

SEMINOLE COUNTY, FLORIDA

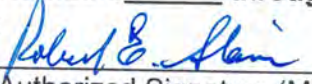
Executive Recruiting Services for

County Manager

RFP-60425-21/TLR

Prepared by Robert E. Slavin on November 12, 2021



SUBMIT PROPOSALS TO: Seminole County 1301 East 2nd Street Sanford, Florida 32771 Attn: PURCHASING & CONTRACTS (PCD)	REQUEST FOR PROPOSALS (RFP) And Proposer Acknowledgment
Contact: Tammy Roberts, CPPB Procurement Administrator Phone: 407-665-7112 Email: troberts@seminolecountyfl.gov	RFP-604245-21/TLR RECRUITMENT SERVICES FOR COUNTY MANAGER SEARCH
<u>PROPOSAL DUE DATE – November 17, 2021</u> <u>Time: 2:00 PM (Eastern Standard Time)</u> <u>Location of Public Opening:</u> Purchasing & Contracts Division, 1301 East 2nd Street, Sanford, FL 32771	
Proposer Name: Robert E. Slavin, Inc. (DBA Slavin Management Consultants)	Federal Employer ID Number: 58-2377314
Mailing Address: 3040 Holcomb Bridge Road, A1	If returning as a "No Submittal", state reason (<u>if so, return only this page:</u>)
City, State, Zip: Norcross, Georgia 30071	
Type of Entity (Circle one): <u>Corporation</u> Partnership Proprietorship Joint Venture Incorporated in the State of: <u>Georgia</u> List of Principals: <u>Robert E. Slavin, President</u>	The undersigned Proposer hereby acknowledges receipt of Addenda Numbers <u>None</u> through _____:  11/12/2021 Authorized Signature (Manual) Date
Email Address: slavinb@bellsouth.net	Typed Name: Robert E. Slavin
Telephone Number: (770) 449-4656	Title: President
Fax Number: (770) 416-0848	Date: November 12, 2021

THIS FORM MUST BE COMPLETED AND RETURNED WITH WRITTEN PROPOSAL

The Proposer is expected to completely analyze the information contained in this Request for Proposals (RFP) as guidance for the preparation of their written proposal. The Proposer's written proposal should be specific, detailed, and complete in order to clearly and fully demonstrate the Proposer's understanding of the proposed work requirements, and it should include a logical plan to accomplish the task(s) under the proposed scope of work.

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ATTACHMENTS

License Sanctions
Conflict of Interest Statement
Compliance with Public Records Form
Worker's Compensation Form
Taxpayer ID Number & W-9
Drug Free Workforce Form
Americans with Disabilities Act Affidavit
Price Proposal Form

EXHIBITS

State of Florida Authorization
State of Florida Fictitious Name Registration
Sample Recruitment Profile
Pro Forma Invoice
Clients
EEO Statement
SMC Sexual Harassment Policy
Minority and Female Placements

LETTER OF TRANSMITTAL



November 12, 2021

Seminole County
1301 West 2nd Street
Sanford, Florida 32771

SLAVIN MANAGEMENT
CONSULTANTS

Via email: troberts@seminolecountyfl.gov

Re: RFP-60425-21/TLR - Recruitment Services for County Manager Search

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for Seminole County's next County Manager. The purpose of this project is to help the County Board of Commissioners (County Board) to develop and agree upon a comprehensive position profile for County Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the County, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a County Manager search to take between sixty and ninety days to complete. SMC is committed to complete this project within 90 days or sooner.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the County. 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 this work. Both are highly experienced former local government executives and management consultants. Both have been ICMA Credentialed Managers.

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

This letter serves as the acknowledgment that the contents of this proposal are true and accurate and that all of the requirements of the County's RFP can be met by SMC.

Thank you for the opportunity to submit this proposal. We look forward to working with Sanford 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

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

APPROACH

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Develop the Recruitment Profile

We will meet with the County Council members individually and collectively and with senior staff and community leaders (if the Council wishes) to learn the County'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 Sanford to gather additional information about the County 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 County Board to arrive at a general agreement regarding the specifications for the position. The final profile will include information about Seminole County, the County government, major issues to be faced, the position and the selection criteria established by the County Board.

B. Identify Qualified Candidates

We will prepare and post announcements, the recruitment profile and other job tailored materials with professional organizations and associations using both on-line and printed professional media. We will review our database for individuals whom we may already know and/or already have on file who may meet your specifications. We rely heavily on our own contacts in related fields, appropriate social media and on our past experience. In summary, we utilize a comprehensive multifaceted networking program to conduct a professional search focused on identifying the best-qualified candidates and inviting them to apply for the position.

