VILLAGE OF ESTERO, FLORIDA

Village Manager Recruitment Services

Village Manager

RFP# 2015-01

ORIGINAL
Prepared by Robert E. Slavin on June 17, 2015
Dear Commissioner Gass and Members of the Village Council:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Village Manager of Estero. The purpose of this project is to help the Village Council 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 Village Council, we 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 Village. This proposal commits the highest level of our firm’s resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. I have the authority to bind the corporation. Mr. Stephen Cottrell and Mr. David Krings will assist with the project. Both are highly experienced former local government executives and management consultants.

Public sector and not-for-profit executive search work accounts for more than 95% of SMC’s recruitment activities. SMC has recruited many executives for the Florida public agencies and for others in all regions of the nation. Our Florida experience is indicated on page 1 of this proposal. We are very familiar with Florida’s public meetings and open records laws. We are able to recruit well-qualified candidates for our Florida clients who would otherwise not have applied for fear of premature publicity. We also comply with both the letter and intent of Florida’s laws. Our proposed process includes a minimum of three presentations to the Village Council and up to three meetings with individual Council members.

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 Burlington, NC; Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, FL and Mesa, AZ.

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

- 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 Village Council 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.

Thank you for the opportunity to submit this proposal. We look forward to working with Estero on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4658.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

[Signature]

Robert E. Slavin, President
# TABLE OF CONTENTS

Cover Letter

**TITLE PAGE** .................................................. 1

**SUMMARY OF QUALIFICATIONS** .................................................. 2
  About the Village of Estero .................................................. 2
  About Slavin Management Consultants ........................................ 2
  Recent Chief Executive Searches ............................................. 3
  Project Staffing ........................................................................ 6
  Robert E. Slavin, President ...................................................... 6
  Stephen J. Cottrell SMC Florida Regional Manager ..................... 7
  David Krings, ICMA-CM, SMC Regional Manager ......................... 8

**TECHNICAL PROPOSAL** ................................................. 10
  Develop the Recruitment Profile ............................................. 10
  Identify Qualified Candidates ................................................. 10
  Evaluate Prospective Candidates ............................................. 10
  Preliminary Screening and Progress Report .................................. 10
  Selection and Employment .................................................... 11
  In-depth Screening and Final Report ........................................ 11
  Establish Evaluation Criteria .................................................. 11
  Follow-up ............................................................................. 12
  Reporting .............................................................................. 12
  Deliverables .......................................................................... 12
  Time Line .............................................................................. 12
  Guarantees ............................................................................ 12

**PROPOSED COSTS** .......................................................... 14
  Professional Fees ................................................................... 14
  Expenses .............................................................................. 15

**AGREEMENT FOR SERVICES** .............................................. 16

## ENCLOSURES

Completed City Forms

## EXHIBITS

Pro Forma Invoice
Clients
References
EEO Statement
Minority and Female Placements
Village of Estero, Florida

Village Manager Recruitment Services

RFP# 2015-01

SMC Contact Information

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

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

Proposal date: June 17, 2015
SUMMARY OF QUALIFICATIONS

About the Village of Estero

The Village of Estero officially became a community on December 31, 2014. It is located in Lee County, Florida. It is an inland community bordered by Bonita Springs, Fort Myers Beach and unincorporated Lee County. The Village has a population of roughly 31,120 and has an area of 30 square miles. The main roadways coming into the Village are 1-75, US-41, Three Oaks Parkway, Corkscrew Road, and Estero Boulevard.

The Village operates under a Council-Manager form of government in which the Village Manager is appointed by the Village Council and serves as the head of the Village administration. The Village Manager is responsible for the day-to-day administration of the Village through the various departments, contracts and employees; ensuring the efficient and effective operation of the Village; ensuring that council policies are implemented; recommending policy alternatives to the Council; and responsible for submitting the proposed annual budget to the Council.

The Village Council consists of seven (7) members elected at large from seven (7) districts. Councilmembers will serve a term of four (4) years; no council member will serve more than two (2) consecutive terms. The Council will elect the Mayor and Vice-Mayor from its membership. Both will serve in their capacity for a term of two (2) years. The Village Council represents the Village and its citizens at large, determines Village policy, approves contracts and agreements, establishes guidelines for and approves the expenditure of funds, and adopts or modifies Village ordinances. The next election will be held March 7, 2017.

About Slavin Management Consultants

Slavin Management Consultants (SMC) is a high quality, independent management consulting firm. SMC is most capable and interested in providing these services to the Village. This proposal commits the highest level of our firm’s resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. I have the authority to bind the corporation. Mr. Stephen Cottrell and Mr. David Krings will assist with the project. Both are highly experienced former local government executives and management consultants.

