
CITY OF GLENDALE, ARIZONA

Response to Request for Proposals

RE: City Manager Recruitment

*Prepared by Paul Wenbert, Western Regional Manager,
Slavin Management Consultants, February 22, 2015*



7828 E. Red Hawk Circle, Mesa, Arizona 85207

480-664-2676

pwconsulting@cox.net

www.slavinmanagementconsultants.com



February 22, 2015

Mr. Jim Brown
Director of Human Resources and Risk Management
City of Glendale, Arizona

Sent via e-mail to: JWBrown@glendaleaz.com

Dear Mr. Brown:

Slavin Management Consultants is pleased to submit this proposal to conduct the executive search for Glendale's next City Manager at a cost of \$16,005 plus expenses.

Slavin Management Consultants (SMC) operates a national practice from its home office near Atlanta, Georgia, and also has consultants in California, Arizona, Texas, Ohio, Michigan, Connecticut, and Florida. With its extensive national network, SMC is confident in its ability to secure a group of outstanding candidates from throughout the nation that would be a good fit for the City.

Mr. Paul Wenbert will serve as project manager and co-primary consultant on this assignment. After a 30-year career in city management including serving as Mesa, Arizona's Deputy City Manager, Mr. Wenbert joined SMC in 2007 as its Western Regional Manager. He has conducted or assisted in the conduct of 50 searches for jurisdictions as small as Carlisle, Iowa, (3,900 population) to as large as Phoenix, Arizona, (1.5 million population).

Mr. Bob Slavin will serve as co-primary consultant on this assignment. Having conducted or assisted in the conduct of more than 850 executive recruitments, Mr. Slavin is among the most experienced local government management recruiters in the country.

Thank you for the opportunity to submit this proposal. Please contact Mr. Wenbert at 480-664-2676 if you have any questions about this proposal.

Sincerely,

Paul Wenbert
Western Regional Manager

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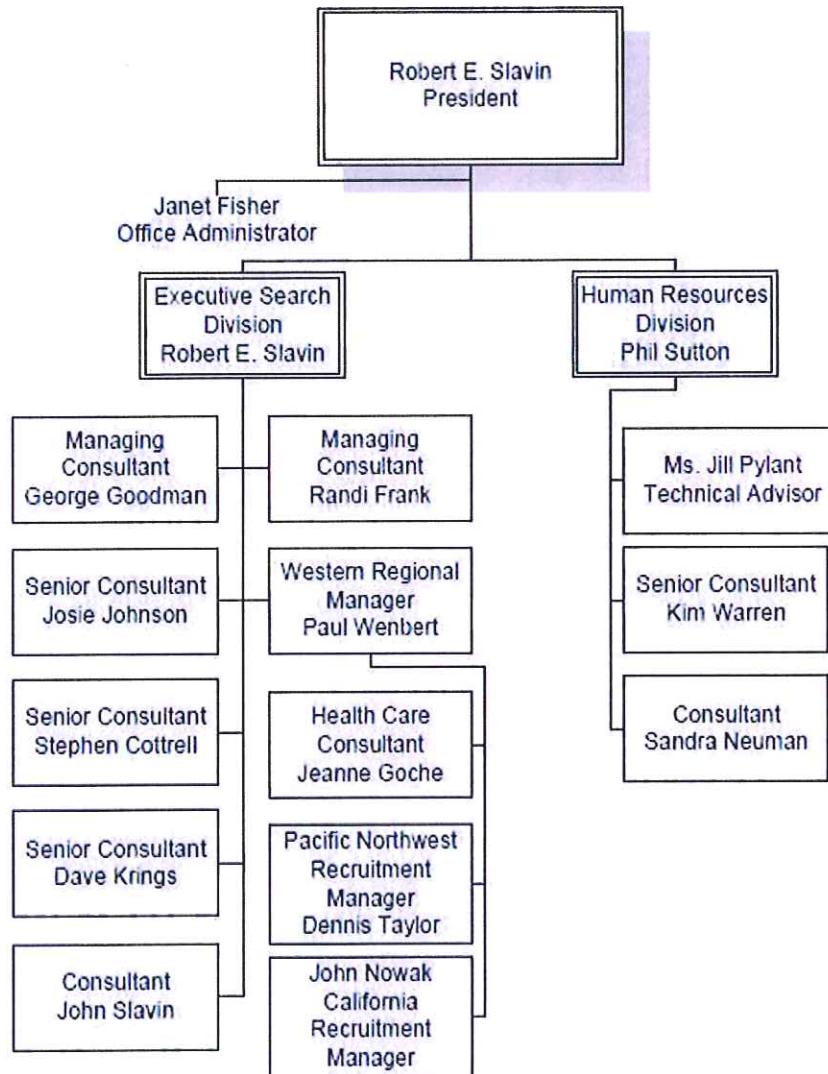
SECTION I—ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) was formed in 1991 and is incorporated in the State of Georgia. SMC operates a national practice from its home office in the Atlanta metropolitan area. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government manager, an executive recruiter and a management consultant. In addition to the home office staff, SMC has consultants in Ann Arbor, Michigan; Cincinnati, Ohio; Dallas, Texas; Hartford, Connecticut; Key West, Florida; Manteca, California; and Mesa, Arizona. As one of the only national public sector executive recruiting firms in the country, SMC is confident in its ability to secure a group of outstanding candidates from throughout the nation that would be a good fit for the City.

SMC provides 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 organizational development and training. SMC has conducted successful assignments for hundreds of public sector organizations nationally and received many accolades for its work.

Slavin Management Consultants is in excellent financial condition. The company is profitable, is current with all of its accounts, and has no debt. SMC has never been sued and is not aware of any pending legal actions against the company.

SLAVIN MANAGEMENT CONSULTANTS ORGANIZATIONAL CHART



EEO COMMITMENT

Slavin Management Consultants is committed to building a diverse workforce which reflects the face of the communities it serves. In addition, SMC honors and respects the differences and abilities of its employees and provides them 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 is best implemented when managers maintain an environment that values the differences in their employees and take steps to ensure that all employees know they are welcome.

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

- It does 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;
- Its recruiting efforts ensure that applicant pools are both capable and diverse;
- It makes employment decisions based on job-related criteria and provides opportunities for entry and promotion into non-traditional jobs; and
- It maintains a workplace free of all forms of harassment.

