

**VILLAGE OF ESTERO, FLORIDA**  
**Village Manager Recruitment Services**  
**Village Manager**  
RFP# 2015-01

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**ORIGINAL**

*Prepared by Robert E. Slavin on June 17, 2015*



**SLAVIN MANAGEMENT**  
**CONSULTANTS**

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

[www.slavin.com](http://www.slavin.com)

With affiliates in Burlington (NC), Cincinnati, Dallas, Hartford, Dunedin, Los Angeles, Mackinac Island and Mesa



June 17, 2015

Village of Estero  
21500 Three Oaks Parkway  
Estero, Florida 33928

**SLAVIN MANAGEMENT  
CONSULTANTS**

Re: *Village of Estero Florida - RFP# 2015-01 Village Manager Recruitment Services*

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) 449-4656.

Very truly yours,

**SLAVIN MANAGEMENT CONSULTANTS**



Robert E. Slavin, President

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### **Village of Estero, Florida**

Village Manager Recruitment Services

**RFP# 2015-01**

### ***SMC Contact Information***

Robert E. Slavin, President  
Slavin Management Consultants  
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Phone: (770) 449-4656  
Fax: (770) 416-0848  
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web site: [www.slavinweb.com](http://www.slavinweb.com)

Proposal date: June 17, 2015

## **SUMMARY OF QUALIFICATIONS**

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### ***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 happily 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 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 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  
Broward County

Boca Raton  
Boynton Beach

Charlotte County  
Clearwater

Clermont  
 Coral Springs  
 Davie  
 Deerfield Beach  
 Delray Beach  
 Destin  
 Dunedin  
 Escambia County  
 Fort Lauderdale  
 Fort Myers  
 Gainesville  
 Hollywood  
 Homestead  
 Jacksonville Beach  
 Jupiter

Lake County  
 Lake Worth  
 Lee County  
 Miami  
 Miami-Dade County  
 Manatee County  
 Martin County  
 Miramar  
 Mount Dora  
 Neptune Beach  
 North Miami Beach  
 Okeechobee County  
 Orange County  
 Ormond Beach  
 Panama City

Palm Beach County  
 Palm Beach Gardens  
 Pinellas County  
 Pensacola  
 Plantation  
 Pompano Beach  
 Polk County  
 Santa Rosa County  
 Sarasota  
 Seminole County  
 Sunrise  
 Titusville  
 Volusia County  
 West Palm Beach  
 Winter Park

