VILLAGE OF OAK PARK, ILLINOIS

Proposal for

Village Manager Recruitment Services

Prepared by Robert E. Slavin on July 16, 2021

SLAVIN MANAGEMENT
CONSULTANTS

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www.slavinweb.com
With an affiliates in Cincinnati, OH; Burlington, NC; Louisville, KY; Manteca, CA and Mesa, AZ

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COVER LETTER

July 16, 2021

SLAVIN MANAGEMENT CONSULTANTS

Village of Oak Park
Human Resourses Department
Attn: Kira Tchang, Assistant Village Manager/Human Resources Director
123 Madison Street
Oak Park, IL 60302
Via:ktchanf@oak-park.us

Re: Village Manager Executive Search Services

Dear Ms. Tchang:

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

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the County. Over the years we have recruited more than 850 local government executives including several in Illinois where we have placed executives in Arlington Heights, Brookfield, Decatur, Des Plaines, Elgin, Evanston, Galesburg, Glen Ellyn, the Greater Peoria Sanitary District, Highland Park, Lake County, Livingston County, Matteson, METRA, Oak Park, Peoria, Peoria County, Tazewell County, Urbana, Washington and Wood River.

Community Pulse Survey... We are frequently asked by our clients to involve the community in our work. This almost always occurs when we work for communities like Oak Park with highly active citizens groups and individuals who are interested municipal affairs and whose input is encouraged and valued. We very much enjoy this aspect of our work because it provides us with valuable firsthand insight into the community's cultural, issues and interests.

Because of the politically nature of this activity, we are careful to follow our client's guidance when we have direct contact with citizens. We have used a variety of techniques to accomplished citizen input. Examples include:

- meetings to which all interested citizens are invited. These meetings often take place on different days, at different times and in different locations around the Village,
- a series of focus group meetings to which specific categories of community leaders are invited to

discuss their individual interests and concerns,

- in one city, we prepared a citizen input questionnaire that was published in the local daily newspaper,
- we have facilitated live on-air televised citizen input sessions,
- we have facilitated question and answer sessions during which citizens were invited to ask questions directly of finalist candidates,
- we have conducted one-on-one meetings with citizens who asked to speak with us, and,
- we have participated in a variety of meet and greet receptions for finalist candidates.

Slavin Management Consultants is authorized by the State of Illinois Office of Secretary of State to conduct business in Illinois. (See attached).

Slavin Management Consultants has no pending nor any previouslitigation on any matter including quality of services and/or pricing.

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.* Dave Krings and Barbara Lipscomb will assist with the project. Both have been local government managers and are both now highly experienced human resources consultants. I have the authority to bind SMC to a contract with Oak Park.

My contact information is:

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, A1
Norcross, GA 30071
Email: slavin@bellsouth.net
Phone:770.449.4656
Fax:770.416.0848

Thank you for the opportunity to submit this proposal. We look forward to working with Oak Park on this critical and highly challenging project.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

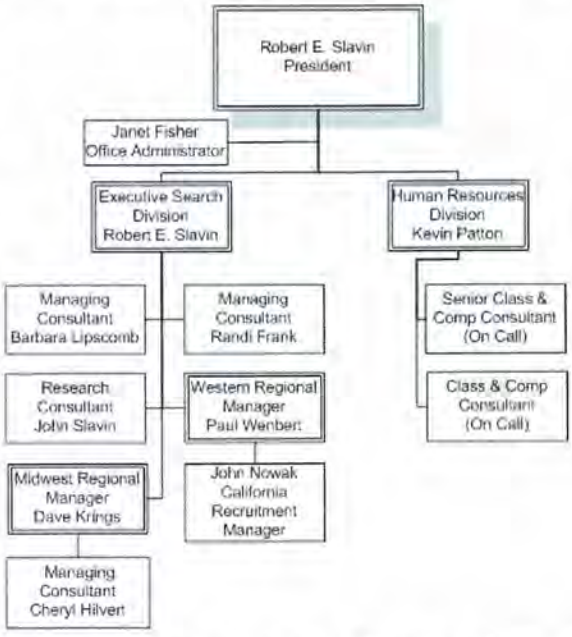
Robert E. Slavin

Robert E. Slavin, President

DESCRIPTION OF SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Village Manager of Oak Park. The purpose of this project is to help the Village Board to develop and agree to a comprehensive position profile for Village Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the Board, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. Generally, Village Manager searches require between 60 to 90 days to complete.