SMC STAFF ASSIGNED TO THIS PROJECT

Mr. Paul Wenbert will serve as project manager and co-primary consultant on this assignment. After a 30-year career in city management, Mr. Wenbert joined SMC in 2007 as its Western Regional Manager. He has conducted or assisted in the conduct of 50 searches for jurisdictions as small as Carlisle, Iowa, (3,900 population) to as large as Phoenix, Arizona (1.5 million population).

During his local government management career, Mr. Wenbert was responsible for management of a \$470 million budget and 1,100 employees as Deputy City Manager for the City of Mesa, Arizona. Also, Mr. Wenbert spent nearly 13 years of his career as a city manager. Mr. Wenbert has an extensive nationwide professional network based on his 30 years of involvement in the International City/County Management Association (ICMA) including serving on the ICMA Board and chairing 3 ICMA Committees.

SMC President Bob Slavin will serve as co-primary consultant on this project. Mr. Slavin is among the most experienced recruiters of local government managers in the nation. He has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. Mr. Slavin has conducted or assisted in the conduct of more than **850 executive searches** throughout his career.

Additional information about SMC staff assigned to this project is included in Appendix A.

SMC'S RESULTS-ORIENTED PROCESS

SMC uses a critical path search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening, and evaluating candidates. The best prospects are typically happily employed and do not

respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Glendale, and it will honor the confidentiality of candidates to the extent permitted by Arizona law.

SMC would like the City of Glendale to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit, and evaluate candidates who meet **the City of Glendale's criteria**. SMC does not simply bring forward candidates it already knows.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic, and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. **In addition and unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.**
- SMC are leaders in the executive search field having conducted more than 850 public sector executive searches throughout the nation (see Appendix B for partial list).
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites, and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are from protected groups (see Appendix C for partial list).
- Every search SMC has conducted resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years, and the guarantee (see Section III, page 10) of redoing the search due to the candidate leaving during the first 2 years of the new position**

has occurred only twice out of more than 850 searches. SMC has established this enviable track-record due to its extensive research at the beginning of each assignment about the client and the position to be filled which helps SMC identify candidates that are a good fit for the position. This candidate fit is further verified through extensive background investigations, reference checks, and visits to finalists' work sites. SMC believes the best predictor of future candidate performance is past performance which is why SMC obtains such a substantial amount of information about each finalist.

While SMC is proud of its results-oriented approach of focusing on the practical aspects of filling positions in a timely and cost-effective manner, SMC realizes that process is important as well. For example, Glendale's City Manager recruitment profile and advertisement will be viewed by thousands of local government professionals throughout the nation. This provides an excellent opportunity for Glendale to market itself and increase its visibility to opinion-makers throughout the United States. SMC will produce a quality recruitment profile brochure that markets Glendale in a positive light (see Appendix D for example of SMC recruitment profile). In addition, the "customer service" approach SMC employs in dealing with prospective candidates will also reflect positively on Glendale. SMC is as proud of its responsiveness to candidates as it is to its clients.

CITY/COUNTY MANAGER SEARCHES CONDUCTED

SMC has completed more than 250 city and county manager searches throughout the nation. The following are city and county manager searches that SMC has conducted in the last 4 years.

CLIENT	POPULATION	YEAR	SEARCH
Adams, CO	452,000	2013	County Manager
Aiken, SC	30,000	Current	City Manager
Bay City, MI	35,000	2014	City Manager
Bloomfield, CT	20,000	2013	Town Manager
Branson, MO	11,000	2013	City Administrator
Carlisle, IA	4,000	2013	City Administrator
Cass, MI	51,000	2011	County Adm/Controller
Corpus Christi, TX	285,000	2011	City Manager
Dunwoody, GA	46,000	2015	City Manager
Englewood, CO	30,000	2014	City Manager
Fridley, MN	27,000	2013	City Manager
Georgetown, SC	9,000	2013	City Administrator
Greenville, NC	85,000	2012	City Manager
Gulf Shores, AL	10,000	2013	City Administrator
Klamath Falls, OR	21,000	2012	City Manager
Longmont, CO	87,000	2012	City Manager
Loveland, OH	12,000	2014	City Manager
Mt. Dora, GA	13,000	Current	City Manager
Myrtle Beach, SC	27,000	2014	City Manager
Newark, DE	31,000	2012	City Manager
Oak Park, IL	52,000	2013	Village Manager
Peoria, IL	183,000	2011	County Administrator
Plantation, FL	85,000	Current	Chief Administrative Officer
Portage, MI	47,000	2014	City Manager
Powder Springs, GA	14,000	Current	City Manager
Seminole, FL	409,000	2011	County Manager
Snellville, GA	18,000	2012	City Manager
St. Joseph, MO	76,000	2011	City Manager
Tazewell, IL	131,000	2012	County Administrator
Tipp City, OH	10,000	2014	City Manager
Venice, FL	21,500	2012	City Manager
Waukegan, IA	14,000	2013	City Administrator
West Des Moines, IA	57,000	2011	City Manager
Worcester, MA	183,000	2014	City Manager
Wyandotte/Kansas City, KS	159,000	2014	County Administrator
Wyoming, OH	8,000	2011	City Manager

FIRM CONTACT INFORMATION

The following individuals will serve as the primary contacts for this project.

Project Manager

Paul Wenbert
Western Regional Manager
Slavin Management Consultants
7828 E. Red Hawk Circle
Mesa, Arizona 85207
480-664-2676 (work)
480-444-9512 (cell)
pwconsulting@cox.net

Other Professional Staff

Mr. Robert E. Slavin
President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
770-449-4656 (work)
678-296-2037 (cell)
770-416-0848 (fax)
slavin@bellsouth.net

SECTION II—WORK PLAN

SMC will use a proven and comprehensive seven-step work plan to complete this project as follows:

1. Develop recruitment profile;
2. Recruit qualified candidates;
3. Submit written progress report on semi-finalists to client;
4. Conduct background investigations/site visits on finalists;
5. Assist client in interview and selection process;
6. Facilitate employment of selected candidate; and
7. Conduct follow-up with client after candidate has been employed.

Each step of this work plan is described below.

1. Develop recruitment profile

SMC will meet with the Mayor and City Council Members and Department Directors to learn about the City's needs and culture. Also, SMC will provide options for additional external and internal stakeholder involvement. Finally, SMC would appreciate receiving a guided tour of the community. These meetings and tour as well as independent research conducted by SMC about the community and position will help SMC determine the unique challenges to be managed by Glendale's next City Manager. This will allow SMC to accurately describe the desired professional and personal attributes top candidates should possess.

