

**Response to Request for Proposals**  
**RE: City Manager Recruitment Services**

*Prepared by Paul Wenbert, Western Regional Manager,  
Slavin Management Consultants, January 21, 2016*



**7828 E. Red Hawk Circle, Mesa, Arizona 85207**

**480-664-2676**

**[pwconsulting@cox.net](mailto:pwconsulting@cox.net)**

**[www.slavinmanagementconsultants.com](http://www.slavinmanagementconsultants.com)**

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January 21, 2016

Mayor and City Council City of Gunnison  
P.O. Box 239  
201 W. Virginia Ave.  
Gunnison, CO 81230  
City Manager Recruitment  
Attn: Gail Davidson, City Clerk

Dear Mayor and City Council:

Slavin Management Consultants is pleased to submit this proposal to conduct the executive search for Gunnison'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 on this assignment. After a 30-year career in city management including nearly 13 years as a city manager, Mr. Wenbert joined SMC in 2007 as its Western Regional Manager. He has conducted or assisted in the conduct of more than 60 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 also work on this assignment. Having conducted or assisted in the conduct of more than 900 executive recruitments including more than 300 city and county manager searches throughout the United States, 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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**TABLE OF CONTENTS**

**SECTION I. ABOUT SLAVIN MANAGEMENT CONSULTANTS ..... 1**

SMC Organizational Chart ..... 2

EEO Commitment ..... 2

SMC Staff Assigned to this Project ..... 3

SMC’s Results-Oriented Process..... 3

City/County Manager Searches Conducted ..... 6

Firm Contact Information ..... 7

**SECTION II. WORK PLAN .....7**

**SECTION III. GUARANTEES ..... 10**

**SECTION IV. PROJECT SCHEDULE..... 11**

**SECTION V. PROJECT COST..... 12**

**SECTION VI. REFERENCES ..... 13**

**ACCEPTANCE/SIGNATURE ..... 17**

**APPENDIX**

About Project Staff .....A-1

Partial Client List ..... B-1

Partial List of Protected Group Placements..... C-1

Sample Recruitment Profile .....D-1

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## **SECTION I—ABOUT SLAVIN MANAGEMENT CONSULTANTS**

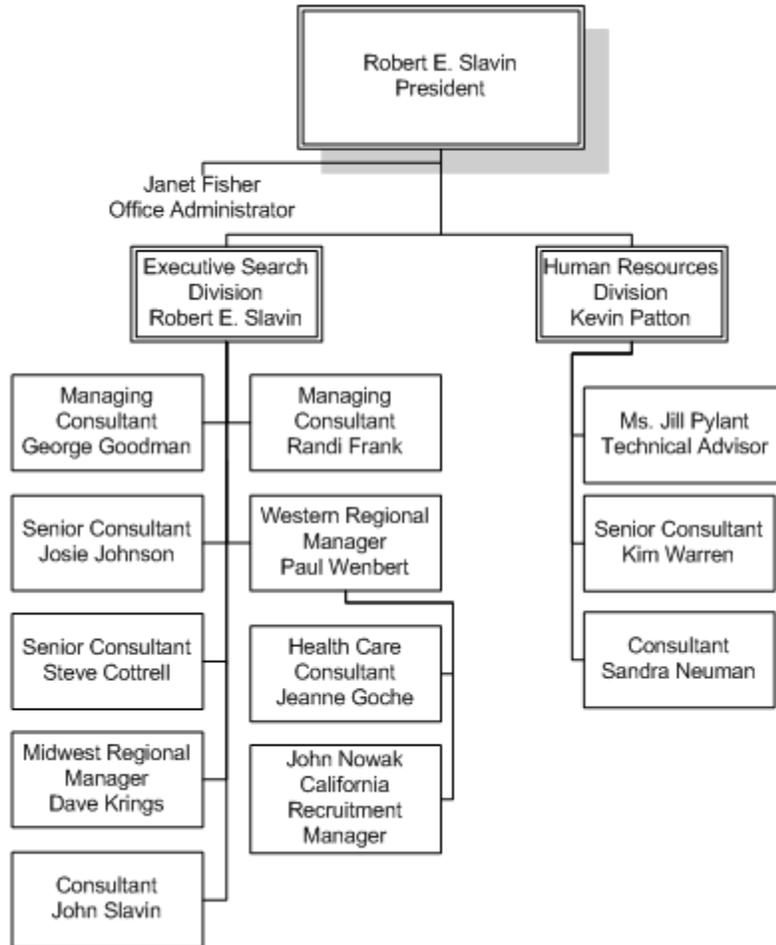
Slavin Management Consultants (SMC) was formed in 1991 and is incorporated in the State of Georgia. SMC operates a national practice from its home office in the Atlanta metropolitan area. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local 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.

