

# ***CITY OF NOVI, MICHIGAN***

**Executive Search Proposal  
for**

## **City Manager**

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*Prepared by Robert E. Slavin on February 24, 2014*



**SLAVIN MANAGEMENT  
CONSULTANTS**

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



**SLAVIN MANAGEMENT  
CONSULTANTS**

February 24, 2014

Ms. Tia Grundland-Fox  
Director of Human Resources  
City of Novi  
45175 Ten Mile Road  
Novi, Michigan 4837548708

*Re: Executive Search Services for the Position of City Manager*

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Novi. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the City 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; Dunedin, FL; Hartford, CT; 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 many in Michigan.

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.* George Goodman, Dave Krings and Mr. Paul Wenbert will assist with the project. All are highly experienced human resources consultants. I have the authority to bind SMC to a contract with the City of Novi

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Novi 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

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## **STATEMENT OF QUALIFICATIONS**

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### ***About the City of Novi***

Novi, Michigan, with its population of about 59,000, is strategically located in southeastern Michigan twenty-five minutes from downtown Detroit and the University of Michigan (Ann Arbor) and forty-five minutes from Michigan State University (East Lansing). The City comprises 31-square miles in Oakland County. Novi is an outstanding blend of highly visible land development opportunities in both high-tech and industrial areas. Novi is well-connected to highway, rail and air transportation routes offering accessibility second to none.

Novi utilizes the council/manager form of government. The City Council is composed of seven elected members. The Council appoints the City Manager, the City Attorney, the City Assessor, the City Clerk and Board and Commission members. The City Council is the legislative and policy making body and has responsibility for adopting ordinances and setting the direction of City policy.

The City Manager is the City's chief administrative officer and is responsible for the day to day operations of the municipal government. The manager's role is to implement the policies as set forth by the City Council. The City Manager also attends all City Council meetings and reports directly to the City Council on all City matters.

Novi has 240 permanent employees, has a rising tax value of \$32 billion and a current budget of its 2009-2010 adopted General Fund Budget of approximately \$30 million.

### ***About Slavin Management Consultants***

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ. Over the years SMC has placed more than 750 local government executives.

SMC 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.

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

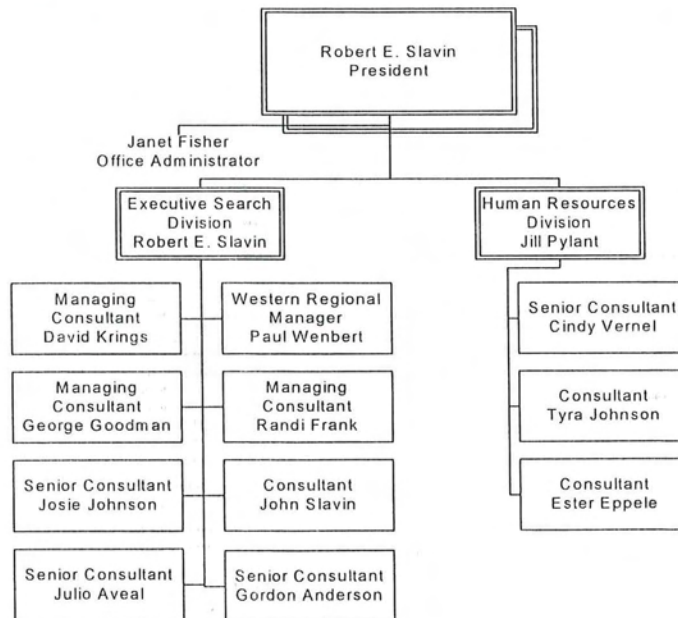
In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established

and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.

- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

## Slavin Management Consultants



## ***PROFESSIONAL BACKGROUND OF ASSIGNED STAFF***

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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. Members of the proposed search team include Mr. Paul Wenbert and Mr. David Krings. 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

**George D. Goodman, SMC Senior Consultant**

Mr. Goodman's professional career spans almost forty years. Highlights include thirteen years of senior management service at the University of Michigan, twenty-two years of executive management service for a prestigious membership organization and ten years of acclaimed service as the Mayor of Ypsilanti, MI. He is nationally known and respected for his services as the Executive Director of the Michigan Municipal League. Throughout his career, Mr. Goodman has contributed much time and talent to many state and national professional and civic associations to which many he provided policy level leadership. This service includes serving on the Board of Directors of the National League of Cities and as President of the Michigan Conference of Mayors. Mr. Goodman serves Slavin Management Consultants as the firm's Midwest Regional Manager. He is headquartered in Mackinac, Michigan.

