

AGENDA ITEM SUMMARY

FORT COLLINS CITY COUNCIL

ITEM NUMBER: 20

DATE: August 17, 2004

STAFF: Jim O'Neill
Rick DeLaCastro

SUBJECT

Resolution 2004-098 Authorizing the Purchasing Agent to Enter into a Professional Services Agreement with an Executive Search Firm.

RECOMMENDATION

Staff recommends adoption of the Resolution.

FINANCIAL IMPACT

Funds will come from the 2004 City Manager Budget.

EXECUTIVE SUMMARY

At Council's July 6, 2004 meeting Resolution 2004-084 was adopted setting forth the process to be used in the City Manager search process. Interviews were conducted with the following firms: Gerry Plock Associates, Mercer Group Inc., Slavin Management Consultants and Bennett Yarger Associates.

The Committee conducted its interviews on August 6, 2004, in accordance with the City's purchasing policies and procedures. As a part of this process, the Committee scored each firm based on its presentation and on answers to Committee questions. The highest ranked firm being recommended is Slavin Management Consultants.

BACKGROUND

Staff solicited proposals from executive search firms nationwide. Eleven firms responded with proposals. Staff reviewed the proposals based on the Purchasing Division's standards criteria. As a result of this scoring process, four firms were selected for interview.

The firms were interviewed by a committee composed of Jim O'Neill, Wendy Williams, Rick DeLaCastro, Wynette Cerciello, Diane Jones and Councilmembers Tharp and Weitkunat on Friday August 6, 2004. Each firm presented its qualifications and proposal. The Committee then asked questions of the firms. The Committee's recommendation to the Council is based on the highest score which resulted from the interview process.

RESOLUTION 2004-098
OF THE COUNCIL OF THE CITY OF FORT COLLINS
AUTHORIZING THE PURCHASING AGENT TO ENTER INTO A PROFESSIONAL
SERVICES AGREEMENT WITH AN EXECUTIVE SEARCH FIRM

WHEREAS, the City Council adopted Resolution 2004-084 on July 6, 2004 establishing a process for the recruitment and selection of a City Manager, including hiring an executive search firm to assist the Council in the process; and

WHEREAS, the Purchasing Division issued a Request for Proposals from executive search firms for the performance of these professional services; and

WHEREAS, eleven proposals were received and reviewed by three staff members, in compliance with the City's purchasing policies; and

WHEREAS, City staff recommended four search firms for interviews with the interview panel consisting of staff and Council Members Tharp and Weitkunat; and

WHEREAS, interviews with the search firms were conducted on August 6, 2004 by the Committee and each firm was scored by the members of the interview panel in accordance with the City's purchasing procedures; and

WHEREAS, the Committee has recommended Slavin Management Consultants as the highest scoring executive search firm.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS that the Purchasing Agent is hereby authorized to enter into a professional services agreement with Slavin Management Consultants for executive search services, said services to be performed at a cost of THIRTEEN THOUSAND SIX HUNDRED SEVENTY-FIVE DOLLARS (\$13,675) for professional fees, with authorized expenses of the search firm not to exceed SIX THOUSAND EIGHT HUNDRED SEVENTY EIGHT DOLLARS (\$6,878).

Passed and adopted at a regular meeting of the Council of the City of Fort Collins held this 17th day of August, A.D. 2004

Mayor

ATTEST:

City Clerk

CITY OF FORT COLLINS, COLORADO

Executive Search Proposal for

CITY MANAGER

Prepared by Robert E. Slavin on July 6, 2004



Home Office

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

With an office in Ann Arbor and affiliates in Dallas and Hartford



July 6, 2004

Mr. James B. O'Neill II, CPPO
City of Fort Collins
Purchasing Division
215 North Mason St., 2nd Floor
Fort Collins, Colorado 80524

Re: Executive Recruitment Services for City Manager

Dear Mr. O'Neill:

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

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. 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.* Ms. Jill Pylant, Mr. David Hunscher and Ms. Josie Johnson will assist with the project. All are highly experienced human resources consultants. We are currently conducting six searches of which two are near completion.

We have placed local government executives in Colorado and in all regions of the United States. We are exceptionally well qualified to help Fort Collins with this work. Our Colorado experience includes executive search and/or human resources consulting projects for the Adams County Schools, Chaffee County, Eagle County, Gunnison County, La Plata County, Mesa County and the cities of Aurora, Lakewood, Northglenn, Pueblo, and Thornton. We have included a client list as an exhibit with this proposal.

