

TOWN OF WEAVERVILLE

**Weaverville Community Room at Town Hall
30 South Main Street, Weaverville, NC 28787**

**Remote Viewing Option for General Public via YouTube channel
https://www.youtube.com/channel/UCkBK1dolGY_O6_vJiqimFUQ/videos
(unless technical difficulties are experienced)**

TOWN COUNCIL AGENDA

**November 12, 2024 at 6:00 pm
Town Council Workshop Meeting**

Presenter

- | | |
|---|--------------------------|
| 1. Call to Order | Mayor Fitzsimmons |
| 2. Town Manager Hiring Update and Action | Mayor Fitzsimmons |
| a. Introduction of Steve Straus and Developmental Associates, LLC | |
| b. Overview of Hiring Process | |
| c. Public Input Opportunities | |
| d. Town Council Questions/Comments | |
| e. Town Council Action to Approve Developmental Associates Proposal | |
| 3. Public Input | Mayor Fitzsimmons |
| 4. Adjournment | Mayor Fitzsimmons |



The quaint mountain [Town of Weaverville](#), just 10 miles north of Asheville in Western North Carolina, seeks an experienced municipal leader to serve as its next **Town Manager**. A city with deep agricultural roots, Weaverville is on the cusp of experiencing significant growth and is at a pivotal point in its evolution as a growing tourist and highly desirable residential destination. Weaverville town leaders desire a candidate willing to challenge the status quo and think innovatively about managing growth and change as demands on capacity are expected to double in the next few years.

The next Weaverville **Town Manager** will join a community full of charm and good vibes nestled in the majestic Blue Ridge Mountains with a population of 5,000-10,000 residents who genuinely love their town. Weaverville desires an adaptable **Town Manager** to lead its community – someone who:

- Demonstrates the knowledge and skills to oversee various projects, including the modernization of zoning standards to accommodate anticipated future development, innovative solutions to affordable housing, balancing short-term rental demand and capacity, trends in urban planning, comprehensive land use planning, and growth challenges due to annexation;
- Naturally desires to be visible and engaged with staff, creating an atmosphere of trust and safety;
- Is a successful leader, highly effective in delegating, leading, and creating an autonomous working environment;
- Pivots quickly, can successfully multi-task; is an astute decision maker and skilled problem solver;
- Has a high standard of integrity and holds self and staff accountable to a high standard of excellence; and,
- Exhibits active listening skills and is articulate in communicating to various stakeholders, including Councilmembers—someone who quickly builds others' confidence in their knowledge of municipal leadership and governance; and,
- Values time with people is compassionate about others' needs and exhibits empathy and patience in interactions with others.

As Weaverville looks to its bright future, it must first focus on the immense need for restoration and recovery from the effects of Hurricane Helene. The ideal **Town Manager** for Weaverville is familiar with municipal disaster recovery on micro and macro levels. Weaverville's next **Town Manager** will sensitively, strategically, and empathetically lead the town in rebuilding structures, homes, and general infrastructure, igniting hope for the present and the future.

About the Organization and Position:

The Town of Weaverville operates under a Council-Manager form of government. The Council comprises a Mayor, a Vice Mayor, and five council members. Weaverville's vision is centered on its community members' needs—to provide quality service, fast and efficient emergency services when needed, and an overall safe and pleasant atmosphere for its visitors and residents. The town is dedicated to its community members and upholding and promoting the town's reputation and identity in the Western NC mountain region.

The Weaverville **Town Manager** manages a staff team of nearly 80+ employees, with six direct reports: Finance Officer, Fire Chief, Police Chief, Planning Director, Public Works Director, Town Clerk, and Recreation Coordinator. The **Town Manager** will oversee Weaverville's [FY 2024- 2025 budget](#) of \$9.3M, which is supported by a tax rate of \$.35 per \$100 of assessed tax value.

Key priorities for the Weaverville Town Manager include:

- Oversee the psychological, emotional, and physical recovery of Hurricane Helene devastation within the organization and community, both on an individual and broad scale.
- Conduct a thorough organizational analysis, orient staff to the organization's structure, position responsibilities, etc., and facilitate changes to ensure a working environment with adequate workspaces and high morale where staff are nurtured, challenged, and empowered to excel.
- Implement a staff onboarding, training, and development program – improving staff awareness and knowledge of municipal functions, town goals, priorities, and expectations while also recruiting talented, experienced staff for vacant positions and preparing long-term with succession planning.
- Establish collaborative, honest, and transparent relationships with staff, Council, community members, and other stakeholders. Ensure visibility within the organization and community and create/nurture valuable partnerships with community agencies and schools.
- Facilitate the development and implementation of the town's next strategic plan, planning for key developments in the town's future infrastructure, including a 500+ mixed-use development, a new hospital, and a water treatment plant expansion, and preparing for short—and long-term facility maintenance needs and demands.