Once SMC has gained sufficient information, it will prepare a draft recruitment profile and review it with the Mayor and City Council to obtain their approval. The profile will include information about the Glendale community, City government, issues and opportunities to be managed by the next City Manager, and the job requirements and selection criteria.

2. Recruit qualified candidates

SMC will utilize the following resources to conduct a national recruitment for qualified candidates that meet the job specifications and selection criteria for the position:

- SMC's database of candidates;
- SMC's professional local government management network;
- Advertisements in national professional print publications and websites and regional publications as appropriate; and
- Sending the recruitment profile to persons who have the requisite experience for the position.

3. Submit written progress report on semi-finalists

SMC will submit a written progress report on the semi-finalists and meet with the client to discuss this report. Typically 10-15 semi-finalists are included in the progress report.

The progress report will summarize each semi-finalists' experience and education. The report will also include a screening of semi-finalists against the selection criteria and job requirements contained in the recruitment profile. This screening will be based on:

- a review of resumes and cover letters;
- SMC's phone interviews of semi-finalists;
- semi-finalists' responses to a supplemental questionnaire that provides additional information about semi-finalists' management styles, writing skills, and how closely their experience relates to the selection criteria and job requirements in the recruitment profile; and
- SMC's knowledge of semi-finalists' work performance and the quality of the organizations and communities in which they have served.

The progress report will also include the semi-finalists' current salary. At SMC's meeting with the client, the client will select the finalists to interview using SMC's candidate ranking forms if desired. Typically five finalists are interviewed.

4. Conduct background investigations/site visits on finalists

SMC will conduct background investigations and site visits on the finalists. In order to better assess the finalists' management style and interpersonal characteristics, SMC will personally interview each in his or her present work environment while protecting the finalists' confidentiality. SMC will closely examine each finalist's experience, achievements, management style, and interpersonal skills in relation to the recruitment profile's selection criteria.

SMC's background investigations include detailed and extensive reference checks which cover a minimum period of ten years. SMC will interview the references provided by the finalists as well as others who can evaluate the candidate's job performance. The background work also includes investigation to the maximum extent permitted under federal law of finalists':

- criminal and civil court records;
- credit history;
- driving records; and
- college degrees.

At the client's option, SMC can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in additional cost to the client.

SMC will provide a report to the client about these background checks and site visits.

5. Assist client in interview and selection process

SMC will assist the client in developing the interview process based on SMC's knowledge of best practices and will provide a list of interview questions for the client's consideration. SMC will contact the finalists to inform them of interview schedules and other logistical details, and SMC will be present during the interviews. Finally, SMC will notify all unsuccessful candidates of the final decision reached.

6. Facilitate employment of selected candidate

SMC will provide information about trends in employment, employment agreements, and relocation expenses to the client. SMC will also facilitate negotiation of the selected candidate's compensation package.

7. Conduct follow-up with client after candidate has been employed

SMC will follow-up with the Mayor and the new City Manager six and twelve months after the selected candidate has been employed to evaluate the success of the placement. SMC will assist in any adjustments that may be necessary.

SECTION III—GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to clients that include:

- A commitment to excellence. SMC guarantees that the selection process and placement will be of high quality and successful. To accomplish this, SMC will continue to work with the client until a satisfactory candidate is selected and accepts employment;
- SMC guarantees its work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a SMC recommended candidate; in this event, SMC will charge the client only for its out-of-pocket expenses to redo the search (no professional fees will be charged);
- SMC will never actively recruit any candidate who SMC has placed nor will SMC actively recruit any employee from a client organization for at least two years from the completion date of an assignment;
- SMC will properly handle any and all media relations. Unless otherwise directed, it is SMC's standard practice to tell all media that SMC is working on behalf of the

client and that any public statement should come from the client directly. Under no conditions will SMC release information to the media unless specifically directed by the client to do so; and

- SMC will keep the client informed and involved in the search process. SMC will provide frequent verbal and written progress reports to the client.

SECTION IV—PROJECT SCHEDULE

The search process normally takes 90 days to complete and typically follows the schedule below.

		DAYS				
STEPS		1-30	30-45	45-60	60-90	90-360
1.	Develop recruitment profile and advertising program for client approval	✓				
2.	Identify qualified candidates and receive and review resumes	✓	✓			
3.	Screen & evaluate prospective candidates/prepare progress report and meet with client		✓	✓		
4.	Conduct background investigations and site visits on finalists				✓	
5.	Interview and evaluate finalists				✓	
6.	Assist in selection and facilitate employment				✓	
7.	Follow-up					✓

SECTION V—PROJECT COST

PROFESSIONAL FEES

The project cost is \$16,005 of professional fees plus expenses. The following table shows the level of involvement by project step and cost.

PROJECT COSTS				
STEPS	ASSIGNED HOURS (Approximate)		RATE (Hr)	FEES
	Project Manager	Consultant		
1. Project planning/develop recruitment profile/prepare and place advertising	34		\$85	\$2,890
		5	\$40	\$200
2. Identify and recruit candidates / acknowledge resumes	34		\$85	\$2,890
		28	\$40	\$1,120
3. Phone interviews with potential semi-finalists/prepare progress report	24		\$85	\$2,040
		10	\$40	\$400
4. Meet with client to review progress report and select finalists	4		\$85	\$340
5. Schedule finalists interviews / assist client with designing interview process	8		\$85	\$680
6. Finalists background investigation (includes SMC on-site visits with finalist candidates)	33		\$85	\$2,805
		32	\$40	\$1,280
7. Finalists interviews/assist in employee selection	12		\$85	\$1,020
8. Negotiate employment agreement	4		\$85	\$340
9. Follow-up	4		No Charge	\$0
TOTAL HOURS	157	76		
TOTAL COST				\$16,005

EXPENSES

Expenses for this executive search will be billed on an actual cost basis and will not exceed 50 percent of the professional fee (\$8,002.50). Additional detail about these expenses is shown below.

Consultant Travel: The client pays direct costs for all necessary consultant travel using lowest available air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars using the corporate discount, and normal meals. The client controls these costs in the following ways: 1) the client pre-approves all work plans including all consultant and candidate travel; and 2) when appropriate, the consultant will work on more than one search when traveling and will therefore allocate costs to multiple clients.

Office Costs: telephone (\$350 flat fee, billed in two installments), fax, postage, copier, and delivery costs.

Advertising: typically approximately \$2,000. The client controls these costs because the advertising program will be approved by the client prior to implementation.