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; Burlington, NC; Louisville, KY; Manteca, CA and Mesa, AZ. Our Federal ID number is 58-2377-314.

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.

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 Village of Oak Park is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of the Village of Oak Park. It will honor the interests of candidates to the extent possible under Illinois law.

SMC provides comprehensive and thorough executive search services to its clients which are distinguished by our on-site visits to finalist candidates. Our work is of the highest quality. We have never failed to complete an assignment and the average tenure of our chief executive placements is about eight years. The national average is about five years.

This important engagement will be managed by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and nonprofit agencies located in approximately forty-six states. Members of the proposed search team include Barbara Lipscomb and David Krings. Both are professional public human resources practitioners with significant direct management experience. Mr. Krings is an ICMA Credentialed Manager, former Hamilton County, Ohio County Administrator and a former president of both ICMA and the former County Manager's Association. He continues to be professional active nationally. Ms. Lipscomb offers 32 years of local government management experience. She is an ICMA Credentialed Manager and former Greenville, NC Village Manager. 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.

Project Team Qualifications

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

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

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

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

specializing in local government management searches.

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

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

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

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

Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant

Professional Summary

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association
- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/ redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Greenville, North Carolina
City Manager August 2012 – August 2017 (Retirement)
Greenville, North Carolina, 90,000+ population, $131.2 M total budget, including $82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida

City Manager **January 2007 – January 2012**

Casselberry, Florida, 26,000 population (approx), $40.5 million General Government Budget, including $18 million General Fund Budget

City of Gainesville, Florida

Assistant City Manager February 2004 – January 2007

Gainesville, Florida, 120,000 population, $212 million General Government Budget, including $92 million General Fund Budget

Interim City Manager **October 2004 – September 2005**

Directed all City of Gainesville general government operations and departments

Assistant City Manager February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager

May 1986 - February 2004

Lakeland, Florida, 86,000 population, $250 million total budget

City of Grand Rapids, Michigan

Management Analyst **1982 - 1986**

Grand Rapids, MI, 200,000 population, $200 million total budget

Administrative Assistant, Community Enrichment Services Group

Education

University of North Carolina, Chapel Hill, N.C.
Master of Regional Planning

University of Georgia, Athens, GA
BA (Geography and Political Science)

Professional Certifications

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003

- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

SCOPE OF SERVICES

The purpose of this project is to help the Village Board to develop and agree to a comprehensive position profile for Village Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Our firm, Slavin Management Consultants, has extensive and nationally based city manager recruitment experience. Once the recruitment profile has been developed and approved by the Village Board, we will have no difficulty identifying quality prospective candidates and becoming immediately productive.

We recommend a proven and comprehensive five-step process to complete this project. The steps are as follows:

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

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Village Board members individually and collectively and with staff and community leaders (if the Village Board wishes) to learn the Village'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 Oak Park to gather additional information about the Village 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 Village Board to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the area, the Village of Oak Park, the Village 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 heavily on our own contacts in related fields, on our own experience and increasingly of professional web based social networking. 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 and place electronic and print based advertisements with national, state and regional professional organizations. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. *Evaluate Prospective Candidates*

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They 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 will be further tested by having the finalists respond to a detailed supplemental questionnaire.

We will meet with the Village Board to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the Village's specifications for the position. With guidance from the Village Board, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will assist the Village Board to develop a comprehensive plan for final candidate interviews. Details will include confidentiality issues, scheduling, candidate travel, community tours, staff and community involvement. We will also determine the Board's expectations relative to interview questions that we will write as well as candidate rating and scoring processes which will be included in our final report.

D. *Selection and Employment*

In-depth Screening and Project Completion

At this point, we will interview those semifinalist candidates whom the Village 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 (site visits). 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 verify undergraduate and graduate college degrees and any professional certifications. We also check criminal, civil and driving court records; social media and Sex Offender Registry. At the Village's option, we will also arrange for management/ leadership inventory and/or psychological (or similar) testing of the candidates. These optional items will result in extra cost.

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

Our final report will be presented in a meeting with the Village Board. 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 Village, 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 Village 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 Village of Oak Park 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. Finally, 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 Village Manager has been on board for 30 days or so, we will conduct a session with the Village Board and with the new Village Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

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

G. Reporting

We will keep the Village informed and involved in strategic decisions throughout the search process. We will provide frequent progress reports to the Village.