**EDUCATION:**

Eastern Michigan University  
BA, 1963, Political Science

Eastern Michigan University  
MA, 1970, Educational Administration

**EMPLOYMENT:**

2005-Present President, Goodman Consulting, Inc.

1983-2005 Michigan Municipal League, Ann Arbor:  
Executive Director, Chief Administrative Official of Association of Michigan cities and villages

1973-1982 University of Michigan, Ann Arbor:  
Director, Opportunity Program and Coordinator of Academic Support Services

1969-1973 University of Michigan, Ann Arbor: Assistant Director of Admissions

1968-1969 University of Michigan, Ann Arbor: Admissions Counselor

1967-1968 Eastern Michigan University, Ypsilanti: Instructor, Roosevelt School

1963-1967 United States Army, United States and Germany: Company Executive Officer, Adjutant, Company Commander

**MILITARY SERVICE:**

Captain - Honorably discharged, 1967

## GOVERNMENT EXPERIENCE:

1989-1990	National League of Cities, Member, Board of Directors
1989	Congressional Minority Advisory Committee on the 1990 Census
1989-1993	Michigan Commission on Intergovernmental Relations, Member
1989-1993	Governor's Council on Environmental Quality, Member
1987-1989	National League of Cities State League Planning Group, Chair- 1989-1990
1987-2001	Victim-witness Network Advisory Committee, Michigan Sheriffs Association, Member
1987-1993	Michigan Commission on School Finance, Member
1986-1992	Michigan Municipal Bond Authority, Member
1986	Michigan Council of Governments, Chair
1983-1987	Michigan Council of Governments (Formerly Michigan Commission on Intergovernmental Relations), Member
1983-2005	Michigan Municipal League Legal Defense Fund, Member, Board of Directors
1983-2005	Michigan Municipal Liability and Property Pool, Member, Board of Directors
1983-2005	Michigan Municipal League Worker's Compensation Fund Trustees, Member
1983-1985	National League of Cities, Member, Board of Directors
1980-1984	Michigan Commission on Criminal Justice, Member
1978-1979	Michigan Municipal League, Board of Trustees, President
1976-1979	Michigan Municipal League, Board of Trustees, Member
1976-1977	Michigan Conference of Mayors, President
1979	Selected by U.s. Department of State to Represent the U.s. in a Joint Conference with Soviet Officials in Exeter, New Hampshire
1975-1982	Ypsilanti Chamber of Commerce, Industrial Development Corporation, Member, Board of Directors
1972-1982	City of Ypsilanti, Mayor
1971-1972	City of Ypsilanti, Mayor Pro-tern
1970-1971	City of Ypsilanti, Councilmember



## HONORS AND AWARDS:

2007	Trustee Emeritus, Starr Commonwealth
1990	Eastern Michigan University, Chavez- Parks Adjunct Professor of Public Administration
1987	Common Cause, Public Service Achievement Award 1983 Michigan Municipal League, Honorary Life Member 1979 Washtenaw U.a.w. - C.a.p. Council
1979	Ypsilanti Area Chamber of Commerce, Distinguished Community Service Award
1979	State of Michigan, Michigan Legislature, Joint Resolution No.134: a Concurrent Resolution of Tribute to the Honorable George D. Goodman, Mayor of the City of Ypsilanti
1978	National Organization for Women (Now), Washtenaw County Chapter, Ann Arbor, Honorary Member
1974	Ypsilanti Area Jaycees, Distinguished Service Award; Michigan Jaycees, Selected as one of the Five Outstanding Young Men in Michigan
1972	Eastern Michigan University Alumni Association, Alumni Honors Award