About the Community:

Weaverville is located in Buncombe County, NC, and is part of the Asheville metropolitan area. Weaverville attracts thousands of hikers, nature lovers, and outdoor enthusiasts worldwide to experience the natural beauty within and surrounding the town. The Blue Ridge Parkway sits 15 minutes from Weaverville's Main Street. Dubbed "America's Favorite Drive," the parkway winds 469 miles from beginning to end. The Asheville-Buncombe County metropolitan area offers many opportunities for explorers in the Blue Ridge Mountains.

Weaverville has its own flavor of exploration, which includes a Weaverville entrance to the Blue Ridge Parkway, miles of local hiking trails, cycling routes, scenic drives, wildlife, and native plants. In addition, the Town of Weaverville hosts several community events throughout the year to celebrate its unique roots in Western North Carolina, such as its summer and winter music series.

Weaverville is built on a deeply rooted commitment to small business. For those more inclined to shop than hike, Weaverville's antique shops and art galleries will satisfy even the most discerning shoppers. Many of the region's artists are renowned [Southern Highland Craft Guild](#) members. Art lovers know Weaverville is home to one of North Carolina's most vibrant and active art communities. Area artists welcome the public into their studios every spring and fall to display their work during the [Weaverville Art Safari](#). In addition, each September, the [Weaverville Business Association](#) artists host the juried [Art in Autumn](#). Many renowned Southern Highland Craft Guild members live in Weaverville and the surrounding area.

The Town of Weaverville maintains two public parks within its jurisdiction: Lake Louise Park and the Main Street Nature Park. The town's Public Works Department lovingly maintains these parks, which are used extensively for passive recreation activities. Residents and visitors can enjoy short walks around Lake Louise, [the Courts at the Rec Complex](#), or along the walking paths of the Main Street Nature Park, where staff and volunteers have created colorful flower beds using native plants.

Qualifications:

The successful candidate ***must*** have a bachelor's degree in public administration, public affairs, business management, or a related field and five years of progressively responsible leadership and management experience in local government or business.

Preferred qualifications include:

- familiarity with NC municipal management;
- a master's degree;
- membership and/or professional certification from ICMA, NCCCMA, and completion of the Municipal/County Administration Course from the School of Government, UNC Chapel Hill, or other leading professional bodies is desired; and,
- progressively responsible experience as a department head, Assistant City Manager, or City Manager within small to mid-sized municipal government organizations.

Salary and Benefits: The hiring range for this position is \$130,000 - \$160,000. The starting salary is based on experience and qualifications. Weaverville provides comprehensive benefits comparable to those of towns of similar size. Town residency is not required; however, residents living in the Weaverville zip code or within 15 miles of Weaverville's Town Hall are preferred.

To apply, please visit <https://www.governmentjobs.com/careers/developmentalassociates> and click on the "Town Manager - Town of Weaverville, NC" title.

Please note the following:

- All applications must be submitted online via the Developmental Associates application portal (link above) – NOT the Town's employment application portal or any other external website.
- Resumes and cover letters must be uploaded with the application.
- Applicants should apply by **November 27, 2024**.
- The hiring team will invite successful semi-finalists to participate in virtual interviews and skill evaluations on **January 16-17, 2024**. Candidates are encouraged to reserve these dates for virtual meetings should they be invited to participate.
- Direct *inquiries* to hr@developmentalassociates.com.

The Town of Weaverville, NC, is an Equal Opportunity Employer. Developmental Associates, LLC manages the recruitment and selection process for this position. To learn more about our selection process, visit <https://developmentalassociates.com/client-openings/>, select "Client Openings," and scroll down to "Important Information for Applicants."



COVER LETTER INFORMATION:

Incorporation: Developmental Associates is a *HUB-certified* LLC (S) Corporation, a predominantly female-owned enterprise. ***We are the only local government search firm located in North Carolina.***

Lead Consultant: Stephen Straus, Ph.D.

September 25, 2024

Mayor Patrick Fitzsimmons and the Weaverville Town Council
Town of Weaverville
30 South Main Street
Weaverville, NC 28787

Dear Mayor Fitzsimmons and Town Council:

Thank you for requesting our proposal for Town Manager! As a native of Brevard and a frequent visitor of Weaverville, I would be delighted to work with you on this process! By the way, we just helped Mills River hire a Manager earlier this year.

Our objective, evidence-based approach provides a much firmer foundation for win-win decisions than the traditional search process. As a recent example, in 2021, we helped the Savannah City Council, which has dealt with significant cleavages, to vote to hire their new City Manager unanimously. We achieved this outcome when the Council fired two national search firms who had been unsuccessful in their efforts.

<https://www.wtoc.com/2021/07/23/savannah-interim-city-manager-announces-resignation/#:~:text=SAVANNAH%2C%20Ga>. We have listed Savannah Mayor Johnson as one of our references.