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 an office in Ann Arbor, MI and affiliates in Dallas, TX and Hartford, CT.

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

RES/jf

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EXECUTIVE SUMMARY

About Fort Collins, Colorado

Fort Collins was founded as a military fort in 1864 and incorporated as a town in 1873. Now, Fort Collins is a community of 130,000 residents with a full service, home rule Council/Manager government. The Council is made up of six district council members who are elected on a nonpartisan basis for a four-year term and a Mayor who is elected at-large on a nonpartisan basis for a two-year term.

The City is rapidly urbanizing community which operates under a comprehensive development plan and is a full-service city. Fort Collins is home to Colorado State University and an outstanding public school system. The City employs about 1,500 employees.

About Slavin Management Consultants

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have significant local government recruitment experience in the Colorado and all regions of the United States.

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

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

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

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City 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. Approximately 25% of our placements are women and/or minorities.

PROJECT SUMMARY

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Define Position Profile

We will meet with the Mayor and City Council members individually and collectively and with staff (if the City Council wishes) to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Fort Collins to gather additional information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

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

B. Identify Qualified Candidates

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

We will prepare and place advertisements in 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 City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These

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

D. Selection and Employment

In-depth Screening and Final Report

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

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

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

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

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

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the City and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Fort Collins and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

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

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.

E. Establish Evaluation Criteria

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

F. Follow-up

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

G. Reporting

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

PROJECT SCHEDULE

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

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

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

QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

SMC is an independent management consulting firm formed in 1986 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have an office in Ann Arbor, MI and affiliates in Dallas, TX and Hartford, CT.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 525 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

B. 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 Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Certified Management Consultant (National Bureau of Certified Consultants)
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Jill T. Pylant, SMC Consultant

Ms. Pylant will assist Mr. Slavin with this project as he may request. She has more than 30 years experience in the field of Human Resource Management and local government administration, including eight years as a managing consultant and seven years in local government executive positions. She holds the Master of Public Administration degree. Highlights of Ms. Pylant's career include:

- Personnel Director for the fastest growing urban county in the United States, with responsibility for all personnel policies and practices for 2500 employees and a total payroll of \$50 million.
- Redesigned the total compensation package and developed a professional management structure for plan design, administration and communication for a large urban county government with 3800 employees.
- Directed many Compensation and Classification Studies. Developed job analysis methodology to identify skills, knowledges and abilities of individuals and organizational functions.
- Responsible for countywide MIS planning and operations for a fastest growing large county using two mainframe platforms and managing 43 major systems.
- Managed a Functional Job Analysis of several agencies within the South Carolina Department of Social Services to restructure jobs and reassign organizational objectives for increased efficiency. The results of the work were contributed to the National Task Bank for the Social Services developed by the W. E. Upjohn Institute as well.
- Established performance and productivity standards for more than one hundred positions, including clerical, technical and professional, in the Gwinnett County Department of Administrative Services.
- Facilitated numerous workshop group sessions to brainstorm goals and objectives, set priorities and develop team decision making skills.
- Adapted the national government's Factor Evaluation System for job classification for use in state and local government.
- Developed and conducted supervisory skills development training for local government jurisdictions in South Carolina.
- Developed and conducted training in personnel for county government elected officials in Georgia.
- Set up a pay-for-performance system in a large county government.
- Managed employee "quality circles" group in the modification of performance appraisal system as well as the development of new leave policies.

Organizations

- International Foundation of Employee Benefits Plans
- American Society for Public Administration (held national, state and local offices)
- International City Management Association (served on a national committee)
- Georgia Local Government Personnel Association
- World at Work

David G. Hunscher, Sr.

David Hunscher will assist in the candidate prospecting aspect during recruitment phase of this project and with reference checking. He is a Senior Consultant with SMC with more than thirty years of experience in both the public and private sectors. As the Chief Executive and Administrative Officer for several complex jurisdictions, Hunscher has gained respect and recognition for his practical treatment of fiscal, human, and organizational management. In addition, Hunscher is recognized for his prowess in municipal planning, problem resolution, and employee cultivation.

Mr. Hunscher has a distinguished career as a governmental executive. In fact, he previously served as County Administrator for both Washtenaw County, MI and Gaston County, NC. In 1996, he founded Organizational Improvement Systems, Inc. (OIS), a human resources management and executive recruiting consulting firm which was located near Detroit, Michigan. Through OIS, he conducted numerous successful national searches.