The cost for finalists to travel to the client's locale for interviews is not included in the cost of this proposal. Such costs are typically paid by the client on a reimbursement basis directly to the candidates and controlled through the client's prior approval of the finalists. These costs vary depending on candidate location, spousal involvement, and the length of the interview process. For budgeting purposes, an average cost of between \$450-650 per candidate would be appropriate. Typically five candidates are interviewed.

Should the client's needs result in an increased project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project which would require client approval. Regarding travel expenses, SMC's project budget includes a total of 3 trips to the client's locale for 2 consultants. If the client requires SMC to make additional trips to its locale that result in SMC's total project expenses exceeding \$8,002.50 then the client will reimburse SMC for these out-of-pocket travel expenses. The client's liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the client in writing.

SMC will submit monthly invoices for fees and expenses. It is SMC's practice to bill 30 percent at the start of the search, 30 percent at the end of thirty days, 30 percent at the end of sixty days, and the remaining 10 percent shortly after the time that the candidate accepts the position. Expenses will be billed in addition and shown as a separate figure. Each invoice will be payable upon receipt.

SMC will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. SMC's liability, if any, will not be greater than the amount paid to SMC for the services rendered.

SECTION VI—REFERENCES

1. Ms. Melissa Peacor
County Executive
Prince William County
James J. McCoart Administration Building
1 County Complex Court
Prince William, Virginia 22192
703-792-6600
County Executive Officer search, 400,000 population, 2010
2. Mayor Harold Weinbrecht
Town of Cary
PO Box 8005
Cary, North Carolina 27512-8005
919-469-4011 (phone)
919-460-4910 (fax)
harold.weinbrecht@townofcary.org
Town Manager search, 116,000 population, 2009
3. Ms. Cara Pavlicek
Village Manager
Village of Oak Park
Village Hall
123 Madison Street
Oak Park, Illinois 60302
708-358-5770
cpavlicek@oak-park.us
Village Manager searches, 52,000 population, 2013
4. Mayor Matt Hayek
City of Iowa City, Iowa
410 E. Washington Street
Iowa City, Iowa 52240
319-356-5010 (phone)
319-356-5497 (fax)
matt-hayek@iowa-city.org
City Manager search, 65,000 population, 2010

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5. Mr. Robert Layton
City Manager
City of Wichita, Kansas
City Hall
455 N. Main
Wichita, Kansas 67202
316-268-4351 (phone)
316-268-4286 (fax)
rlayton@wichita.gov
City Manager search, 360,000 population, 2008
 6. Mr. Ron Olson
City Manager
City of Corpus Christi
P.O. Box 9277
Corpus Christi, Texas 78469-9277
361-826-3220
rono@cctexas.com
City Manager search, 285,000 population, 2011
 7. Mr. Bryon Ostler
Director of Human Resources
Adams County, Colorado
720-523-6070
hr@adcogov.org
County Manager search, 442,000 population, 2013
 8. Mr. Bobby King,
(Former Longmont, Colorado Chief Human Resources Officer)
Director of Diversity & Inclusion
Kaiser Permanente
303-614-1462
Robert.N.King@kp.org
City Manager search, 87,000 population, 2012
 9. Mr. Kin Shuman (former Aurora, Colorado, Human Resources Director)
Director of Human Resources
Elizabeth C-1 School District
303-646-1832
kshuman@esdk12.org
Aurora, Colorado, City Manager search, 314,000 population, 2010

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10. Mr. Darin Atteberry
City Manager
City of Fort Collins
PO Box 580
Fort Collins, Colorado 80522-0580
970-221-6507 (phone)
970-224-6107 (fax)
datteberry@fcgov.com
Deputy City Manager/Chief Operating Officer search, 151,000 population, 2014
11. Mr. John Kross
Town Manager
Town of Queen Creek
22350 South Ellsworth Road
Queen Creek, Arizona 85242
480-358-3900
john.kross@queencreek.org
Development Services Director search, 26,000 population, 2012
12. Ms. Karolyn Kent
Deputy City Manager
City of Mesa
P.O. Box 1466
Mesa, Arizona 85211-1466
480-644-4567 (phone)
480-644-2175 (fax)
Karolyn.kent@mesaaz.gov
Chief Financial Officer search, 466,000 population, 2010
13. Ms. Dawn Lang
Management Services Director
City of Chandler
175 South Arizona Avenue, 3rd Floor
Chandler, Arizona 85225
480-782-2255 (phone)
480-782-2343 (fax)
dawn.lang@chandleraz.gov
Purchasing and Materials Manager search, 242,000 population, 2014
14. Mr. Patrick Banger
Town Manager
Town of Gilbert

50 E. Civic Center Drive
Gilbert, Arizona 85296
480-503-6864

patrick.banger@gilbertaz.gov

Parks and Recreation Director search, 210,000 population, 2013; Water Manager search, 2013; and Public Works Director search, 2012

15. Mr. Louis Telles

Senior Human Resources Analyst

City of Tempe

20 East Sixth Street

Tempe, Arizona 85281

480-350-8289

louis_telles@tempe.gov

Community Development Director search, 161,000 population, 2012

ACCEPTANCE/SIGNATURE

This proposal is presented by Slavin Management Consultants by:

SIGNATURE: _____

NAME: Paul Wenbert

TITLE: Western Regional Manager

DATE: February 22, 2015

This proposal is accepted for the City of Glendale, Arizona by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

APPENDIX

APPENDIX A – ABOUT PROJECT STAFF

Paul Wenbert, ICMA-CM, SMC Western Regional Manager

Mr. Wenbert has 30 years of local government management experience including 24 years of executive level experience with nearly 13 of those 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 6.5 years of service as Deputy City Manager for the City of Mesa. His career highlights include 9 years as City Administrator for Newton, Iowa; 3.5 years as Village Manager for Villa Park, Illinois, and 4.5 years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana, administrative assistant for Marion, Indiana, and administrative intern and administrative assistant for Mesa, Arizona.

Mr. Wenbert has a Masters degree in Public Administration from Arizona State University and a Bachelor of Science degree in Public Affairs from Indiana University. He is an ICMA Credentialed Manager and a graduate of the Senior Executive Institute at the University of Virginia.

His career highlights include:

- Managed city departments with \$470 million budget and 1,100 employees in Mesa, Arizona;
- 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 over \$3 million of savings;
- Negotiated revised intergovernmental 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;
- Negotiated many collective bargaining agreements and developed and implemented many personnel and wage classification systems;
- 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, interstate interchange decisions and allocating resources equitably to newly developed and existing areas of the community;

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- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, and citizen academies;
 - In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments;
 - 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; and
 - Received Joe Lukehart Professional Service Award for Advancement of City Management in Iowa.

