

CITY COUNCIL COMMUNICATION



MEETING DATE: August 23, 2011 **ITEM NUMBER:** 6A
TYPE OF ITEM: Special Presentation
PRESENTED BY: Bobby King, Chief Human Resources Officer, 303-651-8605
Bob Slavin, President - Slavin Management Consultants, 770-449-4656

SUBJECT/AGENDA TITLE: City Manager Recruitment

EXECUTIVE SUMMARY: At the July 12, 2011 Regular Session City Council approved and authorized staff to sign the services contract for the recruitment of the next City Manager with Slavin Management Consultants.

The first step in Slavin’s proposal is to conduct interviews with City Council and Executive Staff to develop a recruitment candidate profile of the ideal candidate. The profile is intended to provide input into the job description, position marketing/advertising campaign as well as candidate screening and selection criteria.

Council and Staff interviews will be conducted on August 22nd and 23rd. The presentation at City Council’s August 23rd meeting will consist of the following:

1. An introduction of Slavin Management Consultants to City Council and the Longmont community.
2. Review of the recruitment process and selection timeline.
3. Review key job requirements to be used in recruiting.

COUNCIL OPTIONS: N/A

RECOMMENDED OPTIONS: Direct staff/consultant as appropriate

FISCAL IMPACT & FUND SOURCE FOR RECOMMENDED ACTION: No additional funding needed. Cost for recommended action is included in consultant fees previously approved and authorized by City Council.

BACKGROUND AND ISSUE ANALYSIS:

Slavin Management Consultants is a national firm, strategically based in Norcross, GA for easy access to Atlanta’s Hartsfield – Jackson International Airport. The firm has been active in municipal executive search for over 30 years. Affiliate offices are located in Cincinnati, OH, Dallas, TX, Hartford, CT, Key West, FL, Los Angeles, CA, Mackinac Island, MI and Mesa, AZ.

Over the years Slavin has recruited more than 750 local government executives including in Colorado. Over the past three years, Slavin’s chief executive search clients include: Aurora, CO, Cary, NC, Cass County MI, Corpus Christi, TX, East Point, GA, Fort Myers, FL, Glynn County,



GA, Gulf Shores, AL, Independence, KS, Iowa City, IA, Mansfield, MA, Panama City, FL, Prince William County, VA, Rock Hill, SC, Storm Lake, IA, Suwanee, GA, Wes Des Moines, IA, Urbandale, IA, Venice, FL, Wichita, KS and Wyoming, OH. This year Slavin also placed the Executive Director at the Missouri Municipal League.

Slavin uses a “critical path” search process, which allows clients to consider key milestones and events that may influence the candidate applicant pool as well as the needs of the organization to maintain operational continuity during transition. Slavin recognizes that each client’s need for key executives is different and that one profile does not fit all situations. Framing candidate requirements upfront, along with time line flexibility need to be a part of any selection process. More than 95% of Slavin’s placements have remained in client organizations for more than five years.

Slavin further recognizes that qualified candidates may be 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. Slavin’s approach to this assignment will reflect the unique qualities of Longmont. Slavin and the City’s Chief Human Resources Officer will respect the privacy interests and confidentiality of candidates to the extent allowed under Colorado law and work in partnership with Longmont’s City Attorney to ensure all applicable Colorado law and statutes are adhered to during the duration of this engagement.

This important engagement will be personally conducted by Mr. Robert Slavin. Under Mr. Slavin’s leadership he will direct the efforts of Mr. Paul Wenbert, SMC Western Regional Manager and Mr. Randi Frank, Managing Consultant. Collectively their style is interactive and focused on building strong client partnerships.

ATTACHMENTS:

- 1- Services Contract
- 2- Slavin Management Consultants’ RFP Response
- 3- Recruitment Timeline
- 4- Special Presentation (Slides)

CITY OF LONGMONT, COLORADO

SERVICES CONTRACT
PROPOSAL # RFP-DH-1507

THIS CONTRACT, made at the City of Longmont, Colorado, by and between the **City of Longmont, Colorado** (City), a municipal corporation, and Slavin Management Consultants (Contractor), a Georgia corporation, whose address is 3040 Holcomb Bridge Road, Suite A-1, Norcross, Georgia, 30071.