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 Village and the selected candidate.

I. Project Schedule

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

	DAYS			
STEPS	**1-30**	**30-45**	**45-60**	**60-360**
1. Develop Search Process, Recruitment Profile and Advertising Program for Village Board 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 ten semifinalist candidates are presented to the Village Board at the progress meeting. Generally, about five finalist candidates are presented for interviews with the Village Board.

J. Warranty Provisions

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 Village until the Village Board 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 Village 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.

- 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.

RECENT SMC CHIEF EXECUTIVE SEARCHES

CLIENT	POP	SEARCH FOR	Year	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Brookfield, IL	18,494	Village Manager	2018	Slavin	Trustee Kit Ketchmark (708) 485-7344 kketchmark@brookfieldil.gov
Bothell, WA	46,000	City Manager	2016	Slavin/ Wenbert	Mayor Andy Rheaume (206) 999-8835 andy.rheaume@bothellwa.gov
Buncombe County, NC	261,200	County Manager	2019	Slavin/ Lipscomb	Chairman Brownie Newman (828) 243-0107 brownie.newman@buncombecounty.org
Corpus Christi, TX	285,000	City Manager	2018	Slavin/ Krings	Mayor Paulette Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	2016	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Daytona Beach, FL	68,866	City Manager	2021	Slavin/ Lipscomb	James Sexton Human Resources Director (386) 671-8200 sextonj@codb.us
Dothan, AL	68,200	City Manager	2019	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.org
Durango, CO	19,000	City Manager	2020	Slavin/ Krings	Mayor Dean Brookie (970) 749-3189 deanbrookie@durangogov.org
Evans, CO	21,400	City Manager	2016	Slavin Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	2019	Slavin	Mayor Brandon Barber, Sr. (843) 545-4002 bbarber@cogsc.com
Georgetown County, SC	62,200	County Administrator	2020	Slavin/ Lipscomb	Chair John Thomas (843) 237-3718 johnthomas@gtcounty.org

CLIENT	POP	SEARCH FOR	Year	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Greenville, NC	84,500	City Manager	2017	Slavin	Mayor P.J. Connelly (252) 329-4420 pjconnelly@greenvillenc.gov
Hardeeville, SC	5,000	City Manager	2015	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Lubbock, TX	340,000	City Manager	2016	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Menominee, MI	8,600	City Manager	2016	Slavin/ Krings	Mr. Robb Jamo, City Attorney (906) 839-0102 rjamo@cityofmenominee.net
Mount Dora, FL	12,500	City Manager	Current	Slavin	Ms. Sharon Kraynik Human Resources Manager (325) 735-7175 krayniks@ci.mount-dora.fl.us
Myrtle Beach, SC	30,000	City Manager	2020	Slavin	Mayor Brenda Bethune (843) 918-1000 bbethune@cityofmyrtlebeach.com
Ocean City, MD	7,100 to 335,000	City Manager	2015	Slavin	Wayne Evans Human Resources Director (410) 289-8778 wevans@oceancitymd.gov
Portage, MI	47,000	City Manager	7/26/14	Slavin/ Krings	Mr. Joseph La Margo City Manager (269) 329-4402 lamargoj@portagemi.gov
Shelton, WA	10,000	City Manager	7/10/18	Slavin	Mayor Bob Rogers (360) 490-6394 bobrogers@sheltonwa.gov
Valdez, AK	4,000	City Manager	6/23/15	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us

REFERENCES

Randy Keasling
Director of Human Resources
City of Great Bend, Kansas
1209 Williams
Great Bend, Kansas 67530
(620)793-4111, ext. 234
City Manager Search (2018)
rkeasling@greatbendks.net

Randall Skender
Director of Administration
Greater Peoria Sanitary District
2322 S. Darst Street
Peoria, IL 61607
(309) 272-4802
Executive Director Search (2017)
rskender@gpsd.org

Todd E. Rent
Human Resources Director
City of Urbana
400 South Vine Street
Urbana, IL 61801
(217) 384-2451
City Administrator Search (2018)
terent@urbanaillinois.us

Joseph LaMargo
City Manager
City of Portage
7900 South Westnedge Avenue
Portage, MI 49002
(269) 329-402
City Manager Search (2019)
lamargoj@portagemi.gov

