



SLAVIN MANAGEMENT
CONSULTANTS

August 11, 2008

Mr. Carlos A. Vargas, SPHR
Director of Human Resources
City of Rockville
City Hall
111 Maryland Avenue
Rockville, Maryland 20850

Dear Mr. Vargas:

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

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. This proposal commits the highest level of our firm's resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Ms. Jill Pylant, Mr. Sam Trager, Mr. Julio Arael, Mr. Paul Wenbert, and Ms. Josie Johnson will assist with the project. All are highly experienced human resources consultants.

SMC has recruited many executives for public agencies in the mid-Atlantic, including for Rockville. We are familiar with the City from our previous work.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield/Jackson International Airport - the world's busiest airport. We have active affiliates in Ann Arbor, Dallas, Hartford, CT, and Key We st.

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

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin
President

RES/jf

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EXECUTIVE SUMMARY

About Rockville, Maryland

From the information provided, it is our understanding that:

The City of Rockville has an estimated population of just under 54,000. Total employment within the City is estimated at approximately 60,000. Rockville is the second largest city in Maryland and is county seat of Montgomery County. It occupies 13.05 square miles within the Metropolitan Washington, D.C., area located 12 miles northwest of Washington, D.C. A major portion of the prestigious I-270 corridor is within the city's corporate limits.

Since 1948, the City of Rockville has operated under the council-manager form of municipal government. The City derives its governing authority from a charter granted by the General Assembly of Maryland. The governing body is the Mayor and Council, which formulates policies for the administration of the City. The Mayor and Council are comprised of a mayor and four council members elected at large for a two-year term. The mayor is chosen on a separate ballot. The City Manager is appointed by the Mayor and Council to serve as the City's chief executive officer. As mandated by state law, Montgomery County provides school, library, social services, and fire protection in Rockville. The City Attorney is also appointed by the Mayor and Council. In addition to the Montgomery County Police, Rockville residents are served by the City's own Police Department. Rockville's community policing services are specially designed to meet the needs of the community.

About Slavin Management Consultants

Slavin Management Consultants (SMC) has completed many municipal government searches over the years, including for Rockville. We have extensive experience in placing public executives in the mid-Atlantic and all regions of the United States. Our client list is included in this proposal as an exhibit. We are proud that the average tenure of our placements significantly exceeds the national average for city managers of about seven years.

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

We work within the letter and the intent of all applicable public disclosure laws and still are able to recruit exceptional candidates for our clients who would not apply directly for fear of premature public disclosure of their interest.

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

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

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public

sector throughout the nation.

- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the Mayor and Council so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

PROJECT SUMMARY

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Define Position Profile

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

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

B. Identify Qualified Candidates

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

We will prepare and place advertisements in professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the Mayor and Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the Mayor and Council, we will narrow the semifinalist candidate group on the basis of refined

criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

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

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

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

We will then meet with the Mayor and Council to present a group of well-qualified finalist candidates for interviews in Rockville. 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 Mayor and Council that should produce the final selection decision.

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

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

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

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

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

E. Establish Evaluation Criteria

Once the new City Attorney has been on board for 30 days or so, we will conduct a session with the Mayor

and Council and with the new City Attorney to establish mutual performance criteria and goals for the position.

F. Follow-up

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

G. Reporting

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

H. Deliverables

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

PROJECT SCHEDULE

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

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

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

QUALIFICATIONS AND STAFFING

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

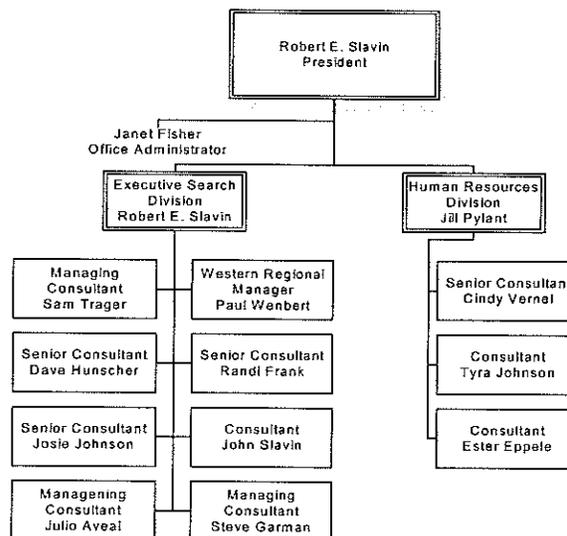
A. Firm Qualifications

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

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

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 650 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.