Hunscher holds a Master in Government Administration degree from the University of Pennsylvania's Wharton School of Commerce and Finance. He lives in Ann Arbor, Michigan and is involved in a range of civic and professional activities both locally and nationally.

Since 1965, David G. Hunscher has participated in organizational roles in private and public sectors. While serving in municipal executive positions, he was an active participant in recruiting and hiring the most qualified candidates for a variety of local government positions. He knows and understands local governments and has developed contacts nationwide.

Josie Johnson, President - JC Johnson Company, Dallas, Texas

Ms. Johnson will assist in networking for and recruiting qualified candidates for this search who do not typically respond to advertisements. The J C Johnson Company is an executive search firm specializing in the placement of executives for Fortune 500 corporations and public sector organizations nationwide. Established in 1991, the J C Johnson Company is a certified minority/woman owned enterprise.

Our consultants have successfully placed more than 120 applicants, including minorities, women and physically challenged executives. The J C Johnson Company is based in Dallas, Texas with affiliates in Atlanta Georgia, Houston, Texas and Chicago, Illinois.

As President of J C Johnson Company, Ms. Johnson offers more than fifteen years of successful recruitment experience. Her background includes experience as a consultant with an international executive search firm, as a director of recruiting for a national corporation with budget responsibilities of \$600,000+ and as director of human resources for an international corporation with one thousand (1000) employees. Ms. Johnson received a Bachelor of Arts in Psychology with a minor in Personnel Administration from the University of Texas.

Ms. Johnson is active in various professional and community organizations, which enhance her networking abilities. Those organizations include American Society of Personnel Administrators, National Association of Executive Recruiters, National Association of Female Executives, Society for Human Resource Management, Dallas Human Resource Management, Dallas Black Human Resources Association, Chamber of Commerce, Black Chamber of Commerce, NAACP, Alpha Kappa Alpha Sorority, University of Texas Ex-Student Association Life Member and a Dallas Urban League Board Member.

Ms. Johnson's career experience includes successful placement of unique and difficult job opportunities, as well as minority, female and physically challenged executives. Ms. Johnson has managed and successfully completed multiple-site recruitment projects. She routinely provides direct strategic planning for various positions within corporate structures. Ms. Johnson is sensitive to diversity issues and experienced in providing a qualified pool of minority candidates based upon criteria and skills specific to each project. Ms. Johnson is able to provide salary surveys as requested by the Client. She has also presented numerous workshops including "Move Your Career Forward" and "How to Effectively Develop an Internal System for Contract Employees."

GUARANTEES

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

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City 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 City through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

FEE STRUCTURE

Professional Fees

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

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare and Place Advertising	32		32	75	\$2,400
2. Identify & Recruit Candidate/Acknowledge Resumes	30		30	75	\$2,250
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	35	\$140
4. Progress Report to Council/Reduce Candidate Pool	8		8	75	\$600
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	75	\$2,660
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	10		10	75	\$750
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	158	79	237		
TOTAL PROFESSIONAL FEE					\$13,675

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3)

SMC will comply with the current State of Colorado travel expense per diem rate schedule.

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

Average Advertising Costs: Normally about \$1,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 50%** of the professional fee (**\$6,837.50**). Therefore, the total cost for this project **will not exceed \$20,512.50**. The cost for final candidates to travel to Fort Collins for interviews is not covered by this proposal. Such costs are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Fort Collins, 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 City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

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

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

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

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: July 6, 2004

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

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

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

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

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

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

EXHIBIT I – PRO FORMA INVOICE

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

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

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

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

TOTAL INVOICE **\$XXXX.XX**

EXHIBIT II — SELECTED LIST OF CLIENTS

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans some twenty years of experience of SMC consultants. Therefore, many of these clients' project contacts have moved to other agencies or, in the case of elected officials, may not hold office today.

Please contact SMC if you desire to speak with the individuals who were our project contacts. We will gladly give you the project contact's current telephone number and/or address.