Kit P. Ketchmark
Village Trustee
Village of Brookfield
8820 Brookfield Ave.
Brookfield, IL 60513
City Manager Search (2018)
(708) 485-7344
kketchmark@brookfieldil.gov

COST 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 and Place Advertising	36		36	80	$2,880
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	$2,560
		36	36	30	$1,080
3. Preliminary Candidate Screening	12		12	80	$960
		6	6	30	$180
4. Progress Report to Board/ Reduce Candidate Pool	10		10	80	$800
		8	8	30	$240
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	80	$3,040
		16	16	30	$480
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	30	$480
8. Present Final Report and Attend Interviews	16		16	80	$1,280
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	172	82	254		
TOTAL COSTS					$15,420

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish 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; (3) SMC will comply with the current State of Illinois travel expense per diem rate schedule.

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

Average Advertising Costs: Normally about $2,500. Client controls these costs because the advertising program will be approved by the Village prior to implementation.

Expenses for items identified above **will not exceed 55%** of the professional fee or $8,481. Therefore, the total not-to-exceed cost for these services would be **$23,901**.

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

Should the Village's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project. *This proposal supports three trips to Oak Park by SMC consultants. Should more than three such trips be required by the Village* ***and*** *the cost for the additional trip(s), causes the total allowable expense costs to exceed 55% of the fee, SMC will invoice the Village for this added out of pocket cost.*

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 Village Manager accepts employment with the Village. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

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

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered. This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Illinois.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: **Robert E. Slavin**

TITLE: **President**

DATE: **July 16, 2021**

This proposal is accepted for the Village of Oak Park, Illinois by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

COMPLETED CITY FORMS AND DOCUMENTS

Attachment I. Cost Proposal Form

The undersigned proposes to furnish, Village of Oak Park Human Resources Department, 123 Madison St., Oak Park, IL 60302 and,

Vendor shall state as part of their bid, costs associated with

Professiona; Fee: $15,420.00 Expecses not-to-exceed $8,481.00 Total Cost to the Village will not exceed $23,901.00

Proposal Signature: _____

State of Georgia), County of Gwinnett)

Robert E. Slavin, being first duly sworn on oath deposes and says that the Contractor on the above Proposal is organized as indicated below and that all statements herein made on behalf of such Contractor and that their deponent is authorized to make them, and also deposes and says that deponent has examined and carefully prepared their proposal from the Specifications and has checked the same in detail before submitting their Proposal; that the statements contained herein are true and correct.

Signature of Contractor authorizes the Village of Oak Park to verify references of business and credit at its option.

Signature of Contractor shall also be acknowledged before a Notary Public or other person authorized by law to execute such acknowledgments.

Robert E. Slavin, Inc. (DBA Slavin Management Consultants

Organization Name
(Seal - If Corporation)

By: Robert E. Slavin Dated: July 14, 2021

Authorized Signature

3040 Holcomb Bridge Road, A1; Norcross, Georgia 30071

Address

(770) 449-4656 slavin@bellsouth.net

Telephone E-mail

Subscribed to and sworn before me this 14th day of July, 2021.

Janet Fisher

Notary Public

JANET FISHER NOTARY PUBLIC GWINNETT COUNTY, GEORGIA MY COMMISSION EXPIRES AUGUST 25, 2024

Attachment II. Compliance Affidavit

I, Robert E. Slavin being first duly sworn on oath depose and state as follows:

(Print Name)

1. I am the (title) President of the Proposing Firm ("Firm") and am authorized to make the statements contained in this affidavit on behalf of the Firm.
2. The Firm is organized as indicated on Exhibit A to this Affidavit, entitled "Organization of Proposing Firm," which Exhibit is incorporated into this Affidavit as if fully set forth herein.
3. I have examined and carefully prepared this proposal based on the Request for Proposals and verified the facts contained in the proposal in detail before submitting it.
4. I authorize the Village of Oak Park to verify the Firm's business references and credit at its option.
5. Neither the Firm nor its affiliates[1] are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 relating to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to "Proposing Requirements".
6. Neither the Firm nor its affiliates is barred from contracting with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the contract and allows the Village of Oak Park to recover all amounts paid to the Firm under the contract in a civil action.
7. I am familiar with Section 13-3-2 through 13-3-4 of the Oak Park Village Code relating to Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code Annotated and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference.
8. All statements made in this Affidavit are true and correct.

