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
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/ff
# 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/FEES** ............................................................................. 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 323.688 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 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.
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.
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.

Prepared for **THE CITY OF ENGLEWOOD, COLORADO** by Slavin Management Consultants - 2014
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 26E 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
The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

<table>
<thead>
<tr>
<th>STEPS</th>
<th>DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR CITY APPROVAL</td>
<td>✔</td>
</tr>
<tr>
<td>2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES</td>
<td>✔</td>
</tr>
<tr>
<td>3. SCREEN &amp; EVALUATE PROSPECTIVE CANDIDATES</td>
<td></td>
</tr>
<tr>
<td>4. PROGRESS MEETING AND REPORT</td>
<td>✔</td>
</tr>
<tr>
<td>5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES</td>
<td>✔</td>
</tr>
<tr>
<td>6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT</td>
<td>✔</td>
</tr>
<tr>
<td>7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP</td>
<td></td>
</tr>
</tbody>
</table>

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.
# 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.

<table>
<thead>
<tr>
<th>STEPS</th>
<th>ASSIGNED HOURS (Approximate)</th>
<th>RATE (Hr)</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project Manager</td>
<td>Consultant</td>
<td>Total</td>
</tr>
<tr>
<td>1. Project Planning/Develop Position Profile/Prepare and Place Advertising</td>
<td>34</td>
<td>34</td>
<td>75</td>
</tr>
<tr>
<td>2. Identify &amp; Recruit Candidate/Acknowledge Resumes</td>
<td>35</td>
<td>35</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>3. Preliminary Candidate Screening</td>
<td>12</td>
<td>12</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>4. Progress Report to City/Reduce Candidate Pool</td>
<td>10</td>
<td>10</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)</td>
<td>37</td>
<td>37</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>6. Arrange for &amp; Schedule Final Interviews</td>
<td>4</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>7. Prepare Final Report with Interview Questions and Selection Criteria</td>
<td>8</td>
<td>8</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>8. Present Final Report and Attend Interviews</td>
<td>8</td>
<td>8</td>
<td>75</td>
</tr>
<tr>
<td>9. Assist in Employee Selection</td>
<td>2</td>
<td>2</td>
<td>75</td>
</tr>
<tr>
<td>10. Negotiate Employment Agreement</td>
<td>6</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>11. Establish Performance Goals</td>
<td>6</td>
<td>6</td>
<td>No Charge</td>
</tr>
<tr>
<td>12. Follow-up</td>
<td>4</td>
<td>4</td>
<td>No Charge</td>
</tr>
<tr>
<td>TOTAL HOURS</td>
<td>166</td>
<td>81</td>
<td>247</td>
</tr>
</tbody>
</table>

Prepared for **THE CITY OF ENGLEWOOD, COLORADO** by Slavin Management Consultants - 2014
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, 2014

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

SIGNATURE: ____________________________

NAME: ____________________________

TITLE: ____________________________

DATE: ____________________________
ENCLOSURE
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.

<table>
<thead>
<tr>
<th>Company:</th>
<th>Signaturp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slavin Management Consultants</td>
<td>Name: Robert E. Slavin</td>
</tr>
<tr>
<td>Address:</td>
<td></td>
</tr>
<tr>
<td>3040 Holcomb Bridge Rd, A1; Norcross, GA 30071</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>(770) 449-4656</td>
<td></td>
</tr>
<tr>
<td>Fax:</td>
<td></td>
</tr>
<tr>
<td>(770) 416-0848</td>
<td></td>
</tr>
<tr>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F.E.I.N./S.S.N.:</td>
</tr>
</tbody>
</table>

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

SLAVIN MANAGEMENT CONSULTANTS
CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