1 RECITALS:

- 1.1 The City desires to use the services of the Contractor for the purposes of providing Executive Search Services for the City Manager Position.
- 1.2 The Contractor has agreed to provide the services outlined in the Contractor's Proposal, upon the terms and conditions set forth in this Contract. Contractor will perform no service under this Contract until direction from an authorized City employee is issued and received by Contractor.
- 2 **STATION OF WORK:** The Contractor shall provide and furnish at its own proper cost and expense all materials, machinery, equipment, tools, superintendence, labor, insurance and other accessories and services necessary to provide services in strict accordance with the conditions and prices stated in the Contract and other documents; the Contractor shall do everything required by the Contract.
- 3 **TIME OF COMMENCEMENT AND SUBSTANTIVE COMPLETION:** The services to be provided under this Contract shall commence within thirty (30) calendar days from the date of last signature hereto, and shall continue for one year after placement.
- 4 **PRICE:** The City will pay the Contractor for the performance of this Contract, a total of **Twenty Two Thousand, Two Hundred Fifty Seven Dollars and Fifty Cents (\$22,257.50)** for the total quantities of Work performed as stipulated in the Contractor's Proposal.
- 5 **FINANCIAL OBLIGATIONS OF CITY:** This Contract does not create a multiple fiscal year direct or indirect debt or other financial obligation. Each request for service shall incur a concurrent debt for that request only. All financial obligations of the City under this Contract are contingent upon appropriation, budgeting, and availability of specific funds to discharge such obligations.
- 6 **CONTRACT DEFINED:** This Contract incorporates, herein by reference, the terms and conditions of the following documents. If there is a conflict among the documents, their terms and conditions shall prevail in the following order:
 - 6.1 Change Orders
 - 6.2 Services Contract
 - 6.3 Request for Proposals
 - 6.4 Contractor's Proposal
 - 6.5 Certificate of Insurance naming the City of Longmont as additional insured
 - 6.6 Workers' Compensation Certificate

- 7 SERVICE OF NOTICES: All required notices shall be deemed to have been validly given if delivered in person or by first class mail to the City at the following addresses:

CITY OF LONGMONT
Purchasing & Contracts Division
350 Kimbark Street
Longmont, CO 80501

- 8 COMPLIANCE WITH THE LAW: This Contract shall be governed and construed in accordance with the laws of the State of Colorado. Venue and jurisdiction for any court action filed regarding this Contract shall be in either Boulder County Colorado or the United States District Court for Colorado. The Contractor will perform all obligations under this Contract in strict compliance with all federal, state, and municipal laws, rules, statutes, charter provisions, ordinances, and regulations, especially sections of the Occupational Safety and Health Administration (OSHA) regulations, latest revised addition, which provide for job safety and health protection for workers, applicable to the performance of the Contractor under this Contract. The City assumes no duty to insure that the Contractor follows the safety regulations issued by OSHA.

- 9 INSURANCE: The Contractor shall not begin any work until the Contractor proves to the City's Purchasing and Contracts Division that it has obtained, at Contractor's own expense, all required insurance as specified below. Liability insurance must be of the occurrence form. Deviations from the requirements listed below must be submitted to and approved by the City's Risk Manager.

9.1 COMMERCIAL GENERAL AND AUTOMOBILE LIABILITY insurance must cover bodily injury, property damage and personal injury with limits of no less than \$1,000,000 per occurrence. Contractor shall cause the City to be named as an "Additional Insured".

9.2 WORKERS' COMPENSATION coverage must be provided, as statutorily required for persons performing work under this Contract. Contractor must provide City with proof of Employer's Liability coverage with limits of at least \$500,000. Contractor shall require any subcontractor hired by the Contractor to carry Workers' Compensation and Employer's Liability coverage.

9.3 CERTIFICATE OF INSURANCE: As evidence of the insurance coverages required by this Contract, prior to the effective date of this Contract, the Contractor and their subcontractors, shall furnish a certificate of insurance to:

CITY OF LONGMONT
Purchasing and Contracts Division
350 Kimbark Street
Longmont, CO 80501

9.4 The Certificate shall include the City of Longmont, its officers, agents and employees as "Additional Insureds" on all General Liability policies, and must require 30 days notice to the "Additional Insureds" before non-renewal or cancellation. Insurance coverages shall be obtained from insurance companies authorized to do business in the State of Colorado. If the Contractor or their subcontractors are qualified self-insureds under the laws of the State of Colorado appropriate declarations of self-insurance may be substituted.

9.5 CONTINUATION OF COVERAGE: The Contractor shall not cancel, materially change or fail to renew insurance coverages. The Contractor shall notify the Purchasing and Contracts Division of any material reduction or exhaustion of aggregate limits. Any insurance bearing on adequacy of performance (warranty or guarantee) shall continue after completion of the contract for the full guaranteed period. If any policy lapses or is canceled before final payment by the City to the Contractor and if the Contractor fails immediately to procure other insurance as specified, the City may deem such failure to be a breach of this Contract.

9.6 RESPONSIBILITY FOR PAYMENT OF DAMAGES: Nothing contained in these insurance requirements shall limit the Contractor's responsibility for damages resulting from Contractor's operations under this contract.

