

CITY OF FORT LAUDERDALE, FLORIDA

Executive Search Services

City Attorney

Prepared by Robert E. Slavin on January 18, 2023



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www.slavin.com

With affiliates in Burlington, NC; Cincinnati, OH; Lexington, KY; Manteca, CA and Mesa, AZ



January 18, 2023

Jerome Post
Acting Director of Human Resources
City of Fort Lauderdale
100 N. Andrews Av., 3rd Floor
Fort Lauderdale, Florida 33301

Via: jpost@fortlauderdale.gov

Re: City of Fort Lauderdale Florida - City Attorney Recruitment Services

Dear Mr. Post:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Attorney of Fort Lauderdale. The purpose of this project is to help the City Commission and other appropriate City leaders to develop and agree to a comprehensive position profile for City Attorney 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, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Attorney 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. Barbara Lipscomb and Mr. David Krings will assist with the project. Both are highly experienced executive search consultants with extensive direct local government management experience.

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

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; Lexington, KY; Manteca, CA and Mesa, AZ.

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

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

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EXECUTIVE SUMMARY

Slavin Management Consultants (SMC) has significant local government recruitment experience 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	Ormond Beach
Broward County	Jacksonville Beach	Palm Bay
Boca Raton	Jupiter	Palm Beach County
Boynton Beach	Key West	Palm Beach Gardens
Charlotte County	Lake County	Panama City
Clearwater	Lake Worth	Parkland
Clermont	Lee County	Pinellas County
Coral Springs	Miami	Pensacola
Davie	Miami-Dade County	Plantation
Daytona Beach	Manatee County	Pompano Beach
Deerfield Beach	Martin County	Polk County
Delray Beach	Miramar	Santa Rosa County
Destin	Mount Dora	Sarasota
Dunedin	Neptune Beach	Seminole County
Escambia County	North Miami Beach	Sunrise
Fort Lauderdale	North Port	Titusville
Fort Myers	Okeechobee County	Volusia County
Gainesville	Orange County	West Palm Beach
Hollywood	Orlando	Winter Park

SMC is also experienced in recruiting and placing local government attorneys. *We have placed County Counsels and City Attorneys with the following jurisdictions: Aurora, CO; Bryan, TX; Charlotte County, FL; Dallas, TX; Fort Collins, CO; Fort Pierce, FL; Greenville, SC; Gwinnett County, GA; Lake County, FL; Lee County, FL; Oak Park, IL; Palo Alto, CA; San Clemente, CA; Santa Monica, CA; Seminole County, FL; Thornton, CO and Virginia Beach, VA.*

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 Fort Lauderdale is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Fort Lauderdale. 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.

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 approximate professional time and cost of each major phase of the project. Exhibits include a sample recruitment profile, sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have placed.

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 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.

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

PROJECT SUMMARY

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the City Attorney 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 and other appropriate City officials individually and collectively 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 Lauderdale 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 to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Fort Lauderdale, the City government, major issues to be faced, the position and the selection criteria established by the City.

B. Identify Qualified Candidates

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

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the 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 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, 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 to present a group of well-qualified finalist candidates for interviews in Fort Lauderdale. 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 that should produce the final selection decision.

Our final report will be presented in a meeting with the City. 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 Fort Lauderdale 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 Attorney has been on board for 30 days or so, we will conduct a session with the City Commission and with the new City Attorney to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City and the new City Attorney 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.

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.

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.

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

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 1998 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.

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 more than 900 successful assignments for hundreds of public sector organizations nationally.

This important engagement will be managed by Mr. Robert E. Slavin. He will be assisted by Barbara Lipscomb and Dave Krings. All three members of the proposed search team 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 conferences.

B. Staffing

Robert E. Slavin, President

Mr. Slavin is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He has frequently spoken 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, SMC Midwest Regional Manager

Mr. Krings has more than 45 years of experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Kansas and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has an M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He was the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments.

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

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

Organizations

- International City/County Management Association (ICMA) -Past President and Board Member
- National Association of County Administrators (NACA)-Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration Chapter Good Government Award
- Former adjunct professor for University of Cincinnati and faculty member of University of Illinois Community Information and Education Service

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 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 not 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.

