

Response to

CITY OF MIAMI BEACH, FLORIDA

Executive Search Firm For

City Manager

RFL1 2021-036-KB

Prepared by Robert E. Slavin on October 23, 2020



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

www.slavin.com

With affiliates in Burlington (NC), Cincinnati, Louisville, Manteca (CA) and Mesa

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RESPONDENT INFORMATION

October 23, 2020



City of Miami Beach
Procurement Department
1755 Meridian Avenue, 3rd Floor
Miami Beach, FL 33139

Via Email: kristybada@miamibeachfl.gov

Re: Executive Search for City Manager - RFLE 2021-036-KB

Slavin Management Consultants (SMC) is pleased to submit this Letter of Interest to conduct an executive search for the next City Manager of Miami Beach. The purpose of this project is to help the City Commission 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 City Commission, 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.

SMC was in a Georgia corporation formed in 1991. As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. This Letter of Interest 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. Barbara Lipscomb and Mr. David Krings will assist with this work. 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. 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 City Commission and up to three meetings with individual Commission 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; Louisville, KY; Manteca, CA; and Mesa, AZ.

SMC Contact Information

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

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

FIRM'S PREVIOUS SIMILAR EXPERIENCE

Slavin Management Consultants (SMC) has completed many city/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. Our Florida local government search clients include the following jurisdictions:

- | | | |
|------------------|--------------------|--------------------|
| Atlantic Beach | Homestead | Panama City |
| Broward County | Jacksonville Beach | Parkland |
| Boca Raton | Jupiter | Palm Beach County |
| Boynton Beach | Lake County | Palm Beach Gardens |
| Charlotte County | Lake Worth | Pinellas County |
| Clearwater | Lee County | Pensacola |
| Clermont | Miami | Plantation |
| Coral Springs | Miami-Dade County | Pompano Beach |
| Davie | Manatee County | Polk County |
| Deerfield Beach | Martin County | Santa Rosa County |
| Delray Beach | Miramar | Sarasota |
| Destin | Mount Dora | Seminole County |
| Dunedin | Neptune Beach | Sunrise |
| Escambia County | North Miami Beach | Titusville |
| Fort Lauderdale | Okeechobee County | Volusia County |
| Fort Myers | Orange County | West Palm Beach |
| Gainesville | Orlando | Winter Park |
| Hollywood | Ormond Beach | |

Recent Chief Executive Searches

CLIENT	POP	SEARCH FOR	START/ FINISH DATES	PLACEMENT	FEE (\$)	Contact Information
Alleghany County, VA	13,000	County Administrator	12/8/15 4/8/16	Jonathan Lanford	14,915	Stephen Bennett Board Member (540) 862-76-70 millwork2002@aol.com
Bothell, WA	46,000	City Manager	8/24/16 11/7/16	Jennifer Phillips	15,565	Mayor Andy Rheaume (206) 999-8835 andy.rheaume@bothellwa.gov
Brookfield, IL	18.9	Village Manager	6/20/18 8/8/18	Timothy Wiberg	14,980	Kit P. Ketchmark, Village Pres (708) 485-7344 kketchmark@brookfieldil.gov
Buncombe County, NC	261.2	County Manager	10/29/18 1/9/19	Avril Pender	15,065	Brownie Newman, Board Chair (828) 243-0107 newman@buncombecounty.org
Cherry Hill Village, CO	6,300	City Manager	12/7/15 3/12/16	James Thorsen	15,135	Mayor - Laura Christman 303-758-6058 lchristman@cherryhillsvillage.com
Corpus Christi, TX	285,000	City Manager	12/13/18 4/10/19	Peter Zanoni	15,740	Mayor Joe McComb (361) 826-3100 joemccomb@cctexas.com
Corinth, TX	20,600	City Manager	8/15/16 2/3/16	Bob Hart	14,660	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Danville, KY	16,700	City Manager	6/22/20 10/20/20	Earl Coffey	15,855	Mayor Mike Perros (859) 238-1200 mike.perros@gmail.com