- 10 INDEMNITY: The Contractor hereby releases and agrees to indemnify, defend and save harmless the City and its agents from and against all claims, actions, causes of action, demands, judgments, costs, expenses and all damages of every kind and nature, incurred by and on behalf of any person or corporation whatsoever, predicated upon injury to or death of any person or loss of or damage to property of whatever ownership, including the parties to this Contract and their employees, and arising out of or connected with, in any manner, directly or indirectly, the Contractor's operations.
- 11 STATUS OF CONTRACTOR: The Contractor shall perform all work under this Contract as an independent contractor and not as an agent or employee of the City. The Contractor will not be supervised by any employee or official of the City nor will the Contractor exercise supervision over any employee or official of the City. The Contractor shall not represent that Contractor is an employee or agent of the City in any capacity. The Contractor shall supply all personnel, buildings, equipment and materials at Contractor's sole expense. **The Contractor is not entitled to City Workers' Compensation benefits and is obligated to pay federal and state income tax on money earned pursuant to this Contract.** This Contract is not exclusive; the Contractor may contract with other parties.
- 12 PROVISIONS CONSTRUED AS TO FAIR MEANING: The provisions of this Contract shall be construed as to their fair meaning, not for or against any party based upon any attributes to such party of the source of the language in question.
- 13 HEADINGS FOR CONVENIENCE: All headings, captions and titles are for convenience and reference only and of no meaning in the interpretation or effect of this Contract.
- 14 NO IMPLIED REPRESENTATIONS: No representations, agreements, covenants, warranties, or certifications, express or implied, shall exist as between the parties, except as specifically set forth in this Contract.
- 15 NO THIRD PARTY BENEFICIARIES: None of the terms or conditions in this Contract shall give or allow any claim, benefit, or right of action by any third person not a party hereto. Any person other than the City or the Contractor receiving services or benefits under this Contract shall be only an incidental beneficiary.
- 16 WAIVER: No waiver of any breach or default under this Contract shall be a waiver of any other or subsequent breach or default.
- 17 TERMINATION: Either party may terminate this Contract by giving the other party thirty days written notice of such termination. The Contractor will then be paid for satisfactory work up to the date of termination. The City may terminate this Contract without cause; Contractor may terminate this Contract only for cause.
- 18 TRANSFERENCE AND AMENDMENTS: The Contractor may not transfer this Contract to a third party nor in any way amend this Contract without prior written consent of the City.
- 19 GRATUITIES:

19.1 It is unlawful and unethical for any person to offer, give or agree to give any City employee, City official or former City employee, or for any City employee, City official or former City employee to solicit, demand, accept or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

19.2 It is unlawful and unethical for any payment, gratuity or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor of any person

associated therewith, as an inducement for the award of a subcontract or order.

- 20 **RESERVATION OF RIGHT TO BAR PERSONS FROM THE WORK AND SITE:** The City reserves the right to bar any person, including employees of the Contractor and Subcontractors, from the City's Work site. This shall not be treated as a request for the employee's termination but a request that the employee not be assigned to work on the City Work site. No increase in contract time or price is authorized.
- 21 **UNLAWFUL EMPLOYEES, CONTRACTORS AND SUBCONTRACTORS:** Contractor shall not knowingly employ or contract with an illegal alien to perform work under this Contract. Contractor shall not knowingly contract with a subcontractor that (a) knowingly employs or contracts with an illegal alien to perform work under this Contract or (b) fails to certify to the Contractor that the subcontractor will not knowingly employ or contract with an illegal alien to perform work under this Contract.
- 22 **VERIFICATION REGARDING ILLEGAL ALIENS:** Contractor has confirmed the employment eligibility of all employees newly hired for employment to perform work under this Contract through participation in either the E-verify program administered jointly by the United States Department of Homeland Security and the Social Security Administration or the employment verification program of the Colorado Department of Labor & Employment.
- 23 **LIMITATION REGARDING E-VERIFY PROGRAM:** Contractor shall not use either E-verify or Colorado Department of Labor & Employment program procedures to undertake pre-employment screening of job applicants while performing this Contract.
- 24 **DUTY TO TERMINATE A SUBCONTRACT; EXCEPTIONS:** If Contractor obtains actual knowledge that a subcontractor performing work under this Contract knowingly employs or contracts with an illegal alien, the Contractor shall, unless the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien:
- 24.1 notify the subcontractor and the City within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
- 24.2 terminate the subcontract with the subcontractor if, within three days of receiving notice that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien, the subcontractor does not stop employing or contracting with the illegal alien.
- 25 **DUTY TO COMPLY WITH STATE INVESTIGATION:** Contractor shall comply with any reasonable request of the Colorado Department of Labor and Employment made in the course of an investigation pursuant to C.R.S. 8-17.5-102 (5).
- 26 **DAMAGES FOR BREACH OF CONTRACT:** In addition to any other legal or equitable remedy the City may be entitled to for a breach of this Contract, if the City terminates this Contract, in whole or in part, due to Contractor's breach of any provision of this Contract, Contractor shall be liable for actual and consequential damages to the City.