REFERENCES

George Recktenwald

County Manager
Volusia County
123 W. Indiana Street
DeLand, FL 32720
(386) 736-5920
Deputy County Manager Search (2019)
grecktenwald@volusia.org

Sharon Kraynik

Human Resources Director
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757
(352) 735-7175
City manager Search (2021)

Jeff Kinnard

Commissioner, Dist 1
Citrus County
110 N. Apopka Ave.
Inverness, FL 34450

(352) 341-6560
County Administrator Search (2022)
jeff.kinnard@citrusbocc.com

Jackie Wehmeyer

Human Resources Director
City of Parkland
6600 University Drive
Parkland, FL 33067
(954) 757-4143
City Manager Search (2019)
jwehmeyer@cityofparkland.org

Linda Cox

City Clerk
City of Fort Pierce
100 N. US Highway 1
Fort Pierce, Florida 34950
(772) 468-3065
City Attorney Search (2021)
lc Cox@cityoffortpierce.com

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 Advertising	36		34	80	\$2,720
2. Identify & Recruit Candidate/ Acknowledge Resumes	30		35	80	\$2,800
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	80	\$960
		4	4	35	\$140
4. Progress Report to City/ Select Semi Finalist Candidate Pool	12		12	80	\$960
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semifinalist candidates)	38		38	80	\$3,040
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	168	79	250		
TOTAL PROFESSIONAL FEE					\$15,645

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 proposal **will not exceed 55% of the fee (\$8,604.75)**. Therefore, the total not-to-exceed cost to the City for the proposed work will be no more than **\$24,249.75**. The cost for final candidates to travel to Fort Lauderdale 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 Lauderdale, etc. For budgeting purposes, an average cost of between \$500.00 and \$750.00 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 Attorney 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.

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

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

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

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

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

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:



SIGNATURE: _____

NAME: Robert E. Slavin

TITLE: President

DATE: January 18, 2023

This proposal is accepted for the City of Fort Lauderdale, Florida by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

EXHIBITS



The City of Fort Pierce, Florida

Invites your interest in the position of

CITY ATTORNEY



The Position

The City Attorney is, pursuant to the City Charter, legal advisor to and counselor for the City and its officers in matters relating to their official duties. The mission of the Office of the City Attorney is to safeguard the legal, ethical, and financial integrity of the City of Fort Pierce. The City Attorney represents the City before all levels of state and federal courts. The Office of the City Attorney reviews all City contracts and agreements for approval as to legal form and correctness.

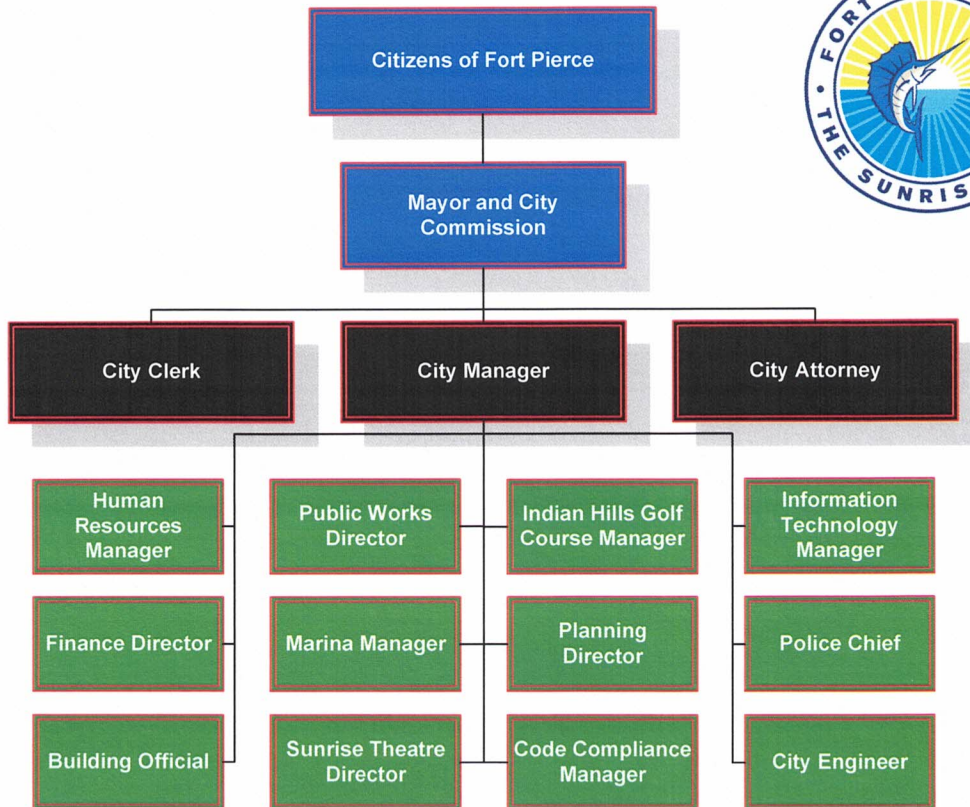
The position is one of three "Charter Officers" appointed by and directly reporting to the Mayor and the four City Commissioners - the City Manager, City Attorney, and City Clerk. The City operates under a Commission/Manager organizational structure with daily operations entrusted to the City Manager. Requests for legal advice from departments are routed through the City Manager's office.