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## 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

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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 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 more than 60 searches for jurisdictions as small as Carlisle, Iowa, (3,900 population) to as large as Phoenix, Arizona (1.5 million population). During his city 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.

SMC President Bob Slavin will provide oversight and support to Mr. Wenbert 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 **900 executive searches** throughout his career.

Please note Mr. Slavin and Mr. Wenbert have conducted 12 Colorado local government recruitments in the last five years.

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

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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 Gunnison and it will honor the confidentiality of candidates to the extent permitted by Colorado law.

SMC would like the City of Gunnison 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 Gunnison’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 900 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 three times out of more than 900 searches.** SMC has established this enviable track-record due to its extensive research at the

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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, Gunnison'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 Gunnison to market itself and increase its visibility to opinion-makers throughout the United States. SMC will produce a quality recruitment profile brochure that markets Gunnison 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 Gunnison. SMC is as proud of its responsiveness to candidates as it is to its clients.

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## **CITY/COUNTY MANAGER SEARCHES CONDUCTED**

SMC has conducted more than 300 city and county manager searches throughout the nation. The following are city and county manager searches SMC has conducted in the last 4 years.

<b>CLIENT</b>	<b>POPULATION</b>	<b>YEAR</b>	<b>SEARCH</b>
Adams, CO	452,000	2013	County Manager
Aiken, SC	30,000	2015	City Manager
Alleghany, VA	16,000	Current	County Administrator
Baker City, OR	10,000	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
Cassville, MO	3,000	Current	City Administrator
Cherry Hills Village, CO	7,000	Current	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
Glendale, AZ	237,000	2015	City Manager
Golden, CO	19,000	2015	City Manager
Gulf Shores, AL	10,000	2013	City Administrator
Hardeeville, SC	3,000	2015	City Manager
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	2015	City Manager
Myrtle Beach, SC	27,000	2014	City Manager
Oak Park, IL	52,000	2013	Village Manager
Ocean City, MD	7,000	2016	City Manager
Ontario, OR	11,000	Current	City Manager
Plantation, FL	85,000	2015	Chief Administrative Officer
Portage, MI	47,000	2014	City Manager
Powder Springs, GA	14,000	2015	City Manager
Snellville, GA	18,000	2012	City Manager
Statesboro, GA	30,000	Current	City Manager
Steamboat Springs, CO	12,000	Current	City Manager
The Dalles, OR	14,000	Current	City Manager
Tipp City, OH	10,000	2014	City Manager
Valdez, AK	4,100	2015	City Manager
Waukee, IA	14,000	2013	City Administrator
Worcester, MA	183,000	2014	City Manager
Wyandotte/Kansas City, KS	159,000	2014	County Administrator

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## **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 semifinalists 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.

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### **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 Gunnison'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 Gunnison 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 publications 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 semifinalists**

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

The progress report will summarize each semifinalists' experience and education. The report will also include a screening of semifinalists 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 semifinalists;

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- semifinalists' responses to a supplemental questionnaire that provides additional information about semifinalists' 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 semifinalists' work performance and the quality of the organizations and communities in which they have served.

The progress report will also include the semifinalists' 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

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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	90-455
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.

<b>PROJECT COSTS</b>				
<b>STEPS</b>	<b>ASSIGNED HOURS</b> (Approximate)		<b>RATE (Hr)</b>	<b>FEES</b>
	<b>Project Manager</b>	<b>Consultant</b>		
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
<b>TOTAL HOURS</b>	157	76		
<b>TOTAL COST</b>				\$16,005

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## **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). Additional details about these expenses are 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 \$1,500. 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 and for SMC's travel expenses to conduct finalists' site visits are not included in the cost of this proposal. These costs are controlled through the client's prior approval of the finalists.