EXECUTED in two original copies, this _____ day of _____, 2011.

CONTRACTOR

By: _____

Title: _____

State of _____) ss:

County of _____

The foregoing instrument was acknowledged before me by _____,
(Name of party signing)

as _____ of _____
(Title of party signing) (Name of corporation)

a _____ corporation, on behalf of the corporation, this
(State of incorporation)

_____ day of _____, 2011.

Witness my hand and official Seal.

My Commission expires _____.

Notary Public

LONGMONT, COLORADO

**Executive Search Proposal
for**

City Manager

Request for Proposal #RFP-DH-1507

Prepared by Robert E. Slavin on May 4, 2011

CD COPY



**SLAVIN MANAGEMENT
CONSULTANTS**



May 4, 2011

City of Longmont
Purchasing and Contracts
1100 S. Sherman
Longmont, Colorado 80501

Re: Executive Search Proposal — (RFP # DH-1507)

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Longmont. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 750 local government executives including in Colorado. Over the last three years, our chief executive search clients include Aurora, CO; Cary, NC; Cass County, MI; Corpus Christi, TX; East Point, GA; Fort Myers, FL; Glynn County, GA; Gulf Shores, AL; Independence, KS; Iowa City, IA; Mansfield, MA; Panama City, FL; Prince William County, VA; Rock Hill, SC; Storm Lake, IA; Suwanee, GA; West Des Moines, IA; Urbandale, IA; Venice, FL; Wichita, KS and Wyoming, OH. This year, we placed the Executive Director at the Missouri Municipal League.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Mr. Paul Wenbert and Ms. Randi Frank will assist with the project. Both are highly experienced human resources consultants.

Attached is our proposal which contains the information requested by the City. Also attached are the following exhibits: a pro forma invoice, a client list, references, our EEO Statement, and a list of our minority and female placements.

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

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

RES/jf

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Completed City Forms
Pro Forma Invoice
Client List
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EEO Statement
Minority and Female Placements

USE OF SUBCONTRACTORS/PARTNERS

Mr. Paul Wenbert and Ms. Randi Frank are both members of our proposed project team. Although both have their own companies, they work for Slavin Management Consultants under the direction of Mr. Slavin as employees and are covered our corporate insurance policies.

COMPANY INFORMATION

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

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

Principal: Robert E. Slavin, President

Closing date: May 9, 2011 at 4:00 p.m.

Firm Qualifications

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA; 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, 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.

SMC has no plans to sell or merge our company.

FIRM AND PERSONNEL QUALIFICATIONS

About Slavin Management Consultants

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

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

This proposal provides an indexed and easily usable document for the City to assess the qualifications of Slavin Management Consultants to handle this critical work. It contains the following sections: a Table of Contents, Executive Summary, Project Summary, Project Schedule, Firm Qualifications and Staffing, Guarantees, Fee Structure, and an Agreement for Services. We constructed the Fee Structure to illustrate the professional time and cost of each major phase of the project. Exhibits include a sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have helped place.

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

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

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

Slavin Management Consultants three recent City Manager placements

1. City of Aurora, Colorado
Mr. Kin Shuman
Director of Human Resources
City of Aurora
15151 E. Alameda Parkway
Aurora, Colorado 80012
(303) 739-7225
Kshuman@auroragov.org
City Manager recruitment completed in 2010
2. City of Corpus Christi, Texas
Mayor Joe Adame
P.O. Box 9277
Corpus, Christi, TX 78469-9277
Phone: (361) 826.3100
Email: joea@cctexas.com
City Manager recruitment completed in 2011
3. City of Iowa City, Iowa
Mayor Matt Heyek
City of Iowa City
410 E Washington Street
Iowa City, Iowa 52240
Phone: (319) 356-5043
Fax: (319) 356-5497
Email: matt-hayek@iowa-city.org
City Manager recruitment completed in 2011

Project Staffing

This important engagement will be personally conducted by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 750 successful executive searches for local governments and non-profit agencies located in approximately forty states. Additional members of the proposed search team include Mr. Paul Wenbert and Ms. Randi Frank. Both are professional public human resources practitioners with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

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

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for

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

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

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

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

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

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

Organizations

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

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)

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources management consultant based in Wallingford, Connecticut and an affiliate of Slavin Management Consultants. Her varied background includes more than thirty years of experience working with and for governments (including 10 years as a consultant conducting executive searches and 13 years as Human Resource Manager reporting to the Town Manager). Ms. Frank has experience in federal, county, and municipal experience. She has experience working as an Assistant Manager, Assistant to the

Manager, Budget Analyst, Research Associate and Consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States. She holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. Ms. Frank is certified as a professional risk manager by the Insurance Institute of America and a certified woman owned business in Connecticut.