Professional Affiliations

- ICMA--Past Executive Board Member, Chair of the Endowment Fund Committee, Chair of Employment Agreements Task Force, and Chair of Assistants Steering Committee; current Mentor for Emerging Leader Development Program
- Indiana University School of Public and Environmental Affairs (SPEA) Distinguished Alumni Council member
- Iowa City/County Management Association—Past President and other offices
- Illinois City/County Management Association Metro Managers—Past Board Member
- Newton, Iowa Rotary Club—Past President and other offices
- Arizona City/County Management Association—Past Chairperson of Committee on Professional Conduct
- Arizona Municipal Management Assistants Association—Past President and other offices

Robert E. Slavin, SMC President

Mr. Slavin is one of the pioneers in public sector and nonprofit executive recruiting. He is among the best known and respected professional recruiters in the industry. He is a frequent speaker at professional conferences and has written many articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management in establishing the Federal Senior Executive Service.

Mr. Slavin began his local government career in 1967. His experience includes 12 years working directly for local governments and seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest 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, nonprofits, and private sector businesses throughout the United States. Mr. Slavin's 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 systems studies.

Prior to 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.

Professional Affiliations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association—Human Relations Commission
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants Association
- Bay Area Salary Survey Committee

APPENDIX B – PARTIAL CLIENT LIST

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans twenty 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	Casper, Wyoming
Albany, Georgia	Chandler, Arizona
Alpharetta, Georgia	Chapel Hill, North Carolina
Anaheim, California	Charlotte, North Carolina
Ann Arbor, Michigan	Chesapeake, Virginia
Arlington, Texas	Clearwater, Florida
Arlington Heights, Illinois	Cleveland, Ohio
Atlanta, Georgia	Columbia, Missouri
Atlantic Beach, Florida	Columbus, Georgia
Asheville, North Carolina	Concord, New Hampshire
Auburn, Maine	Corpus Christi, Texas
Aurora, Colorado	Corta Madera, California
Austin, Texas	Creedmoor, North Carolina
Bartlesville, Oklahoma	Culver City, California
Bentonville, Arkansas	Dallas, Texas
Bergenfield, New Jersey	Davenport, Iowa
Berkeley, California	Davie, Florida
Beverly Hills, California	Decatur, Georgia
Birmingham, Alabama	Decatur, Illinois
Bisbee, Arizona	Delray Beach, Florida
Blacksburg, Virginia	Del Rio, Texas
Bloomington, Illinois	Denton, Texas
Boise, Idaho	Des Plaines, Illinois
Boynton Beach, Florida	Destin, Florida
Branson, Missouri	Dothan, Alabama
Brea, California	Dubuque, Iowa
Broken Arrow, Oklahoma	Duluth, Georgia
Brownsville, Texas	Dunedin, Florida
Bryan, Texas	Durham, North Carolina
Burbank, California	Eagle Pass, Texas
Carlisle, Iowa	Edmond, Oklahoma
Camarillo, California	Elgin, Illinois
Carson, California	Enfield, Connecticut

Englewood, Colorado
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Fridley, Minnesota
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Gilbert, Arizona
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greenville, North Carolina
Greensboro, North Carolina
Gulfport, Florida
Hartford, Connecticut
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Klamath Falls, Oregon
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri

Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Loveland, Colorado
Manassas, Virginia
Mesa, Arizona
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Missoula, Montana
Modesto, California
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Haven, Connecticut
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas

Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Queen Creek, Arizona
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Antonio, Texas
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
Springfield, Missouri
Storm Lake, Iowa
Stratford, Connecticut
Sunnyvale, California

Sunrise, Florida
Takoma Park, Maryland
Tempe, Arizona
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Tucson, Arizona
Turlock, California
Unalaska, Alaska
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Virginia Beach, Virginia
Waco, Texas
Waukegan, Iowa
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Winston-Salem, North Carolina
Winter Park, Florida
Worcester, Massachusetts
Worthington, Minnesota
Wyoming, Ohio
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Archuleta County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin

Buffalo County, Nebraska
Chaffee County, Colorado
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida

Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
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
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Wyandotte County, Kansas
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
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

Health Care Entities

Des Moines, Iowa, Mercy Medical
Center
Iowa City, Iowa, University of Iowa
Hospitals and Clinics
Lake County, Illinois, Nursing Home
Los Angeles, California, General Hospital
Los Angeles County, California,
Department of Public Health
Manning, Iowa, Manning Regional
Health Care Center
Minneapolis, Minnesota, Public Health
Department
Monterey County, California Hospital
Newton, Iowa, Skiff Medical Center
Port Lavaca, Texas, Memorial Medical
Center
San Francisco, California, Laguna
Honda Hospital
Sheldon, Iowa, Sanford Sheldon Medical
Center
Tracy Minnesota, Sanford Tracy Medical
Center
Wake County, North Carolina, Health
Department

Libraries

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

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta,
Georgia
Children's Board of Hillsborough County,
Florida
District of Columbia
East Brunswick Township, New Jersey
Fresno Employment and Training
Commission, California
Jefferson County Personnel Board,
Alabama
Ketchikan-Gateway Borough, Alaska
Local Government Insurance Trust,
Maryland
Metropolitan Washington Council of
Governments
Miami Valley, Ohio Regional Planning
Commission
South Dakota State Government

Non-Profits and Other Governmental Jurisdictions (continued)

Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Skiff Medical Center, Newton, Iowa
South Brunswick Township, New Jersey
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
Dayton Regional Transit Authority, Dayton, Ohio
Honolulu Municipal Transit Authority, Honolulu, Hawaii
Kalamazoo County, Michigan Transportation Authority
Lee County Port Authority, Florida
Metra, Illinois Commuter Rail Authority
Orlando-Orange County, Florida Expressway Authority
Port Everglades Authority, Fort Lauderdale, Florida
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

