Stephen K. Straus, Ph.D.
Heather A. Lee, Ph.D. SPHR
Holly Danford Bishop, Ph.D.

DEVELOPMENTAL
ASSOCIATES LLC
www.developmentalassociates.com

510 Meadowmont Village Circle, #299 • Chapel Hill, NC 27517   (919) 812-0132 • skstraus@developmentalassociates.com

COVER LETTER INFORMATION:

Incorporation: As a predominantly female owned enterprise Developmental Associates is a *HUB certified* LLC (S) Corporation.
Lead Consultant: Stephen Straus, Ph.D.

May 6, 2024

Mayor Joe Hardy and the Boulder City Council
City of Boulder City
401 California Highway
Boulder City, Nevada 89005

Dear Mayor Hardy and City Council Members:

Thank you for requesting our proposal for City Manager!

When you review proposals for this position, you will find that other search firms are primarily focused on recruitment while our approach places an equal emphasis on your assessment of the top candidates.   We are confident that you will attract some great candidates to this wonderful opportunity. *Your key challenge will be ascertaining the right fit.*

We think that our objective approach to assessment will provide you with 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 come to a unanimous vote to hire their new City Manager. We were able to achieve this outcome when the Council had 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.

As you review 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 *Talent Identification and Assessment*. A recent article citing our work was published in *Supply and Demand Chain Magazine*.

https://mail.google.com/mail/u/0/#inbox/FMfcgxwHNVvtbGlHlfHMfNCGHBPqTDnG

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.**

*Experts in **E**motional **I**ntelligence to Develop Individuals and Organizations*   1

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 you with a comprehensive assessment that goes beyond the traditional interview-only approach.**

Goal #1: Recruit high quality and diverse candidates:

• 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. We would assign two of our staff who are active in ICMA to lead our targeted recruiting.	• 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.
• We know how to make the best use of 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.	• We have established a **national network** through our contract with NEOGOV, the number one HR 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, Utah, Colorado, Nevada, Pennsylvania, Illinois, Florida, and Massachusetts.

Moreover, our success in hiring diverse candidates was on display last year in the following article by the *Raleigh News and Observer* about Durham City and County.
https://www.newsobserver.com/news/local/counties/durham-county/article272513298.html#storylink=moresection

We have helped Durham City and County hire women of color for the following positions:
• Durham City Manager
• Durham County Manager
• Durham Police Chief

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

• We develop a customized application that candidates must complete on-line. This application would be tailored to the specific challenges facing the City. In comparison to the traditional cover letter and resume, we are then able to match candidates with the specific needs of the City. Moreover, we are then able to make "apples-to-apples" comparisons of candidates rather than trying to piece together disparate information from resumes that are each designed differently.	• 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 City along with a detailed scoring system. The responses of each candidate are recorded and available to you for review.
• We also administer on-line surveys requiring short essay answers from candidates. These questions generally focus on how candidates have managed more complex challenges and provides you with an early writing sample prior to further assessment.	

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

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

• **Skill-based exercises are of greater validity (almost twice as accurate) than the traditional interview-driven approach** Developmental Associates designs exercises that simulate the responsibilities of the position, such as making budget presentations, developing written project plans, facilitating staff meetings, conducting performance-based role plays, and resolving HR issues to directly observe the candidate skills that interviews cannot elicit.	• 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 critical skills of the candidate, such as problem solving, assertiveness, interpersonal relations, and teamwork. This inventory is administered independent of the skills exercises; in other words, the psychologist administers the EQ without knowing the other assessment results.

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 common 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 true competencies of candidates and they are the key methods used by our competition!*** One of many reasons for the limitations of these methods is that they rely mostly on indirect or inferential data. For example, resumes tell us what the candidate has done, but not how well he/she has performed. References rely on third-party observations that have often been shown to be unreliable and based more on familiarity than skills assessment. Interviews, when conducted in a systematic and behavioral-based fashion, can reveal certain key attributes: knowledge, verbal communication skills, and judgment (when situational questions are included). *Interviews, however, are not able to 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. These competencies **can** be directly evaluated using skills-based exercises.*

Despite the limitations of interviews, they are an essential component of any process. Any Council, as in Boulder City, 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. *What we have learned about the key challenges (in the job/organizational analysis) facing the next Boulder City City Manager.*
2. *The strengths and weaknesses we have learned about each finalist based on 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 in final interview decisions.

Finally, let me share some data with you. ***Ninety-six percent (96.4%) of the over three hundred executives we have placed have either stayed in their position 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 Boulder City City Manager.