## ORGANIZATIONAL AFFILIATIONS:

2005-2007	Board of Trustees, Starr Commonwealth, Chair
2001-present	International City/county Management Association
1994-1995	Chair, Board of Directors, United Way of Michigan
1991-2005	Michigan Municipal League Foundation, President
1990-1991	International City Management Association, (Icma), Public Policy Committee, Chair
1990-1994	Common Cause, Governing Board, Member
1987-1990	College of Wooster, Board of Trustees, Member
1987-1990	Greenhills School, Board of Trustees, Member
1985-1992	Eastern Michigan University, Michigan Youth Leadership for Action Advisory Board, Member
1989-1995	Ann Arbor Summer Festival, Board of Trustees, Member
1985-1988	Historical Society of Michigan, Board of Trustees, Member
1985-1995	United Way of Michigan, Board of Directors, Member
1986-1988	Washtenaw Community College, Foundation Board, Chair

1983-1992	Washtenaw Community College, Foundation Executive Board, Member
1983-1990	Wemu, Advisory Board, Member
1983-1992	Starr Commonwealth, Board of Trustees, Member
1982-1988	Neighborhood Health Center, Fund Raising Committee, Member
1982-1985	Institute for the Study of Children and Families, Community Advisory Board, Chair
1981-1992	Catherine McAuley Health Center, Advancement Committee (Development Council), Member
1981-1987	Washtenaw Council on Children, Advisory Board, Member
1981-1986	Youth for Understanding, Washington, D.c., Board of Directors
1981-1990	Ann Arbor Hands on Museum, Board of Trustees, Member
1979-1985	Michigan Black History Sites Committee, Member
1979-1985	Washtenaw County United Way, Board of Directors, Member
1972-1978	Huron Valley Girl Scout Council, Washtenaw County, Board of Directors, Member

**David Krings, ICMA-CM, SMC Mid West 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***

- 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

### ***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)

## ***METHODOLOGY***

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We recommend a five-step process as follows:

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

Each step of this process is described below.

### ***A. Develop Position Profile***

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

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City 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 Novi, the City government, major issues to be faced, the position and the selection criteria established.

### ***B. Identify Qualified Candidates***

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "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 Council's expectations relative to the components and scheduling of the final candidate interview process.

#### **D. Selection and Employment**

##### ***In-depth Screening and Final Report***

At this point, we will interview those semifinalist candidates whom the City Council 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 internet and criminal, civil and driving court records checks. At the Board'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 Novi. 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 Novi and that any public statement should come from the Village directly. Under no conditions will we release information to the media unless specifically directed by the Village to do so.