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

APPENDIX C – PROTECTED GROUP PLACEMENTS

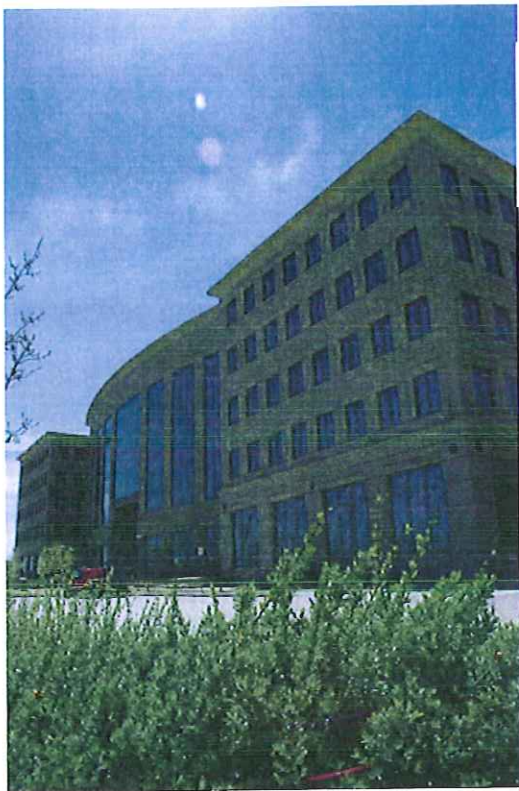
CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public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

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	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	
KANSAS CITY, MO	Water Services Director			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		
	Dir, Visitors & Convention Bureau		X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
	Executive Director, Civil Service Commission		X	
LOS ANGELES COUNTY REDEVELOPMENT AGENCY	Sr. Project Manager		X	
	Project Manager	X		
	Project Manager			X

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
	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)		X	
	City Manager (1999)			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		

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
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		
VALDOSTA, GA	Assistant Public Works Director		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

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



City of Aurora, Colorado

Invites Qualified Candidates to Apply for

CITY MANAGER

ABOUT AURORA – Aurora, Colorado, part of the Aurora/Denver metropolitan area, is a city of 314,000 residents and is the third largest city in Colorado. Strategically located near the Denver International Airport, Aurora is home to many bioscience, aerospace, healthcare, and high technology employers including the Raytheon Company, Northrop Grumman, Lockheed Martin, and Boeing.

During the last several decades, Aurora has evolved from a bedroom suburb cast in the shadow of Denver into its own dynamic urban center that is the second largest community in the 3.5 million population metropolitan area. With an emphasis on smart growth, infill development, sustainability, and livable neighborhoods, Aurora's population has grown by 1.5 percent annually over the last 18 years. Only slightly more than half of Aurora's 154 square miles is currently developed so there is ample opportunity for Aurora to continue to grow.

The City of Aurora has won more than 100 awards in the last decade. Most noteworthy is that Aurora received the All-America City Award in 2008 for the Fitzsimons Campus development, an after-school program, and an immigrant integration project.

The City has received 7 ICMA awards in recent years for innovative programs in the areas of sustainability, community partnerships, public-private partnerships, citizen involvement, public safety, and services to the disadvantaged. Also, in 2009, Aurora was one of only 20 jurisdictions in the country to receive the ICMA Center for Performance Measurement Certificates of Achievement, Distinction, and Excellence for its performance management program. The City also was named the Top Digital City in America for cities of 250,000+ population in 2007 and 2008.

HISTORY

Incorporated in 1891, Aurora was originally named Fletcher by its founder, former Chicago resident Donald Fletcher. In 1907, the community changed its name to Aurora. Agriculture was the main industry in Aurora's early years.

In 1921 while Aurora still had less than 2,000 residents, the U.S. government selected Aurora as the site for Fitzsimons Army Hospital to treat the wounded—especially those affected by mustard gas and tuberculosis—during World War I. In 1938, the Lowry Air Force Base located partly in Aurora was built. In 1942, the Army Air Corps built Buckley Field, now named the Buckley Air Force Base. These bases enhanced Aurora's military presence and helped to spur Aurora's growth to a community of 50,000 residents by 1960.

Fueled by interstate highway construction and the desirable quality of life offered by the area, Aurora's population increased more than five-fold to 276,000 by 2000. However, the 1990's was not without its challenges as the Lowry Air Force Base and the Fitzsimons Army Hospital were closed by the federal government. The community responded to these challenges by converting Fitzsimons into a world-class medical campus and one of the largest bioscience parks in the country.

*Additional information about Aurora is available at
www.auroragov.org*

The City is rigorous in its pursuit of excellence and professionalism in the delivery of its services as demonstrated by the following City departments that have met national accreditation standards:

- Police—accredited by Commission on Accreditation for Law Enforcement Agencies;*
- Public Works—accredited by American Public Works Association (1 of only 3 in Colorado);*
- Fire—accredited by Commission of Fire Accreditation International; and*
- Building—accredited by International Accreditation Service (only one in Colorado).*

HOUSING

In the 1980's, the City established a vision of creating new employment centers with high-paying jobs along with housing options desired by these employees. As a result, many new housing developments with higher-end detached single-family and condominium units have been created. One of these developments, Southshore, was named the Community of the Year in 2007 by the Home Builders Association of Metropolitan Denver.



FITZSIMONS CAMPUS

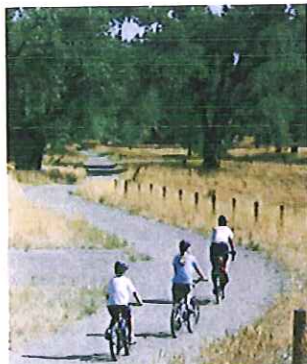
With the closing of the Fitzsimons Army Hospital by the federal government in 1995, Aurora partnered with the University of Colorado Health Sciences Center and the University of Colorado Medical School to create the Fitzsimons Redevelopment Authority. The result has been the establishment of the Fitzsimons Campus that in combination with the adjacent Anschutz Medical Campus has created a 578-acre site with 15,000 employees dedicated to bioscience, healthcare, medical education, and advanced research. This is the largest bioscience development in Colorado and one of the largest in the country.

There are still 184 acres at the Fitzsimons Campus yet to be developed. When completed, the total public and private investment in the Fitzsimons Campus will be \$4.2 billion, and the Campus will be home to 30,000 employees. The Campus currently has two hospitals--University of Colorado Medical School and The Children's Hospital. In addition, a \$98 million Veteran's Administration Hospital is currently being constructed and is projected to open in 2013.

LEISURE & CULTURE

Aurora's climate is mild and dry with more than 300 days of sunshine annually offering ample opportunity to participate in outside activities year-round. Residents and visitors to Aurora enjoy the scenic mile-high beauty of the eastern Colorado prairie with views of both Pike's Peak to the south and the Rocky Mountains to the west. The community has a multitude of recreational facilities including:

- Sports Park, a city-owned facility that has 23 full-sized soccer fields and 12 baseball/softball fields that host national and regional tournaments;
- Seven municipal golf courses ranging from traditional layouts to award-winning championship courses;
- More than 100 improved parks and over 50 miles of hiking and biking trails;
- Two indoor pools, five outdoor pools, and two City reservoirs that allow for swimming, fishing, and wind sailing;
- One full-service City recreation center, 3 community centers, and 3 neighborhood centers;
- A City skate park and dog park;
- The Morrison Nature Center situated on 200-acres of open space featuring classes and interactive exhibits; and
- The 1100-acre Plains Conservation Center featuring the flora and fauna of Colorado's eastern plains.