Reviewing our proposal, you will note that Developmental Associates is not a traditional "headhunting" firm. Instead, we rely on more objective, systematic, and accurate methods to recruit, screen, and evaluate candidates that we call *Evidence-Based Talent Identification and Assessment*. Supply and Demand Chain Magazine published an article describing our unique evidence-based methods.

<https://mail.google.com/mail/u/0/#inbox/FMfcgxwHNVvtbGIHfHMfNCGHBPgTDnG>

*In short, we provide you with much more detailed and in-depth information about the candidates than our competitors. **Our mission is to enable you to make the most informed decisions possible.***

Our approach has three goals with respect to recruitment, screening, and selection.

- 1. Recruit high-quality and diverse candidates.**
- 2. Employ a multi-method screening approach to get you the best data on your top candidates.**
- 3. Apply skill-based assessments and Emotional Intelligence testing to provide a comprehensive assessment beyond the traditional interview-only approach.**

Goal #1: Recruit high quality and diverse candidates:

<ul style="list-style-type: none"> • We target individuals with whom we have worked directly. Having worked with thousands of managers through our consulting and training, we are well-connected to leading local government candidates in the region. 	<ul style="list-style-type: none"> • We make individual contacts through social media. We maintain lists of hundreds of local government candidates that we can contact through email blasts, Facebook, and LinkedIn notices.
<ul style="list-style-type: none"> • We know how best to use the most widely referenced professional journals and websites. We can enhance the information provided to those sites by relying on a comprehensive study of the position and the organization that enables us to craft attractive, realistic, and comprehensive postings. 	<ul style="list-style-type: none"> • We have established a national network through our contract with NEOGOV, the number one H.R. application to governments nationwide. This service enables us to provide recruitment and applicant tracking solutions on a national level.

OUTCOME: We have placed candidates with our clients from a variety of locations, such as Georgia, California, Arizona, New York, Illinois, Florida, and Massachusetts.

Goal #2: Employ a multi-method screening approach to get you the best data on your top candidates:

<ul style="list-style-type: none"> • We develop a customized application that candidates must complete online. We tailor the application to the specific challenges facing the City. Compared to the traditional cover letter and resume, we can then match candidates with the City's specific needs. Moreover, we can then make "apples-to-apples" comparisons of candidates rather than trying to piece together disparate information from resumes designed differently. 	<ul style="list-style-type: none"> • We conduct intensive interviews with each of the top candidates (up to 15). We conduct these interviews using structured questions based on the needs of the County, along with a detailed scoring system. The responses of each candidate are recorded and available to you for review.
<ul style="list-style-type: none"> • We also administer online surveys requiring short essay answers from candidates. These questions generally focus on how candidates have managed more complex challenges and provide you with an early writing sample before further assessment. 	

OUTCOME: Many clients tell us that they historically based their selection decisions on *less* information that we provide through our screening process.

Goal #3: Apply skill-based assessments and Emotional Intelligence testing to provide a comprehensive assessment beyond the traditional interview-only approach.

<ul style="list-style-type: none">• Skill-based exercises are of greater validity (almost twice as accurate) than the traditional interview-driven approach. Developmental Associates designs exercises that simulate the position's responsibilities, such as making budget presentations, developing written project plans, facilitating staff meetings, conducting performance-based role plays, and resolving H.R. issues to observe the candidate skills that interviews cannot elicit directly.	<ul style="list-style-type: none">• In addition to the skills-based assessments, we administer a psychological inventory called the Emotional Intelligence Inventory (EQi 2.0) – see page 10. This inventory, which is validated for employment, provides us with information on the candidate's critical skills, such as problem-solving, assertiveness, interpersonal relations, and teamwork. We administer this inventory independent of the skills exercises; in other words, the psychologist administers the E.Q. without knowing the other assessment results.
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OUTCOME: We provide you with the most in-depth and accurate information possible about the top candidates for this position to enable you to make the most informed decisions possible. It is essential to rely on three familiar and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews. ***Nevertheless, these are the three least accurate methods for determining the actual competencies of candidates, and they are the critical methods used by our competition!*** One of many reasons for the limitations of these methods is that they rely primarily on indirect or inferential data. For example, resumes tell us what the candidate has done but not how well they have performed. References rely on unreliable third-party observations based more on familiarity than skills assessment. Interviews, when conducted in a systematic and behavioral-based fashion, can reveal specific key attributes: knowledge, verbal communication skills, and judgment (when the employer uses behavioral and situational questions). *Interviews, however, cannot directly verify other critical skills, such as budget analysis, conflict resolution, project planning, meeting or group facilitation, leadership style, problem-solving, writing, or even presentation skills. The employer can only gain evidence-based data on these competencies using skills-based exercises.*

Despite the limitations of interviews, they are essential to any process. Any Board, as in Weaverville, will want to interview the top 2-3 candidates emerging from our skills-based process. **Other search firms only have expertise in recruitment and screening; they do not have a sophisticated approach to assessing candidates. Beware, particularly, of firms that only provide you with a stock set of interview questions.**

Instead, Developmental Associates will tailor the interview questions based on two factors:

1. *The key challenges facing the next Weaverville Town Manager identified in the job/organizational analysis.*
2. *The strengths and weaknesses each finalist demonstrates in our skills assessment and Emotional Intelligence testing.*

Moreover, we would provide guidance on best practices for conducting those interviews.