The Mayor is elected at large to a four-year term with membership on the Commission. Four Commissioners are elected to overlapping terms from two two-member districts. The offices of City Commissioner and Mayor are elected on a nonpartisan basis.

Three positions are budgeted for the City Attorney's Office with a total budget of \$524,018 out of a total City General Fund budget of \$43,323,874. The City Attorney has the discretion to delegate legal matters to private attorneys as appropriate.

City of Fort Pierce, Florida

Organizational Chart



FORT PIERCE CITY COMMISSION	
Linda Hudson	Mayor
Rufus J. Alexander III	District I
Curtis Johnson, Jr	District I
Jeremiah Johnson	District II
Thomas K. Perona	District II

City Attorney Office Mission Statement

The mission of the Office of the City Attorney is to safeguard the legal, ethical, and financial integrity of the City of Fort Pierce. This is accomplished by offering legal services to the City Commission, Officials, and several Boards in a manner consistent with the City's Charter, Code of Ordinances, and the laws of the State of Florida and the United States, in a manner meeting the highest standards of professional diligence and ethics.

The City

Fort Pierce has retained much of the charm of the fishing village that it was when incorporated in 1901 as it evolved to the highly diverse community found in larger urban areas today. The City is the county seat of St. Lucie County, Florida. It is known as the "Sunrise City" and is located on Florida's Treasure Coast. The Treasure Coast commemorates the sinking of a recently discovered Spanish fleet in 1715 to distinguish the area from other parts of Florida. The natural beauty of the City is evident to even the casual visitor. The City is located on the Indian River Lagoon with easy access to the Atlantic. Fort Pierce is still known for its exceptional fishing, beautiful sand beaches, and outdoor activities.

The City encompasses approximately 31 square miles and is home for a diverse population of approximately 41,600 residents. The US Census estimates that 33.55% of the population is white alone, not Hispanic or Latino, 41.4% black or African American alone, and 22.8% Hispanic or Latino. The City population is also diverse economically with an estimated household median income of \$35,198 and 29.4% of the population is estimated to be "in poverty."

The Commission, community, and Police Department have combined efforts to keep the Fort Pierce a place where families and businesses can thrive. The National Council for Home Safety and Security ranked the City as one of the 100 safest cities in Florida.

The City population is growing. Efforts are being made to maintain the historic, family friendly ambiance of a beach community while encouraging economic growth.

The cost of living in Fort Pierce compares well to other areas of south Florida and the US generally. According to the "Best Cities" survey, the overall cost of living in Fort Pierce is rated



87.6 on a 100-point scale. The cost of housing is particularly noteworthy as it is listed at 66.7 on the same scale. It should also be understood that there is considerable variation in housing costs throughout the City.

A wide range of K-12 school options are available for Fort Pierce residents. Public high schools in the City include Fort Pierce Central High School, Fort Pierce Westwood Academy: The WEST Prep Magnet and Lincoln Park Academy. For the 2021 school year, there are 12 private schools serving 3,202 students in Fort Pierce. Private schools include John Carroll Catholic High School and Faith Baptist School (Treasure Coast Baptist Academy). Private middle schools inside City limits include Saint Andrew's Academy and Saint Anastasia Middle School.

Postsecondary schools include the Florida Atlantic Harbor Branch Oceanographic Institution, the Indian River State College, the Florida State University Regional Medical School, the University of Florida Indian River Research and Education Center, and the Bethune Cookman satellite campus.