The community also has many cultural assets including the Aurora History Museum, Aurora Symphony Orchestra, Aurora Fox Arts Center, Aurora Singers, DeLaney Farm Historic District, and the East End Arts District.

TRANSPORTATION

Aurora is served by an extensive transportation network consisting of freeways and toll-roads, light rail, and buses. There is both an inner loop freeway system comprised of Interstates 70 and 225 and an outer-loop system consisting of the E-470 toll-road.

The Regional Transportation District provides commuter and light rail and bus service for the metropolitan area. Aurora currently has 2 light rail stations. Ten additional light rail stations are proposed to be built in Aurora including a commuter rail transfer station that will connect light rail to a future commuter rail line whose destination is the Denver International Airport.

NEIGHBORHOODS

Aurora has a diverse housing stock located in more than 450 neighborhoods, 382 of which are City-registered neighborhood associations. Tree-lined streets, open prairie, majestic views of the mountains, and many neighborhood parks make Aurora neighborhoods an ideal place to call home. Aurora's Neighborhood Services Department works in conjunction with neighborhood groups to maintain an attractive community appearance and enhance residents' quality of life.

EDUCATION

Most of the community is served by 2 public school districts—Aurora Public Schools and the Cherry Creek School District. Aurora Public Schools has been making improvements to every school building due to a voter-approved \$225 million bond program. More than half of Aurora's students attend schools in the Cherry Creek District which is one of the top performing school districts in the country. There is also one other public school district that serves some Aurora students.

Aurora has the following 8 campuses of higher education: University of Colorado Medical School; Anthem College; Columbia College; Regis University; Platt College; Pickens Technical College; Concorde Career College; and Community College of Aurora.

THE CITY GOVERNMENT –

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The City of Aurora has operated under the council-manager form of government since 1954. The City Council consists of a Mayor and 10 Council Members elected to 4-year overlapping terms. The Mayor and 4 Council Members are elected at-large, and the other 6 Council Members are elected by wards. Aurora is the 25th largest council-manager city in the country.

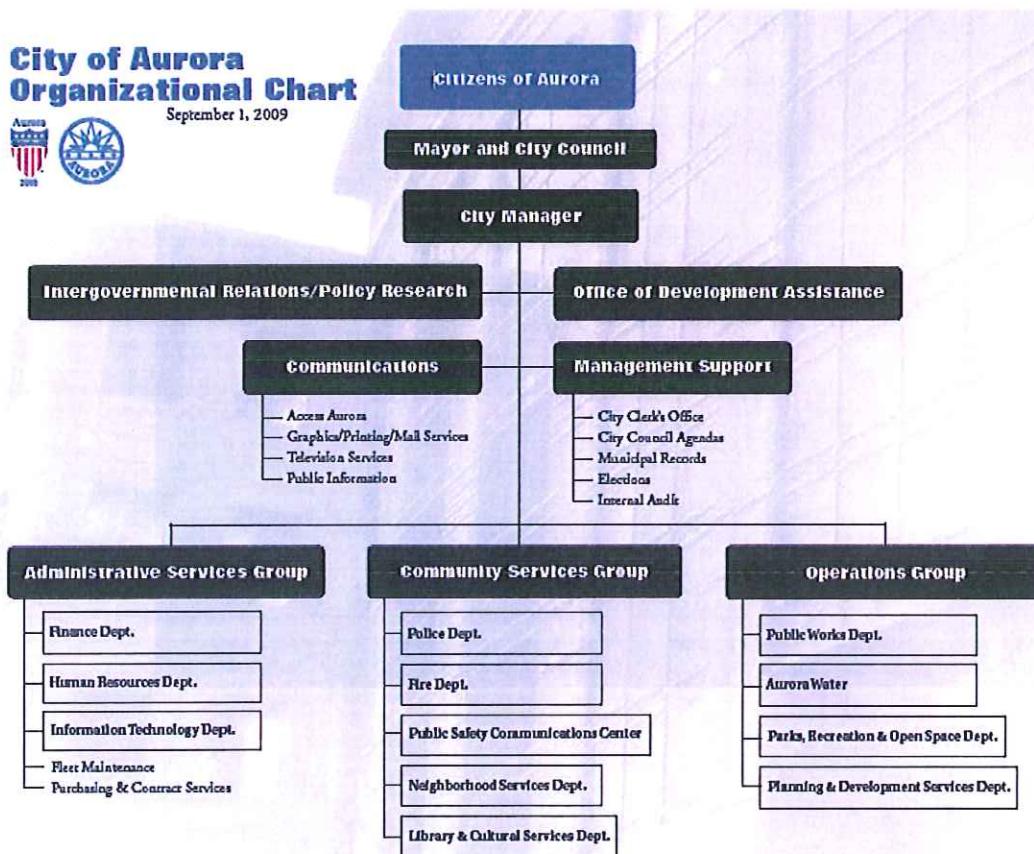
The City has a long history of its Mayors being actively involved in day-to-day representation of the City. In recognition of this, the Mayor's position was changed to full-time in 1993 by Aurora voters. The Mayor's duties which consist of chairing City Council meetings and voting to break ties on Council agenda items were not impacted as a result of the change to a full-time position.

The City Council appoints a Mayor Pro Tem annually for a one-year term. The Mayor Pro Tem serves as Mayor in his or her absence and also makes appointments to the 9 Council Committees that address various policy issues. Each Council Member chairs one Committee and serves on 3 Committees. Following is a list of the Council Committees: Community Partnership; Management and Finance; Neighborhood Services; Operations and Environmental Affairs; Planning, Economic Development and Redevelopment; Public and Intergovernmental Relations; Public Safety and Courts; Transportation and Airports; and Water.

The City Manager ensures that the policy direction set by the City Council is carried out and that City services are delivered equitably to all residents. The City Manager is responsible for recommending the budget to the City Council and for hiring and providing managerial leadership to City staff. The former City Manager recently retired after 13 years in the position. Including the former City Manager, the previous 2 City Managers served for a total of 20 years, both leaving voluntarily. The City is a full-service operation with 2,676 FTE's. The City conducts collective bargaining with both Police and Fire unions. In addition to the City Manager, the City Council appoints the City Attorney, Presiding Judge, and Court Administrator.