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 semifinalist candidates complete a tailored supplemental questionnaire through which they provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified.

We will meet with the County Board to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the County's specifications for the position. With

guidance from the County we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine which candidates the County Board has the most interest in as well as their expectations about the finalist interview process. Included in this discussion will be the type of interview(s) desired, scheduling, if and how any community participation might take place, candidate travel arrangements, interview questions, candidate rating and scoring processes, etc.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the County 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 County'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 County Board to present a group of well-qualified finalist candidates for interviews in Sanford. 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 County Board that should produce the final selection decision.

Our final report will be presented in a meeting with the County Board. 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 County, 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 County 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 Seminole County and that any public statement should come from the County directly. Under no conditions will we release information to the media unless specifically directed by the County to do so.

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

E. Establish Evaluation Criteria

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

position.

F. Follow-up

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

G. Reporting

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

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 County and the selected candidate.

Approximately twelve to fifteen semifinalist candidates are presented to the County at the progress meeting which typically takes place 45 - 50 days after the County Board approves the recruitment profile. Generally, about five finalist candidates are presented for interviews with the County Board.

I. Guarantees

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

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the County Board until 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 County Board 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.
- 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.

J. Project Schedule

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

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

QUALIFICATIONS AND EXPERIENCE

We understand that Seminole County is strategically located in the Orlando-Metro Region of Central Florida, easily accessible to major cities, airports, ports, institutions of higher education and consumer and business markets.

The government operates under a County Charter adopted in 1989 and amended in November 1994. Policymaking and the legislative authority are vested in the Board of County Commissioners, a five-member board elected to four-year terms in partisan, countywide elections and from single member districts. The Board adopts the county budget, levies property taxes and other fees, and hires the County Manager and County Attorney. In addition to the Board, five constitutional officers are elected to partisan, four-year terms in accordance with the constitution of the State of Florida.

The constitutional officers, clerk of the circuit and county courts, sheriff, tax collector, property appraiser, and supervisor of elections, maintain separate accounting records and budgets. The Board funds a portion or, in certain instances, all the operating budgets of the county's constitutional officers.

The County provides a full range of services, the construction and maintenance of the County's infrastructure, public safety, recreation, health and human services, and development and protection of the physical and economic environment.

The County has a AA bond rating, and its taxable valuation is approximately \$37.9 billion. The FY 2¹/₂ General Fund Budget is approximately \$309.9 million.

The County Manager is appointed by a majority vote of the Board of County Commissioners, to be selected solely based on executive and administrative merit. Pursuant to County Charter, the County Manager need not be a resident of the County at the time of appointment but establish residence within the County by the time of taking office.

SMC Experience

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. We have affiliates in Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Mesa, AZ.

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

This important engagement will be personally conducted by Mr. Robert E. Slavin with assistance from Ms. Barbara Lipscomb and Mr. David Krings. Mr. Slavin has conducted or assisted in the conduct of more than 850 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Project Organization and Staffing

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

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have significant successful local government recruitment experience in all regions of the United States and for jurisdictions of all sizes and demographics. This experience includes extensive experience working for Florida local governments. Our Florida local government search clients include the following jurisdictions:

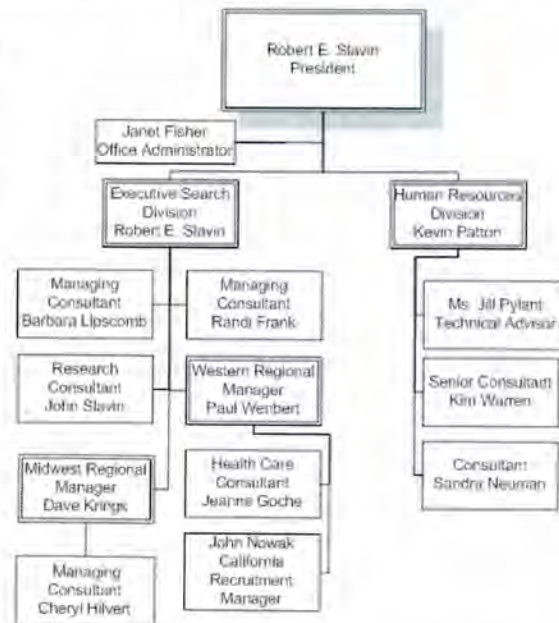
Altamonte Springs
Atlantic Beach
Broward County
Boca Raton
Boynton Beach
Charlotte County
Clearwater
Clermont
Cooper City
Coral Springs
Daytona Beach
Davie
Deerfield Beach
Delray Beach
Destin
Dunedin
Escambia County
Fort Lauderdale
Fort Myers
Gainesville