Slavin Management Consultants (SMC) has completed many Village/County manager searches over the years. We have significant local government recruitment experience in Florida and all regions of the United States. This experience includes extensive experience working for Florida local governments. The best prospects are typically highly employed and not responding to advertisements.

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 highly 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 Estero is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Estero. It will honor the interests of candidates to the extent possible under Florida law.

Florida’s strong public disclosure laws have a direct impact on governmental recruitment in the State. We work within the letter and the intent of these laws and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

Our Florida local government search clients include the following jurisdictions:

Atlantic Beach       Boca Raton       Charlotte County
Broward County      Boynton Beach    Clearwater
### Recent Chief Executive Searches

<table>
<thead>
<tr>
<th>CLIENT</th>
<th>POP</th>
<th>MONTH/YEAR</th>
<th>SEARCH FOR</th>
<th>STILL EMPLOYED</th>
<th>STAFF ASSIGNED (Mgr/Asst)</th>
<th>Contact Information</th>
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</thead>
<tbody>
<tr>
<td>Adams County, CO</td>
<td>451,574</td>
<td>09/2013</td>
<td>County Manager</td>
<td>Yes</td>
<td>Slavin/Wenbert</td>
<td>Mr. Bryan Ostler (720) 523-8371&lt;br&gt;&lt;a&gt;<a href="mailto:Ostler@adccgov.org">Ostler@adccgov.org</a>&lt;/a&gt;</td>
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<tr>
<td>Aiken, SC</td>
<td>30,000</td>
<td>03/2015</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Patton</td>
<td>Mayor Fred Cavanaugh 803-642-7654</td>
</tr>
<tr>
<td>Alleghany County, VA</td>
<td>13,000</td>
<td>01/2007</td>
<td>County Administrator</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mr. John R. Strutner (540) 863-8800&lt;br&gt;&lt;a&gt;<a href="mailto:jstrutner@co.alleghany.va.us">jstrutner@co.alleghany.va.us</a>&lt;/a&gt;</td>
</tr>
<tr>
<td>Archuleta County, CO</td>
<td>13,000</td>
<td>10/2008</td>
<td>County Administrator</td>
<td>Yes</td>
<td>Slavin/Trager</td>
<td>Mr. Gregory (Greg) J. Schulte (970) 284-8300&lt;br&gt;&lt;a&gt;<a href="mailto:gschulte@archuletalcounty.org">gschulte@archuletalcounty.org</a>&lt;/a&gt;</td>
</tr>
<tr>
<td>Aurora, CO</td>
<td>314,000</td>
<td>07/2010</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Wenbert</td>
<td>Mr. Kin Shuman (303) 739-7225&lt;br&gt;&lt;a&gt;<a href="mailto:Kshuman@auroracov.org">Kshuman@auroracov.org</a>&lt;/a&gt;</td>
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<tr>
<td>Bay City, MI</td>
<td>35,000</td>
<td>03/2014</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Lori Dufresne Commission President&lt;br&gt;Phone: (965) 245-8869&lt;br&gt;Email: &lt;a&gt;<a href="mailto:ldufresne@bectymi.org">ldufresne@bectymi.org</a>&lt;/a&gt;</td>
</tr>
<tr>
<td>Branson, MO</td>
<td>6,000</td>
<td>04/2013</td>
<td>City Administrator</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Raeanne Presley (417) 337-8548&lt;br&gt;&lt;a&gt;<a href="mailto:Dkruthof@bransonmo.gov">Dkruthof@bransonmo.gov</a>&lt;/a&gt;</td>
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<tr>
<td>Corpus Christi, TX</td>
<td>285,000</td>
<td>08/2011</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Wenbert</td>
<td>Mayor Joe Adame (361) 826-3100&lt;br&gt;&lt;a&gt;<a href="mailto:joes@co.texas.com">joes@co.texas.com</a>&lt;/a&gt;</td>
</tr>
<tr>
<td>Cary, NC</td>
<td>95,000</td>
<td>01/2009</td>
<td>Town Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Renee Poole Director - Human Resources&lt;br&gt;Phone: (919) 469-4373&lt;br&gt;&lt;a&gt;<a href="mailto:renee.poole@townofcary.org">renee.poole@townofcary.org</a>&lt;/a&gt;</td>
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<tr>
<td>Dunedin, FL</td>
<td>36,000</td>
<td>11/2007</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Dave Eggers (727) 298-3001&lt;br&gt;&lt;a&gt;<a href="mailto:deggers@dunedinfl.gov">deggers@dunedinfl.gov</a>&lt;/a&gt;</td>
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<tr>
<td>Dunwoody, GA</td>
<td>40,000</td>
<td>09/2008</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Trager</td>
<td>Mayor Ken Wright (678) 382-8700&lt;br&gt;&lt;a&gt;<a href="mailto:ken.wright@dunwoodyga.gov">ken.wright@dunwoodyga.gov</a>&lt;/a&gt;</td>
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<tr>
<td>CLIENT</td>
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</table>
| Escambia County, FL | 300,000 | 02/2008 | County Administrator | No, left in 2010 | Slavin | Ms. Barbara Keyser (850) 595-1479  
barbara.murphy@co.escambia.fl.us |
| Fort Myers, FL    | 48,000 | 09/2007 | City Manager      | Yes             | Slavin | Mr. Billy Mitchell (239) 332-6309  
wmitchell@cityofmyersa.com |
| Franklin, TN      | 59,000 | 10/2008 | City Administrator | Yes             | Slavin | Mayor Ken Moore (615) 791-3217  
ken.moore@franklinton.gov |
| Fridley, MN       | 27,800 | 06/2013 | City Manager      | Yes             | Slavin/ Klings | Mayor Scott Lund 763-572-3500 |
| Georgetown, SC    | 10,000 | 02/2013 | City Administrator | Yes             | Slavin | Mayor Jack M., Scoville, Jr. (843) 545-4001 |
| Glynn County, GA  | 78,000 | 06/2010 | County Administrator | Yes             | Slavin | Mr. Alan Ours (912) 554-7401  
aours@glenncountyga.gov |