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

**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.

## RECENT SMC CHIEF EXECUTIVE SEARCHES

CLIENT	POP	BUDGET (\$M)	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	PLACED	Contact Information
Adams County, CO	451, 574	472.1	09/2013	County Manager	Active Search	Pending	Mr. Bryan Ostler (720) 523-6071 <a href="mailto:Bostler@adcogov.org">Bostler@adcogov.org</a>
Aurora, CO	314,000	615	07/2010	City Manager	Yes	George Noe	Mr. Kin Shuman (303) 739-7225 <a href="mailto:Kshuman@auroragov.org">Kshuman@auroragov.org</a>
Branson, MO	10,000	70	10/2013	City Administrator	Yes	Bill Malinen	Mayor Raeanne Presley (417) 337-8548 < <a href="mailto:raeannepresley@gmail.com">raeannepresley@gmail.com</a> >
Corpus Christi, TX	285,000	672	08/2011	City Manager	Yes	Ron Olson	Mayor Joe Adame (361) 826-3100 <a href="mailto:joea@cctexas.com">joea@cctexas.com</a>
Cary, NC	95,000	163.2	01/2009	Town Manager	Yes	Ben Shivar	Ms. Valiria Willis (919) 469-4072 <a href="mailto:valiria.willis@townofcary.org">valiria.willis@townofcary.org</a>
Dunedin, FL	36,000	69.1	11/2007	City Manager	Yes	Rob DiSpirito	Mayor Dave Eggers (727) 298-3001 <a href="mailto:deggers@dunedinfl.net">deggers@dunedinfl.net</a>
Dunwoody, GA	40,000	26.8	09/2008	City Manager	Yes	Warren Hutmacher	Mayor Ken Wright (678) 382-6700 <a href="mailto:ken.wrgh@tunwoodyga.gov">ken.wrgh@tunwoodyga.gov</a>
Escambia County, FL	300,000	440	02/2008	County Administrator	No, left in 2010	Robert McLaughlin	Ms. Barbara Keyser (850) 595-1479 <a href="mailto:barbara_murphy@co.escambia.fl.us">barbara_murphy@co.escambia.fl.us</a>
Fort Myers, FL	48,000	350	06/2007	City Manager	Yes	Billy Mitchell	Mr. Billy Mitchell (239) 332-6309 <a href="mailto:wmitchell@cityftmyers.com">wmitchell@cityftmyers.com</a>
Franklin, TN	59,000	87.1	10/2008	City Administrator	Yes	Eric Stuckey	Mayor Ken Moore (615) 791-3217 <a href="mailto:ken.moore@franklintn.gov">ken.moore@franklintn.gov</a>
Fridley, MN	27,800	17	06/2013	City Manager	Yes	Wally Wysopal	Mayor Scott Lund 763-572-3500
Georgetown, SC	10,000	32	02/2013	City Administrator	Yes	Christopher Carter	Mayor Jack M., Scoville, Jr. (843) 545-4001
Glynn County, GA	78,000	97.3	06/2010	County Administrator	Yes	Alan Ours	Mr. Alan Ours (912) 554-7401 <a href="mailto:aours@glenncountyga.gov">aours@glenncountyga.gov</a>
Greenville, NC	84,500	99.3	11/2012	City Manager	Yes	Barbara Lipscomb	Mayor Allen Thomas (252) 329-4419 <a href="mailto:amthomas@greenvillenc.gov">amthomas@greenvillenc.gov</a>
Gulf Shores, AL	9,000	48	06/2013	City Administrator	Yes	Steve Griffin	Mayor Robert Craft (251) 968-1124 <a href="mailto:mayor@gulfshoresal.gov">mayor@gulfshoresal.gov</a>
Hardeeville, SC	5,000	6.6	11/2011	City Manager	Yes	Robert Nanni	Ms. Lori Pomarico, City Clerk Phone: 843-784-2231