Hollywood
Homestead
Jacksonville Beach
Jupiter
Key West
Lake County
Lake Worth
Lee County
Miami
Miami-Dade County
Manatee County
Martin County
Miramar
Mount Dora
Neptune Beach
North Miami Beach
North Port
Okeechobee County
Orange County

Ormond Beach
Panama City
Palm Beach County
Palm Beach
Gardens
Parkland
Pinellas County
Pensacola
Plantation
Pompano Beach
Polk County
Santa Rosa County
Santa Rosa Island
Authority
Sarasota
Seminole County
Sunrise
Titusville
Volusia County
West Palm Beach

Winter Park

Slavin Management Consultants



Project 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 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

Organizations (current and past)

- 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

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 an 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

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

Recent SMC Chief Executive Searches Include:

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Libscomb	Chair Brownie Newman (828) 243-0107 newman@buncombecounty.org
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	8/15/16	12/3/16	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Kim Baxter (970) 375-5005 kimbaxter@durangogov.org
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Brendon Barber (843) 545-4175 bbarber@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Laredo, TX	250,000	City Manager	11/21/19	4/14/20	Slavin/Krings	Carolina "Carol" Thurkettle Talent Management Admr (956) 791-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Mayor Nikylan Knapper (314) 325-9033 n-knapper@city of maplewood.com
Mount Dora, FL	12,500	City Manager	Current	Current	Slavin	Sharon Kraynik Human Resources Dir Ph: (352) 735-7175 krayniks@ci.mount-dora.fl.us
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org
Orlando, FL	290,000	Fire Chief	4/30/19	8/22/19	Slavin/Lipscomb	Ms. Ana Palenzuela HR Director (407) 246-2057 ana.palenzuela@cityoforlando.net
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Chuck Bean, Executive Director (202) 962-3214 cbean@mwkog.org
Portage, MI	47,000	City Manager	6/25/19	8/30/19	Slavin/ Krings	Mr. Joseph La Margo City Manager (269) 329-4400 lamargo@portagemi.gov

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Nancy Dennard (229) 263-4166 ndennard@quitmanga.gov
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org

REFERENCES

Jackie Wehmeyer
Human Resources Director
City of Parkland
6600 University Drive
Parkland, FL 33067
(954) 757-4134
City Manager Search (2019)
jwehmeyer@cityofparkland.org

Jason Loschiavo, CPA
Director - Finance and Administration
MetroPlan Orlando
250 South Orange Ave., Suite 200
Orlando, FL 32801
(407) 481-5672 Ext. 310
Executive Director Search (2018)
jloschiavo@metroplanorlando.org

Mr. Jared Jones
Assistant City Manager
City of Panama City
501 Harrison Ave.
Panama City, FL 32401
City Clerk/Treasurer (CFO) Search (2021)
jjones@pcgov.org

James Sexton
Human Resources Director
City of Daytona Beach
301 S. Ridgewood Ave.
Daytona Beach, FL 32004

(386) 671-8200
City Manager Search (2021)
sexton@codb.us

Ms. Sharon Kraynik
Human Resources Director
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757
(352) 735-7106
City Manager Search (2021)
krayniks@cityofmounddora.com

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

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

WHY SMC

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

Florida's strong public disclosure laws have a direct impact on governmental recruitment in the State. We work within the letter and the intent of these laws and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

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

- 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 County Board 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 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.

COSTS

Professional Fees

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

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop/Update Position Profile/Prepare Advertising	30		30	80	\$2,400
2. Identify & Recruit Candidate/ Acknowledge Resumes	34		34	80	\$2,720
		35	35	35	\$1,225
3. Preliminary Candidate Screening	14		14	80	\$1,120
		4	4	35	\$140
4. Progress Report to County Board/ Reduce 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
		18	18	35	\$630
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	81	252		
TOTAL PROFESSIONAL FEE					\$15,475

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.

Average Advertising Costs: Normally about \$2,000. Client controls these costs because the advertising program will be approved by the County Board prior to implementation.

Expenses for the executive search project described in this proposal will not exceed 55% of the professional fee (\$8,511.25). Therefore, the total not-to-exceed cost to the County Board for the proposed work will be no more than \$23,986.25. The cost for final candidates to travel to Sanford for interviews is not covered by this proposal. Such costs are typically paid by the County Board on a reimbursement basis, directly to the candidates, and controlled through the County Board's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Sanford, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the County Board'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 County Board Manager accepts employment with the County Board. 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.

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.