Adams County School District #14, Commerce City, Colorado	City of Brownsville, Texas
Alameda County, California	City of Bryan, Texas
Alameda-Contra Costa Transit District, Oakland, California	City of Burbank, California
American Public Works Association	City of Camarillo, California
Arapahoe County, Colorado	City of Carson, California
Arrowhead Regional Development, Duluth, Minnesota	City of Casper, Wyoming
Association of County Commissioners Georgia	City of Charlotte, North Carolina
Bay Area Rapid Transit District, Oakland, California	City of Chesapeake, Virginia
Beaufort County, South Carolina	City of Clearwater, Florida
Birmingham Public Library, Alabama	City of Columbia, Missouri
Borough of Bergenfield, New Jersey	City of Columbus, Georgia
Brown County, Wisconsin	City of Concord, New Hampshire
Broward County, Florida	City of Corpus Christi, Texas
Buffalo County, Nebraska	City of Corta Madera, California
California Housing Finance Agency	City of Culver City, California
California State Government	City of Dallas, Texas
Central Arkansas Library System	City of Davenport, Iowa
CDC Federal Credit Union, Atlanta, Georgia	City of Decatur, Georgia
Chaffee County, Colorado	City of Decatur, Illinois
Chesterfield County, Virginia	City of Delray Beach, Florida
Children's Board of Hillsborough County, Florida	City of Del Rio, Texas
City of Aiken, South Carolina	City of Denton, Texas
City of Albany, Georgia	City of Destin, Florida
City of Alpharetta, Georgia	City of Dothan, Alabama
City of Anaheim, California	City of Dubuque, Iowa
City of Ann Arbor, Michigan	City of Duluth, Georgia
City of Arlington, Texas	City of Durham, North Carolina
City of Atlanta, Georgia	City of Eagle Pass, Texas
City of Atlantic Beach, Florida	City of Edmond, Oklahoma
City of Auburn, Maine	City of Elgin, IL
City of Aurora, Colorado	City of Enfield, Connecticut
City of Austin, Texas	City of Escondido, California
City of Bartelsville, OK	City of Evanston, Illinois
City of Bentonville, Arkansas	City of Fort Lauderdale, FL
City of Berkeley, California	City of Franklin, Virginia
City of Beverly Hills, California	City of Gainesville, Florida
City of Birmingham, Alabama	City of Gainesville, Georgia
City of Bisbee, Arizona	City of Galesburg, Illinois
City of Bloomington, Illinois	City of Garden City, New York
City of Brea, California	City of Glendale, Arizona
City of Boynton Beach, Florida	City of Grand Rapids, Michigan
	City of Greensboro, NC
	City of Gulfport, Florida
	City of Hemet, California
	City of Hercules, California
	City of Highland Park, Illinois

SELECTED LIST OF CLIENTS

Page 2

City of Hollywood, Florida
City of Homestead, Florida
City of Huntington Beach, California
City of Independence, Missouri
City of Jacksonville Beach, Florida
City of Kalamazoo, Michigan
City of Kansas City, Missouri
City of Lakewood, Colorado
City of Lapeer, Michigan
City of Laramie, Wyoming
City of Laredo, Texas
City of Lenexa, Kansas
City of Liberty, Missouri
City of Little Rock, Arkansas
City of Long Beach, California
City of Los Angeles, California
City of Manassas, Virginia
City of Miami Beach, Florida
City of Milwaukie, Oregon
City of Minneapolis, Minnesota
City of Miramar, Florida
City of Modesto, California
City of Muscatine, Iowa
City of Neptune Beach, Florida
City of New Smyrna Beach, Florida
City of Norfolk, Virginia
City of Norman, Oklahoma
City of North Las Vegas, Nevada
City of North Miami Beach, Florida
City of Northglenn, Colorado
City of Oberlin, Ohio
City of Ocean City, Maryland
City of Oceanside, California
City of Olathe, Kansas
City of Oklahoma City, Oklahoma
City of Oxnard, California
City of Palm Bay, Florida
City of Palm Beach Gardens, Florida
City of Palo Alto, California
City of Panama City, Florida
City of Park Ridge, Illinois
City of Pasadena, California
City of Peoria, Illinois
City of Phoenix, Arizona
City of Pittsburg, Kansas
City of Pompano Beach, Florida
City of Portage, Michigan
City of Pueblo, Colorado
City of Richmond, California
City of Richmond, Virginia
City of Riverside, California
City of Riverview, Michigan
City of Roanoke, Virginia
City of Rockville, Maryland
City of Sacramento, California
City of St. Louis Park, Minnesota
City of Salem, Oregon
City of San Diego, California
City of San Fernando, California
City and County of San Francisco, California
City of San Jose, California
City of San Juan Capistrano, California
City of Sandersville, Georgia
City of Santa Ana, California
City of Santa Monica, California
City of Sarasota, Florida
City of Shaker Heights, Ohio
City of Simi Valley, California
City of Sioux City, Iowa
City of Springfield, Missouri
City of Sunnyvale, California
City of Sunrise, Florida
City of Takoma Park, Maryland
City of Titusville, Florida
City of Thornton, Colorado
City of Traverse City, Michigan
City of Topeka, Kansas
City of Turlock, California
City of Upper Arlington, Ohio
City of Valdez, Alaska
City of Virginia Beach, Virginia
City of Waco, Texas
City of Washington, Illinois
City of West Des Moines, Iowa
City of West Hartford, Connecticut
City of West Hollywood, California
City of West Palm Beach, Florida
City of Wichita, Kansas
City of Winston-Salem, North Carolina
City of Winter Park, Florida
City of Worthington, Minnesota
City of Ypsilanti, Michigan
Albemarle County, Virginia
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Columbia Development Corporation,
South Carolina
Columbus Water Works, Georgia
Dade County, Florida
Dallas Area Rapid Transit District, Dallas, Texas
Dallas Independent School District, Texas
District of Columbia
Eagle County, Colorado
East Brunswick Township, New Jersey
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fresno Economic Development
Commission, California