From her diverse background, Ms. Frank's has gained firsthand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas. These include Human Resources, Risk Management, Grantsmanship, Recycling, General Management and Purchasing. Recent City/Town Manager Searches in the past five years include: Norwich, CT; East Hampton, CT; Mansfield, MA; Windham, CT; Newark, DE; and Prince William County, VA

Ms. Frank's areas of expertise include:

- ▶ Recruitment/Executive Searches
- ▶ Compensation and Classification
- ▶ Collective Bargaining
- ▶ AA/EEO, Sexual Harassment, Workplace Violence
- ▶ Employee Wellness Programs
- ▶ Drug free Work Place Programs
- ▶ ADA
- ▶ Human Resources Policies
- ▶ Grantsmanship
- ▶ Safety and Training
- ▶ Purchasing
- ▶ Risk Management
- ▶ Workers' Compensation
- ▶ Budgeting
- ▶ Recycling

Organizations

- International City Management Association - Conference Fellow
- Connecticut Town & City Manager's Association - Board Member
- International Personnel Management Association
- NEPELRA & CONNPELRA
- CT PRIMA - President, Past-President, Secretary-Treasurer
- Truman Scholar & Member of Truman Scholarship Association

Slavin Management Consultants has never had a client terminate a contract prior to a successful completion of an assignment or the term of the contract.

APPROACH TO SCOPE OF SERVICES

About the City of Longmont

From the information provided by the City, we know that the City of Longmont is seeking proposals from firms specializing in public sector executive recruitments to replace the current City Manager. After more than 171/2 years of service, the current City Manager has announced he will retire effective March 30, 2012.

The City of Longmont is a community of 86,000 residents located in northern Colorado. Longmont, located in Boulder County at an elevation of 4,979 feet, covers 22 square miles and has more than 300 days of sunshine and a spectacular view of the Rocky Mountains. The residents of Longmont were not surprised when Longmont was named one of the Top 100 Best Places to Live in the United States twice — once in 2006 and again in 2008. The Top 100 Best Places to Live as designated by Money magazine recognizes small livable cities that have the best possible blend of good jobs, low crime, high quality schools, plenty of open space, rational home prices, and lots to do. Longmont is conveniently located 37 miles north of Denver, 16 miles from Boulder, and 30 miles from scenic Trail Ridge Road through Rocky Mountain National Park.

The City of Longmont operates under a Council-Manager form of government that provides the political leadership of a City Council with the administrative oversight of a City Manager. There is a seven-person City Council including a Mayor. The Mayor serves a two-year term and the Council members serve four-year terms. The Council appoints both the City Manager and the City Attorney. The City Manager provides day-to-day administrative management and oversight. The City Attorney serves as general counsel to the City Council and city departments and divisions.

The Longmont City Council wishes to secure an executive search firm to assist the City in the recruitment and selection process for a replacement to the current City Manager. The City intends to conduct a national search to hire the best qualified leader to become Longmont's next City Manager who will lead the city staff into the future, while at the same time positioning the city long for long term economic, social and environmental viability and sustainability. The time line for the selection process will be determined with the successful firm.

Slavin Management Consultants' (SMC) Results-oriented Process

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

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

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the **City of Longmont's criteria**. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.

- SMC makes use of resources that go beyond “Google” searches to conduct background checks of potential candidates. **In addition and fairly unique to this industry, SMC visits finalists’ work sites prior to client interviews to learn first-hand about candidates’ management style and work performance.**
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC’s methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC’s large resume data base to generate quality applicants.
- SMC’s style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC’s experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC’s placements have remained in their clients’ positions for more than five years.**

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

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

Each step of this process is described below.

A. Develop Position Profile

We will meet with the each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Longmont to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Longmont, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

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

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

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

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

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

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

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

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews 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 Longmont and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

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

E. Establish Evaluation Criteria

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

F. Follow-up

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

G. Reporting

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

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation

forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

I. Guarantees

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

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

J. Project Schedule

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

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR CITY COUNCIL APPROVAL	✓			
2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3. SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4. PROGRESS MEETING AND REPORT		✓		
5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

K. Longmont Staff Involvement

We will request of the City Council that a Longmont City staff member be assigned to serve as liaison between the City and Slavin Management Consultants. The primary function of the liaison is to arrange for meetings in Longmont between the consultants, council members, senior staff members and other key stakeholders of the Mayor and Council member's choosing. The liaison will also provide a local focal point for document exchange between the City Council and the consultants.