As you review our proposal, you will observe that our methods do not limit your discretion; instead, they enhance the quality of information you would have at your discretion in making screening, assessment, and final interview decisions.

Finally, let me share some data with you. As of February, ***ninety-six percent (96.4%) of the over three hundred executives we have placed have either stayed in their positions for a minimum of five years or have been promoted to a higher-level position.***

Thank you for considering our services. We would be pleased to partner with the Council to find an outstanding Weaverville Town Manager.

Sincerely,



Stephen K. Straus, Ph.D.
President - Developmental Associates, LLC

**PROPOSAL: TOWN OF WEAVERVILLE
RECRUITMENT, SCREENING, AND SELECTION PROCESS:
FOR TOWN MANAGER**

September 25, 2024

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Sample Recruitment Brochure Included

HIRE WITH CONFIDENCE PLEDGE

If Developmental Associates is responsible for recruiting and screening candidates, we guarantee that the client will find a candidate that it can hire with confidence. If the selected candidate does not continue employment for at least *two years* of service, Developmental Associates pledges to provide all of the services originally agreed upon with the client for no additional charge other than expenses, such as conducting additional phone interviews and administering the Emotional Intelligence Inventory (EQi) to candidates approved by the client. Developmental Associates would continue to provide these services until the client selects a candidate for whom it can "hire with confidence ."Developmental Associates only maintains this pledge if it is responsible for the recruitment and screening for the position and the client secures final interviews, background investigations, and final decisions within 30 days of completing the skills assessment process.

The information provided herein by Developmental Associates, LLC. is proprietary and confidential, and it is offered to the recipient solely to evaluate its service proposal. The client should not disclose this information to anyone outside the decision-making group without the company's prior authorization.

Submitted by: Stephen K Straus, President
Company: Developmental Associates, LLC
Phone/Fax: (919) 812-0132 (919) 929-6883
Email Address: skstraus@developmentalassociates.com

**A: SCOPE OF WORK
WEAVERVILLE TOWN MANAGER**

**RECRUITMENT AND SELECTION
Menu of Offerings**

Directions: Below are the steps identified in the proposed Scope of Services and the dates for completing each step. This plan includes three meetings with the Council.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE (Required meetings in red)
<p>Step 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups:</p> <ul style="list-style-type: none"> ▪ The Town Council ▪ Department Directors ▪ Others as requested by the Council. <p>We can connect with these groups through meetings and surveys.</p>	<ol style="list-style-type: none"> 1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process. 2) Builds stakeholder buy-in and perspective into the selection process. 3) Conducting a job analysis is essential for legal defensibility. 4) Conducting the organizational analyses identifies future challenges for a proactive Town Manager. 	<p>Day 1</p>
<p>Step 2: Build a candidate profile and post written job advertisements in leading professional journals and websites.</p>	<ol style="list-style-type: none"> 1) Written ads for print and online publications typically generate the 2) most significant number of applications. 3) DA can post ads and charge the Town back for those out-of-pocket fees.) 4) Developmental Associates will also develop an attractive electronic brochure (sample attached) to recruit individual candidates. 	<p>Day 4</p>
<p>Step 3: Conduct targeted recruitment of leading candidates.</p>	<ol style="list-style-type: none"> 1) We have direct access to several thousand local government executives across the country. We will send out a mass email to all these executives and also make direct contact with a number of those who we think would be a particularly good fit for the Town. 2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with candidates with excellent credentials, especially from N.C. and the region. 	<p>Through Day 35</p>

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
<p>Step 4: Conduct the initial (first) level screening of candidate applications/resumes.</p> <ul style="list-style-type: none"> • A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process 	<ol style="list-style-type: none"> 1) First-level screening involves a structured process of evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the position's specific requirements and not just submitting a general resume. 2) The organizational/job analysis provides the basis for developing a structured screening guide to ensure that the selection criteria are consistently applied to each resume. 3) Narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below). 4) Provides detailed and uniform information to the Council to enable you to decide which candidates proceed in the process. 	<p>Day 38 Closed meeting (Personnel matters) with the Council</p>
<p>Step 5: Conduct a second-level screening of candidates for the position. We employ two methods in the secondary screen. A different staff member would conduct each method to ensure objectivity, and we keep a “firewall” between these methods. These methods are as follows:</p> <ul style="list-style-type: none"> ▪ Telephone interviews ▪ Electronic survey questions (short essays on accomplishments) 	<ol style="list-style-type: none"> 1) Such advanced screening methods are helpful when there is a large group of qualified candidates, or the Town is unfamiliar with many of the candidates. 2) The organizational/job analysis drives the design of the screening methods (Step 1). 3) Upon completion, the Council would be ready to identify the finalists (up to 5) for the final assessment process. 4) Provides detailed and uniform information to the Council to enable you to decide which candidates proceed in the process. 	<p>Day 50 Closed meeting (Personnel matters) with the Council</p>
<p>Step 6: Design the hiring process.</p> <ul style="list-style-type: none"> • Develop skill-based exercises like budget presentations, simulated meetings, and written assignments. • Administer and evaluate the Emotional Intelligence Inventory 	<ol style="list-style-type: none"> 1) The hiring process should be valid (job-related) to identify the best candidates. 2) The hiring process should provide an opportunity to assess the most critical competencies required for the position, including the ability of the candidate to meet the primary challenges facing the Town and the position. 3) The hiring process should assess Emotional Intelligence (E.I.) and technical skills. 	<p>By Day 50</p>