ATTACHMENTS

LICENSE SANCTIONS



November 12, 2021

Robert E. Slavin, Inc. does not currently have nor has it ever had any license sanctions.

SLAVIN MANAGEMENT CONSULTANTS

A handwritten signature in blue ink that reads "Robert E. Slavin". The signature is fluid and cursive, with the first name "Robert" and last name "Slavin" clearly visible.

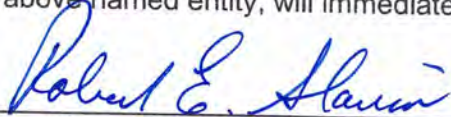
Robert E. Slavin, President

ATTACHMENT A
CONFLICT OF INTEREST STATEMENT

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

THIS FORM MUST BE SWORN TO AND SIGNED BY MEANS OF PHYSICAL PRESENCE OR ONLINE NOTARIZATION BY A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. I, Robert E. Slavin (Full Name of Affiant), certify that I am the President (Title) of Robert E. Slavin, Inc. (Full Legal Name of Firm) with a local office in Not applicable (City, State) and principal office located in Norcross, Georgia (City, State).
2. The above named entity is submitting an Expression of Interest for the Seminole County project described as RFP-604245-21/TLR - Recruitment Services for County Manager Search.
3. The Affiant has made diligent inquiry and provides the information contained in this Affidavit based upon his/her own knowledge.
4. The Affiant states that only one submittal for the above project is being submitted and that the above named entity has no financial interest in any other entities submitting proposals for the same project.
5. Neither the Affiant nor the above named entity has directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive pricing in connection with the entity's submittal for the above project. This statement restricts the discussion of pricing data until the completion of negotiations and execution of the Agreement for this project.
6. Neither the entity nor its affiliates, nor anyone associated with them, is presently suspended or otherwise ineligible from participating in contract lettings by any local, state, or federal agency.
7. Neither the entity, nor its affiliates, nor anyone associated with them have any potential conflict of interest due to any other clients, contracts, or property interests for this project.
8. The Affiant certifies that no member of the entity's ownership, management, or staff has a vested interest in any aspect of or Department of Seminole County.
9. The Affiant certifies that no member of the entity's ownership or management is presently applying for an employee position or actively seeking an elected position with Seminole County.
10. The Affiant certifies that no member of the entity's ownership or management is currently serving as a member of any Seminole County advisory board(s) or committee(s), or alternatively, state that (insert the individual's name) None, who is a member of the above-named entity's ownership or management, is currently serving as a member of the following Seminole County advisory board(s) or committee(s): Not Applicable.
11. In the event that a conflict of interest is identified in the provision of services, the Affiant, on behalf of the above named entity, will immediately notify Seminole County in writing.



Signature of Affiant

Robert E. Slavin

Printed Name of Affiant

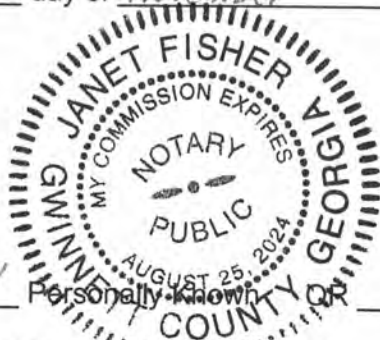
November 12, 2021

Date

President

Title

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence OR ☐ online notarization, this 12th day of November, 2021, by Robert E. Slavin (Full Name of Affiant).



Janet Fisher
Signature of Notary Public

Janet Fisher
Print/Type/Stamp Commissioned Name of Notary Public

☒ Personally Known OR ☐ Produced Identification

Type of Identification Produced: _____

Revised 11/09/20

ATTACHMENT B COMPLIANCE WITH THE PUBLIC RECORDS LAW

Seminole County shall comply with the Public Records Law as provided by Chapter 119, Florida Statutes, and all applicable amendments. Applicants must invoke the exemptions to disclosure provided by law in the response to the solicitation and must identify the data or other materials to be protected by separate envelope, and must state the reasons why such exclusion from public disclosure is necessary. The submission of a response authorizes release of your firm's credit data to Seminole County.

If the company submits information exempt from public disclosure, the company must identify with specificity which pages/paragraphs of their submittal/proposal package are exempt from the Public Records Act, identifying the specific exemption section that applies to each. The protected information must be submitted to the County in a separate envelope marked "**EXEMPT FROM PUBLIC RECORDS LAW**". Failure to identify protected material via a separately marked envelopment will cause the County to release this information in accordance with the Public records Law despite any markings on individual pages of your submittal/proposal.