Low Crime

The City's aggressive policing initiatives, strategies, and community engagement, have resulted in a significant and continuing pattern of crime reduction. In fact, over the last 5 years, there has been a 20.8% decrease in violent crime, a 39.2% decrease in property crime, and a 36% decrease in overall Part 1 UCR crime. Fort Pierce's steadily declining crime rate has made the City a safer place to live, work and play. According to the National Council for Home Safety and Security (Alarms.org) and Safewise.com, Fort Pierce is among the top 100 safest cities in Florida, ranking 61 and 99 respectively.



The Climate

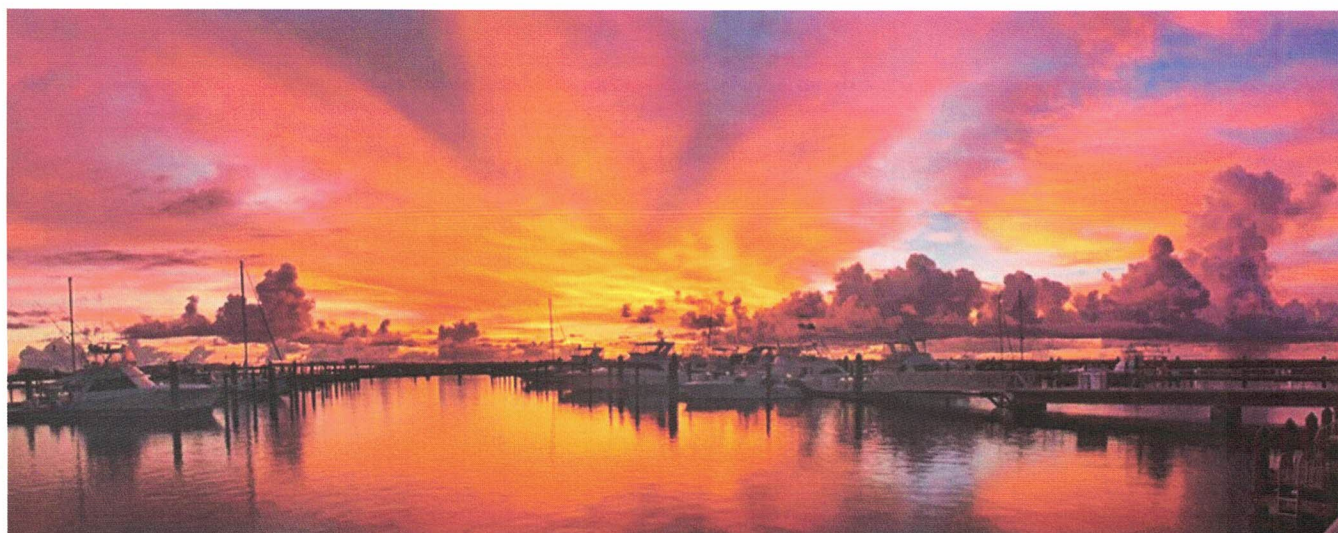
Fort Pierce has a humid subtropical climate, with hot, humid summers and warm, drier winters. Summer temperatures average in the low 90s while winter brings temperatures in the 70s. Approximately 51 total inches of rain fall annually during 133 days with rain. Tropical storms and hurricanes are possible in the region but their occurrence in Fort Pierce have historically been infrequent and without substantial property damage.

The Economy

Much of the Fort Pierce employment is currently in the government and service industries.

The easy access to the Florida Turnpike, Interstate 95, the Treasure Coast International Airport, the Port of Fort Pierce, and developable properties with the City and within annexable areas offer continued opportunities for a growing economy.

More information about Fort Pierce is available on the web at: www.cityoffortpierce.com



Issues

The Commissioners do not see any one issue of overriding importance to the City. However, several issues are percolating that will likely require prompt attention:

- When the 2020 census data is available, redistricting will be required. In addition to assuring the redistricting process is done lawfully, consideration will likely be given to changing to a system which is composed of four single member commission districts along with the elected at large mayor.
- The Commissioners are currently considering an ordinance dealing with short-term rentals that may be adopted prior to the hiring of a City Attorney. However, there likely will be issues with the implementation of the ordinance.
- Water and wastewater operations are in an area of the City with prime development potential. The operations are nearing the end of their useful life and a relocation is anticipated. Property acquisition and development contracts will require significant legal attention. (Water, wastewater, electricity, natural gas, and internet services are provided through the Fort Pierce Utilities Authority (FPUA). The Authority is a separate governmental unit with a Board composed of the City Mayor and four Commission appointed members. 6% of its revenue is forwarded to the City. The Authority has its separate legal counsel.
- City expansion through annexation and the disposal of surplus City-owned property continues to be a probability with required legal guidance.
- Development agreements will continue to be negotiated and need to be enforced as businesses are attracted to the business climate and quality of life available in the Fort Pierce area.
- Effort is needed to continue the update the City Code of Ordinances.
- Other issues are common to any City Attorney's Office. The next City Attorney should expect to be involved with development/redevelopment, code enforcement, contracts, labor relations and negotiations, law enforcement, etc.