L. Challenges Unique to Longmont

We do not foresee any unique challenges or obstacles which would inhibit Slavin Management Consultants from recruiting excellent city manager candidates for Longmont. To the contrary, we expect the position to attract exceptional candidates.

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.

PRICING

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	32		32	80	\$2,560
2. Identify & Recruit Candidate/Acknowledge Resumes	30		30	80	\$2,400
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	80	\$960
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	8		8	80	\$640
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	80	\$3,040
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	10		10	80	\$800
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	158	79	237		
TOTAL PROFESSIONAL FEE					\$14,605

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

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

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal **will not exceed 50%** of the professional fee **(\$7,302.50)**.

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

Should the City's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out 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: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: May 4, 2011

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

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

ATTACHMENT A
ILLEGAL ALIEN CERTIFICATE

FROM: Slavin Management Consultants
(Prospective Contractor)

TO: CITY OF LONGMONT

Project Name Executive Search Firm, City Manager Position

RFP Number RPF-DH-1507

As a prospective contractor for the above-identified project, I (we) do hereby certify that, as of the date of this certification, I (we) do not knowingly employ or contract with an illegal alien who will perform work under this contract and that I (we) will participate in the E-verify employment verification program administered jointly by the United States Department of Homeland Security and the Social Security Administration or the employment verification program of the Colorado Department of Labor & Employment program in order to confirm the employment eligibility of any employees hired since the date of this contract to perform work under this contract.

Executed this Second day of May, 2011.

Prospective Contractor Slavin Management Consultants
Robert E. Slavin

By: Robert E. Slavin

Its: President
Title

State of Georgia)
County of Gwinnett) ss:

The foregoing instrument was acknowledged before me by Robert E. Slavin,
(Name of party signing)

as President of Slavin Management Consultants,
(Title of party signing) (Name of corporation)

a Georgia corporation, on behalf of the corporation, this
(State of Incorporation)

2nd day of May, ~~2010~~ 2011.

Witness my hand and official Seal.

My Commission expires August 25, 2012.



Janet Fisher
Notary Public

**ATTACHMENT B
PROPOSAL ACKNOWLEDGEMENT**

The offeror hereby acknowledges receipt of addenda numbers N/A through N/A.

The offeror hereby certifies that the following purchasing preferences apply:

N/A Offeror is a "Local Business" where local means an active business that has: (1) an unrevoked Longmont Sales and Use Tax License, (2) a physical location with at least one employee operating legally within the Longmont city limits, and (3) is not delinquent in any payment or filing obligation related to City taxes. *Offeror status will be verified by City staff.*

N/A Offeror is a "Small Business" which means a local business with 35 or fewer employees.

Falsifying this information is cause to deem your proposal nonresponsive and therefore ineligible for consideration. In addition, falsification of this information is cause to cancel a contract awarded based on one or both of the above preferences.

By signing below, you agree to all terms & conditions in this RFP, except where expressly described in your cover letter.


Original Signature by Authorized Officer/Agent

58-2377314
Vendor's Tax ID Number (FEIN)

Robert E. Slavin
Type or printed name of person signing

Slavin Management Consultants
Company Name

President
Title

(770) 449-4656
Phone Number

3040 Holcomb Bridge Road, Suite A-1
Vendor Mailing Address

(770) 416-0848
Fax Number

Norcross, Georgia, 30071
City, State, Zip

December 31, 2011
Proposal Valid Until (at least for 90 days)

slavin@bellsouth.net
E-Mail Address

www.slavinweb.com
Website Address

The offeror is organized as a (corporation, partnership, etc): Corporation

If a corporation, the state where it is incorporated: Georgia

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE: _____
CLIENT: _____
ADDRESS: _____
CITY, STATE: _____

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

(Invoice __ of __) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX	
Hotel	XX.XX	
Ground Transportation	XX.XX	
Meals	XX.XX	
Tips	XX.XX	
Telephone	XXX.XX	
Clerical Support	XXX.XX	
FAX	XX.XX	
Messenger Service	XX.XX	
Copies	XX.XX	
Postage	XX.XX	
Misc. Direct Costs	XX.XX	
Total Expenses	\$XXXX.XX	
TOTAL INVOICE		<u>\$XXXX.XX</u>

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

Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
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
South Brunswick Township, NJew 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
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
 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

