

AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES (“Agreement”) is made as of the 7th day of November, 2018 (“Effective Date”), by and between the City of Norman, Oklahoma (“Client”), and Springsted | Waters (“S|W”).

WHEREAS, the Client wishes to retain the services of S|W on the terms and conditions set forth herein, and S|W wishes to provide such services; and

NOW THEREFORE, the parties hereto agree as follows:

SCOPE OF PROFESSIONAL SERVICES

S|W will provide professional services in the area of an executive recruitment for the position of City Manager. This Agreement includes S|W’s commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated September 7, 2018 and attached as Exhibit A.

Phase	Description of Professional Services
Phase I	<u>Task 1</u> – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader). <u>Task 2</u> – Identify Quality Candidates.
Phase II	<u>Task 3</u> – Screening of Applications and Submission of Recommended Semi-Finalists to Client. (includes one day onsite by Project Team Leader) <u>Task 4</u> – Reference Checks, Background Checks, and Academic Verifications.
Phase III	<u>Task 5</u> – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader).
Conclusion	Acceptance of offer by candidate.

TERM

This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to S|W. If the Client terminates, S|W is entitled to any portion of its fee so earned.

ALL-INCLUSIVE PROFESSIONAL FEE

- The all-inclusive professional fee to conduct the recruitment is \$24,500 and includes the cost of professional services by the Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits by the Project Team Leader. Travel expenses incurred by candidates for on-site interviews with the Client are not the responsibility of S|W and are handled directly by the client organization. If Client elects to utilize the employee/community survey there will be an additional fee of \$1,650. The Client

will make payments for the project upon receipt of an invoice submitted by S|W. Payment to S|W is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, S|W's tax identification number is 47-1064404.

2. The all-inclusive professional fee will be billed in four installments; 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and the final 10% upon acceptance of offer by the candidate.
3. Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional on-site visits) will include an additional fee of \$220 per hour plus expenses. The fixed professional fee for this recruitment anticipates no more than three on-site visits which include four consulting days.

TRIPLE GUARANTEE

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fee and tasks quoted in the proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 24 months against termination or resignation. Within the first two years following the date of hire, the replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. S|W will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

DEVOTION OF TIME

S|W shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

NOTICE

All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

CITY OF NORMAN
 ATTN: HUMAN RESOURCES DIRECTOR
 201 W. GRAY ST.
 NORMAN, OK 73069

If to S|W:

SPRINGSTED | WATERS
 380 Jackson Street, Suite 300
 Saint Paul, MN 55101
 Attention: Bonnie Matson, Managing Principal

ENTIRE AGREEMENT

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

AMENDMENT

This Agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this Agreement.

LEGAL CONSTRUCTION


In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.

Executed on the day and the year first written in this Agreement.

THE CITY OF NORMAN

SPRINGSTED | WATERS

By: _____
MAYOR

By: 
Sharon G. Klumpp
Senior Vice President 11-7-2018

By: _____
CITY MANAGER

By: _____
CITY CLERK

APPROVED as to form this _____ day of _____, 20____.

By: _____
CITY ATTORNEY



Proposal

City of Norman, Oklahoma

Proposal to Provide Executive Recruitment

September 7, 2018

Springsted | Waters
14285 Midway Road, Suite 340
Addison, Texas 75001

Sharon Klumpp, Senior Vice President
sklumpp@springsted.com
651-223-3053

Remittance Address
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887

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K-1819-78



Springsted | Waters
14285 Midway Road, Suite 340
Dallas, TX 75001

Tel: 972-481-1950
Fax: 972-481-1951

www.springsted.com

LETTER OF TRANSMITTAL

September 7, 2018

Ms. Jackie Crumrine
Human Resources
City of Norman
201 W Gray Street
Norman, Oklahoma 73069

Re: **Request for Proposal to Provide Executive Recruitment**

Dear Ms. Crumrine

Thank you for contacting Springsted | Waters to learn more about our executive search services. We appreciate the opportunity to submit information about our basic executive search services and how S|W would approach working with the City of Norman to conduct a successful search. We strongly believe that the city council “owns” the search process; we take pride in our ability to partner with public sector employers to adapt the process to meet their specific needs.

Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Norman.