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
<p>Step 7: Recruit assessors to evaluate the candidates (Assessors can be identified and approved by the Council).</p>	<ol style="list-style-type: none"> 1) The types of assessors recruited depend upon the exercises the candidates would perform. Assessors might include local community leaders and other Town Managers from the Southeast. 2) Assessors must complete a Statement of Confidentiality. Moreover, no assessor will know the overall outcome of the process. That information is provided to the Council only. 3) We will train assessors on how to apply behavioral-based rating systems when rating candidates. 	<p>By Day 50</p>
<p>Step 8: Conduct selection exercises to evaluate the (up to 5) finalists.</p> <p>Analyze EQI in-depth</p>	<ol style="list-style-type: none"> 1) We will ensure that the assessment of these exercises is reliable and unbiased. It is hallmark of Developmental Associates to ensure assessors provide objective behavioral feedback. 2) We will send the candidates preparatory information and provide thorough explanations about ten days before the process. 3) The exercises should enable the Town to assess each candidate's strengths and weaknesses and to determine which candidates have the skills to fill the position. 	<p>Days 64-65</p>
<p>Step 9: Facilitate a debrief with the Council.</p> <ul style="list-style-type: none"> ▪ The Council would receive feedback and be able to ask questions about the performance of the candidates in each exercise. ▪ The assessors providing feedback are subject-matter experts – most of whom will be managers in similar jurisdictions. 	<ol style="list-style-type: none"> 1) Assists the Council in developing a systematic approach for evaluating the final candidates. 2) Provides expertise to the Council in making your final evaluations and hiring decisions. 3) 	<p>Day 65 Closed meeting (Personnel matters) with the Council</p>
<p>Step 10: Facilitate thorough background investigations.</p>	<ol style="list-style-type: none"> 1) Both legally and due to the sensitive and highly public nature of the position of Town Manager, we recommend thorough reference checks and background investigations. 2) Someone outside the Town should conduct the background investigation to ensure confidentiality. 3) We would coordinate the investigations and report detailed findings to the Council. 	

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	
<p>Step 11: Provide executive coaching to the successful candidate.</p> <ul style="list-style-type: none"> ▪ Review the challenges facing the community and organization ▪ Analyze the results of the selection process ▪ Analyze the findings of the EQi ▪ Develop a plan of action ▪ We can provide developmental feedback to internal candidates who are not selected. This coaching includes a review of EQi and skills assessment results 	<ol style="list-style-type: none"> 1) The assessment process and the organizational analysis provide rich information suitable for executive coaching. 2) The new Manager will be facing exciting but formidable new challenges. He/she can benefit from professional guidance in developing a plan of action to meet those challenges successfully. 3) Feedback to internal candidates not selected often helps their professional development and acceptance of the decision. This coaching also paves the way for incumbents to support the candidate chosen more. 	<p>TBD</p>

A.1: EMOTIONAL INTELLIGENCE FACTORS*

SELF-PERCEPTION REALM

EQ-i Scale	The E.I. Competency Assessed by the Scale
1. Emotional Self-Awareness	<i>Ability to be aware of and understand one's feelings and their impact</i>
2. Self-Regard	<i>Ability to respect and accept one's strengths and weaknesses</i>
3. Self-Actualization	<i>Ability to improve oneself and pursue meaningful objectives</i>

SELF-EXPRESSION REALM

EQ-i Scale	The E.I. Competency Assessed by the Scale
4. Emotional Expression	<i>Ability to express one's feelings verbally and non-verbally</i>
5. Independence	<i>Ability to be self-directed and free of emotional dependency on others</i>
6. Assertiveness	<i>Ability to express feelings, beliefs, and thoughts in a non-destructive way</i>

INTERPERSONAL REALM

EQ-i Scale	The E.I. Competency Assessed by the Scale
7. Interpersonal Relationships	<i>Ability to develop and maintain mutually satisfying relationships</i>
8. Empathy	<i>Ability to recognize, understand, and appreciate the feelings of others</i>
9. Social Responsibility	<i>Ability to contribute to society, one's social group, and to the welfare of others</i>