**Recent Chief Executive Searches**

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	09/2013	County Manager	Yes	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 <a href="mailto:Bostler@adcogov.org">Bostler@adcogov.org</a>
Aiken, SC	30,000	03/2015	City Manager	Yes	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	01/2007	County Administrator	Yes	Slavin	Mr. John R. Strutner (540) 863-6600 <a href="mailto:jstrutner@co.alleghany.va.us">jstrutner@co.alleghany.va.us</a>
Archuleta County, CO	13,000	10/2008	County Administrator	Yes	Slavin/ Trager	Mr. Gregory (Greg) J. Schulte (970) 264-8300 <a href="mailto:gschulte@archuletacounty.org">gschulte@archuletacounty.org</a>
Aurora, CO	314,000	07/2010	City Manager	Yes	Slavin/ Wenbert	Mr. Kin Shuman (303) 739-7225 <a href="mailto:Kshuman@auroragov.org">Kshuman@auroragov.org</a>
Bay City, MI	35,000	03/2014	City Manager	Yes	Slavin	Lori Dufresne Commission President Phone: (989) 245-6869 Email: <a href="mailto:ldufresne@baycitymi.org">ldufresne@baycitymi.org</a>
Branson, MO	6,000	04/2013	City Administrator	Yes	Slavin	Mayor Raeanne Presley (417) 337-8548 <a href="mailto:Dkruithof@bransonmo.gov">Dkruithof@bransonmo.gov</a>
Corpus Christi, TX	285,000	08/2011	City Manager	Yes	Slavin/ Wenbert	Mayor Joe Adame (361) 826-3100 <a href="mailto:joea@cctexas.com">joea@cctexas.com</a>
Cary, NC	95,000	01/2009	Town Manager	Yes	Slavin	Renee Poole Director - Human Resources (919) 469-4373 <a href="mailto:renee.poole@townofcary.org">renee.poole@townofcary.org</a>
Dunedin, FL	36,000	11/2007	City Manager	Yes	Slavin	Mayor Dave Eggers (727) 298-3001 <a href="mailto:deggers@dunedinfl.net">deggers@dunedinfl.net</a>
Dunwoody, GA	40,000	09/2008	City Manager	Yes	Slavin/ Trager	Mayor Ken Wright (678) 382-6700 <a href="mailto:ken.wrgh@kunwoodyga.gov">ken.wrgh@kunwoodyga.gov</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Escambia County, FL	300,000	02/2008	County Administrator	No, left in 2010	Slavin	Ms. Barbara Keyser (850) 595-1479 <a href="mailto:barbara_murphy@co.escambia.fl.us">barbara_murphy@co.escambia.fl.us</a>
Fort Myers, FL	48,000	06/2007	City Manager	Yes	Slavin	Mr. Billy Mitchell (239) 332-6309 <a href="mailto:wmitchell@cityftmyers.com">wmitchell@cityftmyers.com</a>
Franklin, TN	59,000	10/2008	City Administrator	Yes	Slavin	Mayor Ken Moore (615) 791-3217 <a href="mailto:ken.moore@franklintn.gov">ken.moore@franklintn.gov</a>
Fridley, MN	27,800	06/2013	City Manager	Yes	Slavin/ Kings	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 <a href="mailto:aours@glenncountyga.gov">aours@glenncountyga.gov</a>
Greenwood Village, CO	11,000	03/2006	City Manager	Yes	Slavin	Mayor Nancy Sharpe (303) 486-5741 <a href="mailto:nsharpe@greenwoodvillage.com">nsharpe@greenwoodvillage.com</a>
Greenville, NC	84,500	11/2012	City Manager	Yes	Slavin	Mayor Allen Thomas (252) 329-4419 <a href="mailto:amthomas@greenvillenc.gov">amthomas@greenvillenc.gov</a>
Gulf Shores, AL	9,000	06/2013	City Administrator	Yes	Slavin	Mayor Robert Craft (251) 968-1124 <a href="mailto:mayor@gulfshoresal.gov">mayor@gulfshoresal.gov</a>
Hardeeville, SC	5,000	Current	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: 843-784-2231
Independence, KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506 <a href="mailto:citymgr@comgen.com">citymgr@comgen.com</a>
Iowa City, IA	63,000	09/2010	City Manager	Yes	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 <a href="mailto:marian-karr@iowa-city.org">marian-karr@iowa-city.org</a>
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 Email: <a href="mailto:mayorholland@wycokck.org">mayorholland@wycokck.org</a>
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 <a href="mailto:pmudd@townoflaplata.org">pmudd@townoflaplata.org</a>
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Bobby King, HR Dir (303) 651-8605 <a href="mailto:bobby.king@cilongmont.co.us">bobby.king@cilongmont.co.us</a>
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin /Kings	Mayor Linda Cox (513) 683-0150 <a href="mailto:lcox@LovelandOH.com">lcox@LovelandOH.com</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Mansfield, MA	23,500	10/2009	Town Manager	Yes	Slavin/ Frank	Mr. Kevin Moran (508) 261-7372 <a href="mailto:selectmen@mansfieldma.com">selectmen@mansfieldma.com</a>