(a) *CONTRACTOR acknowledges COUNTY's obligations under Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, to release public records to members of the public upon request. CONTRACTOR acknowledges that COUNTY is required to comply with Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, in the handling of the materials created under this Agreement and that said statute controls over the terms of this Agreement.*

(b) *CONTRACTOR specifically acknowledges its obligations to comply with Section 119.0701, Florida Statutes, with regard to public records, and shall:*

(1) *keep and maintain public records that ordinarily and necessarily would be required by COUNTY in order to perform the services required under this Agreement;*

(2) *provide the public with access to public records on the same terms and conditions that COUNTY would provide the records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law;*

(3) *ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed, except as authorized by law; and;*

(4) *meet all requirements for retaining public records and transfer, at no cost to the COUNTY, all public records in possession of CONTRACTOR upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to COUNTY in a format that is compatible with the information technology system of COUNTY.*

(c) *Failure to comply with this Section shall be deemed a material breach of this Agreement for which COUNTY may terminate this Agreement immediately upon written notice to CONTRACTOR.*

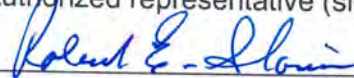
By submitting a response to this solicitation, the company agrees to defend the County in the event it is forced to litigate the public records status of the company's documents.

Company Name: Robert E. Slavin, Inc.

Authorized representative (printed):

Robert E. Slavin

Authorized representative (signature):



Date:

November 12, 2021

Project Number: RFP-604245-21/TLR

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

ATTACHMENT C
WORKERS' COMPENSATION
COMPLIANCE CERTIFICATION

Chapter 440, Florida Statutes establishes a workers' compensation system designed to assure the quick and efficient delivery of disability and medical benefits to an injured worker and to facilitate the worker's return to gainful employment at a reasonable cost to the employer. It is the policy of Seminole County to do business only with those entities which are fully compliant with Chapter 440, including all reporting and premium payment requirements.

To comply with this requirement, the undersigned hereby certifies that

Robert E. Slavin, Inc.

(Full Legal Name of Entity)

☐ Has fully complied with all requirements of Chapter 440, Florida Statutes, including provisions regarding reporting and premium payments; or

☒ Is exempt from the provisions of Chapter 440, Florida Statutes, for the following reasons:
Robert E. Slavin, Inc. is a Georgia Corporation which is in full compliance with Georgia Worker's
Compensation requirements including reporting and premium payments requirements.
Robert E. Slavin, Inc. is authorized by the Florida Secretary of State to transact business in Florida.

Signed: Robert E. Slavin

Printed Name: Robert E. Slavin

Title: President

STATE OF Georgia

COUNTY OF Gwinnett

The foregoing instrument was acknowledged before me by means of ☒ physical presence, or ☐ online notarization, this 12th day of November, 2021, by Robert E. Slavin, who is personally known to me or who has produced _____ as identification.



Janet Fisher

Signature of Person Taking Acknowledgement

Janet Fisher

Printed, Typed or Stamped Name

Notary Public

Title or Rank

Serial Number (if any)

Request for Taxpayer Identification Number and Certification

20

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Robert E. Slavin, Inc.	
2 Business name/disregarded entity name, if different from above Slavin Management Consultants	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☒ S Corporation ☐ Partnership ☐ Trust/estate ☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) ► _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)
5 Address (number, street, and apt. or suite no.) See instructions. 3040 Holcomb Bridge Road, A1	Requester's name and address (optional)
6 City, state, and ZIP code Norcross, Georgia 30071	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
			-			-			
or									
Employer identification number									
5	8	-	2	3	7	7	3	1	4

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ►

Date ► **November 12, 2021**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

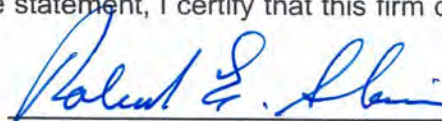
ATTACHMENT E
DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Section 287.087, Florida Statutes, hereby certifies that

Robert E. Slavin, Inc. does:
 (Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will propose by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


 Proposer's Signature

Robert E. Slavin, inc.

Firm

November 12, 2021

Date

Rev. 2/13/06

ATTACHMENT F AMERICANS WITH DISABILITIES ACT AFFIDAVIT

The undersigned CONTRACTOR swears that the information herein contained is true and correct and that none of the information supplied was for the purpose of defrauding the COUNTY.