| Greenwood Village, CO | 11,000 | 03/2006 | City Manager      | Yes             | Slavin | Mayor Nancy Sharpe (303) 486-5741  
nsharpe@greenwoodvillage.com |
| Greenville, NC    | 84,500 | 11/2012 | City Manager      | Yes             | Slavin | Mayor Allen Thomas (252) 329-4419  
amithomas@greenwillenc.gov |
| Gulf Shores, AL   | 9,000  | 06/2013 | City Administrator | Yes             | Slavin | Mayor Robert Craft (251) 668-1124  
mayor@gulfshoreal.gov |
| Hardeeville, SC   | 5,000  | Current | City Manager      | Current         | Slavin | Ms. Lori Pomerico, City Clerk  
Phone: 843-784-2231 |
| Independence, KS  | 9,800  | 05/2010 | City Manager      | Yes             | Slavin | Ms. Kelly Passauer (620) 332-2505  
citymgr@comgan.com |
| Iowa City, IA     | 63,000 | 09/2010 | City Manager      | Yes             | Slavin/ Wemberl | Ms. Marian Karr (319) 358-5041  
marian-karr@iowa-city.org |
| Kansas City, KS/ Wyandotte County | 158,000 | 03/2014 | County Manager | Yes             | Slavin | Mayor Mark Holland  
Phone: 913-573-5010  
Email: mayorholland@wychokck.org |
| La Plata, MD      | 7,000  | 04/2007 | Town Manager      | Yes             | Slavin | Ms. Paddy Mudd (301) 934-4804  
pmudd@townoflaplata.org |
| Longmont, CO      | 87,500 | 02/2012 | City Manager      | Yes             | Slavin/ Wemberl | Mr. Bobby King, H/R Dir  
(303) 651-8605  
bobby.king@clongmont.co.us |
| Loveland, OH      | 12,200 | 07/14  | City Manager      | Yes             | Slavin/ Klings | Mayor Linda Cox (513) 663-0150  
lcx@lovelandOH.com |
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<tr>
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<tr>
<td>Mansfield, MA</td>
<td>23,500</td>
<td>10/2009</td>
<td>Town Manager</td>
<td>Yes</td>
<td>Slavin/Frank</td>
<td>Mr. Kevin Moran (508) 261-7372 <a href="mailto:selectmen@mansfieldma.com">selectmen@mansfieldma.com</a></td>
</tr>
<tr>
<td>Miami Valley Reg Planning Commission Dayton, OH</td>
<td>N/A</td>
<td>01/12</td>
<td>Executive Director</td>
<td>Yes</td>
<td>Slavin/Kirings</td>
<td>Tim Gilliland, Dir. Finance and Adm (937) 531-6525 <a href="mailto:tgiilliland@mvrpc.org">tgiilliland@mvrpc.org</a></td>
</tr>
<tr>
<td>Missouri Municipal League</td>
<td>N/A</td>
<td>06/2010</td>
<td>Executive Director</td>
<td>Yes</td>
<td>Slavin</td>
<td>Ms. Gerry Welsh (314) 963-5307 <a href="mailto:citycouncil@webstergroves.or">citycouncil@webstergroves.or</a> ng</td>
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<tr>
<td>Mount Dora, FL</td>
<td>12,500</td>
<td>04/15</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Ms. Gwen Johns City Clerk Ph: (352) 735-7126 <a href="mailto:johnsg@cityofmountdora.com">johnsg@cityofmountdora.com</a></td>
</tr>
<tr>
<td>Myrtle Beach, SC</td>
<td>30,000</td>
<td>12/14</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor John Rhodes (843) 918-1000 <a href="mailto:jrhodes@cityofmyrtlebeach.com">jrhodes@cityofmyrtlebeach.com</a> m</td>
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<tr>
<td>Newark, DE</td>
<td>29,000</td>
<td>08/2012</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Frank</td>
<td>Mayor Vance Funk (302) 366-2561 x12 <a href="mailto:Vance3@funklawoffices.com">Vance3@funklawoffices.com</a></td>
</tr>
<tr>
<td>Norwich, CT</td>
<td>36,000</td>
<td>10/2007</td>
<td>City Manager</td>
<td>Yes</td>
<td>Frank/Slavin</td>
<td>Mr. Alan Bergren (860) 823-3751 <a href="mailto:ahboss@yahoo.com">ahboss@yahoo.com</a></td>
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<tr>
<td>Novi, MI</td>
<td>53,000</td>
<td>05/2006</td>
<td>City Manager</td>
<td>No, Left in 2014</td>
<td>Slavin</td>
<td>Mr. Clay Pearson (248) 347-0420 <a href="mailto:cpearson@cityofnovi.org">cpearson@cityofnovi.org</a></td>
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<tr>
<td>Oak Park, IL</td>
<td>51,878</td>
<td>01/2013</td>
<td>Village Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Ms. Cara Pavlicek (708) 358-5770 <a href="mailto:cpavlicek@oak-park.us">cpavlicek@oak-park.us</a></td>
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<tr>
<td>Peoria County, IL</td>
<td>182,800</td>
<td>06/2011</td>
<td>County Administrator</td>
<td>Yes</td>
<td>Slavin/Kirings</td>
<td>Chair Tom O’Neill (309) 494-8886 <a href="mailto:tonell@peoriacounty.org">tonell@peoriacounty.org</a></td>
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<tr>
<td>Plantation, FL</td>
<td>85,000</td>
<td>05/15</td>
<td>Chief Adm Officer</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 <a href="mailto:dbendekovic@plantation.org">dbendekovic@plantation.org</a></td>
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<tr>
<td>Portage, MI</td>
<td>47,000</td>
<td>12/2014</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/Kirings</td>
<td>Mr. Rob Bouls Director of Employee Relations (269) 329-4402 <a href="mailto:bouls@portagepi.gov">bouls@portagepi.gov</a></td>
</tr>
<tr>
<td>Powder Springs, GA</td>
<td>15,000</td>
<td>03/2015</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Pat Vaughn Ph: (770) 943-1666</td>
</tr>
<tr>
<td>Prince William County, VA</td>
<td>293,000</td>
<td>01/2010</td>
<td>County Executive</td>
<td>Yes</td>
<td>Slavin/Frank</td>
<td>Ms. Melissa Peacock (703) 792-8720 <a href="mailto:mpeacock@pwgov.org">mpeacock@pwgov.org</a></td>
</tr>
<tr>
<td>Rock Hill, SC</td>
<td>67,400</td>
<td>09/2010</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mr. Doug Echols (803) 329-7011 <a href="mailto:cball@ci.rock-hill.sc.us">cball@ci.rock-hill.sc.us</a></td>
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</table>