Slavin Management Consultants



B. Staffing

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

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

Jill T. Pylant, SMC Consultant

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

- Personnel Director for the fastest growing urban county in the United States, with responsibility for all personnel policies and practices for 2500 employees and a total payroll of \$50 million.
- Redesigned the total compensation package and developed a professional management structure for plan design, administration and communication for a large urban county government with 3800 employees.
- Directed many Compensation and Classification Studies. Developed job analysis methodology to identify skills, knowledges and abilities of individuals and organizational functions.
- Responsible for countywide MIS planning and operations for a fastest growing large county using two mainframe platforms and managing 43 major systems.
- Managed a Functional Job Analysis of several agencies within the South Carolina Department of

Social Services to restructure jobs and reassign organizational objectives for increased efficiency. The results of the work were contributed to the National Task Bank for the Social Services developed by the W. E. Upjohn Institute as well.

- Established performance and productivity standards for more than one hundred positions, including clerical, technical and professional, in the Gwinnett County Department of Administrative Services.
- Facilitated numerous workshop group sessions to brainstorm goals and objectives, set priorities and develop team decision making skills.
- Adapted the national government's Factor Evaluation System for job classification for use in state and local government.
- Developed and conducted supervisory skills development training for local government jurisdictions in South Carolina.
- Developed and conducted training in personnel for county government elected officials in Georgia.
- Set up a pay-for-performance system in a large county government.
- Managed employee "quality circles" group in the modification of performance appraisal system as well as the development of new leave policies.

Organizations

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

Paul Wenbert, SMC Western Regional Manager

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

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

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and

financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community

- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing ***Keep Maytag In Newton Task Force***

Organizations

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

Julio Arael, SMC Senior Consultant

Julio Arael has served in the capacity of county and city manager in Florida and Nevada during the past fifteen years. He has more than 30-years experience in state and local executive government. Mr. Arael has a Master's Degree in Public Administration, is a Florida State University certified public manager and credentialed by the International City/County Managers' Association.

His experience has been in municipal and state government budget development, team building, developing community relations, strategic planning, goal setting, executive recruitment, organizational development, disaster preparedness and recovery, group facilitation and collaboration, union negotiations and development of media and recruitment techniques.

Mr. Arael has written articles that have appeared in the ICMA Magazine. He coauthored "Solving Multi-year Budget Problems in a Single Budget Year Cycle," Public Management Magazine, June 1993, and wrote "Development of an Ambassador Program," Public Management Magazine 2004.

He was also a contributing writer for a local magazine, *The Breeze*, hosted a live weekly TV show for more than a decade, and is certified by the FEMA Emergency Management Institute, NIMS IS100 through 800a courses.

Sam Trager, CCP, CBP, SMC Managing Consultant

Mr. Trager has more than 20 years of progressively responsible public sector human resources experience. Most recently, Sam served as Human Resources Director of Hall County, Georgia, where he oversaw the functions of recruitment, compensation and benefits, employee relations, risk management, and organizational development. Before accepting the position with Hall County, he served as Compensation and Benefits Administrator for Athens-Clarke County Government for some five years and, prior to that, he held a similar position with the Gainesville-Hall County Human Resources Department. He has taught for the Terry College of Business at the University of Georgia, instructing students in total compensation management, and has also conducted HR related training for the Carl Vinson Institute and the Georgia Local Government Personnel Association. From 1988 to 1991, Sam previously worked as a consultant with SMC.

A graduate of Mercer University, Sam holds an undergraduate degree in Political Science and a Master of Business Administration. He is also a certified professional in Compensation and Benefits through World at Work (the American Compensation Association).

Highlights of Mr. Trager's career include:

- With Hall County, conducted nationwide recruitments for department directors to include, Public Works, Planning, Parks and Recreation, Fire, IT, Purchasing and Central Communications (911).
- Maintained Compensation and Classification systems to include conducting annual surveys, re-writing/updating all class specifications and making budget recommendations to management for implementation.
- Oversaw the development and implementation of an individualized pay-for-performance system for 1300 employees.
- Transitioned Hall County from a fully insured health insurance plan to a partially self-insured plan saving Hall County in excess of \$1,000,000.
- Proposed and implemented a self-insured dental and short-term disability program. The self-insured short-term disability program saved more than \$300,000 per year.
- Designed, developed and gained approval for a random drug testing program for safety sensitive employees to supplement post-accident and post-offer drug testing.
- Designed and administered an early retirement program that was accepted by 66% of eligible employees.
- Designed and gained approval of a transitional pay program for employees on military leave.
- Oversaw the development of comprehensive training programs to include an eight-module management training program, customer service program and time management.