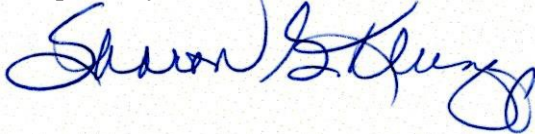
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey can be completed by the City’s employees, community leaders and citizens as directed by the City. Survey results provide the City Council with important feedback for development of the profile for the ideal candidate estimated duration of the project timeline.
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate’s management style matches the approved management/leadership style profile for the ideal candidate;

- Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Springsted | Waters (S|W) to facilitate talent management. The system has been designed by S|W to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 651-223-3053 or by email at sklumpp@springsted.com. Our Team would consider it a professional privilege to provide these services to the City of Norman.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Sharon Klumpp", written over a light grey circular stamp.

Sharon Klumpp, Senior Vice President
Consultant

sml

City of Norman, Oklahoma
Proposal to Provide
Executive Recruitment

I. General Information

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, has recently been changed to Springsted | Waters (S|W) to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Atlanta, Georgia; and Denver, Colorado.

S|W has a team of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Norman organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2013 our combined consultant team has conducted more than 466 executive recruitments.

The S|W Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

Physical Address

Springsted | Waters
380 Jackson Street, Suite 300
St. Paul, Minnesota 55101
Office: 651-223-3000
Fax: 651-223-3002

II. Response to Scope of Work

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Manager. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Mayor, City Council and designated staff and the Search Committee to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We schedule one-on-one meetings with the Mayor and City Council members and small group meetings with others as designated, including department heads and community stakeholders, to broaden our understanding of the position’s leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the City of Norman to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the position. Finally, we make extensive use of LinkedIn and contacts with university public administration programs that maintain regular contact with alumni.

Advertisements for the City Manager position could be placed with:
International City/County Management Association
Oklahoma Municipal League and state municipal leagues in neighboring states
City Management Association of Oklahoma and similar associations in neighboring states
Careers in Government (includes diversity outreach)

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. S W will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 - 3 Weeks

<p>Approve brochure, commence advertising and distribute marketing letter.</p>	<ul style="list-style-type: none"> • Brochure sent to the City for final approval. • Commence advertising and distribution of recruitment brochure. 	<p>2 Weeks</p>
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Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Please note that S|W will be attending the ICMA Annual Conference in Baltimore from September 23-26, which provides an excellent venue to bring this position to the attention of prospective candidates.

Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to develop a leadership and management style benchmark for the ideal candidate. This benchmark goes beyond the one-on-one meetings described in Task 1. We ask the Mayor, City Council and other designated staff to complete an electronic questionnaire that focuses on the competencies, work values and behaviors successful associated with successful job performance. Using this research, we compile all responses and create a benchmark identifying the key leadership/management competencies, work values and behaviors and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
<p>Execution of recruitment strategy and candidate outreach.</p>	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the City Manager. • S W performs direct outreach to prospective candidates identified in the recruitment strategy. 	<p>4 – 5 Weeks</p>

	<ul style="list-style-type: none"> Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	
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Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates’ background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate’s ability to think “on their feet” as well as their personal and professional demeanor. This virtual interview can be reviewed by individual selection team members as well as the consulting team for later review and discussion.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review the recorded responses. This provides the organization with an additional candidate assessment that can be customized to fit the unique needs of the City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W compares applications to the approved candidate profile developed in our searchable applicant database. S W develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. Top 10-15 candidates identified as semi-finalists. Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. S W and the City review video interviews. Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council selects finalists for on-site interviews. 	2 - 3 Weeks

	<ul style="list-style-type: none"> Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. 	
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Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the Mayor and City Council approves of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> S W confirms interviews with candidates. Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> S W completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions. 	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> If requested, S W participates in candidate employment agreement negotiations. S W notifies candidates of decision. S W confirms final process close out items with the City of Norman. 	3 – 5 Days

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Norman's City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF NORMAN, OKLAHOMA EXECUTIVE RECRUITMENT PROJECTED TIMELINE AS OF OCTOBER 30, 2018		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. S W sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to S W. S W commences executive recruitment advertising and marketing. Online data collection and profile development. 	November 8 – December 28, 2018
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. S W completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	January 2 – January 24, 2019
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/ academic verification on finalists. 	January 25 – February 8, 2019
On-site Interviews with finalists.	<ul style="list-style-type: none"> S W sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	February 11 – February 15, 2019
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	By February 24, 2019

III. Proposed Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp, Senior Vice President at sklumpp@springsted.com or via phone at 651-223-3053.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the City's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens, and City employees and would alter the project timeline.	\$1,650
At the City's option, S W will structure an Onboarding Program This service runs through the first six months' after the candidate's effective date of employment.	\$3,650
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

IV. Firm Experience

References

City of Rochester, Minnesota (Population 114,011)