The Ideal Candidate

The Commissioners are looking for a person who, in addition to having the educational, experiential, and license qualifications listed for the position, has the personality and personal integrity necessary to guide the, at times, demanding commissioners and staff. The Attorney is expected to operate in a collaborative, diplomatic and respectful manner but not at the expense of offering quality legal advice.

The ideal candidate would exhibit a passion for the opportunities for making Fort Pierce a continually improving community to live and work in.

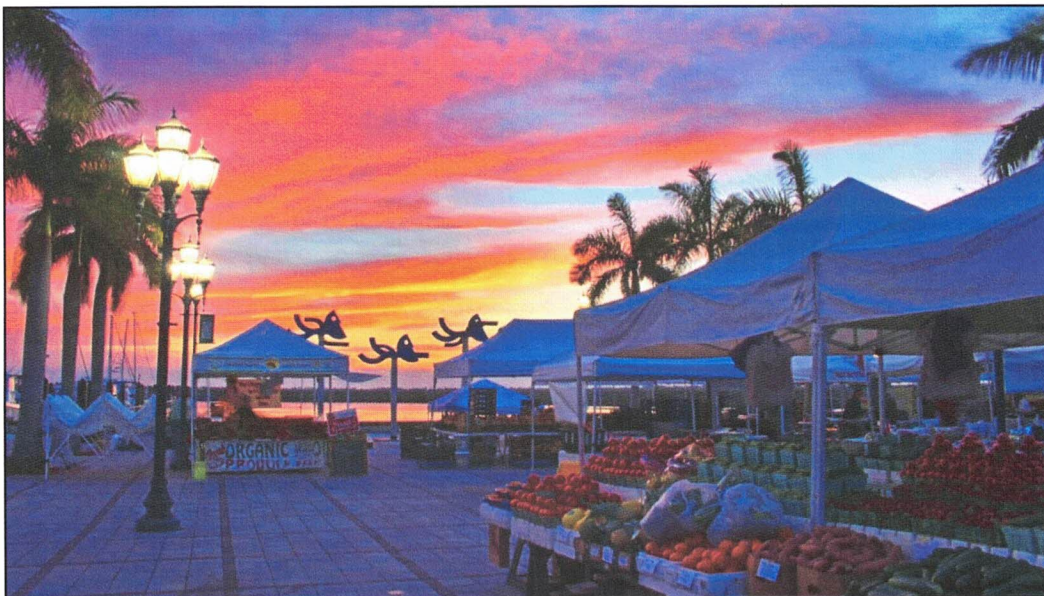
The ideal candidate would understand what it means to operate in an ethnically and economically diverse community and with a governing board which reflects that diversity.

The ideal candidate would appreciate that the City operates with a limited internal attorney staff and contracted outside counsel. It is expected that the City will continue to be flexible with the management and internal operations of the Office.

The ideal candidate would have a working understanding of the potential liabilities from public safety and other aspects of City operations.

As part of the City's leadership team, the City Attorney will work with the Commissioners, City Manager, City Clerk and staff to find ways to accomplish the City goals within the framework of the law.

The bottom line is that the next City Attorney will exhibit independent judgment as well as the highest level of professionalism, ethics, and dedication. The person will understand that the City Attorney reports collectively to all five members of the Commission, with no one person receiving better treatment or information.



Qualifications and Expectations

The position requires a Juris Doctor (J.D.) degree and licensure to practice law in Florida. Note that Florida does not have reciprocity with any other state. Requires at least ten years of increasingly responsible experience in the management and practice of law, preferably with municipal law practice. Membership in the Florida Bar Association is required.

Also highly desired is the City Attorney establishing Fort Pierce residency.

Compensation

The beginning salary will be negotiable depending on the experience and qualifications of the selected candidate. Fort Pierce provides excellent benefits.