Organizations

- Society for Human Resource Management
- International Personnel Management Association
- Georgia Local Government Personnel Association
- World at Work

Josie Johnson, President - J C Johnson Company, Dallas, Texas

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

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

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

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

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

GUARANTEES

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

- We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the Mayor and Council is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

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

Average Advertising Costs: Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 50%** of the professional fee (**\$7,591**). Therefore, the total cost for this project **will not exceed \$21,391**. The cost for final candidates to travel to Rockville for interviews is not covered by this proposal. Such costs are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Rockville, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

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

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

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

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 Maryland.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: August 11, 2008

This proposal is accepted for the City of Rockville, Maryland by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

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**

SELECTED LIST OF CLIENTS

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

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

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

SELECTED LIST OF CLIENTS

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

SELECTED LIST OF CLIENTS

Page 3

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

REFERENCES

Mr. Kenneth Cronin
 General Services Manager
 City of Roanoke
 (1,720 employees)
 215 W. Church Ave. Room 364
 Roanoke, Virginia 24011
 (540) 853-1805
 Fire Chief Search (1995)
 Police Chief Search (1998)
 Library Director Search (2004)
 Human Services Director Search (2004)
 Parks and Recreation Director Search (2002)

Ms. Karen Hampton
 Human Resources Director
 City of Takoma Park
 7500 Maple Avenue
 Takoma Park, Maryland 20912
 (301) 270-1700
 City Administrator Search
 Police Chief Search
 Community Development Director Search
 Public Works Director Search
 Parks and Recreation Director Search

Ms. Maxine Singh
 City Commission Coordinator
 City of Fort Lauderdale
 100 N. Andrews Ave.
 Fort Lauderdale, FL 33301
 (954) 228-5005
 City Auditor Search (2006)

Mr. Jeffrey A. Pomerantz
 City Manager
 City of West Des Moines
 4000 George M. Mills Civic Parkway
 P.O. Box 65320
 West Des Moines, Iowa 50265-0320
 (515) 222-3612
 Fire Chief Search (2000)
 Iowa League of Cities Exec. Dir. (2007)

Mr. Charles Daniels
 Assistant City Manager
 City of Dallas
 City Hall
 1500 Marilla Street, Room 4CN
 Dallas, Texas 75201-6390
 Main Phone: (214) 670-3390
 Police Chief Search (2004)

Mr. Lief Ahnell
 City Manager
 City of Boca Raton
 201 West Palmetto Park Road
 Boca Raton, Florida 33432-3730
 (561) 393-7703
 Police Chief Search (2006)
 Fire Chief Search (2006)
 Assistant City Manager Search - Human
 Resources Focus (2000)

Mr. Eric Stuckey
 Assistant County Administrator
 Hamilton County
 138 East Court Street
 Cincinnati, OH 45202
 (513) 946-4303
 Human Services Director Search (2001)

Mr. Barry Burton
 County Administrator
 Lake County
 18 N County Street
 Waukegan, IL 60085-4350
 (847)377-2250
 Chief Information Officer Search (2005)
 Assistant County Administrator Search (2005)
 Human Resources Director Search (2004)

Mr. Daryl J. Delabbio
 County Administrator/Controller
 Kent County
 300 Monroe Avenue N.W.
 Grand Rapids, MI 49503
 (616) 336-3516
 Human Resources Director Search (2003)

Mayor Kathleen Novak
 City of Northglenn
 11701 Community Center Drive
 Northglenn, Colorado 80233
 (303) 457-3681
 City Manager Search (2006)

Mr. Clay J. Pearson
 City Manager
 City of Novi
 45175 W. Ten Mile Road
 Novi, Michigan 48375-3024
 (248) 347-0450
 City Manager Search (2006)

EEO STATEMENT

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X	X	
	Dir, Visitors & Convention Bureau		X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X	X	
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X

Minority and Female Placements
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CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PRINCE WILLIAM COUNTY, VA	Fire Chief		X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
ROCKVILLE, MD	Director of Human Services		X	
	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Police Chief	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X

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