Prepared for **THE VILLAGE OF ESTERO, FLORIDA** by Slavin Management Consultants
<table>
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<tr>
<th>CLIENT</th>
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<th>STILL EMPLOYED</th>
<th>STAFF ASSIGNED (Mgr/Asst)</th>
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<tr>
<td>Seminole County, FL</td>
<td>425,000</td>
<td>05/2011</td>
<td>County Manager &amp; County Attorney</td>
<td>Yes</td>
<td>Slavin</td>
<td>Commissioner Bob Dallari Phone: (407) 665-7215 <a href="mailto:fmaconald@seminolecountyfl.gov">fmaconald@seminolecountyfl.gov</a></td>
</tr>
<tr>
<td>Snelville, GA</td>
<td>18,200</td>
<td>08/2012</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Kelly Kautz (770) 985-3500 <a href="mailto:kkautz@snelville.org">kkautz@snelville.org</a></td>
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<tr>
<td>Saint Joseph, MO</td>
<td>76,107</td>
<td>04/2011</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Bill Falkner (816) 271-4640 <a href="mailto:bfalkner@ci.st-joseph.mo.us">bfalkner@ci.st-joseph.mo.us</a></td>
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<td>Suwanee, GA</td>
<td>15,000</td>
<td>07/2007</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/ Trager</td>
<td>Ms. Elvira Rogers (770) 945-8965 <a href="mailto:erogers@suwanee.com">erogers@suwanee.com</a></td>
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<tr>
<td>Tazewell County, IL</td>
<td>135,000</td>
<td>03/2012</td>
<td>County Administrator</td>
<td>No Left in 2014</td>
<td>Slavin/ Krings</td>
<td>Chair David Zimmerman (309) 477-2272 <a href="mailto:dzimmerman@tazewell.com">dzimmerman@tazewell.com</a></td>
</tr>
<tr>
<td>Tipp City, OH</td>
<td>10,000</td>
<td>09/14</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/ Krings</td>
<td>Mayor Pat Hale (937) 699-8477 <a href="mailto:halpe@tippecity.net">halpe@tippecity.net</a></td>
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<td>Topeka, KS</td>
<td>124,000</td>
<td>01/2006</td>
<td>City Manager</td>
<td>No</td>
<td>Slavin</td>
<td>Mayor Bill Bunten (785) 383-3895 <a href="mailto:bbunten@topeka.org">bbunten@topeka.org</a></td>
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<tr>
<td>Urbandale, IA</td>
<td>38,000</td>
<td>04/2009</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/ Wenbert</td>
<td>Mayor Bob Andeweg (515) 283-3100 <a href="mailto:bandeweg@urbandale.org">bandeweg@urbandale.org</a></td>
</tr>
<tr>
<td>Venice, FL</td>
<td>21,500</td>
<td>03/2012</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Alan Bullock Adm Serv Dir (941) 486-2626 <a href="mailto:abullock@ci.venice.fl.us">abullock@ci.venice.fl.us</a></td>
</tr>
<tr>
<td>Volusia County, FL</td>
<td>443,000</td>
<td>01/2006</td>
<td>County Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mr. James Dinneen (386) 636-6920 <a href="mailto:jdinneen@co.volusia.fl.us">jdinneen@co.volusia.fl.us</a></td>
</tr>
<tr>
<td>Wichita, KS</td>
<td>360,000</td>
<td>11/2008</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin/ Wenbert</td>
<td>Mayor Carl Brewer (316) 268-4331 <a href="mailto:Cbrewer@wichita.gov">Cbrewer@wichita.gov</a></td>
</tr>
<tr>
<td>Windham, CT</td>
<td>24,000</td>
<td>06/2009</td>
<td>Town Manager</td>
<td>Yes</td>
<td>Slavin/ Frank</td>
<td>Mayor Ernest Eldridge (860) 465-3000 <a href="mailto:eeldridge@windham.com">eeldridge@windham.com</a></td>
</tr>
<tr>
<td>Winston-Salem, NC</td>
<td>186,000</td>
<td>07/2006</td>
<td>City Manager</td>
<td>Yes</td>
<td>Slavin</td>
<td>Mayor Allen Joines (336) 727-2058 <a href="mailto:allenj@citycfws.org">allenj@citycfws.org</a></td>
</tr>
</tbody>
</table>