CLIENT	POP	SEARCH FOR	START/ FINISH DATES	PLACEMENT	FEE (\$)	Contact Information
Daytona Beach, FL	61,000	City Manager	10/21/20 Current	Current Project	15,475	James Sexton Human Resources Director (386) 671-8200 sextonj@codb.us
Dothan, AL	68,500	City Manager	9/12/18 2/18/19	Kevin Cowper	15,515	Mayor Mark Saliba (843) 545-4002 mayor@dothan.org
Durango, CO	16,887	City Manager	2/6/20 8/25/20	Jose Madrigal	15,855	Mayor Dean Brookie (970) 749-3189 daenbrookie@durangogov.org
Evans, CO	21,400	City Manager	10/4/16 1/20/17	Jim Becklenberg	15,135	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Firestone, CO	14,524	City Manager	10/12/18 11/3/18	A.J. Krieger	15,135	Frank Jimenez, Trustee (303) 833-3291 Ext. 5502 fjimenez@firestone.gov
Frankfort, KY	27,000	City Manager	11/1/16 1/22/17	Cynthia Steinhauer	15,135	Kathy Fields Human Resources Dir (502) 875-8500 kfields@frankfort.ky.gov
Fort Myers, FL	69,413	Police Chief	1/15/16 4/21/16	Derrick Diggs	15,210	Saeed Kazemi, City Manager (239) 321-7022 kazemi@cityftmyers.com
Georgetown, SC	10,000	City Administrator	3/14/19 5/31/19	Sandra Yudice	15,135	Mayor Brendon Barber (843) 545-4175 bbarber@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19 3/11/20	Angela Christian	15,135	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Glendale, AZ	226,721	City Manager	5/6/15 8/16/15	Kevin Phelps	14,020	James Brown Dir, Human Resources (623) 930-2870 jwbrown@glendaleaz.com
Great Bend, KS	16,000	City Administrator	3/5/18 7/3/18	Kendal Francis	15,135	Randy Keasling Dir of Human Resources (620) 793-4111 rkeasling@greatbendks.net
Greenville, NC	84,500	City Manager	3/15/17 6/11/17	Ann Wall	15,135	Mayor PJ Connelly (252) 329-4419 pjconnelly@greenvillenc.gov
Hardeeville, SC	5,000	City Manager	4/13/15 8/10/15	Michael Czymbor	14,000	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Joliet, IL	148,049	City Manager	8/30/20 Current	Current Search	15,420	Kathy Franson Dir Human Resources (815) 724-4020 kfranson@joliet.gov
Laredo, TX	229,573	City Manager	7/31/19 2/18/20	Robert Eads	15,420	Carolina Thurkettle Human Resources Officer (956) 794-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16 10/28/16	Jarett Atkinson	15,000	Mayor Dan Pope (806)775-2010 dpope@mylubbock.us

CLIENT	POP	SEARCH FOR	START/ FINISH DATES	PLACEMENT	FEE (\$)	Contact Information
Maplewood, MO	8,100	City Manager	5/26/20 Current	Current Search	15,855	Anthony Traxler Assistant City Manager (314) 646-3635
Menominee, MI	8,600	City Manager	6/13/16 10/7/16	Anton Graff	15,215	Mr. Robb Jamo, City Attorney (906) 839-0102 rjamo@cityofmenominee.net
MetroPlan Orlando	Three County MPO	Executive Director	3/12/18 5/22/18	Gary Huttman	15,160	Jason Loschiavo Dir- Finance and admin (407) 481-5672 Ext. 310 jloschiavo@metroplan orlando.org
Mount Dora, FL	12,500	City Manager	4/20/16 7/29/16	7/29/16	14,540	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsg@cityofmountdora.com
Myrtle Beach, SC	30,000 to 350,000 Seasonally	City Manager	8/12/20	Current	16,115	Mayor Brenda Bethune (843) 918-1000 bbethune@cityofmyrtlebeach.com
North Port, FL	68,628	Fire Chief	12/12/17 2/15/18	Scott Titus	15,210	Christine McDade Director, Human Resources (941) 429-7136 cmcdade@cityofnorthport.com
Ocean City, MD	7,100 to 335,000 Seasonally	City Manager	9/14/15 12/10/15	Douglas Miller	14,950	Wayne Evans Human Resources Director (410) 289-8778 wevans@oceancitymd.gov
Orlando, FL	285,713	Fire Chief	4/17/19 9/1/19	Benjamin Barksdale	16,510	Ana Palenzuela Human Resources Director (407) 246-2057 ana.palenzuela@cityoforlando.net
Parkland, FL	33,000	City Manager	7/9/19 10/28/19	Nancy Morando	15,135	Jackie Wehmeyer Director of Human Resources (954) 757-4143 jwehmeyer@cityofparkland.org
Panama City, FL	36,908	City Clerk/ Treasurer	9/14/20 Current	Current Search	15,885	Jared Jones Assistant City Manager (850) 872-3010 jjones@pcgov.org
Plantation, FL	85,000	Chief Adm Officer	1/24/15 3/16/15	Horace McHugh	14,690	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	City Manager	6/25/19 8/30/19	Joseph La Margo	15,650	Mr. Joesph La Margo City Manager (269) 329-4400 lamargoj@portagemi.gov
Powder Springs, GA	15,000	City Manager	10/28/14 3/9/15	Pam Conner	13,825	Mayor Al Thurman (770) 943-1666 Ext 309 athurman@cityofpowdersprings.org
Shelton, WA	9,980	City Manager	8/16/18 11/16/18	Jeff Niten	15,565	Mayor Bob Rogers (360) 490-6394 bobrogers@sheltonwa.gov
St. Croix County, WI	90,000	County Administrator	10/14/20 Current	Current Search	15,855	Tarra Davis-Fox (715) 377-5816 tarra.davis.fox@sccwi.gov