Ms. Linda Hillenbrand, *Director of Human Resources*

507-328-2555

lhillenbrand@rochestermn.gov

Project: Selection of City Administrator (2017)

Selection of Police Chief (2018)

City of Denton, Texas (Population 123,009)

Ms. Carla Romine-Hagmark, *Human Resources Director*

940-349-8344

Carla.romaine@cityofdenton.com

Project: Selection of Director of Technology Services (2014)

Selection of Historic Preservation Officer (2015)

Selection of Development Review Administrator (2015)

Selection of City Manager (2016)

Selection of City Auditor (2016) Selection

of City Attorney (2018) Selection of City

Engineer (2017) Selection of Chief

Building Officer (2017) Selection of Chief

Procurement Officer (2017)

City of Grand Rapids, Michigan (Population 192,294)

Ms. Mari Beth Jelks, *Director of Administrative Services*

616-456-4058

mjelks@grand-rapids.mi.us

Project: Selection of City Manager (2018)

Selection of Fire Chief (2016)

City of Brooklyn Park, Minnesota (Population 79,707)

Honorable Jeffrey Lunde, *Mayor*

763-242-1555

Jeffrey.lunde@brooklynpark.org

Project: Selection of City Manager (2015)

Selection of Fire Chief (2018)

Alliance for Innovation

Ms. Shannon Flanagan-Watson, *Chair*

703- 228-3911

Sflanagan-watson@arlingtonva.us

Project: Selection of President/CEO (2018)

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2013 to Present				
Year	Client	State	Recruitment	Population
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	238,289
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Administration	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845

List of Relevant Executive Recruitments: 2013 to Present				
Year	Client	State	Recruitment	Population
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooresville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Norwalk	IA	City Manager	9,639
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
2017	Commonwealth of Virginia	VA	Chief Administrative Officer	8,326,000
2017	Commonwealth of Virginia	VA	Chief Operating Officer	8,326,000
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743

List of Relevant Executive Recruitments: 2013 to Present				
Year	Client	State	Recruitment	Population
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Manatee County	FL	County Administrator	342,106
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
2018	Addison	TX	City Manager	15,368
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Christiansburg	VA	Town Manager	21,533
2018	Dallas	TX	City Secretary	1,258,000
2018	Grand Rapids	MI	City Manager	192,294
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Shawnee	KS	City Manager	64,323
Current	Asheville	NC	City Manager	89,121
Current	Billings	MT	City Administrator	110,323
Current	Burnsville	MN	City Manager	61,434
Current	Greenville	SC	City Manager	61,397
Current	Middleburg	VA	Town Administrator	828

V. Recruitment Project Team

Recruitment Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

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Ms. Michelle Lopez, Project Coordinator

Direct Phone: (651) 223-3041

Email: mlopez@springsted.com

Sharon G. Klumpp*Sharon Klumpp and Consultant*

Sharon Klumpp is a Sharon Klumpp and Consultant with Springsted | Waters. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Professional Accomplishments and Education***Education***

University of Kansas, Lawrence, Kansas
 Master of Public Administration
 Miami University, Oxford, Ohio
 Bachelor of Arts in Political Science

Affiliations

International City/County Management Association
 International Public Management Association for
 Human Resources

Charles A. (Chuck) Rohre*Executive Vice President/Manager of Executive Recruitment and Consultant*

Chuck Rohre is an Executive Vice President and the Manager of Springsted | Waters, the executive recruitment practice of the Springsted Group. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees. He has earned the designation of Certified Behavior Analyst by TTI, Inc.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his bachelor's degree from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution.

He has completed advanced management training at the Institute for Law Enforcement Administration in Plano and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Vietnam.

Rollie Waters*Executive Vice President and Special Advisor – Consultant*

Rollie Waters is an Executive Vice President and Special Advisor – Consultant to Springsted | Waters. He serves as an Executive Vice President of Springsted | Waters and also advises on selected assignments and utilization of proprietary candidate assessment instruments. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for Innovation, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), and the International Personnel Management Association (IPMA-HR), among others.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed to attract the right candidates that fit the client organization's needs. Rollie has been widely published in national journals and magazines focusing on human resource challenges.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina.

He is a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. Rollie has an extensive background in the behavioral sciences and strategic planning. In addition, he is a Certified Management Consultant (CMC) awarded by the Institute of Management Consultants USA.