Miami Valley Reg Planning Commission Dayton, OH	N/A	01/12	Executive Director	Yes	Slavin/ Krings	Tim Gilliland, Dir. Finance and Adm (937) 531-6525 <a href="mailto:tgilliland@mvrpc.org">tgilliland@mvrpc.org</a>
Missouri Municipal League	N/A	06/2010	Executive Director	Yes	Slavin	Ms. Gerry Welsh (314) 963-5307 <a href="mailto:citycouncil@webstergroves.org">citycouncil@webstergroves.org</a>
Mount Dora, FL	12,500	04/15	City Manager	Yes	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 <a href="mailto:johnsq@cityofmounddora.com">johnsq@cityofmounddora.com</a>
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 <a href="mailto:jrhodes@cityofmyrtlebeach.com">jrhodes@cityofmyrtlebeach.com</a>
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 <a href="mailto:vance3@funklawoffices.com">vance3@funklawoffices.com</a>
Norwich, CT	36,000	10/2007	City Manager	Yes	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 <a href="mailto:ahbboss@yahoo.com">ahbboss@yahoo.com</a>
Novi, MI	53,000	05/2006	City Manager	No, Left in 2014	Slavin	Mr. Clay Pearson (248) 347-0420 <a href="mailto:cpearson@cityofnovi.org">cpearson@cityofnovi.org</a>
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 <a href="mailto:cpavlicek@oak-park.us">cpavlicek@oak-park.us</a>
Peoria County, IL	182,800	06/2011	County Administrator	Yes	Slavin/ Krings	Chair Tom O'Neill (309) 494-8886 <a href="mailto:toneill@peoriacounty.org">toneill@peoriacounty.org</a>
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 <a href="mailto:dbendekovic@plantation.org">dbendekovic@plantation.org</a>
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 <a href="mailto:boulisr@portagemi.gov">boulisr@portagemi.gov</a>
Powder Springs, GA	15,000	03/2015	City Manager	Yes	Slavin	Mayor Pat Vaughn Ph: (770) 943-1666
Prince William County, VA	293,000	01/2010	County Executive	Yes	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 <a href="mailto:mpeacor@pwccgov.org">mpeacor@pwccgov.org</a>
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 <a href="mailto:cbell@ci.rock-hill.sc.us">cbell@ci.rock-hill.sc.us</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	Yes	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 <a href="mailto:fmacdonald@seminolecountyfl.gov">fmacdonald@seminolecountyfl.gov</a>
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Kelly Kautz (770) 985-3500 <a href="mailto:kkautz@snellville.org">kkautz@snellville.org</a>
Saint Joseph, MO	76,107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 <a href="mailto:bfalkner@ci.st-joseph.mo.us">bfalkner@ci.st-joseph.mo.us</a>
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 <a href="mailto:erogers@suwanee.com">erogers@suwanee.com</a>
Tazewell County, IL	135,000	03/2012	County Administrator	No Left in 2014	Slavin/ Krings	Chair David Zimmerman (309) 477-2272 <a href="mailto:dzimmerman@tazewell.com">dzimmerman@tazewell.com</a>
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 <a href="mailto:halep@tippcity.net">halep@tippcity.net</a>
Topeka, KS	124,000	01/2006	City Manager	No	Slavin	Mayor Bill Bunten (785) 368-3895 <a href="mailto:bbunten@topeka.org">bbunten@topeka.org</a>
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 <a href="mailto:bandeweg@urbandale.org">bandeweg@urbandale.org</a>
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 <a href="mailto:abulloc@ci.venice.fl.us">abulloc@ci.venice.fl.us</a>
Volusia County, FL	443,000	01/2006	County Manager	Yes	Slavin	Mr. James Dinneen (386) 636-5920 <a href="mailto:jdinneen@co.volusia.fl.us">jdinneen@co.volusia.fl.us</a>
Wichita, KS	360,000	11/2008	City Manager	Yes	Slavin/ Wenbert	Mayor Carl Brewer (316) 268-4331 <a href="mailto:Cbrewer@wichita.gov">Cbrewer@wichita.gov</a>
Windham, CT	24,000	06/2009	Town Manager	Yes	Slavin/ Frank	Mayor Ernest Eldridge (860) 465-3000 <a href="mailto:eeldridge@windham.com">eeldridge@windham.com</a>
Winston-Salem, NC	186,000	07/2006	City Manager	Yes	Slavin	Mayor Allen Joines (336) 727-2058 <a href="mailto:allenj@cityofws.org">allenj@cityofws.org</a>