Signature: Robert E. Slavin Printed Name: Robert E. Slavin

Name of Business: Robert E. Slavin, Inc. Your Title: President

Business Address: 3040 Holcomb Bridge Road A1

(Unit Number, Suite #) A1 (City, State & Zip): Norcross, Georgia 30071

Telephone: (770) 449-4656 Fax: (770) 416-0848 Web Address: www.slavinweb.com

Subscribed to and sworn before me this 14th day of July, 2021.

Janet Fisher
Notary Public

JANET FISHER NOTARY PUBLIC GWINNETT COUNTY, GEORGIA MY COMMISSION EXPIRES AUGUST 25, 2024

[1] Affiliates means: (i) any subsidiary or parent of the bidding or contracting business entity, (ii) any member of the same unitary business group; (iii) any person with any ownership interest or distributive share of the bidding or contracting business entity in excess of 7.5%; (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the bidding or contracting business entity.

Oak Park

Attachment III. M/W/DBE Statue and EEO Report

Failure to respond truthfully to any questions on this form, failure to complete the form or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. For assistance in completing this form, contact the Department of Human Resources at 708-358-5650.

1. Consultant Name: Robert E. Slavin, Inc. (DBA Slavin Management Consultants)

2. Check here if your firm is:

- ☐ Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
- ☐ Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
- ☐ Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
- ☒ None of the above

[Submit copies of any W/W/DBE certifications]

3. What is the size of the firm's current stable work force?

3 Number of full-time employees

11 Number of part-time employees

4. Similar information will be requested of all sub-consultants working on this agreement. Forms will be furnished to the lowest responsible Consultant with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature: Robert E. Slavin

Date: July 14, 2021

EEO REPORT

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. An incomplete form will disqualify your Proposal. For assistance in completing this form, contact the Human Resources Department at 708-358-5650.

An EEO-1 Report may be submitted in lieu of this report

Consultant Name Robert E. Slavin, Inc. (DBA Slavin Management Consultants)
Total Employees 3 full time and up to 7 part time

Job Categories	Total Employees	Total Males	Total Females	Males				Females				Total Minorities
				Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	
Officials & Managers	1	1	0									
Professionals	6	4	2	1								1
Technicians	2	1	1									
Sales Workers												
Office & Clerical	1		1									
Semi-Skilled												
Laborers												
Service Workers												
TOTAL	10	6	4									1
Management Trainees												
Apprentices												

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal will disqualify you from consideration.

Robert E. Slavin, Inc., being first duly sworn, deposes and says that he/she is the President

(Name of Person Making Affidavit) (Title or Officer)

of Robert E. Slavin, Inc. and that the above EEO Report information is true and accurate and is submitted with the intent that it be relied upon. Subscribed and sworn to before me this 14th day of July, 2021.

Janet Fisher July 14, 2021

(Signature) (Date)

JANET FISHER NOTARY PUBLIC GWINNETT COUNTY, GEORGIA MY COMMISSION EXPIRES AUGUST 25, 2024

OFFICE OF THE SECRETARY OF STATE

JESSE WHITE • Secretary of State

JULY 3, 2018

7174-160-5

C T CORPORATION SYSTEM
208 SO LASALLE ST, SUITE 814
CHICAGO, IL 60604-1101

RE ROBERT E. SLAVIN, INC.

DEAR SIR OR MADAM:

IT IS OUR PLEASURE TO APPROVE YOUR REQUEST TO TRANSACT BUSINESS IN THE STATE OF ILLINOIS. FEES IN THIS CONNECTION HAVE BEEN RECEIVED AND CREDITED.

THE CORPORATION MUST FILE AN ANNUAL REPORT AND PAY FRANCHISE TAXES PRIOR TO THE FIRST DAY OF ITS ANNIVERSARY MONTH (MONTH OF QUALIFICATION) NEXT YEAR. A PRE-PRINTED ANNUAL REPORT FORM WILL BE SENT TO THE REGISTERED AGENT AT THE ADDRESS SHOWN ON THE RECORDS OF THIS OFFICE APPROXIMATELY 60 DAYS PRIOR TO ITS ANNIVERSARY MONTH.