SELECTED LIST OF CLIENTS

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Fresno Employment and Training Comm. (CA)
Fresno Redevelopment Authority, California
Fulton County, Georgia
Georgia Municipal Association
GoTopeka, Inc.
Glynn County, Georgia
Gunnison County, Colorado
Hamilton County, Ohio
Hall County, Georgia
International City Management Association
Jefferson County Housing Authority, Alabama
Jefferson County Personnel Board, Alabama
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
Lake Sumpter Community College, Florida
La Plata County, Colorado
Las Vegas Housing Authority
Lee County Port Authority, Florida
Leon County, Florida
Lexington, Kentucky Library System
Lincoln County, North Carolina
Lincoln Road Development Corporation
Livingston County, Illinois
Local Government Insurance Trust (MD)
Los Angeles, California, Community
Redevelopment Agency
Los Angeles County, California,
Department of Community Public Health
Los Angeles Music Center Operating
Company
Los Angeles Olympics Organizing
Committee
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Memphis Housing Authority (TN)
Mendocino County, California
Mesa County, Colorado
Metropolitan Library System of Oklahoma
City/County
Metropolitan Nashville Arts Commission
Metropolitan Sewer District of Greater Cincinnati
Mid-American Regional Council, Kansas City,
Missouri
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Ocala Housing Authority (FL)
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Parkland Hospital (TX)
Peoria County, Illinois
Peoria Housing Authority
Pinellas County, Florida
Polk County, Florida
Port Everglades Authority, Fort Lauderdale,
Florida
Port of Sacramento, California
Prince William County, Virginia
Public Works Commission of Fayetteville,
North Carolina
Ramsey County, Minnesota
Rivanna Water and Sewer and Solid Waste
Authorities (Virginia)
Riverside Transit Agency, California
Sacramento Municipal Utility District,
California
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Francisco Bay Area Rapid Transit
District, California
San Luis Obispo County, California
San Mateo County, California
Sarasota/Manatee Airport Authority
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
South Brunswick Township, New Jersey
Southern California Rapid Transit District,
California
Southwest Florida Regional Planning Council
Spartanburg Utility District (SC)
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Town of Blacksburg, Virginia
Town of Chapel Hill, North Carolina
Town of Frisco, Colorado
Town of Glastonbury, Connecticut
Town of Jupiter, Florida
Town of Stratford, Connecticut
Village of Arlington Heights, Illinois
Village of Glen Ellyn, Illinois
Volusia County, Florida
Washtenaw County, Michigan
West Palm Beach Downtown Development
Authority, Florida
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

EXHIBIT III – REFERENCES

Mr. Kenneth Cronin
Human Resources
City of Roanoke
215 W. Church Ave. Room 364
Roanoke, Virginia 24011
(540) 853-1805
Fire Chief Search (1995)
Police Chief Search (1998)
Library Director Search (2001)
Parks and Recreation Director Search (2002)

Mr. T. Wayne Hobbs
Assistant City Administrator
City of Takoma Park
7500 Maple Avenue
Takoma Park, Maryland 20912
(301) 270-1700
City Administrator Search
Police Chief Search
Community Development Director Search
Public Works Director Search
Parks and Recreation Director Search

Chairman David Williams
Peoria County
Peoria County Administrative Office
324 Main Street
Peoria, Illinois 61602
(309) 672-6054
County Manager Search (2001)