To Apply

The position will remain open until filled. The first review of resumes will take place on August 13, 2021. If interested, please email your resume and cover letter with your compensation expectations to slavin@bellsouth.net.

For additional information about this opportunity, contact Robert E. Slavin, President at (770) 449-4656 slavin@bellsouth.net or David Krings, Midwest Regional Director at (513) 200-4222 david@kringsconsulting.com.



Robert E. Slavin or David Krings
SLAVIN MANAGEMENT CONSULTANTS
 3040 Holcomb Bridge Road, A1
 Norcross, Georgia 30071
 Phone: (770) 449-4656
 Fax: (770) 416-0848
 E-mail slavin@bellsouth.net



Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you.

Fort Pierce, Florida is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin, or disability in employment or in the provision of services.

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

\$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

XXX.XX	Airfare	\$
	Hotel	XX.XX
	Ground Transportation	XX.XX
	Meals	XX.XX
	Tips	XX.XX
XXX.XX	Telephone	
	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	Concord, New Hampshire
Albany, Georgia	Coral Gables, FL
Alpharetta, Georgia	Coral Springs, Florida
Altamonte Springs, Florida	Corpus Christi, Texas
Anaheim, California	Corta Madera, California
Ann Arbor, Michigan	Corinth, TX
Arlington, Texas	Creedmoor, North Carolina
Arlington Heights, Illinois	Culver City, California
Arvada, Colorado	Dallas, Texas
Atlanta, Georgia	Danville, Kentucky
Atlantic Beach, Florida	Davenport, Iowa
Asheville, North Carolina	Davie, Florida
Auburn, Maine	Daytona Beach, Florida
Aurora, Colorado	Decatur, Georgia
Austin, Texas	Decatur, Illinois
Bartlesville, Oklahoma	Delray Beach, Florida
Bentonville, Arkansas	Del Rio, Texas
Bergenfield, New Jersey	Denton, Texas
Berkeley, California	Destin, Florida
Beverly Hills, California	Dothan, Alabama
Birmingham, Alabama	Dubuque, Iowa
Bisbee, Arizona	Duluth, Georgia
Blacksburg, Virginia	Dunedin, Florida
Bloomington, Illinois	Durango, CO
Bothell, WA	Durham, North Carolina
Boynton Beach, Florida	Eagle Pass, Texas
Branson, Missouri	East Brunswick Township, New Jersey
Brea, California	Edmond, Oklahoma
Bridgeport, Connecticut	Elgin, Illinois
Broken Arrow, Oklahoma	Enfield, Connecticut
Brownsville, Texas	Englewood, Colorado
Bryan, Texas	Escondido, California
Burbank, California	Evanston, Illinois
Camarillo, California	Fort Collins, Colorado
Carson, California	Fort Pierce, Florida
Cary, North Carolina	Fort Lauderdale, Florida
Casper, Wyoming	Fort Smith, AR
Chapel Hill, North Carolina	Fort Worth, Texas
Charlotte, North Carolina	Frankfort, Kentucky
Cherry Hills Village, Colorado	Franklin, Tennessee
Chesapeake, Virginia	Frisco, Colorado
Clearwater, Florida	Gainesville, Florida
Cleveland, OH	Gainesville, Georgia
Clinton, SC	Galesburg, Illinois
Columbia, Missouri	Garden City, New York
Columbus, Georgia	Glastonbury, Connecticut

Glendale, Arizona
Glen Ellyn, Illinois
Golden, Colorado
Grand Rapids, Michigan
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, 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
Paducah, Kentucky

Greensboro, North Carolina
Gulfport, Florida

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
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida

West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas

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
South Fulton, GA
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
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

Authority, Florida

Housing Authorities

California Housing Finance Agency

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:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- 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		
ALTAMONTE SPRINGS, FL	Finance 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		
CORINTH, TX	Director of Economic Development			X
			X	
CORPUS CHRISTI, TX	City Manager			X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	

DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney			X
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission			X
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager	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
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager			X
	Public Works Director			X
KALAMAZOO, MI	City Manager			X
	Assistant City Manager			X
LAKE COUNTY, FL	County Attorney			X
LAKE COUNTY, IL	Purchasing Director			X
	Human Resources Director	X		
	Assistant County Administrator			X

LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	

OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SOUTH FULTON, GA	Finance Director	X	X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	

STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X