SECURITIES CANNOT BE ISSUED OR SOLD EXCEPT IN COMPLIANCE WITH THE ILLINOIS SECURITIES LAW OF 1953, 815 ILLINOIS COMPLIED STATUTES, 5/1 ET SEQ. FOR FURTHER INFORMATION, CONTACT THE OFFICE OF THE SECRETARY OF STATE, SECURITIES DEPARTMENT AT (217) 782-2256 OR (312) 793-3384.

SINCERELY,

JESSE WHITE
SECRETARY OF STATE
DEPARTMENT OF BUSINESS SERVICES
CORPORATION DIVISION
TELEPHONE (217) 782-6961

EXHIBITS

OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF BROOKFIELD, ILLINOIS AS THEIR NEXT VILLAGE MANAGER

BROOKFIELD 1893 125 2018 YEARS

Why Choose Brookfield, Illinois

- Ideally located midway between Chicago and Naperville.
- Excellent public transportation system - 3 Metra stations (20 minute ride to Loop).
- Home to world-renowned Brookfield Zoo.
- Many popular annual events which attract people from a wide area.
- Reasonable cost of living.
- Family-friendly community with traditional values combined with a progressive mind set.
- High-performing public schools.
- A safe community.
- Transitioning to a younger community with an average age of thirty-eight (38).
- The current Village President and Village Board is stable, experienced, highly collaborative and work well together.

Brookfield Zoo Metra Stop

The Village of Brookfield

The Village is a predominantly residential, commuter suburb located 13 miles west of downtown Chicago with a historically stable population of approximately 19,000 residents. The Village has a land area of 3.1 square miles and is completely developed. Light to medium industry and retail establishments are located on the Village's major thoroughfares, while a combined freight and commuter rail line bisects the community. In addition to 64 acres of Village parks, Brookfield is also home of the internationally famous Chicago Zoological Society (Brookfield Zoo).

From the Village President, Kit Ketchmark's welcoming letter to new residents, ".....the Village of Brookfield, "The World's Most Visited Village." Yes, it's true! Thanks, in part, to the international fame of our most noted landmark, the Brookfield Zoo (which attracts over 2.2 million visitors annually), our village has received this very special honor."

Brookfield's attributes include its convenient location, just 13 miles from the Chicago Loop, with multiple train stops that provide riders with a less than 30 minute travel time to downtown Chicago; thriving local businesses, award-winning schools, excellent restaurants, and welcoming neighborhoods. Brookfield offers the very best of city and suburban living.

Brookfield is also home to ten superbly maintained park properties, along with several recreational facilities hosting Little League baseball and AYSO soccer. Village parks offer a variety of activities including playground equipment, a splash pad, areas for bocce ball and horseshoe, and courts for volleyball, basketball and tennis. Brookfield's expansive pedestrian and bike paths are among the very best in the area.