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. 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. Kathryn Ducharme  
Human Resources Analyst  
City of Cherry Hills Village, Colorado

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303-783-2734  
kducharme@cherryhillsvillage.com  
City Manager search, 7,000 population, current  
\$12M budget, 51 FTE's

2. Ms. Anne Small  
Director of General Services  
City of Steamboat Springs  
970-871-8249  
asmall@steamboatsprings.net  
City Manager search, 12,000 population, current  
\$54M budget, 266 FTE's
3. Mr. Karl Hanlon  
City Attorney  
City of Glenwood Springs  
970-945-2261  
app@mountainlawfirm.com  
City Manager search, 10,000 population, current  
\$58M budget, 163 FTE's
4. Mayor Randy Penn  
City of Englewood  
720-315-3915  
rpenn@englewoodgov.org  
City Manager search, 30,000 population, 2014  
\$113M budget, 475 FTE's
5. Mr. Darin Atteberry  
City Manager  
City of Fort Collins, Colorado  
970-221-6507  
datteberry@fcgov.com  
Deputy City Manager/Chief Operating Officer search, 151,000 population, 2014  
\$504M budget, 2,300 FTE's
6. Mr. Harold Dominguez  
City Manager  
City of Longmont, Colorado  
303-651-8601  
harold.dominguez@ci.longmont.co.us  
City Manager search, 87,000 population, 2012  
\$301M budget, 885 FTE's

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7. Mr. Bryon Ostler  
Director of Human Resources  
Adams County, Colorado  
720-523-6070  
hr@adcogov.org  
County Manager search, 442,000 population, 2013  
\$472M budget, 1,840 FTE's
  8. Mayor Robert Craft  
City of Gulf Shores, Alabama  
251-968-1124  
rcraft@gulfshoresal.gov  
City Administrator search, 10,000 population, 2013  
\$30 M budget, 213 FTE's
  9. Mayor Raeanne Pressley  
City of Branson, Missouri  
417-334-4129  
raeannepressley@gmail.com  
City Administrator search, 11,000 population, 2013  
\$70M budget, 250 FTE's
  10. Mayor Mark Fitzgerald  
City of Loveland, Ohio  
513-707-1437  
mfitzgerald@LovelandOH.com  
City Manager search, 12,000 population, 2014  
\$22M budget, 45 FTE's
  11. Ms. Cara Pavlicek  
Village Manager  
Village of Oak Park  
708-358-5770  
cpavlicek@oak-park.us  
Village Manager search, 52,000 population, 2013  
\$106M, 365 FTE's
  12. Mr. Tim Moerman  
City Administrator  
515-987-4522  
tmoerman@waukee.org  
City Administrator search, 14,500 population, 2013  
\$30M budget, 74 FTE's

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13. Mayor Scott Lund

City of Fridley, Minnesota

763-572-3500

City Manager search, 27,800 population, 2013

\$17M budget, 130 FTE's

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**ACCEPTANCE/SIGNATURE**

This proposal is presented by Slavin Management Consultants by:

SIGNATURE:  \_\_\_\_\_

NAME: Paul Wenbert

TITLE: Western Regional Manager

DATE: January 21, 2016

This proposal is accepted for the City of Gunnison, Colorado by:

SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

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# APPENDIX

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## **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.

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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

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## **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

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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

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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  
Waukee, 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

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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

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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

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**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 – PARTIAL LIST OF PROTECTED GROUP PLACEMENTS**