Arthur (Art) Davis*Senior Vice President and Consultant*

Arthur (Art) Davis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee’s Summit, Missouri, a city recognized as the “fastest growing” city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Master of Public Administration from the University of Kansas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

Patricia (Patty) Heminover*Senior Vice President and Consultant*

Patty Heminover is a Senior Vice President and Consultant with Springsted | Waters. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its Director of Human Resources and Business Services for six years.

Professional Accomplishments and Education*Education*

Minnesota State University, Mankato, Minnesota
Master of Education, Administration

Minnesota State University, Mankato, Minnesota
Bachelor of Science in Consumer Science,
Business Administration

University of Saint Thomas, Saint Paul, Minnesota
Mini MBA Program, Human Resources
Management

Affiliations

Minnesota Association of School Administrators
American Association of School Administrators
Minnesota Association of School Business Officials
River Heights Chamber of Commerce, Member
State Negotiators Association

Certifications

Human Resource Certificate, University of St. Thomas
Superintendents Licensure, State of Minnesota
Minnesota School Board Association

Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota.

Michelle Lopez*Project Coordinator*

Ms. Michelle Lopez is a Project Coordinator with Springsted | Waters, providing assistance in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing work flow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment.

Professional Accomplishments

Before joining the S|W team, Michelle was the Client Development Specialist for Springsted's Public Finance and Public Education Client Representatives where she handled marketing, research and client outreach. Michelle has over ten years of experience supporting multiple departments, including human resources at Target Headquarters in Minneapolis and University of Minnesota Fairview.

Education

Michelle has an Associate in Arts, Liberal Arts degree from Minneapolis Community College, Minneapolis, Minnesota.

APPENDIX I
Sample Brochure



The City of Asheville, North Carolina is seeking a **CITY MANAGER**

ABOUT THE CITY

Nestled between the Blue Ridge and Great Smoky Mountains at the confluence of the Swannanoa River and the French Broad River, the City of Asheville is a vibrant community and regional hub for Western North Carolina. With an area of 45.5 square miles, it is the tenth largest city in the state, with a population of 91,929. Asheville's estimated daytime population grows to over 150,000, reflecting people who come to the city for work, services and leisure. Over the next five years, growth is projected to increase by 16,000.

Asheville also serves as the county seat for Buncombe County. The city is accessible by Interstates 40, 240, and 26. Air travel is available through the Asheville Regional Airport in nearby Fletcher, North Carolina.

The city's natural and architectural beauty, moderate climate, strong job market and outstanding education and health care facilities have consistently led to its ranking as one of the best places to live, work, visit and retire in the United States. Asheville is listed as one of the 2018 Best Livable Communities by Livability.com and as one of CNN Travel's 18 Best Places to Visit in 2018.

Asheville's lively arts scene and plentiful recreation opportunities make the city a popular venue for tourists. Major attractions include the dome-topped Basilica of Saint Lawrence and the vast 19th-century Biltmore Estate displaying artwork by renowned masters. The Downtown Art District is filled with galleries and museums, and in the nearby River Arts District, former factory buildings house artists' studios.

The City's economy is diverse with strong representation in health care, education, retail trade and tourism. The largest employers are Mission Hospital, the Buncombe County Schools System, Ingles Market and various federal, state and local government agencies. Tourism generates over 10.9 million visitors annually.

THE CITY OF ASHEVILLE GOVERNMENT

The City of Asheville recognizes that complex local government operations require strong political leadership, policy development, a relentless focus on execution and results, a commitment to transparent and ethical government, and a strategy for representing and engaging every segment of the community.

Operating under the council-manager form of local government, the Asheville City Council consists of a mayor and six council members who serve as the policy-making and legislative authority for the city. The City Council is elected on a nonpartisan basis. Council members serve four-year staggered terms. The Mayor is elected to serve a four-year term. The Council is responsible for establishing a vision for the city, adopting the budget and levying a property tax on both real and personal properties located within its boundaries. The Council also appoints the city manager, city attorney and city clerk.

The City provides a full range of services, including police and fire protection, the construction and maintenance of streets and other infrastructure, solid waste and water services, recreational activities and cultural events. For fiscal year 2018-2019, the City has an operating budget of \$180 million and a staff of 1,248 employees. The City of Asheville has a strong financial position as indicated by two AAA ratings assigned to the City's general obligation debt. Voter approval of a five-year, \$74 million bond issuance in 2016 is providing financing for a variety of capital improvement projects, over and above the City's annual average capital improvement program of \$200 million.