CLIENT	POP	BUDGET (\$M)	MONTH/YEAR	SEARCH FOR	STILL EMPLOYED ?	PLACED	Contact Information
Independence, KS	9,800	19.8	05/2010	City Manager	Yes	Micky Webb	Ms. Kelly Passauer (620) 332-2506 <a href="mailto:citymgr@comgen.com">citymgr@comgen.com</a>
Iowa City, IA	63,000	150	09/2010	City Manager	Yes	Tom Markus	Ms. Marian Karr (319) 356-5041 <a href="mailto:marian-karr@iowa-city.org">marian-karr@iowa-city.org</a>
Longmont, CO	87,500	133	02/2012	City Manager	Yes	Harold Dominguez	Mr. Bobby King, HR Dir (303) 651-8605 <a href="mailto:bobby.king@cilongmont.co.us">bobby.king@cilongmont.co.us</a>
Mansfield, MA	23,500	80 (includes schools)	10/2009	Town Manager	Yes	Bill Ross	Mr. Kevin Moran (508) 261-7372 <a href="mailto:selectmen@mansfieldma.com">selectmen@mansfieldma.com</a>
Missouri Municipal League	N/A	1.3	06/2010	Executive Director	Yes	Dan Ross	Ms. Gerry Welsh (314) 963-5307 <a href="mailto:citycouncil@webstergroves.org">citycouncil@webstergroves.org</a>
Newark, DE	29,000	39.6	08/2012	City Manager	Yes	Carol Hauck	Mayor Vance Funk (302) 368-2561 x12 <a href="mailto:vance3@funklawoffices.com">vance3@funklawoffices.com</a>
Oak Park, IL	52,000	106	01/2013	Village Manager	Yes	Cara Pavlicek	Trustee Colette Lueck (708) 358-5792 <a href="mailto:clueck@oak-park.us">clueck@oak-park.us</a>
Peoria County, IL	182,800	139.6	06/2011	County Administrator	Yes	Lori Curtis Luther	Chair Tom O'Neill (309) 494-8886 <a href="mailto:toneill@peoriacounty.org">toneill@peoriacounty.org</a>
Prince William County, VA	293,000	2.2B	01/2010	County Executive	Yes	Ms. Melissa Peacor	Ms. Melissa Peacor (703) 792-6720 <a href="mailto:mpeacor@pwcgov.org">mpeacor@pwcgov.org</a>
Rock Hill, SC	67,400	265	09/2010	City Manager	Yes	David Vehaun	Mr. Doug Echols (803) 329-7011 <a href="mailto:cbell@ci.rock-hill.sc.us">cbell@ci.rock-hill.sc.us</a>
Seminole County, FL	425,000	885.4	05/2011	County Manager & County Attorney	Yes Yes	James Hartmann Bryant Applegate	Commissioner Bob Dallari Phone: (407) 665-7215 <a href="mailto:fmacdonald@seminolecountyfl.gov">fmacdonald@seminolecountyfl.gov</a>
Snellville, GA	18,200	19	06/2012	City Manager	Yes	James (Butch) Sanders	Mayor Kelly Kautz (770) 985-3500 <a href="mailto:kkautz@snellville.org">kkautz@snellville.org</a>
Saint Joseph, MO	76,107	158	04/2011	City Manager	Yes	Bruce Woody	Mayor Bill Falkner (816) 271-4640 <a href="mailto:bfalkner@ci.st-joseph.mo.us">bfalkner@ci.st-joseph.mo.us</a>
Tazewell County, IL	135,000	56.2	03/2012	County Administrator	Yes	Michael Freilinger	Chair David Zimmerman (309) 477-2272 <a href="mailto:dzimmerman@tazewell.com">dzimmerman@tazewell.com</a>
Urbandale, IA	38,000	35	04/2009	City Manager	Yes	A.J. Johnson	Mayor Bob Andeweg (515) 283-3100 <a href="mailto:bandeweg@urbandale.org">bandeweg@urbandale.org</a>
Venice, FL	21,500	68.2	03/2012	City Manager	Yes	Edward Lavelle	Alan Bullock Adm Serv Dir (941) 486-2626 <a href="mailto:abulloc@ci.venice.fl.us">abulloc@ci.venice.fl.us</a>

CLIENT	POP	BUDGET (\$M)	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	PLACED	Contact Information
Wichita, KS	360,000	496	11/2008	City Manager	Yes	Robert Layton	Mayor Carl Brewer (316) 268-4331 <a href="mailto:Cbrewer@wichita.gov">Cbrewer@wichita.gov</a>
Windham, CT	24,000	575 (includes schools)	06/2009	Town Manager	Yes	James Patrick	Mayor Ernest Eldridge (860) 465-3000 <a href="mailto:eeeldridge@windham.com">eeeldridge@windham.com</a>

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

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

## REFERENCES

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**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  
City Manager recruitment completed in 2012

**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)  
[matt-hayek@iowa-city.org](mailto:matt-hayek@iowa-city.org)

**Mr. Kenneth Cronin**

General Services Manager  
City of Roanoke  
215 W. Church Ave. Room 364  
Roanoke, Virginia 24011  
(540) 853-1805  
Fire Chief Search (1995)  
Police Chief Search (1998)  
Library Director Search (2004)  
Economic Development Director Search (2005)  
Human Services Director Search (2004)  
Parks and Recreation Director Search (2002)

**Mayor Joe Adame**

City of Corpus Christi, Texas  
P.O. Box 9277  
Corpus, Christi, TX 78469-9277  
Phone: (361) 826.3100  
City Manager recruitment completed in 2011

**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)

**Mr. Thomas O'Neill**

Peoria County Board Chairman  
Peoria County Courthouse  
324 Main Street, Room 502  
Peoria, Illinois 61602-1319  
(309) 672-6056  
County Administrator Search (2011)

**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 (2010)  
Human Resources Director Search (2004)  
Economic Development Director Search (2010)

**Mr. William Malinen**

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)

**Mayor Carl Brewer**

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

***PROPOSED TIME LINE***

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.

## **GUARANTEES**

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SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City 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.