<b>CLIENT</b>	<b>POSITION</b>	<b>AFRICAN AMERICAN</b>	<b>FEMALE</b>	<b>LATINO</b>
<b>ALACHUA COUNTY, FL</b>	County Administrator			X
<b>ALBANY, GA</b>	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
<b>ASPEN, CO</b>	City Manager		X	
<b>AUSTIN, TX</b>	City Manager		X	
	Police Chief			X
<b>BERKELEY, CA</b>	City Manager	X		
	Public Works Director			X
<b>BEVERLY HILLS, CA</b>	Sanitation Director	X		
	Library Director		X	
<b>BOCA RATON, FL</b>	City Manager		X	
	Asst. City Manager		X	
<b>BROWARD COUNTY, FL</b>	Assistant Director of Equal Employment	X	X	
<b>BRYAN, TX</b>	Municipal Court Judge		X	
	City Manager		X	
<b>CAMARILLO, CA</b>	City Clerk		X	
<b>CARSON, CA</b>	Planning Director		X	
<b>CHAPEL HILL, NC</b>	Transportation Director		X	
	Human Resources Director		X	
<b>CHARLOTTE COUNTY, FL</b>	County Attorney		X	
<b>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</b>	Director of Security	X		
<b>CHARLOTTE, NC</b>	Neighborhood Services Director	X		
<b>COLUMBIA, MO</b>	Police Chief	X		
<b>CULVER CITY, CA</b>	Finance Director			X
<b>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</b>	Chief Financial Officer	X	X	
<b>DALLAS, TX</b>	City Attorney		X	
<b>DECATUR, GA</b>	Chief of Police	X		
<b>DISTRICT OF COLUMBIA</b>	Executive Director Alcoholic Beverage Regulations Commission		X	
<b>DURHAM, NC</b>	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
<b>ESCAMBIA COUNTY, FL</b>	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
<b>LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY</b>	Executive Director	X	X	
	Deputy Exec. Dir.			X
<b>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH</b>	Public Health Director	X		
<b>LOS ANGELES OLYMPICS ORGANIZING COMMITTEE</b>	Human Resources Director	X	X	
	Director of Venues		X	
<b>METROZOO (MIAMI FL)</b>	Director of Marketing		X	
<b>MEMPHIS (TN) HOUSING AUTHORITY</b>	Executive Director	X		
<b>MIAMI (FL) OFF-STREET PARKING SYSTEM</b>	Finance Director			X
<b>MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)</b>	Executive Director	X	X	
<b>MIRAMAR, FL</b>	City Manager		X	
<b>MONTEREY COUNTY, CA</b>	Hospital Administrator	X		
<b>NOAH DEVELOPMENT CORPORATION</b>	Executive Director	X		
<b>NORFOLK, VA</b>	Human Resources Director	X		
	Senior Engineer		X	
	Social Services Director	X		
<b>OCALA (FL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>OBERLIN, OH</b>	City Manager		X	
<b>ORMOND BEACH, FL</b>	City Manager	X		
<b>OKLAHOMA CITY, OK</b>	City Manager	X		
<b>PALM BAY, FL</b>	Human Resources Director		X	
<b>PALM BEACH COUNTY, FL</b>	Assistant County Administrator		X	
<b>PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD</b>	Executive Director		X	
<b>PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT</b>	Executive Director		X	
<b>PALM BEACH GARDENS, FL</b>	City Manager (1992)		X	
	City Manager (1999)			X
<b>PALO ALTO, CA</b>	City Attorney		X	
<b>PEORIA (IL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>PRINCE WILLIAM COUNTY, VA</b>	Fire Chief		X	
<b>RICHMOND, CA</b>	City Manager	X		

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

<b>CLIENT</b>	<b>POSITION</b>	<b>AFRICAN AMERICAN</b>	<b>FEMALE</b>	<b>LATINO</b>
<b>WAKE COUNTY, NC</b>	Human Services Director			X
<b>THE WEINGART CENTER (LOS ANGELES)</b>	Executive Director		X	
<b>WEST COVINA, CA</b>	Planning Director	X	X	
<b>WEST MIFFLIN, PA</b>	Town Administrator		X	
<b>WEST PALM BEACH, FL</b>	Assistant City Administrator	X	X	
<b>WICHITA, KS</b>	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		
<b>YPSILANTI, MI</b>	City Manager	X		
<b>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</b>	Executive Director			X



# The City of Klamath Falls, Oregon

Invites Qualified Candidates to Apply For

## City Manager



**ABOUT KLAMATH FALLS** – Located in south-central Oregon and bordering northern California, Klamath Falls sits on the southern shore of the Upper Klamath Lake and on the eastern slopes of the Cascade Mountains. The community which is the county seat for Klamath County has a 2010 Census population of 20,840 and encompasses nearly 21 square miles. With an elevation of 4,100 feet Klamath Falls is known as the City of Sunshine with nearly 300 days of sunshine each year.