THE CITY MANAGER

The City Manager is appointed by and reports to the City Council. The position is responsible for implementing council policies, upholding and enforcing city ordinances, and managing the daily operations of the city. The City Manager directs and works in collaboration with a team of two assistant city managers and 16 department heads to plan for and provide the smooth and efficient delivery of services to all Asheville residents and businesses. The City Manager also plays a significant role in working collaboratively with the County, building public/private partnerships and engaging citizens to address community issues.

The City Manager:

- Works with and engages elected officials as they develop policies, establish a long-range vision for the City and identify service priorities.
- Informs the City Council of departmental operations by generating reports on the affairs of the City and advising on financial conditions and needs.
- Ensures that laws and policies approved by elected officials are equitably enforced throughout the city.
- Evaluates and develops recommendations for programs indicating scope, cost and impact for consideration by the City Council.
- Prepares the annual budget, submits it to elected officials for approval and implements it once approved.
- Appoints and directs department heads and supervises other employees who are responsible for day-to-day operations.
- Ensures customer service efficiency and effectiveness.

DESIRED CAPABILITIES AND TRAITS

EDUCATION AND EXPERIENCE

Bachelor's degree in Public Administration or related field, Master's preferred, with at least ten (10) years of responsible, high-level managerial experience in a complex organization or an equivalent combination of education and experience.

The ideal candidate must demonstrate a record of successful leadership in executing strategic goals, managing organizational performance, transparent communications, prudent financial management, building effective community partnerships, and engaging citizens. Experience managing rapid growth in a city with significant architectural structures and a thriving tourism industry is a plus. Familiarity with Dillon's Rule preferred.

The ideal candidate will be an inspiring, innovative and visionary leader with a genuine concern and interest in all who call Asheville "home." The candidate will value and consistently demonstrate accountability, transparency and a commitment to working with the City Council and staff to provide quality public services and maintain the City's strong fiscal position. The successful candidate will be intentional, present and highly visible within the City organization and the community it serves.

Qualified candidates will have a track record of building effective partnerships and teams and engaging the public to seek different points of view. The candidate will be an outstanding communicator who is diplomatic, measured and skilled in navigating the political environment without becoming political. The candidate will also:

- Foster a positive, innovative organizational culture that engages and empowers employees
- Be open to progressive ideas and provide analysis and insight on future impacts and considerations
- Possess a conservative fiscal mindset balanced with empathy for community needs
- Develop objective and impartial working relationships with all City Council members
- Communicate fully and share timely information with the City Council
- Keep the City focused on adopted priorities
- Exert confidence and display the fortitude to say no
- Build a leadership team with shared values and clear expectations
- Be adept at effectively managing outcomes and relationships

STRATEGIC LEADERSHIP OPPORTUNITIES

Operational sustainability. Establish priorities to ensure a high level of core services for all areas of the City and continued City-wide infrastructure funding. Provide fiscal stewardship to balance core services and progressive initiatives.

Community-police relations. Embrace the tenets of 21st century policing, build trust between the community and the police and strengthen the relationship between City Hall and the Police Department.

Affordable housing. Collaborate with policy-makers, community organizations, non-profits, business groups and developers to implement strategies to increase the availability of affordable housing.

Strategies for smart growth. Identify emerging practices and strategies to limit gentrification, address related transportation and infrastructure needs and plan for growth that is sensitive to existing neighborhoods.

Equity and social justice. Ensure that the delivery of City services and programs are viewed through an equity and social justice lens.

Organizational review. Assess organizational structure and processes to increase effectiveness and efficiency and challenge the organization to continuously improve services. Ensure overall coordination of planning consistent with the City's vision.

Council-Manager relationship. Engage the City Council and bring clarity to roles and relationships and ways the City Manager can support the City Council in exercising its policy-making and oversight roles.



COMPENSATION AND BENEFITS

K-1819-78

The City of Asheville offers a competitive salary commensurate with experience and a comprehensive benefits package including relocation for a successful out-of-area candidate; 401(k) contribution; Local Government Employee Retirement System (LGERS) contribution; and life, health and dental insurance.



APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at <https://springsted-waters.recruitmenthome.com/postings/2031>. This position is open until filled; first review of resumes occurs on August 1.

Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews will be offered to candidates named as finalists, with reference checks, background records checks, including credit history, and academic and employment verifications conducted after receiving candidates' consent. For more information, please contact Sharon Klumpp at sklumpp@springsted.com or by calling 651-223-3053 (office) or 651-270-6856 (mobile).



Visit <http://www.ashevillenc.gov> for more information about the City of Asheville.

The City of Asheville is an Equal Opportunity Employer.



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Serving

LOCAL GOVERNMENT
& ORGANIZATIONS