**Project Staffing**

**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
- International Personnel Management Association
- Government Finance Officers Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resources Management
- Certified Management Consultant (National Bureau of Certified Consultants)
- National Forum for Black Public Administrators
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Stephen J. Cottrell SMC Florida Regional Manager

Mr. Cottrell’s career in state and local government agencies spans more than three decades. After serving in the United States Air Force, Steve began a career in government as a legislative intern in the Florida Legislature. He served as a legislative analyst for the Florida Advisory Council for Intergovernmental Relations and research associate at the Florida Atlantic Florida International University’s Joint Center for Environmental and Urban Problems, where he was mentored by the late Dr. John DeGrove.

His first municipal government experience was as a management analyst for the City of Tallahassee’s Office of Management and Budget, where in addition to assisting various departments with the preparation of their annual operating budgets, he prepared the city-wide annual capital improvement budget and five year capital improvement plans.

He has served as assistant city manager for the City of Plant City, Florida, and town manager of Belleair, Florida and Windsor, Vermont. He also held interim city manager positions in both Indian Rocks Beach and Fruittland Park, Florida.
While serving as assistant manager and manager, he performed the duties of budget director, personnel administrator, IT manager, and public works/utility director. Public works and utility management, in particular, the initiation and implementation of facility construction, infrastructure repairs and replacements, and other capital investments, were a principal focus during his years as a manager.

He oversaw the construction of fire stations, a library expansion, a 911 emergency operation center, transportation and utility expansion projects, and the resolution of landfill and wastewater treatment plant consent orders. Steve is an advocate of electric and telecommunication municipalization, and a proponent of local government initiatives that enhance local resilience, improve local environmental resources in ways that lead to greater sustainability and economic self-sufficiency.

He has received recognition for twenty-five years of management service by the International City Manager’s Association; and twenty years of service by the Florida City and County Management Association. He has been a credentialed city manager for the majority of those years.

Steve has served on the boards of both the FCCMA and the Vermont League of Cities and Towns. He is currently a member of both the ICMA and FCCMA. In both Plant City and Windsor, VT he was a member of Rotary International.