Klamath Falls serves as the retail, education, and health care center for a four-county, two-state area. The community's retail base includes both national chains and local, family-owned businesses. The Sky Lakes Medical Center located in Klamath Falls has 176 beds and 1,100 employees, and there are many other associated medical facilities in the community. In addition, Sanford Health, the largest rural not-for-profit health care system in the nation is currently constructing a pediatric clinic in Klamath Falls. The Oregon Institute of Technology and Klamath Community College offer affordable local access points to the post-secondary education system and are important catalysts for economic development.

There are several major local employers including building products manufacturer Jeld-Wen. This company, founded in Klamath Falls in 1960, still maintains its corporate headquarters in Klamath Falls even as it has grown rapidly to 20,000 employees world-wide. Other notable local employers include Collins Products, the Oregon Institute of Technology, Klamath Community College, and the Air National Guard which has the only F-15C fighter training base in the U.S. at the Klamath Falls Airport.

### *HISTORY*

In 1867 a community known as Linkville was formed at the mouth of the Link River by George Nurse. The name of this community was changed in 1893 to Klamath Falls. The community's name was derived from local Native American tribal vernacular with Klamath referring to the phenomenon of the Link River flowing upstream with a hardy south wind and Falls referring to where the falling waters rush.

In 1906 the federal government constructed the Klamath Reclamation Project which drained marshland and provided a canal for irrigation water for agriculture. In 1909 the Southern Pacific Railroad was extended to the community which provided access to major markets and allowed Klamath Falls to become the fastest growing community in Oregon in the 1920s.

### **Transportation—**

- Klamath Falls Airport offers passenger flights to San Francisco and Portland daily
- Amtrak provides passenger rail service to Klamath Falls daily between Seattle and Los Angeles
- US Highway 97 is a major north-south road linking Washington to California

## *TOURISM, RECREATION, AND CULTURE*

South-central Oregon offers an outstanding array of natural and cultural wonders. Just sixty miles south of Crater Lake and seventy miles north of Mt. Shasta, the Klamath Falls area is noted for its beauty and diversity of tourism and recreation activities. Outdoor recreation opportunities include cross country skiing, golfing, fishing, hunting, sailing, and canoeing. There are four different trail systems in the community that provide access to 100 miles of trails. Also, Klamath Falls is known as one of the West Coast's best bird watching areas and has the highest concentration of bald eagles in the Pacific Northwest.



The Ross Ragland Theatre and Cultural Center includes a 700-seat auditorium which hosts plays and musical events. Also, Kiger Stadium which is only one of two remaining North American all-wood stadiums is home to the Klamath Falls Gems of the West Coast League, a summer baseball league for college ballplayers.



## *EDUCATION*

The Klamath Falls City School District has two high schools including a high-tech charter school in downtown Klamath Falls. There are also one junior high school and five elementary schools in the District. The District which has 19 students for every full-time equivalent teacher has a high school dropout rate of 3 percent compared to the national rate of 4.4 percent. Also, there are three religiously affiliated private primary and secondary schools in Klamath Falls.



Post-secondary educational opportunities are provided by the Oregon Institute of Technology (also known as Oregon Tech) with 3,500 students and Klamath Community College with 3,000 students. Oregon Tech, the first higher education institution in North America to offer a Bachelor of Science degree in Renewable Energy Engineering, places more than 90 percent of its graduates.

**Additional information about Klamath Falls is available at <http://ci.klamath-falls.or.us/>**

## *GEOTHERMAL ENERGY*

The community has been one of the leaders in the use of renewable, cost-effective geothermal energy for many years. According to published reports, more than 550 geothermal wells have been drilled that heat about 1,000 homes in Klamath Falls at an average cost of approximately \$100 per home per year. Geothermal energy also heats 22 commercial and government buildings and downtown sidewalks and crosswalks through the City's geothermal utility district downtown. Another compelling example of the benefits of geothermal energy include two of the community's largest employers, Oregon Tech and Sky Lakes Medical Center which realize a combined savings of more than \$500,000 annually by using geothermal energy instead of natural gas. In fact, Oregon Tech is the only geothermally heated university campus in the United States.