## PRICING PROPOSAL

### 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	30		30	75	\$2,250
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	75	\$2,400
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	35	\$140
4. Progress Report to City/Reduce Candidate Pool	8		8	75	\$600
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	40		40	75	\$3,000
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	10		10	75	\$750
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	160	79	239		
TOTAL PROFESSIONAL FEE					\$14,015

### Expenses (Not-to-Exceed)

**Consultant Travel Costs:** The client pays direct cost for all necessary consultant travel using coach or,

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

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

**Consultant travel, classified advertising and office costs** to support the executive search project described in this proposal **will not exceed 55%** of the professional fee (**\$7,708.25**).

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

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

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

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

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

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

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

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

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Michigan.

**AGREEMENT FOR SERVICES**

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This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: February 24, 2014

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

SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_



# ***EXHIBITS***

**PRO FORMA INVOICE**

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INVOICE DATE: \_\_\_\_\_  
CLIENT: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
CITY, STATE: \_\_\_\_\_

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

(Invoice \_\_ of \_\_) \$XXXX.XX

Reimbursable expenses at cost:

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

**TOTAL INVOICE** \$XXXX.XX

## **CLIENT LIST BY CATEGORY**

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

Jupiter, Florida  
Kalamazoo, Michigan  
Kansas City, Missouri  
Lake Worth, Florida  
Lakewood, Colorado  
Lapeer, Michigan  
Laramie, Wyoming  
Laredo, Texas  
Lenexa, Kansas  
Liberty, Missouri  
Lillburn, Georgia  
Little Rock, Arkansas  
Long Beach, California  
Longmont, CO  
Manassas, Virginia  
Mansfield, Massachusetts  
Miami Beach, Florida  
Milwaukie, Oregon  
Minneapolis, Minnesota  
Miramar, Florida  
Modesto, California  
Muscatine, Iowa  
Neptune Beach, Florida  
Newark, Delaware  
New Smyrna Beach, Florida  
Norfolk, Virginia  
Norman, Oklahoma  
North Las Vegas, Nevada  
North Miami Beach, Florida  
Northglenn, Colorado  
North Port, Florida  
Norwich, Connecticut  
Oak Park, Illinois  
Oberlin, Ohio  
Ocean City, Maryland  
Oceanside, California  
Olathe, Kansas  
Oklahoma City, Oklahoma  
Oxnard, California  
Palm Bay, Florida  
Palm Beach Gardens, Florida  
Palo Alto, California  
Panama City, Florida  
Park Ridge, Illinois  
Pasadena, California  
Peoria, Illinois  
Phoenix, Arizona  
Pittsburg, Kansas  
Pompano Beach, Florida  
Portage, Michigan  
Pueblo, Colorado  
Richmond, California  
Richmond, Virginia

Riverside, California  
Riverview, Michigan  
Roanoke, Virginia  
Rock Hill, South Carolina  
Rockville, Maryland  
Sacramento, California  
St. Louis Park, Minnesota  
Salem, Oregon  
San Diego, California  
San Fernando, California  
San Francisco, California  
San Jose, California  
San Juan Capistrano, California  
Sandersville, Georgia  
Santa Ana, California  
Santa Monica, California  
Sarasota, Florida  
Shaker Heights, Ohio  
Simi Valley, California  
Sioux City, Iowa  
Snellville, Georgia  
South Brunswick Township, New Jersey  
Springfield, Missouri  
Stratford, Connecticut  
Storm Lake, Iowa  
Sunnyvale, California  
Sunrise, Florida  
Takoma Park, Maryland  
Topeka, Kansas  
Titusville, Florida  
Thornton, Colorado  
Traverse City, Michigan  
Topeka, Kansas  
Turlock, California  
Upper Arlington, Ohio  
Urbandale, Iowa  
Valdez, Alaska  
Venice, FL  
Virginia Beach, Virginia  
Waco, Texas  
Warrensburg, Missouri  
Washington, Illinois  
West Des Moines, Iowa  
West Hartford, Connecticut  
West Hollywood, California  
West Palm Beach, Florida  
Wichita, Kansas  
Windham, Connecticut  
Winston-Salem, North Carolina  
Winter Park, Florida  
Worthington, Minnesota  
Ypsilanti, Michigan