He obtained a bachelor’s degree from California State University, and a Master’s Degree in Public Administration from Florida State University.

**David Krings, ICMA-CM, SMC Regional Manager**

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

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

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

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

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

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the Village 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 the Recruitment Profile

We will meet with the Village Council members individually and collectively and with staff (if the Village Council 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 Estero 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 Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the Village of Estero, the Village government, major issues to be faced, the position and the selection criteria established by the Village Council.

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. 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, at the Village'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 Village as well.

We will meet with the Village Council 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 Council, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine Village's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

**D. Selection and Employment**

**In-depth Screening and Final Report**

At this point, we will interview those semifinalist candidates whom the 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. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

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

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the Village'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 Village Council to present a group of well-qualified finalist candidates for interviews in Estero. 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 Council that should produce the final selection decision.

Our final report will be presented in a meeting with the Village 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 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 Estero 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 Council 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 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, involved in decisions and involved in the search process. We will provide frequent progress reports to the Village Council.

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.

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.

I. Time Line

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

<table>
<thead>
<tr>
<th>STEPS</th>
<th>DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop Search Process, Recruitment Profile and Advertising Program for Village Council Approval</td>
<td>1-30</td>
</tr>
<tr>
<td></td>
<td>30-45</td>
</tr>
<tr>
<td></td>
<td>45-60</td>
</tr>
<tr>
<td></td>
<td>60-360</td>
</tr>
<tr>
<td>2. Identify Qualified Candidates, Review Database, Network, Receive and Review Resumes</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>3. Screen &amp; Evaluate Prospective Candidates</td>
<td>✓</td>
</tr>
<tr>
<td>4. Progress Meeting and Report</td>
<td>✓</td>
</tr>
<tr>
<td>5. Interview and Evaluate Prospective Candidates</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>7. Establish Evaluation Criteria and Follow-up</td>
<td></td>
</tr>
</tbody>
</table>

Approximately twelve to fifteen semifinalist candidates are presented to the Village Council at the progress meetings (45 - 50 days after the Council approves the recruitment profile). Generally, about five finalist candidates are presented for interviews with the Village Council.

J. Guarantees

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:
• We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Village until the Village Council 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.
PROPOSED COSTS

Professional Fees

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

<table>
<thead>
<tr>
<th>STEPS</th>
<th>ASSIGNED HOURS (Approximate)</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project Manager</td>
<td>Consultant</td>
<td>Total</td>
<td>RATE (Hr)</td>
<td>FEES</td>
</tr>
<tr>
<td>1. Project Planning/Develop Position Profile/Prepare Advertising</td>
<td>36</td>
<td>34</td>
<td>75</td>
<td>$2,550</td>
<td></td>
</tr>
<tr>
<td>2. Identify &amp; Recruit Candidate/ Acknowledge Resumes</td>
<td>30</td>
<td>35</td>
<td>75</td>
<td>$2,625</td>
<td></td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>$1,225</td>
<td></td>
</tr>
<tr>
<td>3. Preliminary Candidate Screening</td>
<td>12</td>
<td>12</td>
<td>75</td>
<td>$900</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>4</td>
<td>35</td>
<td>$140</td>
<td></td>
</tr>
<tr>
<td>4. Progress Report to Village Council/ Reduce Candidate Pool</td>
<td>10</td>
<td>10</td>
<td>75</td>
<td>$750</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>8</td>
<td>35</td>
<td>$280</td>
<td></td>
</tr>
<tr>
<td>5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semifinalist candidates)</td>
<td>38</td>
<td>38</td>
<td>75</td>
<td>$2,850</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>16</td>
<td>35</td>
<td>$560</td>
<td></td>
</tr>
<tr>
<td>6. Arrange for &amp; Schedule Final Interviews</td>
<td>4</td>
<td>4</td>
<td>75</td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>7. Prepare Final Report with Interview Questions and Selection Criteria</td>
<td>8</td>
<td>8</td>
<td>75</td>
<td>$600</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>16</td>
<td>35</td>
<td>$560</td>
<td></td>
</tr>
<tr>
<td>8. Present Final Report and Attend Interviews</td>
<td>10</td>
<td>10</td>
<td>75</td>
<td>$750</td>
<td></td>
</tr>
<tr>
<td>9. Assist in Employee Selection</td>
<td>2</td>
<td>2</td>
<td>75</td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td>10. Negotiate Employment Agreement</td>
<td>4</td>
<td>4</td>
<td>75</td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>11. Establish Performance Goals</td>
<td>6</td>
<td>6</td>
<td>No Charge</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>12. Follow-up</td>
<td>4</td>
<td>4</td>
<td>No Charge</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>TOTAL HOURS</td>
<td>164</td>
<td>79</td>
<td>246</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL PROFESSIONAL FEE</td>
<td>$14,540</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

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

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

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

Expenses for the executive search project described in this proposal will not exceed 55% of the fee ($7,997.00) Therefore, the total not-to-exceed cost to the Village for the proposed work will be no more than $22,537.00. The cost for final candidates to travel to Estero for interviews is not covered by this proposal. Such costs are typically paid by the Village on a reimbursement basis, directly to the candidates, and controlled through the Village's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Estero, etc. For budgeting purposes, an average cost of between $450.00 and $650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the Village'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 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.