**THE CITY GOVERNMENT** – The City of Klamath Falls which was incorporated in 1905 has operated under the council-manager form of government since 1958. The City Council and community have a high regard for professional local government management, and the City has had three City Managers in the last 27 years all of whom left voluntarily.

The City Council consists of five members who are directly elected on a nonpartisan basis by ward to staggered four-year terms. The Mayor is elected at-large for a four-year term on a nonpartisan basis.



The City has a history of long tenures for its elected officials with the current Mayor serving for twenty years. Most Council Members have long tenures as well. At the City's next election on November 6, 2012, the Mayor's seat and Wards 1, 2, and 3 Council seats are on the ballot. The Ward 3 Council seat is on the ballot for a two-year term due to the recent resignation of the Ward 3 Council Member. The last day for candidates to file for this election is August 28, and elected officials' terms begin on January 1, 2013.

The City Council establishes law and policy by adopting ordinances and resolutions and appoints the City Manager, City Attorney, and Municipal Judge. Also the Council adopts the City budget, approves appropriations and contracts, and levies taxes. The Mayor presides at City Council meetings.

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.

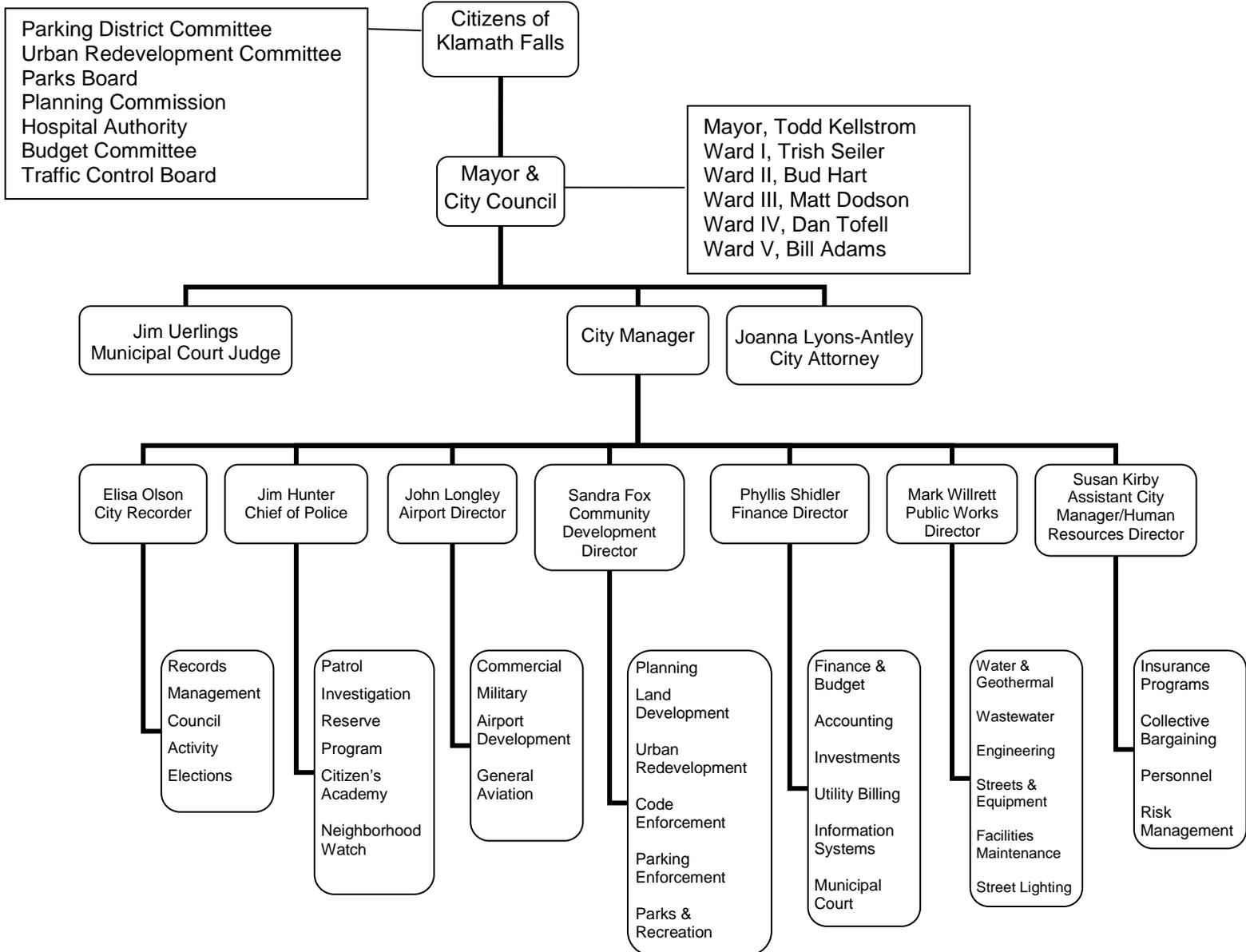
The City has received several awards including the GFOA Certificate of Achievement for Excellence in Financial Reporting, Tree-City USA recognition, and several safety awards from Citycounty Insurance Services, an Oregon municipal insurance pool.