## COUNTIES

Adams County, Colorado  
Alameda County, California  
Albemarle County, Virginia

Arapahoe County, Colorado  
Beaufort County, South Carolina  
Broward County, Florida

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

Moffat County, Colorado  
 Monterey County, California  
 Muscatine County, Iowa  
 New Kent County, Virginia  
 Orange County, New York  
 Orange County, North Carolina  
 Oklahoma  
 Palm Beach County, Florida  
 Peoria County, Illinois  
 Pinellas County, Florida  
 Polk County, Florida  
 Prince William County, Virginia  
 Ramsey County, Minnesota  
 St. Louis County, Minnesota  
 Saline County, Kansas  
 San Diego County, California  
 San Luis Obispo County, California  
 San Mateo County, California  
 Sarasota County, Florida  
 Sedgwick County, Kansas  
 Seminole County, Florida  
 Sonoma County, California  
 Springettsbury Township, Pennsylvania  
 Spotsylvania County, Virginia  
 Tazewell County, IL  
 Volusia County, Florida  
 Wake County, North Carolina  
 Washtenaw County, Michigan  
 Whiteside County, Illinois  
 Whitfield County, Georgia  
 Yolo County, California

## OTHER ORGANIZATIONS

### Development Groups

Arrowhead Regional Development, Duluth,  
 Minnesota  
 Columbia Development Corporation, South  
 Carolina  
 Fresno Economic Development Commission,  
 California  
 Fresno Redevelopment Authority, California  
 GoTopeka, Inc., Kansas  
 Lincoln Road Development Corporation, Miami  
 Beach, FL  
 Los Angeles, California, Community  
 Redevelopment Agency  
 Mid-American Regional Council, Kansas City,  
 Missouri  
 Seize The Future Development Corp, Aurora, IL  
 West Palm Beach Downtown Development  
 Authority, Florida

### Housing Authorities

California Housing Finance Agency

Jefferson County Housing Authority, Alabama  
 Las Vegas Housing Authority  
 Memphis Housing Authority, Tennessee  
 Ocala Housing Authority, Florida  
 Peoria Housing Authority, Illinois

### Libraries

Birmingham, Alabama Public Library  
 Central Arkansas Library System  
 Lexington, Kentucky Library System  
 Metropolitan Library System of Oklahoma  
 Moline Public Library

### Non-Profits and Other Governmental Jurisdictions

California State Government  
 CDC Federal Credit Union, Atlanta, Georgia  
 District of Columbia  
 Fresno Employment and Training Commission,  
 California

Jefferson County Personnel Board, Alabama  
Local Government Insurance Trust, Maryland  
Los Angeles, California Department of  
Community Public Health Los Angeles, California  
Music Center Operating Company  
Los Angeles Olympics Organizing Committee  
Metropolitan Nashville, Tennessee Arts  
Commission  
Parkland Hospital, Texas  
Southwest Florida Regional Planning Council

#### **Professional Associations**

American Public Works Association  
Association of County Commissioners, Georgia  
Georgia Municipal Association  
International City/County Management  
Association  
Iowa League of Cities  
Missouri Municipal League

#### **School Districts**

Adams County School District #14, Commerce  
City, Colorado  
Lake Sumpter Community College, Florida  
Dallas Independent School District, Texas

#### **Transportation Agencies**

Alameda-Contra Costa Transit District, Oakland,

California  
Bay Area Rapid Transit District, Oakland,  
California  
Dallas Area Rapid Transit District, Dallas, Texas  
Greater Dayton Regional Transportation  
Authority  
Kalamazoo County Transportation Authority  
Lee County Port Authority, Florida  
Metra (Chicago Commuter Rail System)  
Port Everglades Authority, Fort Lauderdale,  
Florida  
Orlando - Orange County Expressway Authority  
Port of Sacramento, California  
Riverside Transit Agency, California  
San Francisco Bay Area Rapid Transit District,  
California  
Sarasota/Manatee Airport Authority, Florida  
Southern California Rapid Transit District

#### **Utility Districts**

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

## **EEO STATEMENT**

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

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

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

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

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

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

## MINORITY AND WOMEN PLACEMENTS

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



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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992)		X	
	City Manager (1999)			X
PALO ALTO, CA	City Attorney		X	

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X