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 Florida.
AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: [Signature]

NAME: Robert E. Slavin

TITLE: President

DATE: June 17, 2015

This proposal is accepted for the Village of Estero, Florida by:

SIGNATURE: [Signature]

NAME: [Name]

TITLE: [Title]

DATE: [Date]
ENCLOSURES
SECTION IV
PROPOSAL FORMS

RFP # 2015-01

The undersigned hereby declares that after examining the Proposal Documents, does hereby submit a response to the proposal and warrants that:

a. She/He is an officer of the organization.
b. She/He is authorized to offer a proposal in full compliance with all requirements and conditions, as set forth in the RFP.
c. She/He has fully read and understands the RFP and has full knowledge of the scope, nature, quantity and quality of the work to be performed, and the requirements and conditions under which the work is to be performed.

Authorized Signature

Robert E. Slavin, Inc.
dba Slavin Management Consultants
Company Name

Norcross, GA  30071
City, State, Zip Code

(770) 449-4656
Phone Number

Robert E. Slavin, President
Printed Name & Title

3040 Holcomb Bridge Road #A1
Company Address

June 17, 2015
Date

slavin@bellsouth.net
Email Address

Village of Estero, FL Village Manager Recruitment Services RFP 2015-01
SWORN STATEMENT UNDER SECTION §287.133(3)(A), FLORIDA STATUTES, ON THE PUBLIC ENTITY CRIMES (To be signed in the presence of a notary public or other officer authorized to administer oaths.)

STATE OF Georgia COUNTY Gwinnett

Before me, the undersigned authority, personally appeared, who, being by me first duly sworn, made the following statement:

Name of Proposer: Robert E. Slavin (dba Slavin Management Consultants)
Business Address: 3040 Holcomb Bridge Road #A1, Norcross, GA 30071

I understand that a public entity crime as defined in Section §287.133 of the Florida Statutes includes a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity in Florida or with an agency or political subdivision of any other state or with the agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or any such agency or political subdivision and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

I understand that “convicted” or “conviction” is defined by the statute to mean a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that “affiliate” is defined by the statute to mean (1) a predecessor or successor of a person or a corporation convicted of a public entity crime, or (2) an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime, or (3) those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate, or (4) a person or corporation who knowingly entered into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months.

Please mark the appropriate paragraph below:

X Neither the proposer, contractor, nor any officer, director, executive, partner, shareholder, employee member or agent who is active in the management of the proposer or contractor nor any affiliate of the proposer or contractor has been convicted of a public entity crime subsequent to July 1, 1989.
There has been a conviction of a public entity crime by the proposer or contractor, or an officer, director executive, partner, shareholder, employee, member or agent of the proposer or contractor who is active in the management of the proposer or contractor or an affiliate of the proposer or contractor. A determination has been made pursuant to Section §287.133(3) by order of the Division of Administrative Hearings that it is not in the public interest for the name of the convicted person or affiliate to appear on the convicted vendor list. The name of the convicted person or affiliate is ________________.

A copy of the order of the Division of Administration Hearings is attached to this statement.

Robert E. [Signature]

Proposer's Signature

Sworn to and subscribed before me on this 22nd day of June, 2015

[Affix Seal]

Janet Fisher

Notary Public Signature
NON-COLLUSION AFFIDAVIT

By submission of this affidavit, the proposer certifies that this proposal is made independently and free from collusion. Proposer shall disclose below, to the best of its knowledge, any Village of Estero officer or employee, or any spouse, son, daughter, stepson, stepdaughter, or parent of any such officer or employee, who is an officer or director of, or has a material interest in, the proposer’s business who is in a position to influence the procurement. Any Village of Estero officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. For purposes hereof, a person has a material interest if he or she directly or indirectly owns more than five percent (5%) of the total assets or capital stock of any business entity, or if he or she otherwise stands to personally gain if the contract is awarded to this vendor.

