city amenities. Recreational opportunities abound in Englewood, including eleven parks, nine athletic fields, an award-winning recreation center, a golf course, and one of the most successful senior centers in the region. The Pirates Cove aquatic center offers a variety of family aquatic activities.

The City of Englewood is a municipal corporation with a Council-Manager form of government. Members of the seven member council are elected to staggered four year terms with term limits of three consecutive terms. The Mayor and Mayor Pro-Tern are selected from among the Council members. The City Council is responsible, among other things, for passing ordinances and resolutions, adopting the budget, appointing committees and hiring the City Manager and City Attorney. The City Manager is responsible for overseeing the day-to-day operations of the City, and for appointing heads of the various departments.

The City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets and other infrastructure, library services and general government services. The City operates its own water treatment plant and distribution system, maintains a wastewater collection system and manages a jointly held regional wastewater treatment plant with the City of Littleton, a neighboring city to the south.

Englewood's 2014 total budget is \$96,515,413 of which \$42,126,719 comprises the general fund. The City employs 475.169 FTEs of which 323.698 are supported by the general fund.

About Slavin Management Consultants

Slavin Management Consultants (SMC) is a national local government executive search firm with experience in all regions of the Country, including Colorado. Our present and past clients include Adams County, Adams County School Dist #14, Arapahoe County, Archuleta County, Arvada, Aurora, Fort Collins, Frisco, Greenwood Village, Lakewood, La Plata County, Mesa County, Northglenn, Pueblo, Longmont and Thornton.

We use a strategic search process which empowers 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 may be 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 Englewood and it will also honor the interests of candidates to the extent possible under Colorado law.

Our proposal provides an indexed and easily usable document for the City to assess our qualifications to handle this critical work.

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

- ▶ We are outcome/results focused. 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, and 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.
- ▶ 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.
- ▶ We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

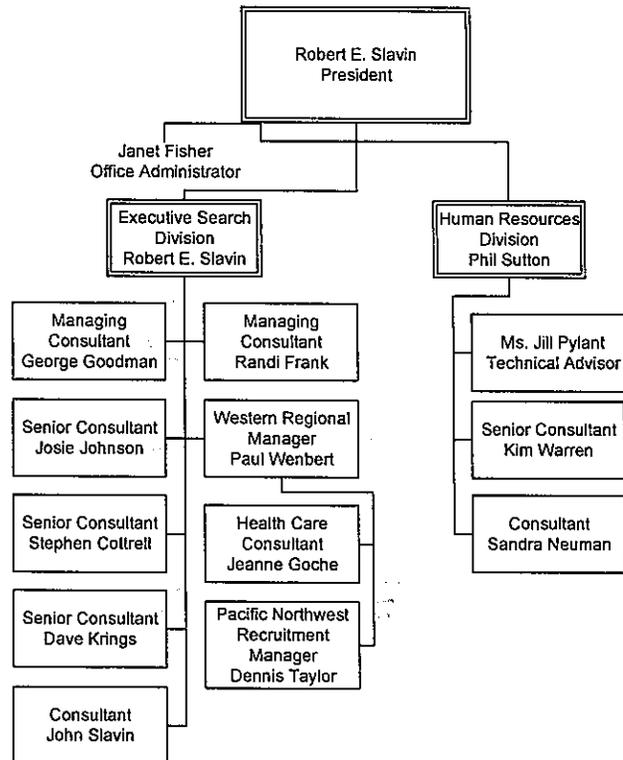
COMPANY BACKGROUND

SMC is an independent management consulting firm formed in 1986 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have dedicated affiliates in Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ.

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

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

Slavin Management Consultants



PROPOSED PLAN

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Develop the Position Profile

We will meet with the Mayor and City Council and other appropriate stake holders of the City's choosing to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile we will spend a considerable amount of time at the beginning of the process in Englewood to gather additional information about the City and to ascertain the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the City of Englewood, the City Manager position, major issues to be faced, the ideal candidate 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 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.

More than 25% of SMC placements are from protected groups. At our clients request, we actively recruit qualified protected group members. Our consultants hold membership in a variety of professional organizations, including minority and women based organizations. We utilize our contacts in these and other minority and women based organizations to achieve a diverse candidate base. We also post announcements on web sites and publications of minority and women's organizations.

In consultation with the City, we will prepare and place advertisements in professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They 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, 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 to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the specifications for the position. With the City's guidance, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine the 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 you have 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. SMC contracts with the *G4S Corporation* to conduct criminal, driving, and civil records checks on finalist candidates. We utilize *Equifax* to perform finalist candidate credit checks and National Student Clearinghouse to verify candidate educational credentials. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the City to present a group of well-qualified finalist candidates for interviews in Englewood. 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 that should produce the final selection decision.

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

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

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Englewood and that any public statement should come from the City directly. Within the boundaries of the open records laws, we will not release information to the media unless specifically directed by you to do so.

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

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.

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 mutually agreed upon performance expectations and goals.

F. Follow-up

We will follow-up with the City 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.

H. Deliverables

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

PROJECT TEAM EXPERIENCE AND CAPACITY

The following resumes represent the project team that will be assigned to this important engagement.

Robert E. Slavin, President

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

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

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

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

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

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

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

Organizations

- International City/County Management Association
- American Society for Public Administration
- Government Finance Officer's Association
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Certified Management Consultant (National Bureau of Certified Consultants)
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree from Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In Newton Task Force**

Organizations

- ▶ ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- ▶ Iowa City/County Management Association (Past President)

David Krings, ICMA-CM, SMC Regional Manager

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

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

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

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

Organizations (Current and Past)

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

PROJECT TIMETABLE

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	60-90
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.