Mr. W. Mark Pentz
City Manager
City of Rockville
111 Maryland Ave.
Rockville, Maryland 20850
(301) 309-3301
Assistant City Manager Search (2001)
Police Chief Search (2001)

Mr. W. Calvin Horton
Town Manager
Town of Chapel Hill
306 N. Columbia, Street
Chapel Hill, North Carolina 27516
(919) 968-2744
Transit Director Search (2000)
Human Resources Director Search (2001)

Ms. Carol A. Burkett
Assistant to the Public Safety Director
Orange County Administrator's Office
201 S. Rosalind Avenue, 5th Floor
Orlando, Florida 32802-1393
(407) 836-3857
Corrections Director Search (2001)

Mr. William Hargett
City Manager
City of Pompano Beach
City Hall; Atlantic Blvd.
Pompano Beach, Florida 33061
(561) 786-4601
City Manager Search

Mr. Jeffrey A. Pomerantz
City Manager
City of West Des Moines
4000 George M. Mills Civic Parkway
P.O. Box 65320
West Des Moines, Iowa 50265-0320
(515) 222-3612
Fire Chief Search (2000)

Mr. Lief Ahnell
City Manager
City of Boca Raton
201 West Palmetto Park Road
Boca Raton, Florida 33432-3730
(561) 393-7703
Police Chief Search (1998)
Assistant City Manager Search - Human Resources
Focus (2000)

Mr. Don D. Stillwell
County Manager
Lee County
P.O. Box 398
Fort Myers, Florida 33902-0398
(941) 335-2221
Human Resources Director Search (2001)

Mr. Robert S. LaSala
City Manager
City of Sunnyvale
456 W. Olive Avenue
Sunnyvale, CA 94088-3707
(408) 730-7480
Searches for Sunnyvale, Boca Raton and Pinellas
County

W.R. "Ray" Davis, Jr.
Chair, Board of Supervisors
New Kent County
7610 Davis Pond Road
West Point, Virginia 23181
(804) 843-4001
County Administrator Search (2002)

Mayor Ed Schock
City of Elgin
150 Dexter Court
Elgin, Illinois 60120
(847) 931-5595
City Manager Search (2003)

EXHIBIT IV – EEO STATEMENT

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

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

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

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

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

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

EXHIBIT V. MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>ALACHUA COUNTY, FL</i>	County Administrator			X
<i>ASPEN, CO</i>	City Manager		X	
<i>AUSTIN, TX</i>	City Manager		X	
	City Manager			X
<i>BERKELEY, CA</i>	City Manager	X		
	Public Works Director			X
<i>BEVERLY HILLS, CA</i>	Sanitation Director	X		
	Library Director		X	
<i>BOCA RATON, FL</i>	City Manager		X	
	Asst. City Manager		X	
<i>BROWARD COUNTY, FL</i>	Assistant Director of Equal Employment	X	X	
<i>BRYAN, TX</i>	Municipal Court Judge		X	
	City Manager		X	
<i>CAMARILLO, CA</i>	City Clerk		X	
<i>CARSON, CA</i>	Planning Director		X	
<i>CHAPEL HILL, NC</i>	Transportation Director		X	
	Human Resources Director		X	
<i>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</i>	Director of Security	X		
<i>CHARLOTTE, NC</i>	Neighborhood Services Director	X		
<i>COLUMBIA, MO</i>	Police Chief	X		
<i>CULVER CITY, CA</i>	Finance Director			X
<i>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</i>	Chief Financial Officer	X	X	
<i>DALLAS, TX</i>	City Attorney		X	
<i>DECATUR, GA</i>	Chief of Police	X		
<i>DISTRICT OF COLUMBIA</i>	Executive Director Alcoholic Beverage Regulations Commission		X	
<i>DURHAM, NC</i>	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
	City Manager (#2)			
<i>ESCONDIDO, CA</i>	Civic Center Construction Mgr		X	
<i>FRESNO, CA (PIC)</i>	Executive Director	X		
<i>FORT LAUDERDALE, FL</i>	Fire Chief	X		
<i>GAINESVILLE, FL</i>	Equal Employment Director	X		
<i>GLASTONBURY, CT</i>	Human Resources Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X	X	
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI, FL	Director of Cip		X	
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OSHERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PRINCE WILLIAM COUNTY, VA	Fire Chief		X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SHAKER HEIGHTS, OH	City Administrator		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X