



ETHICS REVIEW BOARD
CITY OF NEW ORLEANS

Wednesday July 26, 2017
3:30 P.M. – 5:30 P.M.

City Council Chambers
1300 Perdido Street
New Orleans, LA 70112

AGENDA

1. Approval of minutes: June 14, 2017.
2. Inspector General's report.
3. Independent Police Monitor's report.
4. General Counsel's report.
5. Vote on whether to retain Slavin Management Consultants for executive search services for Inspector General Search (March 14, 2017 proposal attached).
6. Training update.
7. 2017 Ethics Education Project.
8. Executive session pursuant to Louisiana Revised Statutes 42:17(A) (1) to discuss the character and professional competence of a person.
9. Adjournment.

CITY OF NEW ORLEANS ETHICS REVIEW BOARD

Executive Search Services for AUDITOR GENERAL

Prepared by Robert E. Slavin on March 14, 2017



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www.slavinweb.com

With affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ



March 14, 2017

City of New Orleans
Ethics Review Board
525 St. Charles Avenue
New Orleans, Louisiana 70130
% Dane S. Ciolino, General Council

Via: dans@daneciolino.com

Slavin Management Consultants (SMC) is pleased to submit this a proposal to recruit Auditor General candidates for the City of New Orleans Ethics Review Board (ERB). The purpose of this work is to assist the ERB to develop a comprehensive recruitment profile for the position and then to identify, recruit and present outstanding candidates who meet the criteria. Once a profile has been developed and approved, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. Our local government recruitments normally 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 ERB. This proposal commits the highest level of our firm's resources. I will manage and serve as primary consultants throughout this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. Mr. David Krings will serve as my primary assistant. Both of us are authorized to make presentations on behalf of the firm. Mr. Paul Wenbert will also assist with this search. Resumes for each consultant are provided in this proposal.

Our firm has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. *I have the authority to bind the corporation.*

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

We look forward to discussing this proposal with you further.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

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TEAM CAPABILITY AND UNDERSTANDING OF THE PROJECT

Slavin Management Consultants (SMC) is a national local government executive search firm with experience in all regions of the United States. SMC has placed more than 850 local government and nonprofit executives.

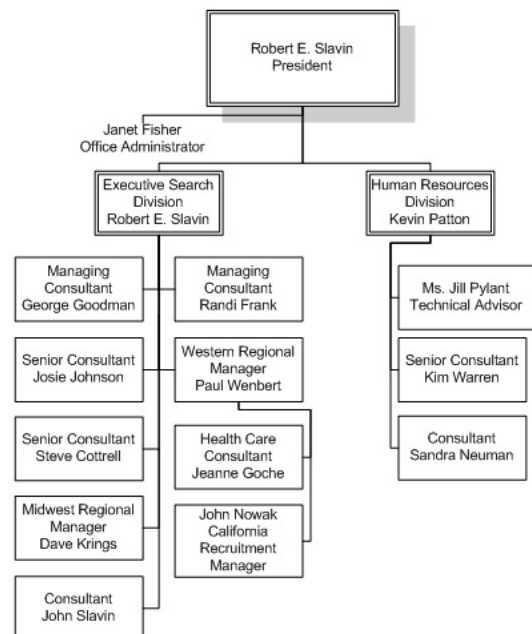
We use a strategic search process which empowers our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations.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

Our proposal provides an indexed and easily usable document for ERB to assess our qualifications to handle this critical work.

In considering SMC, we point out several factors about our firm and our approach that will be of significant benefit to ERB:

- ▶ We are outcome/results focused. 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, and timely and that it has the full commitment and support of ERB 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.
- ▶ Our experience includes large and small organizations, and both chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- ▶ We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

Slavin Management Consultants



Consulting Team

The following resumes represent the project team that will be assigned to this important engagement.