Aiken, South Carolina
Albany, Georgia
Alpharetta, Georgia
Anaheim, California
Ann Arbor, Michigan
Arlington, Texas
Arlington Heights, Illinois
Arvada, Colorado
Atlanta, Georgia
Atlantic Beach, Florida
Asheville, North Carolina
Auburn, Maine
Aurora, Colorado
Austin, Texas
Bartlesville, Oklahoma
Bentonville, Arkansas
Bergenfield, New Jersey
Berkeley, California
Beverly Hills, California
Birmingham, Alabama
Bisbee, Arizona
Blackburg, Virginia
Bloomington, Illinois
Boynton Beach, Florida
Branson, Missouri
Brea, California
Bridgeport, Connecticut
Broken Arrow, Oklahoma
Brownsville, Texas
Bryan, Texas
Burbank, California
Camarillo, California
Carson, California
Cary, North Carolina
Casper, Wyoming
Chapel Hill, North Carolina
Charlotte, North Carolina
Chesapeake, Virginia
Clearwater, Florida
Cleveland, OH
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Springs, Florida
Corpus Christi, Texas
Corta Madera, California
Creedmoor, North Carolina
Culver City, California
Dallas, Texas

Davenport, Iowa
Davie, Florida
Decatur, Georgia
Decatur, Illinois
Delray Beach, Florida
Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Enfield, Connecticut
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greensboro, North Carolina
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida       Roanoke, Virginia  
Lakewood, Colorado        Rock Hill, South Carolina  
Lapeer, Michigan          Rockville, Maryland  
Laramie, Wyoming          Sacramento, California  
Laredo, Texas             St. Louis Park, Minnesota  
Lenexa, Kansas            Salem, Oregon  
Liberty, Missouri         San Diego, California  
Lilburn, Georgia          San Fernando, California  
Little Rock, Arkansas     San Francisco, California  
Long Beach, California    San Jose, California  
Longmont, CO              San Juan Capistrano, California  
Manassas, Virginia        Sandersville, Georgia  
Mansfield, Massachusetts  Santa Ana, California  
Miami Beach, Florida      Santa Monica, California  
Milwaukee, Oregon         Sarasota, Florida  
Minneapolis, Minnesota    Shaker Heights, Ohio  
Miramar, Florida          Simi Valley, California  
Modesto, California       Sioux City, Iowa  
Muscate, Iowa             Snellville, Georgia  
Neptune Beach, Florida    South Brunswick Township, New Jersey  
Newark, Delaware          Springfield, Missouri  
New Smyrna Beach, Florida  Stratford, Connecticut  
Norfolk, Virginia          Storm Lake, Iowa  
Norman, Oklahoma            Sunnyvale, California  
North Las Vegas, Nevada    Sunrise, Florida  
North Miami Beach, Florida  Takoma Park, Maryland  
Northglenn, Colorado       Topeka, Kansas  
North Port, Florida        Titusville, Florida  
Norwich, Connecticut       Thornton, Colorado  
Oberlin, Ohio              Traverse City, Michigan  
Ocean City, Maryland     Topeka, Kansas  
Oceanside, California      Turlock, California  
Olathe, Kansas             Upper Arlington, Ohio  
Oklahoma City, Oklahoma    Urbandale, Iowa  
Oxnard, California         Vaidez, Alaska  
Palm Bay, Florida             Venice, FL  
Palm Beach Gardens, Florida Virginia Beach, Virginia  
Palo Alto, California       Waco, Texas  
Panama City, Florida       Warrensburg, Missouri  
Pasadena, California      West Des Moines, Iowa  
Peoria, Illinois            West Hartford, Connecticut  
Phoenix, Arizona             West Hollywood, California  
Pittsburg, Kansas            West Palm Beach, Florida  
Pompano Beach, Florida     Wichita, Kansas  
Portage, Michigan        Windham, Connecticut  
Pueblo, Colorado            Winston-Salem, North Carolina  
Richmond, California         Winter Park, Florida  
Richmond, Virginia         Worthington, Minnesota  
Riverside, California      Ypsilanti, Michigan  
Riverview, Michigan       

COUNTRIES

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
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
Whitney 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 Sumter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