*Aurora Municipal Center completed in 2003
houses the City's administrative offices*



FINANCIAL ISSUES

The City has an annual budget of \$615 million and a five-year Capital Improvement Program budget of \$710 million. The City is sales tax dependent with sales taxes comprising 54 percent of General Fund revenues. Other major General Fund revenue sources include property taxes, use taxes, franchise fees, and the state highway users tax. There are 4 self-supporting enterprise funds—Water, Wastewater, Golf, and Development Review. The City operates on a January-December fiscal year.

Like most local governments, Aurora has experienced financial challenges in recent years. Sales tax collections are projected to increase by only 1.5 percent in 2010, and salary schedules for 2010 were increased by 1-3 percent. Approximately 50 employee layoffs have occurred recently largely as the result of voter disapproval of a ballot measure in November 2009 to fund libraries through a General Improvement District.

The City has a rather unique voter-approved requirement to maintain staffing of at least 2 sworn Police personnel per 1,000 population. Population projections are updated annually to ensure compliance with this requirement.

Aurora is one of the founding members of the Colorado Performance Measurement Consortium, a group of thirteen communities affiliated with the ICMA Center for Performance Measurement. The City makes use of performance measures to assist in monitoring its effectiveness and efficiency. Two noteworthy measures are the City's Insurance Services Office (ISO) fire insurance premiums Public Protection Classification rating of 2 and the City's bond ratings of Aa1 (general obligation) and Aa2 (water revenue).

ISSUES AND OPPORTUNITIES – The following is a summary of the issues and opportunities to be managed by Aurora's next City Manager.

- **Financial Management**—financial projections indicate that the City will likely be under continued financial pressure for several years. Like many other local governments, the City has a “structural budget deficit.” The next City Manager is expected to lead a strategic review of alternatives to improve the City's financial condition including reorganization, productivity improvements, compensation policies, increasing the tax base through economic development, and new revenue opportunities.
- **Visioning**—the City Manager needs to be an active participant in visioning with all stakeholders to help Aurora implement its vision statement. The City has many opportunities to shape its future destiny such as attracting quality employment and housing development on infill and outlying land, annexation, and taking advantage of future light rail stations to encourage transit-oriented development. City officials correlate the successful implementation of its vision with enhancing its financial condition.
- **Water Resources**—in Aurora as in most western cities, the acquisition of sufficient water rights and careful management of water resources are essential to ensuring an adequate water supply for current and future residents and businesses. The \$750 million Prairie Waters project which has been under construction for the last five years will be completed by the end of 2010. This water reclamation project will increase Aurora's water supply by 20 percent. The City Manager will oversee the City's efforts to augment its water resource portfolio, consider additional water reclamation projects, and encourage water conservation.
- **Employee Relations**—the City has made a major commitment in recent years to foster a climate of positive, team-oriented employee relations. The Partnership of Aurora City Employees (PACE) is comprised of employee representatives from all departments and all levels of the organization that meets monthly with the City Manager to discuss current issues impacting the organization. In addition, the Labor-Management Committee consisting of city management and Police and Fire union representatives meets monthly to discuss non-bargaining matters. Finally, the City routinely recognizes exemplary employee contributions to the organization and community. City employees truly appreciate City management's efforts to initiate two-way communication. These efforts have improved employee loyalty and morale which is extremely valuable especially during these tough economic times. The next City Manager needs to continue this commitment to employee relations.

AURORA'S VISION STATEMENT
Aurora will be the best city in Colorado and an innovative leader in the region by:

- *Creating great neighborhoods*
- *Emphasizing public safety and quality services*
- *Encouraging a high quality and high wage economic environment*
- *Supporting recreational, cultural, educational and community activities for our citizens*



JOB REQUIREMENTS –

The minimum job requirements are: 1) Master's degree in public administration, business administration, or directly related field; and 2) at least 5 years progressively responsible administrative and managerial experience as a Deputy City Manager or City Manager in a medium to large full-service municipal government or comparable organization. An equivalent combination of experience, education, and training may be considered. The Mayor and City Council are open to considering applicants who do not have local government experience but have managed other types of large complex organizations.

Desired Professional and Personal Attributes

The following are the desired professional and personal attributes for Aurora's next City Manager:

- Strong, assertive, collaborative leader who is able to build consensus among full-time Mayor, City Council, Council-appointed officials, City staff, and community;
- Visionary who partners with Mayor, Council, and City staff on policy initiatives especially in the areas of economic development and water resources;
- Creative, innovative, and "thinks outside the box";
- Good financial management skills and sense of fiscal discipline with ability to develop more efficient ways of delivering City services;
- Ability to work with a highly qualified, cohesive, professional management staff in an effective manner without micro-managing them;
- Excellent human relations skills with ability to relate to and communicate effectively with all stakeholders;
- Situational leadership style an asset in dealing with wide variety of stakeholders and issues;
- Demonstrated philosophy and track-record of valuing City employees and fostering a positive employee relations culture;
- Ability to develop productive working relationships with labor unions;
- Politically astute while maintaining a professional perspective;
- Experience in a rapidly growing community and dealing with growth management issues desired;
- Marketing savvy with ability to promote and enhance Aurora's image;
- Experience working with bioscience, aerospace, high tech, and healthcare industries a plus;
- Knowledge of water rights and water resource/reclamation issues a plus; and
- Experience with succession planning programs a plus.

Compensation

The compensation for the City Manager job is highly competitive including a fringe benefit package with:

- a choice of excellent and comprehensive health, dental, vision, and life insurance plans;
- flexible spending accounts for health and dependent care expenses;
- choice of participation in City's defined benefit retirement plan with current employer and employee contributions of 5.5 percent each or participation in an executive money purchase plan with current employer and employee contributions of 10 percent each;
- a selection of deferred compensation plans (ICMA Retirement Corporation, Lincoln, and Nationwide);
- long-term disability insurance;
- an employee assistance program; and
- voluntary long-term care and universal life insurance programs.

The starting salary is dependent on the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager who is required to live within the city limits.

To Apply:

In order to be considered for this position, please send your resume and cover letter with current salary by **June 14, 2010** to pwconsulting@cox.net. For additional information about this job, please contact:

Paul Wenbert, Western Regional Manager
SLAVIN MANAGEMENT CONSULTANTS
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