### ***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 Fruitland 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 Manger'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**

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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:

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for Village Council Approval	✓			
2. Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3. Screen & Evaluate Prospective Candidates		✓		
4. Progress Meeting and Report		✓		
5. Interview and Evaluate Prospective Candidates		✓	✓	
6. Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7. Establish Evaluation Criteria and Follow-up				✓

Approximately twelve 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.

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

## **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**

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This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: June 17, 2015

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

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

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

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

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

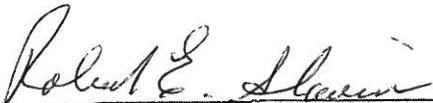
***ENCLOSURES***

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, President  
 \_\_\_\_\_  
 Printed Name & Title

Robert E. Slavin, Inc.  
 (dba Slavin Management Consultants)  
 \_\_\_\_\_  
 Company Name

3040 Holcomb Bridge Road #A1  
 \_\_\_\_\_  
 Company Address

Norcross, GA 30071  
 \_\_\_\_\_  
 City, State, Zip Code

June 17, 2015  
 \_\_\_\_\_  
 Date

(770) 449-4656  
 \_\_\_\_\_  
 Phone Number

slavin@bellsouth.net  
 \_\_\_\_\_  
 Email Address

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:

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. Slavin

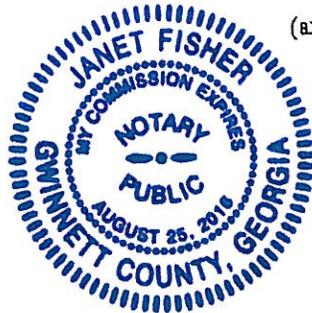
Proposer's Signature

Sworn to and subscribed before me on this 22<sup>nd</sup> 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

Robert E. Slavin

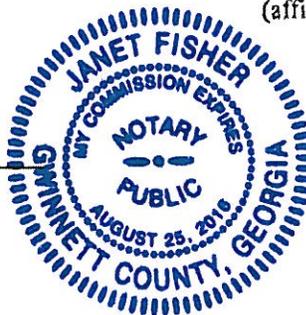
Signature of Proposer

Sworn to and subscribed before me on this 22<sup>nd</sup> day of June, 2015

(affix seal)

Janet Fisher

Notary Public Signature



# ***EXHIBITS***

**PRO FORMA INVOICE**

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

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

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

Reimbursable expenses at cost:

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

**TOTAL INVOICE**

**\$XXXX.XX**

## **CLIENT LIST BY CATEGORY**

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

### **MUNICIPALITIES**

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

Lake Worth, Florida  
Lakewood, Colorado  
Lapeer, Michigan  
Laramie, Wyoming  
Laredo, Texas  
Lenexa, Kansas  
Liberty, Missouri  
Lillburn, Georgia  
Little Rock, Arkansas  
Long Beach, California  
Longmont, CO  
Manassas, Virginia  
Mansfield, Massachusetts  
Miami Beach, Florida  
Milwaukie, Oregon  
Minneapolis, Minnesota  
Miramar, Florida  
Modesto, California  
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  
Pittsburg, 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  
Sandersville, Georgia  
Santa Ana, California  
Santa Monica, California  
Sarasota, Florida  
Shaker Heights, Ohio  
Simi Valley, California  
Sioux City, Iowa  
Snellville, Georgia  
South Brunswick Township, New Jersey  
Springfield, Missouri  
Stratford, Connecticut  
Storm Lake, Iowa  
Sunnyvale, California  
Sunrise, Florida  
Takoma Park, Maryland  
Topeka, Kansas  
Titusville, Florida  
Thornton, Colorado  
Traverse City, Michigan  
Topeka, Kansas  
Turlock, California  
Upper Arlington, Ohio  
Urbandale, Iowa  
Valdez, Alaska  
Venice, FL  
Virginia Beach, Virginia  
Waco, Texas  
Warrensburg, Missouri  
Washington, Illinois  
West Des Moines, Iowa  
West Hartford, Connecticut  
West Hollywood, California  
West Palm Beach, Florida  
Wichita, Kansas  
Windham, Connecticut  
Winston-Salem, North Carolina  
Winter Park, Florida  
Worthington, Minnesota  
Ypsilanti, Michigan