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

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 Peaco
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) 258-4331
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.
<table>
<thead>
<tr>
<th>CLIENT</th>
<th>POSITION</th>
<th>AFRICAN AMERICAN</th>
<th>WOMAN</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALACHUA COUNTY, FL</td>
<td>County Administrator</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>ALCANY, GA</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Police Chief</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASPEN, CO</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>AUSTIN, TX</td>
<td>City Auditor</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>BERKELEY, CA</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public Works Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>BEVERLY HILLS, CA</td>
<td>Sanitation Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Library Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>BOCA RATON, FL</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Asst. City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOISE, ID</td>
<td>Chief Financial Officer</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BROWARD COUNTY, FL</td>
<td>Assistant Director of Equal Employment</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>BOISE, ID</td>
<td>Chief Financial Officer</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>BRYAN, TX</td>
<td>Municipal Court Judge</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAMARILLO, CA</td>
<td>City Clerk</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARSON, CA</td>
<td>Planning Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHAPEL HILL, NC</td>
<td>Transportation Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Human Resources Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>CHARLOTTE COUNTY, FL</td>
<td>County Attorney</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL CITY ASSN. OF THE</td>
<td>Director of Security</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CITY OF LOS ANGELES (CA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHARLOTTE, NC</td>
<td>Neighborhood Services Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COLUMBIA, MO</td>
<td>Police Chief</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CULVER CITY, CA</td>
<td>Finance Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>DALLAS INDEPENDENT SCHOOL</td>
<td>Chief Financial Officer</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>DISTRICT (TX)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DALLAS, TX</td>
<td>City Attorney</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DECatur, GA</td>
<td>Chief of Police</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISTRICT OF COLUMBIA</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alcoholic Beverage Regulations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commission</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>CLIENT</td>
<td>POSITION</td>
<td>AFRICAN AMERICAN</td>
<td>WOMAN</td>
<td>LATINO</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>DURHAM, NC</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Manager</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Police Chief</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public Works Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESCAMBIA COUNTY, FL</td>
<td>Assistant County Administrator</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESCONDIDO, CA</td>
<td>Civic Center Construction Mgr</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>EVANSTON, IL</td>
<td>City Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRESNO, CA (PIC)</td>
<td>Executive Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORT LAUDERDALE, FL</td>
<td>Fire Chief</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>FORT MYERS, FL</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>FRESNO, CA (PIC)</td>
<td>Executive Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GAINESVILLE, FL</td>
<td>Equal Employment Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GLASTONBURY, CT</td>
<td>Human Resources Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>GREENBELT HOMES, INC.</td>
<td>Executive Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(MARYLAND)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GREENSBORO, NC</td>
<td>Assistant City Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GREENVILLE, NC</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>HAMILTON COUNTY, OH</td>
<td>Jobs and Family Services Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HILLSBOROUGH COUNTY (FL)</td>
<td>CHILDREN'S BOARD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOLLYWOOD, FL</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>JUPITER, FL</td>
<td>Assistant to the City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public Works Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>KALAMAZOO, MI</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>LAKE COUNTY, FL</td>
<td>County Attorney</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAKE COUNTY, IL</td>
<td>Purchasing Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant County Administrator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAKE COUNTY, IL HEALTH</td>
<td>Executive Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAKE WORTH, FL</td>
<td>Utilities Customer Services Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA PLATA COUNTY, CO</td>
<td>Human Services Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>LEE COUNTY, FL</td>
<td>County Administrator</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LINCOLN ROAD</td>
<td>Executive Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT CORP.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LONG BEACH, CA</td>
<td>Police Chief</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>LONG BEACH, CA</td>
<td>Executive Director, Civil Service Commission</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>CLIENT</td>
<td>POSITION</td>
<td>AFRICAN AMERICAN</td>
<td>WOMAN</td>
<td>LATINO</td>
</tr>
<tr>
<td>-------</td>
<td>----------</td>
<td>-----------------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>LONGMONT, CO</td>
<td>City Manager</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY</td>
<td>Sr. Project Manager</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY</td>
<td>Executive Director</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deputy Exec.-Dir.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH</td>