The CONTRACTOR will not discriminate against any employee or applicant for employment because of physical or mental handicap in regard to any position for which the employee or applicant for employment is qualified. The CONTRACTOR agrees to comply with the rules, regulations and relevant orders issued pursuant to the Americans with Disabilities Act (ADA), 42 USC s. 12101 *et seq.* It is understood that in no event shall the COUNTY be held liable for the actions or omissions of the CONTRACTOR or any other party or parties to the Agreement for failure to comply with the ADA. The CONTRACTOR agrees to hold harmless and indemnify the COUNTY, its agents, officers, or employees from any and all claims, demands, debts, liabilities or causes of action of every kind or character, whether in law or equity, resulting from the CONTRACTOR's acts or omissions in connection with the ADA.

CONTRACTOR: Robert E. Slavin, Inc.,

Signature: *Robert E. Slavin*

Printed Name: Robert E. Slavin

Title: President

Date: November 12, 2021

Affix Corporate Seal (if applicable)

STATE OF Georgia

COUNTY OF Gwinnett

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 12th day of November, 2021, by Robert E. Slavin.
(name of person making statement)



Janet Fisher
Signature of Notary Public

Janet Fisher
Print/Type/Stamp Commissioned Name of Notary Public

☒ Personally Known OR ☐ Produced Identification

Type of Identification Produced: _____

Revised 11/09/20

Part - 4
Price Proposal

RFP-604245-21/TLR – RECRUITMENT SERVICES FOR COUNTY MANAGER SEARCH

Name of Proposer: Robert E. Slavin, Inc.

Mailing Address: 3040 Holcomb Bridge Road, A1

City/State/Zip: Norcross, Georgia 30071

Phone Number: (770) 40-4656 **FAX Number:** (770) 416-0848

E-Mail Address: Slavin@bellsouth.net

Pursuant to and in compliance with the Request for Proposals, the undersigned Proposer agrees to perform the Work in strict conformity with Contract Documents, including Addenda Nos. N/A through _____, on file for the rates hereinafter set forth. The undersigned Proposer declares that the only persons/parties interested in this proposal as principals are those named herein; that this proposal is made without collusion with any person, firm or corporation; and proposes and agrees that, if the proposal is accepted, Proposer will execute an Agreement with the COUNTY and will furnish Insurance Certificates.

A numeric price must be provided for all items ("no charge" or "N/C" will not be accepted). If a "0" price is indicated, the Proposer must provide a narrative explanation as to how charges for this service will be assessed.

Total proposed cost is \$23,,986.25 which includes a Professional Fee: \$15,475 & Expenses not-to-exceed

Not-to-exceed proposed consulting fee: \$ \$8,511.25

Calculation of NTE, broken down by task categories (e.g. leadership profile development; preliminary screening; final screening and interviews; etc.)

Travel costs and expenses for the firm should be itemized separately.

Include an hourly rate for services performed beyond those originally contemplated by the agreement.

\$85/hr

Robert E. Slavin

(Printed name of person signing FORM)



(Signature of person signing FORM)

Robert E. Slavin, Inc.

(Name of Proposer)

EXHIBITS

State of Florida

Department of State

I certify from the records of this office that ROBERT E. SLAVIN, INC. is a Georgia corporation authorized to transact business in the State of Florida, qualified on December 3, 1999.

The document number of this corporation is F99000006234.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 13, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Thirteenth day of January,
2021*



Randy R. Lee
Secretary of State

Tracking Number: 1516065692CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

State of Florida

Department of State

I certify from the records of this office that SLAVIN MANAGEMENT CONSULTANTS is a Fictitious Name registered with the Department of State on November 19, 2013.

The Registration Number of this Fictitious Name is G13000113499.

I further certify that said Fictitious Name Registration is active.

I further certify that this office began filing Fictitious Name Registrations on January 1, 1991, pursuant to Section 865.09, Florida Statutes.

*Given under my hand and the Great Seal of
Florida, at Tallahassee, the Capital, this the
Twentieth day of November, 2013*

Ken Detjen

Secretary of State



Authentication ID: 300254018913-112013-G13000113499

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>



metroplan orlando

A REGIONAL TRANSPORTATION PARTNERSHIP

Are you MetroPlan Orlando's next Executive Director?



Inside:

- The Opportunity of a Lifetime
- About MetroPlan Orlando
- The Executive Director Position
- The Ideal Candidate
- How to Apply

The Opportunity of Lifetime

An exceptional staff. Harold (Harry) Barley, MetroPlan Orlando's first and only Executive Director, will retire this year. He will leave an exceptional organization of highly motivated, well-qualified and high-achieving employees.

A collaborative board of directors. The MetroPlan Orlando Board members are respected for working collaboratively. Some member changes will take place as the result of the November 2018 elections.

A regional focus. Although each MetroPlan Orlando Board member represents his or her own constituency, as a group they have developed the ability to focus regionally and into the future. MetroPlan Orlando is a prime contributor to building a strong regional image for the region.