DECISION MAKING REALM

EQ-i Scale	The E.I. Competency Assessed by the Scale
10. Impulse Control	<i>Ability to resist or delay an impulse, drive, or temptation to act</i>
11. Reality Testing	<i>Ability to remain objective by seeing things as they are</i>
12. Problem-Solving	<i>Ability to solve problems where emotions are involved</i>

STRESS-MANAGEMENT REALM

EQ-i Scale	The E.I. Competency Assessed by the Scale
13. Flexibility	<i>Ability to adapt one's feelings, thinking, and behavior to change</i>
14. Stress Tolerance	<i>Ability to effectively cope with stressful or difficult situations</i>
15. Optimism	<i>Ability to remain hopeful and resilient despite setbacks</i>

EQ-i 2.0, Multi-Health Systems (2011), All Rights Reserved

Adapted from *The E.Q. Edge*

Steven J. Stein, Ph.D. and Howard E. Book. M.D.

Third Edition (2011)

B: PROPOSED FEES FOR THIS PROJECT

BASIC FEE	ADDITIONAL OPTIONS (Including Maximums)
\$24,500	<ul style="list-style-type: none">• EQi- Analysis @ \$350 per candidate (up to 5)• Coaching and Feedback @ \$350 for the successful candidate
MAXIMUM TOTAL FEE: \$26,250 does not include the following: <ul style="list-style-type: none">• Additional work requested by the client but not included in this proposal would be billed at \$250 per hour.• Background @ approximately \$2250 per candidate*• Coaching for internal candidates who apply but are not selected @\$350 each.• Out-of-pocket advertising fees (typically \$1,500-\$2,500)	

***This fee would be paid directly to Chief Tom Younce if the client wishes to use his services**

With our virtual process, the client would have no fees or expenses other than the cost of bringing the finalists on-site for final interviews. Nevertheless, if the Town wants us to be on site for any part of our process, we would ask to be reimbursed for all reasonable out-of-pocket expenses.

We expect clients to process billing for payment (net 30) after the skills-assessment process.

Litigation support, expert witness testimony, and depositions would be billed hourly at \$250.00 per hour unless Developmental Associates is responsible for losing a grievance or legal case. In that event, there would be no charge for litigation support.

II. OVERVIEW OF FIRM

C: ORGANIZATION AND STAFFING

Steve Straus is the lead consultant on this project. He would team with Heather Lee, Andrea Surratt, Martha Paige, Derwick Paige, and Holly Danford-Bishop. This team is diverse in race and gender. Moreover, our team is a mix of practitioners and academicians.

Steve Straus, Ph.D., is the President and Founder of North Carolina-based Developmental Associates. He earned his Bachelor's Degree from the Wharton School of Business at the University of Pennsylvania, a Master's of Public Administration from the University of North Carolina at Chapel Hill, and a Ph.D. from Duke University in Political Science. Dr. Straus is a former Assistant City Manager in Southern Pines. Steve has been a long-time member and frequent presenter with the N.C. City and County Managers Association. For 26 years, he has taught in the Master of Public Administrative Programs at N.C. State University and UNC Chapel Hill has served on the faculty at the School of Government at UNC-Chapel Hill. He has published in the leading public sector journals.

Heather Lee, Ph.D., is a Partner with North Carolina-based Developmental Associates, where she has worked since 2004. Heather earned an M.S. and a Ph.D. from North Carolina State University in Industrial/Organizational Psychology. Dr. Lee earned her undergraduate degree in Psychology with a minor in Social Work at Florida State University. Heather, a Certified Senior Professional in Human Resources (SPHR), is an organizational consultant specializing in the nonprofit, governmental, and educational sectors.

Heather has served as a faculty member and Manager at the N.C. Center for Women in Public Service, and the William Peace University Human Resources degree program. She is a former Vice-President for Human Resources with the N.C. Easter Seals Society. Heather has consulted extensively with local governments and is the co-designer of and a faculty member in the North Carolina Public Managers Program.

Derwick Paige is the former Winston-Salem and Wake County Deputy Manager.

Andrea Surratt is the former Sandy Springs, Georgia, and Bozeman, Montana City Manager. She also served as the Assistant City Manager in Hickory, N.C.

Martha Paige is the former Morrisville Town Manager and Assistant Winston-Salem Manager. Her peers so widely respect her that she served as President of the N.C. City and County Managers Association.

Holly Bishop, Ph.D., would be the Project Manager. Holly has worked in various capacities with DA since 2013. As Project Manager, Holly works with employers and candidates to ensure their needs are met, questions are answered, and excellent customer service is delivered consistently. She takes the lead in analyzing candidates' qualifications during the screening processes.

ROLES IN THIS PROJECT

Lead consultant: Stephen K. Straus, Ph.d.