CLIENT	POP	SEARCH FOR	START/ FINISH DATES	PLACEMENT	FEE (\$)	Contact Information
Steamboat Springs, CO	12,100	City Manager	1/14/16 6/9/16	Gary Suiter	15,135	Gary Suiter City Manager (970) 871-8240 gsuiter@steamboatsprings.net
Stockbridge, GA	29,638	City Manager	3/10/17 7/26/17	Randi Knighton	15,215	Mayor Anthony Ford (770) 389-7910 asford@stockbridge-ga.gov
Urbana, IL	42,046	City Administrator	10/27/17	Carol Mitten	15,215	Mayor Diane Martin (217) 384-2456 dmartin@urbana.illinois.us
Valdez, AK	4,000	City Manager	6/23/15 10/9/15	Elke Doom	16,525	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us
Volusia County, FL	553,284	Asst. County Manager	3/18/19 6/154/19	Sally Sherman	16,065	George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org

PROPOSED WORK PLAN

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Develop the Recruitment Profile

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

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, social media, 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 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 Commission 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 Commission, 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 Commission to present a group of well-qualified finalist candidates for interviews in Miami Beach. 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 Commission that should produce the final selection decision.

Our final report will be presented in a meeting with the City Commission. 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 Miami Beach 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. Finally, will continue to work for the City until a suitable candidate is recruited and hired by the City.

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 Commission 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 Commission.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

I. 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 Commission 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.

J. 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 Commission 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 City Commission at the progress meetings (45 - 50 days after the Commission approves the recruitment profile). Generally, about five finalist candidates are presented for interviews with the City Commission.

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.

Staffing

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

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 900 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.

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

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

Professional Summary

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

Professional Experience

City of Greenville, North Carolina

City Manager August 2012 – August 2017 (Retirement)

Greenville, North Carolina, 90,000+ population, \$131.2 M total budget, including \$82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida

City Manager January 2007 – January 2012

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

City of Gainesville, Florida

Assistant City Manager February 2004 – January 2007

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

Interim City Manager

October 2004 – September 2005

Directed all City of Gainesville general government operations and departments

Assistant City Manager

February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager

May 1986 - February 2004

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

City of Grand Rapids, Michigan

Management Analyst 1982 - 1986

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

Administrative Assistant, Community Enrichment Services Group

Education

University of North Carolina, Chapel Hill, N.C.

Master of Regional Planning

University of Georgia, Athens, GA

BA (Geography and Political Science)

Professional Certifications

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

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

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

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

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

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of

County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

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

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

Why Slavin Management Consultants

SMC uses our success proven "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 Miami Beach is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Miami Beach. 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.

In considering our Letter of Interest 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 Commission 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.

PRICE PROPOSAL

Professional Fees

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

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare Advertising	34		34	75	\$2,550
2. Identify & Recruit Candidate/ Acknowledge Resumes	34		34	75	\$2,550
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	75	\$1,200
		4	4	35	\$140
4. Progress Report to City Commission/ Reduce Candidate Pool	12		12	75	\$900
		10	10	35	\$350
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semifinalist candidates)	38		38	75	\$2,850
		18	18	35	\$630
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	75	\$750
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	75	\$900
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	6		6	75	\$450
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	178	83	252		
TOTAL PROFESSIONAL FEE					\$15,505

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 City prior to implementation.

Expenses for the executive search project described in this Letter of Interest will not exceed 55% of the professional fee (\$8,527.75). Therefore, the total not-to-exceed cost to the City for the proposed work will be no more than \$24,032.75. The cost for final candidates to travel to Miami Beach for interviews is not covered by this Letter of Interest. 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 Miami Beach, 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 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.

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.

Thank you for the opportunity to submit this Letter of Interest. We look forward to working with Miami Beach on this highly challenging and very important assignment. If you have questions concerning this Letter of Interest, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS



Robert E. Slavin, President

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

(Invoice __ of __) \$XXXX.XX

Reimbursable expenses at cost:

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

Total Expenses \$XXXX.XX

TOTAL INVOICE \$XXXX.XX

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

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

COUNTIES

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

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community

Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

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

Peoria Housing Authority, Illinois

Libraries

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

Non-Profits and Other Governmental Jurisdictions

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

Professional Associations

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

School Districts

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

Transportation Agencies

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

Utilities

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

EEO STATEMENT

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

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

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

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

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

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

SMC SEXUAL HARASSMENT POLICY

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

What Is Sexual Harassment?

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

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

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

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

SMC's Responsibilities Under This Policy:

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

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

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

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

Employees' Rights and Responsibilities Under This Policy

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

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
VALDEZ, AK	City Manager	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	

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