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

David Krings, ICMA-CM, SMC Regional Manager

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

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

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

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

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

Organizations (Current and Past)

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

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired ***Keep Maytag In Newton Task Force*** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona

- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In Newton Task Force**

Organizations

- ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- Iowa City/County Management Association (Past President)

SMC Related Prior Experience

SMC's most relevant experience includes the following placements:

- City of Dallas, Texas; City Auditor – 2006
- City of Fort Worth, Texas; City Auditor – 2007
- Broward County, Florida; Inspector General – 2011
- South Florida Water Management District; Inspector General – 2011
- Johnson County, Kansas; Internal Auditor – 2015

References

Ms. Mayor Dan Pope

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Lubbock, Texas 79457
806-775-2010
dpope@mylubbock.us

Ms. Margie Rose

City Manager
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margier@cctexas.com

Ms. Missie Pustejovsky, SPHR, CBP

City of Waco
Director of Human Resources
300 Austin Avenue
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Ms. Guadalupe Ruiz

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Charlotte J. Nash

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Gwinnett County Justice and
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County Attorney Search (2014)
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County Auditor Search (2015)
Rebecca.salter@jococounty.org

Mayor John T. Rhodes

City of Myrtle Beach
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Beach, SC 29577
(843) 918-1004
City Manager Search (2015)
jrhodes@cityofmyrtlebeach.com

Mayor Fred Cavanaugh

City of Aiken
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803-649-1583
City Manager Search (2015)
fcavanaugh@cityofaiken.gov

Mayor Diane Veltri

Bendekovic
City of Plantation
City Hall
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Plantation, Florida 33317
(954) 797-2200
Chief Administrative Officer
Search (2015)
dbendekovic@plantation.org

Mr. Darin Atteberry

City Manager
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(970) 221-6505
Deputy City Manager Search

(2014)

City Attorney Search (2015)
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City Manager Search (2015)
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Lori Dufresne

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City Manager Search (2014)
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Kathryn Ducharme, SPHR, SHRM-SCP

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Village Manager Search (2016)
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Rob Boulis

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PROPOSED SCOPE OF SERVICES

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the position -- the "recruitment profile".
- Identify and recruit qualified candidates.

- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop the Position Profile

We will come to New Orleans to meet with Chairperson, ERB Board members and other key stakeholders to learn the ERB's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. While in New Orleans we will gather additional information about ERB and ascertain the unique challenges of the job and the general environment within which the position will function.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the ERB to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the ERB, the position, major issues to be faced, the ideal candidate and the selection criteria established.

B. Identify Qualified Candidates

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

Approximately 25% of SMC placements are from protected groups. At our clients request, we actively recruit qualified protected group members. Our consultants hold membership in a variety of professional organizations, including minority and women based organizations. We utilize our contacts in these and other minority and women based organizations to achieve a diverse candidate base. We also post announcements on web sites and publications of minority and women's organizations.

In consultation with the ERB, we will prepare advertisements and make recommendations for the ERB to place them in professional publications and on professional websites.

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 will 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 ERB'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 ERB as well.

We will meet with the ERB (in person or via SKYPE) to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the specifications for the position. With the ERB's guidance, we will narrow the semifinalist candidate group on the basis of refined criteria. During this

meeting we will determine the ERB'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 (via SKYPE) those semifinalist candidates whom ERB has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. 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 of three jobs and/or 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. SMC contracts with the *G4S Corporation* to conduct criminal, driving, and civil records checks on finalist candidates. We utilize *Equifax* to perform finalist candidate credit checks and National Student Clearinghouse to verify candidate educational credentials. At the ERB'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 present a group of well-qualified finalist candidates for interviews in New Orleans. 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 ERB that should produce the final selection decision.

Our final report 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 ERB, a summary of reference comments and a detailed supplemental questionnaire 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 ERB and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the ERB and that any public statement should come from ERB directly. Within the boundaries of the open records laws, we will not release information to the media unless specifically directed by the ERB to do so.

We will notify all unsuccessful candidates of the final decision reached. Finally, we will continue to work for the ERB until a suitable candidate is recruited and hired.