ROLE	PERSON(S) RESPONSIBLE
Job/Organizational Analysis	Andrea Surratt
Design of Job Ad	Heather Lee, Ph.D.
Candidate Recruitment	Martha Paige, and Stephen Straus
Initial Candidate Screening	Holly Danford-Bishop, Ph.D. and Heather Lee
Secondary Candidate Screening	Holly Danford-Bishop and Andrea Surratt
Assessor Recruitment	Stephen Straus
Exercise Design	Derwick Paige and Andrea Surratt
Candidate Orientation	Stephen Straus
Assessor Training	Stephen Straus
Debrief with the City Council	Stephen Straus and Heather Lee
Initial Negotiation with Finalist	Heather Lee
Coaching of Successful Candidate	Heather Lee

D: QUALIFICATIONS AND EXPERIENCE

Our Recent Clients

Local governments are quickly recognizing the benefits of the new approach offered by Developmental Associates. During the last five years, we have either completed or are in the process of working with the following local governments and universities:

<ul style="list-style-type: none">• The City of Durham, North Carolina• Wake County, North Carolina• The City of Savannah, Georgia• The City of Williamsburg, Virginia• The City of Danville, Virginia• The City of Suffolk, Virginia• The Town of Blacksburg, Virginia• The City of Statesboro, Georgia• Southampton County, Virginia• The City of Greensboro, North Carolina• The City of Winston-Salem, North Carolina• The City of Fayetteville, North Carolina• The Town of Chapel Hill, North Carolina• The Town of Duck, North Carolina• The Town of Apex, North Carolina• The Town of Matthews, North Carolina• The Town of Garner, North Carolina• Durham County, North Carolina• Sampson County, North Carolina• The Town of Holly Springs, North Carolina• The Town of Wake Forest, North Carolina	<ul style="list-style-type: none">• Duke University• NC State University• East Carolina University• The Town of Wrightsville Beach, North Carolina• The Town of Morrisville, North Carolina• The Town of Zebulon, North Carolina• The Town of Waynesville, North Carolina• The University of North Carolina at Chapel Hill• UNC School for the Arts• The Town of Mills River, North Carolina• The City of Asheboro, North Carolina• The City of Isle of Palms, South Carolina• The City of Sanford, North Carolina• Cleveland County, North Carolina• Transylvania County, North Carolina• Cumberland County, North Carolina• The City of Wilson, North Carolina• The Town of Stallings, North Carolina• The University of North Carolina – Pembroke• UNC Charlotte• City of Lexington, North Carolina
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E: A NEW APPROACH TO EXECUTIVE ASSESSMENT: TALENT IDENTIFICATION AND ASSESSMENT

Section II.B: A New Approach to Executive Assessment – Talent Identification and Assessment

These and many other clients are recognizing that Developmental Associates has developed a new, more thorough, accurate, and comprehensive model for executive processes – which we call Talent Identification and Assessment. The old "Search Model" makes three outdated assumptions as follows:

Outdated Search Model	Limitation	DA Talent Identification & Assessment Solution
<p>Recruitment Methods: Assumes that the search firm is in close contact with top candidates nationally who will only apply for the position if contacted by the firm.</p>	<p>This model fails to take into account the use of modern technology to recruit.</p> <p>Large national firms also tout their staff connections throughout the country, claiming that their consultants will share prospective candidates rather than compete with one another.</p>	<p>Developmental Associates uses multiple recruitment methods, including targeting individuals, placing ads on leading professional websites and journals, relying extensively on social media, and connecting with our national network through NEOGOV, the leading public sector technology solution for recruitment and selection in the United States. Moreover, as a "boutique" firm, our consultants work together on each project.</p>
<p>Candidate Screening Other search firms often posture that they know how candidates perform in their current position.</p>	<p>That is a myth. Knowing a candidate, even befriending one, does not mean that the search firm can assess that candidate's performance in day-to-day activities. The search firm does not directly observe critical competencies, such as how effectively the candidate deals with staff, plans, organizes, or deals with conflicts.</p>	<p>Developmental Associates uses an extensive, multi-method screening approach that provides you with a sounder understanding of the skills and competencies of each candidate. Because this process is standardized, it enables fair comparisons across candidates.</p>
<p>Candidate Assessment: Presumes that interviews enable comprehensive assessment.</p>	<p>Interviews are necessary for any selection process, but they are insufficient to assess overall executive competencies. Interviews, when properly constructed and conducted, at best, can only directly determine how well the candidate can communicate, their knowledge, and judgment. The interview is too limited to assess other essential management and leadership skills, such as writing, developing budgets, problem-solving, dealing with staff, managing projects, and other competencies demonstrated by doing - not talking. All the employer can learn from the interview about these essential skills is what the candidates say they do.</p>	<p>We provide intensive assessment of candidate skills that other firms do not offer <i>before</i> the Council begin the interview process. This skill-assessment process enables you to directly observe the skills of candidates performing a variety of executive skills, such as managing staff, budgeting, dealing with the media, making presentations, and facilitating staff meetings.</p>