The chance to serve a diverse population. MetroPlan Orlando is committed to proactively serving all users of the transportation system, including the disadvantaged. The organization serves all constituencies fairly and impartially.

A prosperous region. Central Florida's population has doubled in the past 25 years. By the year 2040, the region is expected to add one million people. In addition to residents, the Orlando area is one of the most visited destinations in the U.S., with 68 million visitors annually. This equates to about 500,000 guests using the transportation system on any given day. Having one of the fastest-growing and most dynamic areas in the nation comes with its transportation challenges.

Financially healthy organization. In addition to federal funds which support all metropolitan planning organizations (MPOs), MetroPlan Orlando receives approximately \$1M annually in unrestricted local funds.

Leaders in transportation planning. Under current leadership, MetroPlan Orlando has become the major force in regional transportation planning in Central Florida. The United States Department of Transportation's certifications of the organization are consistently outstanding.



About MetroPlan Orlando

The transportation system affects the experiences of every resident, visitor, and business in Central Florida. Planning done years ago touches us today, and the planning done today shapes tomorrow.

MetroPlan Orlando leads transportation planning efforts in Orange, Osceola, and Seminole Counties. It works with elected officials, industry experts, and citizens to set transportation priorities and shape a future system that offers travel options. MetroPlan Orlando also determines how federal and state transportation dollars are spent in the region.

MetroPlan Orlando Board

The MetroPlan Orlando Board is ultimately responsible for the transportation planning process in the three-county area. Board membership is apportioned by the Governor of Florida and interlocal agreements among the various governmental entities on the basis of equitable population ratio and federal and state laws.

Board membership includes elected officials from: Orange County (6); Osceola County (1); Seminole County (2); City of Orlando (2); (1) each for the Cities of Altamonte Springs, Apopka, Kissimmee, and Sanford. Additionally, representatives from the policy boards of these operating agencies serve on the board: Greater Orlando Aviation Authority (1); Central Florida Expressway Authority (1); Sanford Airport Authority (1); Central Florida Regional Transportation Authority (LYNX) (1); and the Municipal Advisory Committee (MAC) (1).

Representatives from the Florida Department of Transportation and Kissimmee Gateway Airport and the Chairpersons of the Technical Advisory Committee, the Transportation System Management & Operations Advisory Committee, and the Community Advisory Committee serve as non-voting board advisors.



VISION

A regional transportation system that safely and efficiently moves people and goods through a variety of options that support the region's vitality



MISSION

To provide leadership in transportation planning by engaging the public and fostering effective partnerships

The Executive Director Position

The Executive Director of MetroPlan Orlando is responsible for executing the policies and direction established by the board in support of transportation needs of the Orlando and Kissimmee urbanized areas. The Executive Director oversees the operation of the organization and its staff and reports to the board.

Essential Functions

- Providing leadership and working with the board to assure comprehensive, cooperative and continuing policies, plans and processes are developed and reflect the current and future transportation and growth management needs of Central Florida's three counties. (15% of time)
- Assuring that the responsibilities of the organization as defined by Federal regulations, Florida Statutes and rules adopted by the board are conducted appropriately and successfully. (15%)
- Ensuring that communications and coordination among all stakeholders take place in a timely and cooperative manner and providing a framework for building understanding and consensus. (15%)
- Facilitating the successful achievement of all the goals and objectives that are explicit or implied in the organization's understanding of the area's "comprehensive transportation system." (10%)
- Continually educating and informing the board of current issues and directions in transportation planning and funding, including providing relevant and timely reports. (10%)
- Acting as a primary advocate within the community, including the media, on the organization's priorities. (10%)
- Setting parameters, guidelines, scope, accountability and performance standards for all consultants, firms and agencies engaged by the organization. (5%)



- Overseeing and assuring the highest quality of all products. (5%)
- Providing leadership beyond the geographical borders of the organization to promote the development of an effective regional transportation system with neighboring metropolitan planning organizations serving the larger Central Florida market. (5%)
- Providing a safe, secure, discrimination- and harassment-free working environment for all staff members. (5%)
- Assuring that the MPO in all its dealings with other agencies, consultants and suppliers maintains the highest standards of fiscal control and integrity, consistent with all applicable federal and state requirements. (5%)

Other Functions

- Managing the Deputy Executive Director, Director of Finance and Administration, and the Director of Regional Partnerships. Also, indirectly supervising all other staff members.
- Providing overall direction, coordination and evaluation of all departments.
- Carrying out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Responsibilities include: interviewing, hiring, and training staff members; planning, assigning, and directing work; appraising performance; rewarding and

disciplining employees; succession planning; addressing complaints, and resolving problems.