# CITY OF KLAMATH FALLS

## Organizational/Responsibilities Chart



## FINANCIAL DATA

Klamath Falls is a full-service, stand-alone City organization that includes water and wastewater utilities, a commercial airport, a geothermal utility district downtown, and a municipal court. The City has an annual operating budget of \$28 million, a 2012-13 Capital Improvement Program budget of \$13.1 million, and 158 FTE's. The City is on a July 1-June 30 fiscal year.

The City is in good financial condition with a General Fund balance of 25.6 percent of annual expenditures and an A+ general obligation bond rating. During the Great Recession the City only laid off three employees. In addition, the City provided a cost-of-living salary increase in the current fiscal year and currently plans to increase salaries in 2013-14 as well.

Approximately 70 percent of the City's employees are represented by two collective bargaining units. AFSCME represents field and clerical employees, and the Teamsters union represents Police employees. The City has good relationships with its unions and has obtained voluntary settlements in collective bargaining negotiations in recent years.

## STRATEGIC PLANNING

Klamath Falls has a tradition of community-based strategic planning dating back to 1991 when a group of ambitious community leaders developed Klamath Vision 2002. Many successes grew out of Vision 2002 including establishment of Klamath Community College and construction of the Bill Collier Community Ice Arena.



In 2010 another community visioning process was completed resulting in development of the 2020 Klamath Vision. Three themes grew out of this visioning process: Community, Economy, and Sustainability. The City which was an active participant in this process developed its own strategic plan to complement the 2020 Vision. Additional information about the 2020 Vision can be found at <http://2020klamathvision.org/>

## 2020 KLAMATH VISION THEMES

### COMMUNITY

Klamath County in the year 2020 will be a strong, vibrant community, supporting the physical and mental well being of its residents through thoughtful policy decisions and prudent allocation of resources.

### ECONOMY

In 2020, Klamath will have a thriving "local" economy, rooted in our local renewable resources, the resourcefulness of our people, and our willingness to be active participants in a community that works together for the mutual benefit of all of its members.

### SUSTAINABILITY

A sustainable community respects its own diversity, values the complexity of the natural world, and accepts responsibility for the social, economic, and ecological well-being of present and future generations through individual and collective actions.

### VISION STATEMENT

The City of Klamath Falls is a vibrant, cohesive community built on a strong economic base which balances urbanization with its existing historic character and values.

### MISSION

To further the vision, the City of Klamath Falls provides essential services and infrastructure to promote the social and economic health of the community. The role of the City Council is to provide the leadership necessary to fulfill this mission.

### WORKPLACE VALUES

Respect – Communication – Integrity – Teamwork - Family

**ISSUES AND OPPORTUNITIES** – The following is a summary of the issues and opportunities to be managed by Klamath Falls’ next City Manager.

1. **Economic development**—the City Manager is the City’s point person for economic development as professional economic development staff resides in Klamath County Economic Development Association (KCEDA). Additional community support is provided by Team Klamath which consists of representatives from the following organizations: Klamath County; City of Klamath Falls; Oregon Institute of Technology; Klamath Community College; Klamath Community Development Corporation; Klamath County Chamber of Commerce; and Oregon Business Development Department. Team Klamath has been in existence for more than 20 years and serves as the umbrella organization for economic development activities.