Lee County Port Authority, Florida
Port Everglades Authority, Fort Lauderdale,
Florida
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
Spartanburg Utility District, South Carolina

SLAVIN MANAGEMENT CONSULTANTS EXECUTIVE SEARCHES SINCE 2006

CLIENT	POPULATION	YEAR	SEARCH	STILL EMPLOYED ?	Contact Information
Alleghany County, VA	13,000	2007	County Administrator	Yes	Mr. John R. Strutner (540) 863-6600 jstrutner@co.alleghany.va.us
Archuleta County, CA	13,000	2008	County Administrator	Yes	Mr. Gregory (Greg) J. Schulte (970) 264-8300 gschulte@archuletacounty.org
Aurora, CO	314,000	Active Search	City Manager		Mr. Kin Shuman (303) 739-7225 Kshuman@auroragov.org
Branson, MO	6,000	2008	City Administrator	Yes	Mr. Dean Kruithof (417) 337-8548 Dkruithof@bransonmo.gov
Cary, NC	95,000	2009	Town Manager	Yes	Ms. Valiria Willis (919) 469-4072 valiria.willis@townofcary.org
Cass County, MI	50,500	Active Search	County Administrator		Mr. David Taylor (269) 699 -5544 gigi708@aol.com
Davie, FL	76,000	2007	Town Manager	Yes	Mayor Judy Paul (954) 797-1030 judy_paul@davie-fl.gov
Dunedin, FL	36,000	2007	City Manager	Yes	Mayor Dave Eggers (727) 298-3001 deggers@dunedinfl.net
Dunwoody, GA	40,000	2008	City Manager	Yes	Mayor Ken Wright (678) 382-6700 ken.wrght@dunwoodyga.gov
East Point, GA	40,000	2009	City Manager	Yes	Ms. Nina Hickson (404) 270-7152 nhickson@eastpointcity.org
Escambia County, FL	300,000	2008	County Administrator	No, left in 2010	Ms. Barbara Keyser (850) 595-1479 barbara_murphy@co.escambia.fl.us
Fort Myers, FL	48,000	2007	City Manager	Yes	Mr. Billy Mitchell (239) 332-6309 wmitchell@cityftmyers.com
Franklin, TN	59,000	2008	City Administrator	Yes	Mayor John Schroer (615) 791-3217 john.schroer@franklintn.gov
Glynn County, GA	78,000	2010	County Administrator	Yes	Mr. Charles Stewart (912) 554-7401 cstewart@glynncountyga.gov

CLIENT	POPULATION	YEAR	SEARCH	STILL EMPLOYED ?	Contact Information
Greenwood Village, CA	11,000	2006	City Manager	Yes	Mayor Nancy Sharpe (303) 486-5741 nsharpe@greenwoodvillage.com
Gulf Shores, AL	9,000	2008	City Administrator	Yes	Mr. Steve Garman (251) 968-2205 sgarman@gulfshoresal.gov
Independence, KS	9,800	2010	City Manager	Yes	Ms. Kelly Passauer (620) 332-2506 citymgr@comgen.com
Iowa City, IA	63,000	Active Search	City Manager		Ms. Marian Karr (319) 356-5041 marian-karr@iowa-city.org
La Plata, MD	7,000	2007	Town Manager	Yes	Ms. Paddy Mudd (301) 934-4804 pmudd@townoflaplata.org
Mansfield, MA	23,500	2010	Town Manager	Yes	Mr. Kevin Moran (508) 261-7372 selectmen@mansfieldma.com
Missouri Municipal League	N/A	2010	Executive Director	Yes	Ms. Gerry Welsh (314) 963-5307 citycouncil@webstergroves.org
Newark, DE	29,000	2008	City Manager	Yes	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Norwich, CT	36,000	2008	City Manager	Yes	Mr. Alan Bergren (860) 823-3751 ahbboss@yahoo.com
Novi, MI	53,000	2006	City Manager	Yes	Mr. Clay Pearson (248) 347-0420 cpearson@cityofnovi.org
Prince William County, VA	293,000	2010	County Executive	Yes	Mr. Cleil Fitzwater (703) 792-6644 cfitzwater@pwcgov.org
Rock Hill, SC	67,400	Active Search	City Manager		Mr. Doug Echols (803) 329-7011 cbell@ci.rock-hill.sc.us
Statesboro, GA	26,000	2008	City Manager	Yes	Mayor Joe Brannen (912) 764-5468 cityhall@statesboroga.net
Suwanee, GA	15,000	2008	City Manager	Yes	Ms. Elvira Rogers (770) 945-8996 erogers@suwanee.com
Topeka, KS	124,000	2006	City Manager	Yes	Mayor Bill Bunten (785) 368-3895 bbunten@topeka.org