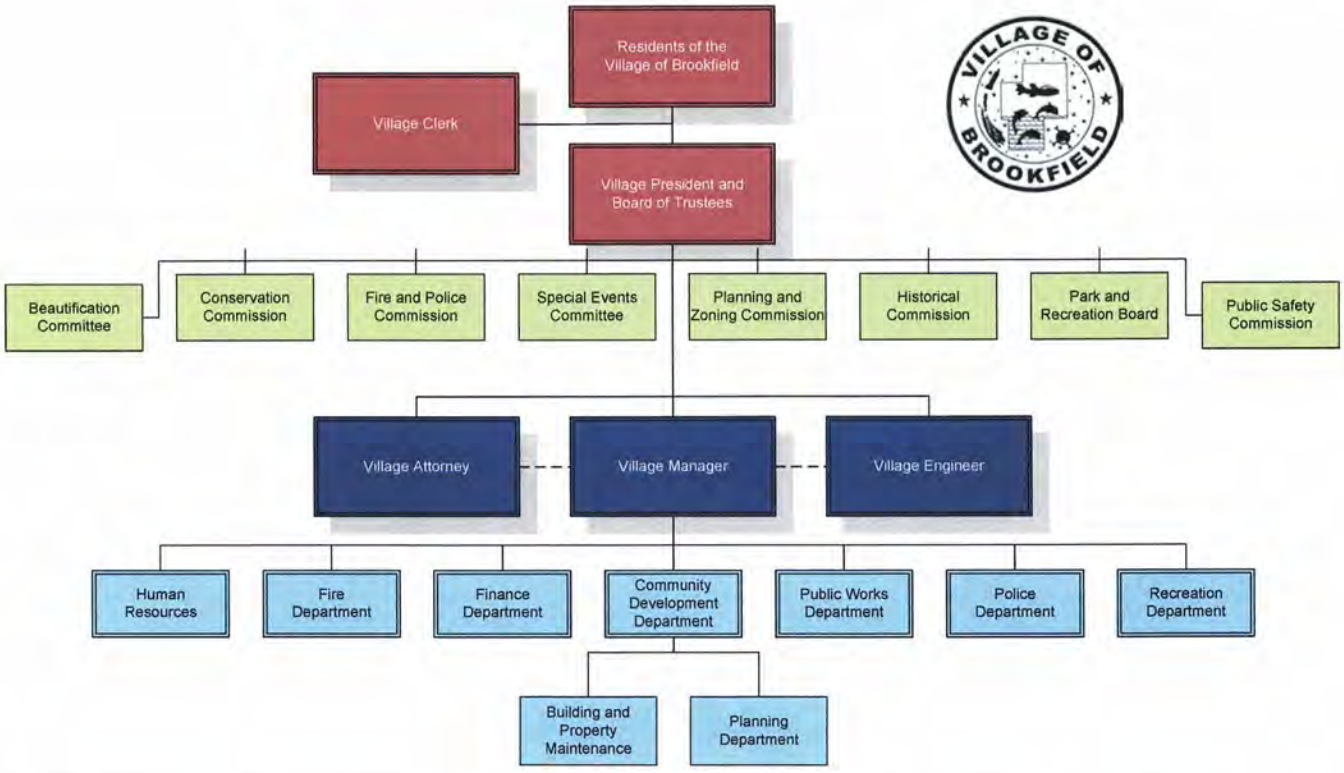
The Village supports several Commissions comprised of Brookfield resident volunteers including Beautification, Conservation, Playground & Recreation, Special Events, Planning and Public Safety.

BROOKFIELD DEMOGRAPHIC INFORMATION	
Population	19,023 (2014 census)
Park Areas	64 square miles
Number of Housing Units	7,785
Median Age of Residents	38
Land Area	3.1 square miles
Year of Incorporation	1893
Median Housing Value	$240,300
Median Household Income	$72,540

Source: 2010 Census and census.gov

Village of Brookfield, Illinois

Organizational Chart



The Village Government and the Village Manager

The Village was incorporated in 1893 as Grossdale, and was renamed Brookfield in 1905. The Village is organized as a non-home rule municipality with authority and power as established under the Illinois Municipal Code chapter of the Illinois Compiled Statutes. Policy making and legislative authority are vested in the corporate authorities which consist of a Village President (Chief Executive Officer) and a six-member Board of Trustees. The Board is responsible for, among other things, passing ordinances, adopting the annual appropriations ordinance, appointing advisory boards and commissions, and appointing the Village Manager (Chief Administrative Officer).

The Village Manager is responsible for carrying out the policies and ordinances of the Board, for overseeing the day-to-day operations of the Village and for recruiting and selecting staff. The Board is elected at-large to four-year staggered terms with three Trustees elected every two years. The President and Village Clerk are also elected to four year terms.

Brookfield provides a full range of services including police and fire protection; maintenance of streets and other infrastructure; operation of a water and sewer enterprise; community and economic development, and recreational activities and community events. In addition, the Village is also financially accountable for a legally separate library district.

Brookfield employees 94 FTEs. Most non-exempt Police, Fire and Public Works employees are represented by unions. The total Village budget is approximately $31M of which approximately $18M supports Village operations.

Visit www.brookfieldil.gov for more information about the Village of Brookfield.

BROOKFIELD PRESIDENT AND VILLAGE BOARD MEMBERS	
Kit P. Ketchmark	Village President
Brigid Weber	Village Clerk
Nicole Gilhooley	Village Trustee
David P. LeClere	Village Trustee
Michael J. Garvey	Village Trustee
Ed Cote	Village Trustee
Ryan P. Evans	Village Trustee
Michelle D. Ryan	Village Trustee

Issues, Challenges & Opportunities (not prioritized)