Team Klamath is currently focusing its efforts on three target industries: renewable energy; health care; and agricultural based value-added businesses. Also, there is considerable interest in establishing an incubator that would assist in helping entrepreneurs bring their products and services to the marketplace. Team Klamath is very interested in having the next City Manager assist in facilitating economic development strategies for Team Klamath and working with the City Council to implement those strategies.

2. **Airport Futures Group**-- the Klamath Falls Airport generates approximately \$440 million annually in economic activity for Klamath County. However the airport’s operations are currently subsidized by the City by approximately \$800,000 annually. In light of this situation, the City established an Airport Futures Group in the summer of 2011 consisting of airport stakeholders to develop a strategic plan for the airport’s future. The Futures Group is considering several alternatives such as establishing an airport or port authority that could make the airport a self-supported enterprise.
3. **Air National Guard**—the Klamath Falls Airport is home to the only U.S. Air Force F-15C fighter pilot training program in the country. This training operation is provided by the Air National Guard (ANG) which has approximately 800 employees at the Airport. The Air Force is currently considering expanding this operation which would add 120 employees at the Airport. In addition, the Klamath Falls Airport is one of only three airports in the country that is participating in a federally sponsored intergovernmental resource sharing project known as P-4. The City and the ANG have had a mutually beneficial relationship for many years, and the next City Manager is expected to continue to foster this relationship.
4. **Wastewater Upgrades**—the City is presently working with the Oregon Department of Environmental Quality (DEQ) to develop a plan for complying with DEQ quantity and quality discharge standards. In addition, there is a need to upgrade and expand the 60-year old primary wastewater treatment plant. In total, it appears it will cost the City \$40-50 million to make these upgrades some of which can be financed through a State loan program.
5. **Urban Growth Boundaries**--Oregon land use laws have established urban growth boundaries (UGBs) around every incorporated city. UGBs protect rural land by directing most urban density development to cities and UGBs. The Klamath Falls’ UGB encompasses an unincorporated area of 21,000 residents with many urban-scale subdivisions known as the “south suburbs”. Public services are provided in this area by special districts and Klamath County. The City Manager needs to be aware of the fiscal and service delivery impacts of current and future development in the UGB.
6. **Compensation Study**—the City’s classification and compensation system was recently updated, and many of the recommendations in the study have been implemented. However recommendations related to pay-for-performance and step/merit adjustments which will require City Council approval have not yet been implemented.



7. **Succession Planning**— as with most employers, the City will likely be losing several baby-boomer employees to retirement over the next several years. City staff has undertaken succession planning activities which need to be continued in order to be prepared to deal with this phenomenon. In addition, the next City Manager will likely have the opportunity to promote or hire some high-level staff members over the next few years.
8. **Image/Branding**—internally the community appears to have a positive self-image. However some believe Klamath Falls’ image within the state could be improved. There are likely resources available within the community that can be used to develop an image enhancing or branding campaign for Klamath Falls.



**JOB REQUIREMENTS** – The minimum job requirements are: 1) a Bachelor’s degree with a Masters in public administration, business, planning, or other related fields desired; and 2) five to ten years of local government management experience.



***Desired Professional and Personal Attributes***

The following are the desired professional and personal attributes for Klamath Falls’ next City Manager.

- Decisive, visionary leader with ability to work with all stakeholder groups to advance the community’s agenda especially related to economic development issues
- Demonstrated track record of leadership role in economic development successes
- Good financial management skills and a sense of fiscal discipline
- Strong intergovernmental relations skills with ability to work effectively with federal, state, county, and regional officials
- Track record of using human relations and leadership skills to develop cohesive management teams
- Visibility within the City workforce to keep employees informed about organizational initiatives
- Approachable and personable with a sense of humor
- Local government experience in rural communities a plus

**COMPENSATION**

The compensation for the City Manager job is competitive. The starting salary depends upon 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.

***To Apply:***

The position will remain open until filled. Please send your resume and cover letter with current salary as soon as possible to [pwconsulting@cox.net](mailto:pwconsulting@cox.net). The first review of applications will be on **September 10, 2012**. For additional information about this job, please contact:

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