- Developing and managing relationships with other transportation agencies and strategic business partners.
- Attending relevant meetings involving member organizations and business partners.
- Performing additional duties as assigned by the board.
- Continually projecting a professional image for the organization.

Education, Experience, & Training

Bachelor's degree in transportation planning, urban or regional planning, engineering, public administration or business administration; master's degree preferred

Minimum of ten years' experience directing an organization or business unit with previous transportation planning experience

AICP certification preferred

Equivalent combination of education and experience

Full Job Description Online

To view the job description in its entirety, please visit <http://metroplanorlando.org/about-us/job-opportunities/>

The Ideal Candidate

This is how MetroPlan Orlando Board members have described their ideal candidate.

Characteristics

- Embraces MetroPlan Orlando's regional mission and is fervently committed to multi-modal transportation excellence in the region.
- Masterful at keeping board members thoroughly and equally informed.
- Sees the need to provide board members with thoughtful, unbiased and clear counsel crafted to form the basis for collaboration, cooperation and, when appropriate, compromise.
- Skillful at "reading a room" and situations with the ability to reach win-win outcomes without pitting participants against each other.
- Anticipates and resolves problems before they become larger issues.
- Adept at managing expectations well; solution-oriented but will say "no" when appropriate.
- Politically aware and sensitive but apolitical and objective.
- Steadfast leader who makes things happen.
- Skilled at leading change among diverse groups.
- A skilled mediator and negotiator.
- Knows and understands the MPO process.

- Strives for continuous improvement; not overly wedded to status quo; seeks and is receptive to new ideas and new technologies.
- Supportive of employees.
- Is an effective conduit among elected officials, MetroPlan Orlando staff, and member organization staffs.
- Can manage a crisis effectively.

Traits

- A skilled communicator verbally and in writing,
- Listens,
- Has finesse,
- Charismatic,
- Builds relationships and not merely contacts,
- Genuine, with personal integrity and the courage of his or her convictions,
- Collaborative by nature,
- Deep community awareness (full spectrum including the disabled),
- Personally goes into the community and encourages MetroPlan Orlando staff to do the same,
- Meets people on their own terms,
- Connectivity with wide-spectrum of people,
- Responsive; follows-up in a timely way,
- Technically knowledgeable,
- Forward thinking.



How to Apply

Please email your resume and cover letter with current salary **by April 27, 2018** to:



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
E-mail: slavin@bellsouth.net
Website: www.slavinweb.com

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

MetroPlan Orlando is an equal opportunity employer, a drug-free workplace, and a tobacco-free workplace. It is the policy of MetroPlan Orlando that all applicants selected for employment must sign an Affidavit for Non-Use of Tobacco Products in order to be hired by MetroPlan Orlando. The non-use of tobacco products must have been for a period of at least (6) months immediately preceding application for employment; and must be maintained and continued for the duration of employment with MetroPlan Orlando.



PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

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

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota

Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California

Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

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

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

Housing Authorities

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

Peoria Housing Authority, Illinois

Libraries

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

Non-Profits and Other Governmental Jurisdictions

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

Professional Associations

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

School Districts

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

Transportation Agencies

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

Utilities

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

EEO STATEMENT

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

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

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

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

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

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

SMC SEXUAL HARASSMENT POLICY

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

What Is Sexual Harassment?

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

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

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

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

SMC's Responsibilities Under This Policy:

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

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

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

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

Employees' Rights and Responsibilities Under This Policy

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

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
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	
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 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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>URBANA, IL</i>	Chief Administrative Officer		X	
<i>VALDEZ, AK</i>	City Manager		X	
<i>VENICE, FL</i>	Police Chief		X	
<i>VIRGINIA BEACH, VA</i>	Human Resources Director	X		
<i>VIRGINIA BEACH PARK TRUST (FL)</i>	Executive Director	X		
<i>VOLUSIA COUNTY, FL</i>	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
<i>WACO, TX</i>	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
<i>WAKE COUNTY, NC</i>	Human Services Director			X
<i>THE WEINGART CENTER (LOS ANGELES)</i>	Executive Director		X	
<i>WEST COVINA, CA</i>	Planning Director	X	X	
<i>WEST MIFFLIN, PA</i>	Town Administrator		X	
<i>WEST PALM BEACH, FL</i>	Assistant City Administrator	X	X	
<i>WICHITA, KS</i>	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		
	City Manager		X	
<i>WYOMING, OHIO</i>	City Manager			
<i>YPSILANTI, MI</i>	City Manager	X		
<i>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</i>	Executive Director			X