NAME

________________________________________

RELATIONSHIPS

________________________________________

NONE: X

Signature of Proposer

__________________________

Sworn to and subscribed before me on this 22nd day of June, 2015

__________________________

(affix seal)

__________________________

Notary Public Signature

Village of Estero. FL Village Manager Recruitment Services RFP 2015-01
EXHIBITS
PRO FORMA INVOICE

INVOICE DATE: ________________________________

CLIENT: ______________________________________

ADDRESS: _____________________________________

CITY, STATE: ___________________________________

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

(Invoice __ of ___)

$XXXX.XX

Reimbursable expenses at cost:

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<td>Clerical Support</td>
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<td>Misc. Direct Costs</td>
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Total Expenses: $XXXX.XX

TOTAL INVOICE: $XXXX.XX
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
Bay City, Michigan
Bentonville, Arkansas
Bergenfield, New Jersey
Berkeley, California
Beverly Hills, California
Birmingham, Alabama
Bisbee, Arizona
Blacksburg, Virginia
Bloomington, Illinois
Boynton Beach, Florida
Branson, Missouri
Brea, California
Bridgeport, Connecticut
Broken Arrow, Oklahoma
Brownsville, Texas
Bryan, Texas
Burbank, California
Camarillo, California
Carson, California
Cary, North Carolina
Casper, Wyoming
Chapel Hill, North Carolina
Charlotte, North Carolina
Chesapeake, Virginia
Clearwater, Florida
Cleveland, OH
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Springs, Florida
Corpus Christi, Texas
Corte Madera, California
Creedmoor, North Carolina
Culver City, California
Dallas, Texas
Davenport, Iowa
Davie, Florida
Decatur, Georgia
Decatur, Illinois
Delray Beach, Florida
Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Englewood, CO
Enfield, Connecticut
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Fridley, Minnesota
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Georgetown, South Carolina
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greensboro, North Carolina
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
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
Milwaukee, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Mount Dora, Florida
Muscatine, Iowa
Myrtle Beach, South Carolina
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
Pittsburgh, Kansas
Plantation, Florida
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
Sandusky, Ohio
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
Urbana, Illinois
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
Winter-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
Loveland, CO
Loveland, OH
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
Tipp City, OH
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whitney County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
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
Mcline 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, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

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

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

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

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

Charlotte J. Nash
Chairman, Gwinnett County Board of Commissioners
Gwinnett County Justice and Administration Center
75 Langley Drive
Lawrenceville, GA 30046
(770) 822-7009
County Attorney Search (2014)
Charlotte.Nash@gwinnettcou...com

Mayor Linda Cox
City of Loveland
120 West Loveland Avenue
Loveland, OH 45140
(513) 683-0150
City Manager Search (2014)
lcox@LovelandOH.com

Mr. John Hedges
Executive Director
Oak Park Development Corporation
104 N Oak Park Ave #203,
Oak Park, IL 60301
(708) 383-3838
Development Director Search (2015)
jhedges@opdc.net

Mayor Pat Vaughn
City of Powder Springs
4484 Marietta Street
Powder Springs, GA 30127
(770) 943-1666
City Manager Search (2015)
pvaughn@cityofpowdersprings.org

Mayor John T. Rhodes
City of Myrtle Beach
5712 Springs Avenue, Myrtle Beach, SC 29577
(843) 918-1004
City Manager Search (2015)
jrhodes@cityofmyrtlebeach.com

Mayor Fred Cavanaugh
135 Laurens St. SW
Aiken, SC 29801
803-649-1583
City Manager Search (2015)
fca...n.gov

Mayor Diane Ve... Bendekovic
City of Plantation
City Hall
400 NW 73rd Avenue
Plantation, Florida 33317
(954) 797-2200
Chief Administrative Officer Search (2015)
dbendekovic@plantation.org

Ms. Gwen Johns
City Clerk
City of Mount Dora
510 N. Baker St.
Mount Dora, FL 32757
Ph: (352) 735-7126
City Manager Search (2015)
johnsg@cityofmontdora.com
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.
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<tr>
<th>CLIENT</th>
<th>POSITION</th>
<th>AFRICAN AMERICAN</th>
<th>WOMAN</th>
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<td>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</td>
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<td>CULVER CITY, CA</td>
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<td>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</td>
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<td>ESCAMBIA COUNTY, FL</td>
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<td>ESCONDIDO, CA</td>
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<tr>
<td>FRESNO, CA (PIC)</td>
<td>Executive Director</td>
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<tr>
<td>FORT LAUDERDALE, FL</td>
<td>Fire Chief</td>
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<td>FORT MYERS, FL</td>
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<td>FRESNO, CA (PIC)</td>
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<td>GAINESVILLE, FL</td>
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<td>GREENBELT HOMES, INC.</td>
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<td>GREENSBORO, NC</td>
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<td>HAMILTON COUNTY, OH</td>
<td>Jobs and Family Services Director</td>
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<td>HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD</td>
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<td>HOLLYWOOD, FL</td>
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<td>JUPITER, FL</td>
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<td>LAKE COUNTY, FL</td>
<td>County Attorney</td>
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<tr>
<td>LAKE COUNTY, IL</td>
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