F: REFERENCES

<p>Town of Chapel Hill Town Manager Chris Blue (919) 968-2743 cblue@townofchapelhill.org <i>DA has helped the Town hire several department head positions and also with succession planning.</i></p>	<p>Durham County County Manager Kim Sowell (919) 560-000 ksowell@dconc.gov Feel free to contact any of the Commissioners, such as Chair Howerton, whose phone number is (919) 560-0026. <i>We helped the County hire several staff members, including, most recently, the County Manager.</i></p>
<p>Wake County County Manager David Ellis David.Ellis@wakegov.com (919) 856-6160 <i>We worked with Mr. Ellis to hire two Deputy Managers: the Chief Community Vitality Officer, the Chief Innovation and Information Officer, and the Human Services Director.</i></p>	<p>Town of Apex HR Director Mary Beth Manville (919) 249-3420 marybeth.manville@apexnc.org <i>In 2021, we worked with the Town to hire Jason Armstrong, their first African American to hold that position in Apex. We have also helped hire the Assistant Town Manager, DEI Director, Water Resources Director, Deputy Police Chief, Fire Chief, Community Development Director, and Assistant Fire Chief.</i></p>
<p>City of Savannah Mayor Van Johnson MayorJohnson@savannahga.gov (912) 651-6444 HR Director Jeff Grant (912) 541-3218 jgrant01@savannahga.gov <i>We have partnered with the City of Savannah to hire its new City Manager. We also assessed candidates for Chief of Police and helped hire its IT Director, Fire Chief, Assistant Chiefs of Police (2), and Assistant Fire Chief.</i></p>	<p>City of Danville, Virginia Manager Ken Larking klarking@danvilleva.gov (434) 799-5100 <i>DA worked with Mr. Larking to hire a Chief of Police in 2017 and a Fire Chief in 2019. We are currently working with Danville to hire an Economic Development Director, a Transit Director, and a Planning Director.</i></p>
<p>City of Greensboro Deputy Manager Chris Wilson (336) 373-2002 christian.wilson@greensboro-nc.gov <i>DA has assisted Greensboro in hiring several assistant managers, department directors, and higher-level staff. We helped hire David Parrish as an Assistant, and the Council valued his work enough to appoint him as Manager about three years ago.</i></p>	<p>City of Fayetteville Manager Doug Hewitt dhewett@ci.fay.nc.us (910) 309-0284 <i>DA assisted Fayetteville in hiring its Police Chief, Director of Engineering and Infrastructure, and Human Relations Director. This year, we helped them hire an Assistant City Manager and Economic and Community Development Director.</i></p>
<p>City of Durham</p>	<p>City of Statesboro, Georgia</p>

<p>Wanda Page Wanda.page@durhamnc.gov (919) 560-4222 <i>DA assisted the City in hiring a Deputy Manager. We have also helped Durham hire other department directors, including two Chiefs of Police. We also worked with the City Council to select their Manager, Wanda Page.</i></p>	<p>Mayor Johnathan McCollar jonathan.mccollar@statesboroga.gov (912) 764-5468 <i>DA worked with the City of Statesboro to hire a Chief of Police in 2016, a City Manager in 2019, and a Human Resources Director in 2019.</i></p>
<p>Town of Garner Manager Jodie Miller (919) 218-3764 jmiller@garnernc.gov <i>We have also helped Garner hire the Police Chief, Assistant Manager, and Economic Development Director</i></p>	<p>Town of Morrisville Manager Brandon Zuidema (919) 463-6150 bzuidema@townofmorrisville.org <i>DA worked with a split Council to arrive at an enthusiastic and unanimous decision to hire its former Town Manager – Martha Paige, in 2014. We have recently assisted Morrisville in hiring a Finance Director, Chief of Police, Fire Chief, and two Assistant Town Managers.</i></p>
<p>Town of Duck Mayor Don Kingston don.kingston@townofduck.com (252) 255-1234 <i>DA worked with the Town of Duck to hire its Manager, Drew Havens, in 2021.</i></p>	<p>Town of Southern Pines Manager Reagan Parsons (910) 692-7021 Parsons@southernpines.net <i>We have worked with Reagan to hire a number of department directors and assistant managers.</i></p>
<p>City of Lexington, NC Mayor Jason Hayes MayorHayes@lexingtonnc.gov (336) 243-2489 ext. 2990 We worked with the City to hire Johnnie Taylor as Lexington City Manager. Johnnie is the first African-American Lexington City Manager.</p>	<p>City of Winston-Salem Mayor Allen Joines allenj@cityofws.org (336) 727-2058 We recently worked with Mayor Joines and the Council to hire Pat Pate as the new City Manager. We have also worked with Winston-Salem to hire several department heads, including two police chiefs.</p>