- Economic development to increase revenue is an important objective. Although Brookfield is landlocked, several retail, infill and redevelopment projects are either underway or envisioned with a number of TIF districts currently in place.
- Limited available housing - - values are increasing.
- Illinois has strict property tax caps tied to the rise in the Consumer Price Index or 5% whichever is lower.
- The Village is in tight but sound financial condition with a balanced two-year budget.
- Newly adopted Master Plan.
- The Village has adopted a 5-year CIP Plan (dependent on available funding).
- A $23M voter approved street referendum is underway which is well received and highly successful.
- A $20M voter approved school referendum is also underway which is also well received and highly successful.
- Currently, the Village Parks and Recreation Director position is vacant and filling it is a priority.
- The Village needs to carefully evaluate the organization from a process improvement prospective to determine what is being done and how well it is being done.
- The Village lacks a formal communication program and needs to provide easier public access to Village information and more proactive dissemination of information. The Village does not make use of social media.

Minimum Village Manager Job Requirements

Education and Experience

Requires a combination of education and experience equivalent to a Bachelor's degree in Public Administration (Masters preferred) and at least 7-years of increasingly responsible local government management experience gained in a community with similar complexity to Brookfield.

The successful candidate will be politically astute, have exceptional interpersonal skills and enjoy community involvement. He or she will clearly possess and apply superior management and leadership abilities.

Desired Areas of Special Expertise

- Staff management and development.
- Economic Development.
- Interpersonal relations.
- Public relations.
- Process improvement.
- Contract negotiations including labor relations.
- Strategic planning.
- Finance and budget.
- Human resource's management.

Interpersonal Characteristics and Personal Qualities desired by the Village President and Board

With the President and Village Board

The Village Board expects transparency from the Village Manager, non-biased and well thought out staff work, professional recommendations with options and for the Manager to implement Board decisions with his/her full support.

- The Village Board expects the Village Manager to be responsive to Board requests in a timely manner.
- The Village Manager is expected to ensure that consistent, even handed and frequent information is provided to the President and all Village Trustees.
- The Village Board expects the Village Manager to fully understand and respects the role distinction between the Village Board and the Village Manager.

With Senior Staff and Employees

- The Village Manager is expected to be accessible.
- The Village Manager will be skilled at leading an organization with skilled and committed department heads who need support but not micro management.
- The Manager will set high standards, provide clear expectations and hold employees accountable.
- The Manager will have proven ability to attract, hire and retain talent.
- The Manager will be an advocate for regular performance evaluations for all employees.
- The Manager will be committed to employee training and development.
- The Manager will be fair minded and will not play favorites.

With the Community

- Village tradition is that the Village President and the Village Manager share face-of-the-village responsibilities with the President addressing community policy matters and the Manager supporting Board policy decisions and addressing administrative matters.
- The Village Manager is expected to track citizen inquiries and complaints and respond to them in a timely and effective manner.
- The Village Manager is expected to be visible in the community and accessible to the public.

In General

- The Village Manager will be a generalist who understands and values each department and manages so that the entire organization functions as a cohesive and interwoven team.

Brookfield Village Hall

- The Village Manager will have a collaborative leadership style.
- Will be a forward-thinking and solution-focused manager who will make positive changes - - strikes proper balance between being an advocate for positive change and not being wedded to status quo.
- Must have a non-intimidating personality.
- Must communicate clearly and concisely.
- Must be assessable, approachable and skilled at dealing with the public in a compassionate, reasonable and solution -oriented manner.
- Must be self-confident without being an egotist.
- Must be both sensitive and clearly in charge.
- Must be skilled at defusing issues and not acerbating them.
- Not a resume builder and willing to make a significant commitment to Brookfield.
- Fair, consistent and evenhanded.

BROOKFIELD 1893 125 2018 YEARS

Compensation and Benefits

The compensation for the Village Manager will be highly competitive and will include an excellent fringe benefit package. The Village will pay reasonable and customary moving expenses. Village residency is preferred but not required.

Application and Selection Process

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

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

SLAVIN MANAGEMENT
CONSULTANTS

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

VILLAGE OF BROOKFIELD

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

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

Total Expenses $XXXX.XX

TOTAL INVOICE **$XXXX.XX**

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florid
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

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

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida

Peoria Housing Authority, Illinois

Libraries

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

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles, California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

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

School Districts

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

Transportation Agencies

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

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

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

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

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

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

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

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

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?
Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy
Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:
https://eeoc.com. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

MINORITY AND WOMEN PLACEMENTS

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager			X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X	 X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Police Chief	X X		
FORT WORTH, TX	Auditor General Police Chief	 X	X	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X