## COUNTIES

Adams County, Colorado  
Alameda County, California  
Albemarle County, Virginia  
Arapahoe County, Colorado  
Beaufort County, South Carolina

Broward County, Florida  
Brown County, Wisconsin  
Buffalo County, Nebraska  
Chaffee County, Colorado  
Cass County, Michigan

Chesterfield County, Virginia  
Clark County, Nevada  
Cobb County, Georgia  
Dade County, Florida  
Eagle County, Colorado  
Escambia County, Florida  
Fairfax County, Virginia  
Forsyth County, Georgia  
Fremont County, Colorado  
Fresno County, California  
Fulton County, Georgia  
Glynn County, Georgia  
Gunnison County, Colorado  
Hall County, Georgia  
Hamilton County, Ohio  
Ketchikan-Gateway Borough, Alaska  
Lake County, Florida  
Lake County, Illinois  
La Plata County, Colorado  
Leon County, Florida  
Lincoln County, North Carolina  
Livingston County, Illinois  
Los Angeles County, California  
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  
Whiteside County, Illinois  
Whitfield County, Georgia  
Yolo County, California

## OTHER ORGANIZATIONS

### Development Groups

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

### Housing Authorities

California Housing Finance Agency  
Jefferson County Housing Authority, Alabama  
Las Vegas Housing Authority

Memphis Housing Authority, Tennessee  
Ocala Housing Authority, Florida  
Peoria Housing Authority, Illinois

### Libraries

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

### Non-Profits and Other Governmental Jurisdictions

California State Government  
CDC Federal Credit Union, Atlanta, Georgia  
District of Columbia  
Fresno Employment and Training Commission, California  
Jefferson County Personnel Board, Alabama  
Local Government Insurance Trust, Maryland  
Los Angeles, California Department of Community Public Health  
Los Angeles, California  
Music Center Operating Company

Los Angeles Olympics Organizing Committee  
Metropolitan Nashville, Tennessee Arts  
Commission  
Parkland Hospital, Texas  
Southwest Florida Regional Planning Council

**Professional Associations**

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

**School Districts**

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

**Transportation Agencies**

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

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

**Utility Districts**

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

## **REFERENCES**

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### **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@gwinnettcounty.com](mailto:Charlotte.Nash@gwinnettcounty.com)

### **Mayor Linda Cox**

City of Loveland  
120 West Loveland Avenue  
Loveland, OH 45140  
(513) 683-0150  
City Manager Search (2014)  
[lcx@LovelandOH.com](mailto:lcx@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)  
[j.hedges@opdc.net](mailto:j.hedges@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](mailto: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](mailto:jrhodes@cityofmyrtlebeach.com)

### **Mayor Fred Cavanaugh**

135 Laurens St. SW  
Aiken, SC 29801  
803-649-1583  
City Manager Search (2015)  
[fcavanaugh@cityofaiken.gov](mailto:fcavanaugh@cityofaiken.gov)

### **Mayor Diane Veltri Bendekovic**

City of Plantation  
City Hall  
400 NW 73rd Avenue  
Plantation, Florida 33317  
(954) 797-2200  
Chief Administrative Officer Search (2015)  
[dbendekovic@plantation.org](mailto: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@cityofmounddora.com](mailto:johnsg@cityofmounddora.com)

## ***EEO STATEMENT***

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

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

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

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

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

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

## **MINORITY AND WOMEN PLACEMENTS**

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

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

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

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>THE WEINGART CENTER (LOS ANGELES)</b>	Executive Director		X	
<b>WEST COVINA, CA</b>	Planning Director	X	X	
<b>WEST MIFFLIN, PA</b>	Town Administrator		X	
<b>WEST PALM BEACH, FL</b>	Assistant City Administrator	X	X	
<b>WICHITA, KS</b>	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		
<b>YPSILANTI, MI</b>	City Manager	X		
<b>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</b>	Executive Director			X