CLIENT	POPULATION	YEAR	SEARCH	STILL EMPLOYED ?	Contact Information
Urbandale, IA	38,000	2009	City Manager	Yes	Mayor Bob Andeweg (515) 283-3100 bandeweg@urbandale.org
Venice, FL	21,500	2009	City Manager	Yes	Mayor Ed Martin (941) 486-2626 emartin@ci.venice.fl.us
Volusia County, FL	443,000	2006	County Manager	Yes	Chairman Frank Bruno (386) 626-6582 fbruno@co.volusia.fl.us
Whitfield County, GA	92,000	2007	County Administrator	Yes	Com. Mike Cowan (706) 275-7500 mcowan@whitfieldcountyga.com
Wichita, KS	360,000	2008	City Manager	Yes	Mayor Carl Brewer (316) 268-4331 Cbrewer@wichita.gov
Windham, CT	24,000	Current	Town Manager	Yes	Mayor Ernest Eldridge (860) 465-3000 eeldridge@windham.com
Winston-Salem, NC	186,000	2006	City Manager	Yes	Mayor Allen Joines (336) 727-2058 allenj@cityofws.org

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)
jdinneen@co.volusia.fl.us

Mr. Lief Ahnell

City Manager
City of Boca Raton
201 West Palmetto Park Road
Boca Raton, Florida 33432-3730
(561) 393-7703
Police Chief Search (2006)
Fire Chief Search (2006)
Assistant City Manager Search - Human Resources
Focus (2000)
BocaCM@ci.Boca-Raton.fl.us

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)
Bburton@lakecountyil.gov

Mr. Dean Kruihof

City Administrator
City of Branson
110 W. Maddux Ave.
Branson, MO 65616
(417) 337-8548
Finance Director Search (2007)
Economic Development Director Search (2009)
Community Development Director Search (2009)
Public Works Director Search (2009)
Utilities director Search (2010)
DKruihof@bransonmo.gov

Mr. Cleil W. Fitzwater

Human Resources Director
Prince William County
4380 Ridgewood Center Drive
Woodbridge, Virginia 22192
(703) 792-6640
Fire Chief Search (1994)
County Executive Search (2010)
cfitzwater@pwccgov.org

Mayor Carl Brewer

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

Mayor Gerry Welsh

City of Webster Groves, MO
4 East Lockwood Street
Webster Groves, MO 63119
(314) 963-5300
Missouri Municipal League President
Executive Director Search (2010)
citycouncil@webstergroves.org

Mayor Doug Echols

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

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

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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		
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) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PRINCE WILLIAM COUNTY, VA	County Executive Fire Chief		X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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

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Longmont City Manager Executive Search Slavin Management Consultants	Responsible		Longmont HR	Slavin Management	Longmont HR & Slavin Management	City Council
	August	Sept./Oct	Nov./Dec.	Jan./Feb.	March	
August 2011 to March 2012						
Plan recruitment process and framewok						
City Council & Exec Staff Interviews - COL Tour - Special Presentation at City Council Mtg						
Develop recruitment profile, job description, candidate evaluation criteria (interviews as input)						
Develop Marketing and Advertising Strategy and Collateral						
Post Position. Begin Resume Evaluation Process				45 days Oct 15 - Nov. 30		
Identify Top 15 Qualified Candidates						
Present Top Qualified Candidates to City Council and facilitate Rubric scoring process						
Conduct Confidential Site Visits on top 5 scoring candidates. Evaluate and Screen Top 5 Candidates						
Present Top 3 - 5 Candidates to City Council						
Announce, Interview and Evaluate Final Candidates						
Select Next City Manager						
Extend Offer and Begin Contract Negotiations (with direction from Mayor & City Council)						
Candidate Relocation (if needed). Includes house hunting and visits						
Candidate Onboarding - Mid to End of March (may include transition hand-off)						
Summary Report to City Council						



Special Presentation

City Manager Executive Search

Slavin Management Consultants

Human Resource Services

August 23, 2011



Human Resource Services

Introduction

Slavin Management Consultants

- National Executive Search Firm
- Over 30 years Municipal Experience
- 6 Regional Affiliate Offices
- Headquarters: Norcross, Georgia
- Placed City of Aurora City Manager 2010
- Robert Slavin, President
- Paul Wenbert, Western Regional Manager

Time Line – Key Milestones

- Profile Interviews – End of August
- Develop Marketing & Advertising – Spt./Oct.
- Posting Period – Oct 15 – Nov 30th
- Candidate Evaluation & Assessment – Dec.
- Finalist Interviews – Early to Mid Jan.
- Offer Extended – Mid to Late Jan.
- On Board – Mid to Late March