SMC is an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

E. Establish Evaluation Criteria

At the ERB's request once the new employee has been on board for 30 days or so, we will conduct a session with the appointing official and the new employee to establish mutually agreed upon performance expectations

and goals. (Travel cost for this item are not included in the proposal.)

F. Follow-up

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

G. Reporting

We will keep the ERB informed, involved in decisions and involved in the search process. We will provide weekly progress reports.

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 a negotiated employment agreement between the ERB and the selected candidate.

I. Time line

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

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for ERB 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				✓

J. Guarantees

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

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the ERB until it is satisfied with the candidates and a candidate is selected and accepts employment.
- We guarantee our work and will redo the search for the cost of our out-of-pocket expenses only, if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the ERB 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.

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 and Place Advertising	36		36	75	\$2,700
2. Identify & Recruit Candidate/Acknowledge Resumes	35		35	75	\$2,625
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		6	6	35	\$210
4. Progress Report to ERB/Reduce Candidate Pool	16		16	75	\$1,200
		8	8	35	\$280
5. In-depth Candidate Evaluation	36		36	75	\$2,700
		15	15	35	\$525
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		15	15	35	\$525
8. Present Final Report and Attend Interviews	8		8	75	\$600
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	173	79	252		
TOTAL COSTS					\$14,990

Expenses

Travel expenses for one trip to New Orleans to initiate the project and the costs for background checks are covered in the Professional Fees.

Advertising costs and finalist candidates travel costs for interviews in New Orleans are not covered in this proposal and will be paid by the ERB.

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. 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 employee accepts employment with the ERB. Each invoice will be payable upon receipt.

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 Louisiana.

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

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

Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
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
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
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	McHenry County, Illinois
Alameda County, California	Mecklenburg County, North Carolina
Albemarle County, Virginia	Mendocino County, California
Arapahoe County, Colorado	Mesa County, Colorado
Beaufort County, South Carolina	Moffat County, Colorado
Broward County, Florida	Monterey County, California
Brown County, Wisconsin	Muscatine County, Iowa
Buffalo County, Nebraska	New Kent County, Virginia
Chaffee County, Colorado	Orange County, New York
Cass County, Michigan	Orange County, North Carolina Oklahoma
Chesterfield County, Virginia	Palm Beach County, Florida
Clark County, Nevada	Peoria County, Illinois
Cobb County, Georgia	Pinellas County, Florida
Dade County, Florida	Polk County, Florida
Eagle County, Colorado	Prince William County, Virginia
Escambia County, Florida	Ramsey County, Minnesota
Fairfax County, Virginia	St. Louis County, Minnesota
Forsyth County, Georgia	Saline County, Kansas
Fremont County, Colorado	San Diego County, California
Fresno County, California	San Luis Obispo County, California
Fulton County, Georgia.	San Mateo County, California
Glynn County, Georgia	Sarasota County, Florida
Gunnison County, Colorado	Sedgwick County, Kansas
Hall County, Georgia	Seminole County, Florida
Hamilton County, Ohio	Sonoma County, California
Johnson County, Kansas	Springettsbury Township, Pennsylvania
Ketchikan-Gateway Borough, Alaska	Spotsylvania County, Virginia
Lake County, Florida	Tazewell County, IL
Lake County, Illinois	Volusia County, Florida
La Plata County, Colorado	Wake County, North Carolina
Leon County, Florida	Washtenaw County, Michigan
Lincoln County, North Carolina	Whiteside County, Illinois
Livingston County, Illinois	Whitfield County, Georgia
Los Angeles County, California	Yolo County, California
Martin County, Florida	

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)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

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

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.

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	
BOISE, ID	Chief Financial Officer		S	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		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		
CULVER CITY, CA	Finance Director			X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
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		
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
	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	
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
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARO OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
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		
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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	X	
	Budget Director			
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
YPSILANTI, MI	Housing and Development Director	X	X	
	City Manager	X		
	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X