<td>Public Health Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOS ANGELES OLYMPICS ORGANIZING COMMITTEE</td>
<td>Human Resources Director</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Venues</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>METROZOO (MIAMI FL)</td>
<td>Director of Marketing</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>MEMPHIS (TN) HOUSING AUTHORITY</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>MIAMI (FL) OFF-STREET PARKING SYSTEM</td>
<td>Finance Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)</td>
<td>Executive Director</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>MIRAMAR, FL</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>MONTEREY COUNTY, CA</td>
<td>Hospital Administrator</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>NOAH DEVELOPMENT CORPORATION</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>NORFOLK, VA</td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Senior Engineer</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>NORFOLK, VA</td>
<td>Social Services Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OAK PARK, IL</td>
<td>Village Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>OCALA (FL) PUBLIC HOUSING AUTHORITY</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>OBERLIN, OH</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>ORMOND BEACH, FL</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OKLAHOMA CITY, OK</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>PALM BAY, FL</td>
<td>Human Resources Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>PALM BEACH COUNTY, FL</td>
<td>Assistant County Administrator</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD</td>
<td>Executive Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>PALM BEACH GARDENS, FL</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Manager (1992)</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>PALO ALTO, CA</td>
<td>City Attorney</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>CLIENT</td>
<td>POSITION</td>
<td>AFRICAN AMERICAN</td>
<td>WOMAN</td>
<td>LATINO</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>PEORIA (IL) PUBLIC HOUSING AUTHORITY</td>
<td>Executive Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>PHOENIX, AZ</td>
<td>Chief of Police</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>PRINCE WILLIAM COUNTY, VA</td>
<td>County Executive</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire Chief</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RICHMOND, CA</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RICHMOND, VA</td>
<td>Director of Public Health</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROANOKE, VA</td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Economic Development Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Assistant City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Human Services</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROCKVILLE, MD</td>
<td>Assistant City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SACRAMENTO, CA</td>
<td>Human Resources Director</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAGINAW, MI</td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SAN DIEGO, CA</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SAN FRANCISCO, CA</td>
<td>Assistant City Administrator</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SAN JOSE, CA</td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SANTA MONICA, CA</td>
<td>Deputy City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SARASOTA, FL</td>
<td>Human Resources Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SARASOTA COUNTY, FL</td>
<td>Deputy County Administrator</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SELMA, AL</td>
<td>Chief of Police</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SHAKER HEIGHTS, OH</td>
<td>City Administrator</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SUNNYVALE, CA</td>
<td>Public Information Officer</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>City Clerk</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>STRATFORD, CT</td>
<td>Human Resources Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>TAKOMA PARK, MD</td>
<td>City Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Recreation Director</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Housing and Community Development Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Public Works Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THORNTON, CO</td>
<td>Public Information Officer</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>TOPEKA, KS</td>
<td>City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>VENICE, FL</td>
<td>Police Chief</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>VIRGINIA BEACH, VA</td>
<td>Human Resources Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>VIRGINIA BEACH PARK TRUST (FL)</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>VOLUSIA COUNTY, FL</td>
<td>County Manager</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Budget Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>CLIENT</td>
<td>POSITION</td>
<td>AFRICAN AMERICAN</td>
<td>WOMAN</td>
<td>LATINO</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-----------------------------------</td>
<td>------------------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>WACO, TX</td>
<td>Deputy City Manager</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Exec. Dir. - Support Services</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Assistant City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Facilities</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>WAKE COUNTY, NC</td>
<td>Human Services Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>THE WEINGART CENTER (LOS ANGELES)</td>
<td>Executive Director</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>WEST COVINA, CA</td>
<td>Planning Director</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>WEST MIFFLIN, PA</td>
<td>Town Administrator</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>WEST PALM BEACH, FL</td>
<td>Assistant City Administrator</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>WICHITA, KS</td>
<td>Human Resources Dir</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Services Dir</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Director of Libraries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing and Development Director</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>YPSILANTI, MI</td>
<td>City Manager</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</td>
<td>Executive Director</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>