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 it is satisfied with the candidates and a candidate is selected and accepts employment.
- We guarantee our work and will redo the search for the cost of our out-of-pocket expenses only, 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.

COSTS/FEES

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 and Place Advertising	34		34	75	\$2,550
2. Identify & Recruit Candidate/Acknowledge Resumes	35		35	75	\$2,625
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		6	6	35	\$210
4. Progress Report to City/Reduce Candidate Pool	10		10	75	\$750
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	37		37	75	\$2,775
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	8		8	75	\$600
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	6		6	75	\$450
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	166	81	247		
TOTAL COSTS					\$14,535

Expenses

Actual expenses that SMC incurs in the course of this search will be charged in addition to professional fees. Major expenses that will be incurred include consultant travel, advertising, messenger services, communications and background check costs. These expenses **will not exceed 55%** of the professional fee (**\$7,994.25**). The cost for final candidates to travel to Englewood for interviews is not covered by this proposal. Such costs 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. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Englewood, etc. For budgeting purposes, an average cost of between \$500.00 and \$850.00 per candidate would be appropriate. About five candidates are normally recommended for interviews

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

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

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 Colorado.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: _____

NAME: Robert E. Slavin

TITLE: President

DATE: April 2, 2114

This proposal is accepted for the City of Englewood, Colorado by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

ENCLOSURE

SIGNATURE PAGE
RFP-14-008
EXECUTIVE RECRUITMENT FOR CITY MANAGER

PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO

Proposal Due Date: Friday, April 11, 2014 2:00 P.M. MDT
Submission Date: April 2, 2014

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company: Slavin Management Consultants	Signature: 
Address: 3040 Holcomb Bridge Rd. A1; Norcross, GA 30071	Name: Robert E. Slavin
Phone: (770) 449-4656	Title: President
Fax: (770) 416-0848	Date: April 2, 2014
Email:	F.E.I.N./S.S.N.:

1000 Englewood Parkway, Englewood, Colorado 80110 Phone (303) 762-2412 Fax (303) 783-6951
www.Englewoodgov.org

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

\$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

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

Total Expenses \$XXXX.XX

TOTAL INVOICE \$XXXX.XX

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
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
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
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
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

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

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

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

Monterey County, California
 Muscatine County, Iowa
 New Kent County, Virginia
 Orange County, New York
 Orange County, North Carolina
 Oklahoma
 Palm Beach County, Florida
 Peoria County, Illinois
 Pinellas County, Florida
 Polk County, Florida
 Prince William County, Virginia
 Ramsey County, Minnesota
 St. Louis County, Minnesota
 Saline County, Kansas
 San Diego County, California
 San Luis Obispo County, California
 San Mateo County, California
 Sarasota County, Florida
 Sedgwick County, Kansas
 Seminole County, Florida
 Sonoma County, California
 Springettsbury Township, Pennsylvania
 Spotsylvania County, Virginia
 Tazewell County, IL
 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)
Port Everglades Authority, Fort Lauderdale,
Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District,
California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

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

REFERENCES

Mr. James Dinneen

County Manager
County of Volusia
Thomas C. Kelly
Administration Center
123 W. Indiana Ave.
DeLand, FL 32720
(386) 736-5920
Transit Director - Greater Dayton Regional Transit
Authority (2005)
Human Resources Director - Volusia County (2007)
Budget Director - Volusia County (2008)
Convention Center Search (2009)

Mayor Matt Hayek

City of Iowa City
410 E. Washington Street
Iowa City, Iowa 52240
Phone: 319.356.5043
Fax: 319.356.5497
City Manager Search (2010)

Mr. Barry Burton

County Administrator
Lake County
18 N County Street
Waukegan, IL 60085-4350
(847)377-2250
Chief Information Officer Search (2005)
Assistant County Administrator Search (2005)
Human Resources Director Search (2004)
Lake County Partners - President (2009)
Assistant County Administrator (2010)

Mr. Darin Atteberry

City Manager
City of Fort Collins
300 LaPorte Ave.
Fort Collins, CO 80521
Phone: 970.221.6505
Fax: 970.224.6107
Deputy City Manager Search (2014)
Police Chief Search (2011)

Ms. Melissa Peacor

County Executive
Prince William County
Prince William County
Woodbridge, Virginia 22192
(703) 792-6720
Fire Chief Search (1994)
County Executive Search (2010)
Human Resources Director Search (2012)

Mayor Carl Brewer

City of Wichita
455 N. Main Street
Wichita, KS 67202
(316) 268-4331
City Manager Search (2008)

Ms. Cara Pavlicek

Village Manager
Village of Oak Park
123 Madison Street
Oak Park, IL 60302
(708) 358-5770
Village Manager Search (2013)
Village Attorney Search (2013)

Mayor Doug Echols

City of Rock Hill
155 Johnston Street
Rock Hills, SC 29731-1706
(803) 329-7011
City Manager Search (2010)

Ms. Arlene Mulder

Village President
Village of Arlington Heights
33 S. Arlington Road
Arlington Heights, IL 60005
(847) 368-5105
Village Manager Search (1993)
METRA Executive Director Search (2011)

Mr. Bobby King

Director of Human Resources
City of Longmont, CO
City of Longmont
350 Kimbark Street
Longmont, CO 80501 USA
Phone: (303) 651-8609
Email:
City Manager recruitment completed in 2012

EEO STATEMENT

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
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	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
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)		X	
	City Manager (1999)			X
PALO ALTO, CA	City Attorney		X	

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

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