Sincerely,

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

PROPOSAL: CITY OF BOULDER CITY
RECRUITMENT, SCREENING, AND SELECTION PROCESS:
FOR CITY MANAGER

May 6, 2024

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 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 it can "hire with confidence". Developmental Associates does not maintain this pledge if it is not responsible for the recruitment and screening for the position, nor if the client fails to secure final interviews, background investigations and final decision within 30 days of the completion of the skills-assessment process.

The information provided herein by Developmental Associates, LLC. is proprietary and confidential, offered to the recipient solely for the purpose of evaluating its service proposal. This information should not be disclosed 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
BOULDER CITY CITY MANAGER

RECRUITMENT AND SELECTION
Menu of Offerings

Directions: Below are the steps identified in the proposed Scope of Services, the dates when we could complete 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)
Step 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups: ▪ The City Council ▪ Department Directors ▪ Others as requested by the Council. We can connect with these groups through **meetings and surveys.**	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 City Manager.	Day 1
Step 2: Build a candidate profile and post written job advertisements in leading professional journals and websites.	1) Written ads for both print and online publications will typically generate the largest number of applications. 2) As the employing agency, the City would need to post the ads after they have been developed for any member-based organizations. (DA can also post ads and charge the City back for those fees.) 3) If the City would like an electronic brochure, Developmental Associates can also develop that.	Day 4
Step 3: Conduct targeted recruitment of leading candidates.	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, but also make direct contact with a number of those that we think would be a particularly good fit with the City. 2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with candidates with excellent credentials.	Through Day 35

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 4: Conduct initial (first) level screen of candidate applications/resumes. • A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process	1) First level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume. 2) The organizational/job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria 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 make an informed decision about which candidates proceed in the process.	Day 38 Closed meeting (Personnel matters) with the Council
Step 5: Conduct second level screening of candidates for the position. We employ two methods in the secondary screen. To ensure objectivity, a different member of our staff would conduct each method, and we keep a "firewall" between these methods. These methods are as follows: ▪ Telephone interviews ▪ Electronic survey questions (short essays on accomplishments)	1) Such advanced screening methods are useful when there is a large group of qualified candidates, or the City is unfamiliar with many of the candidates. 2) The screening method would be driven by the organizational/job analyses (Step 1). 3) Upon completion the Council would be ready to identify the finalists (up to 5) to participate in the final assessment process. 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process.	Day 50 Closed meeting (Personnel matters) with the Council
Step 6: Design hiring process. • Develop skill-based exercises, such as budget presentations, simulated meetings, and written assignments. • Administer and evaluate the Emotional Intelligence Inventory	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 City and the position. 3) The hiring process should assess Emotional Intelligence (EI) as well as Cognitive Intelligence (IQ) and technical skills.	By Day 50

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 7: **Recruit assessors** to evaluate the candidates (Assessors can be identified and approved by the Council).	1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors might include local community leaders and other City Managers from the Southeast. 2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will know the overall outcome of the process. That information is provided to the Council only. 3) Assessors will be trained on how to apply behavioral-based rating systems when rating candidates.	By Day 50
Step 8: **Conduct selection exercises** to evaluate the (up to 5) finalists. Analyze EQI in-depth	1) The exercises will be assessed in a reliable, and unbiased manner. It is hallmark of Developmental Associates to ensure assessors provide objective behavioral feedback. 2) The candidates will be sent preparatory information and given thorough explanations in advance of the process. 3) The exercises should enable the City to assess the strengths and weaknesses of each candidate and to determine those candidates that have the skills to fill the position.	Days 64-65
Step 9: **Facilitate debrief with the Council.** ▪ 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.	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 decision. 3)	Day 65 Closed meeting (Personnel matters) with the Council
Step 10: **Facilitate thorough background investigations.**	1) Both legally and due to the sensitive and highly public nature of the position of City Manager, we recommend thorough reference checks and background investigation. 2) Someone outside the City 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	
Step 11: **Provide executive coaching to the successful candidate.** ■ 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 ■ Developmental feedback ca be provided to internal candidates who are not selected. This includes a review of EQi and skills assessment results	1) The assessment process and the organizational analysis provides 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 successful. 3) Feedback to internal candidates not selected often helps in their personal development and acceptance of the decision. This also paves the way for greater support of the selected candidate by incumbents.	TBD

A.1: EMOTIONAL INTELLIGENCE FACTORS*

SELF-PERCEPTION REALM

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

SELF-EXPRESSION REALM

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

INTERPERSONAL REALM

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

DECISION MAKING REALM

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

STRESS-MANAGEMENT REALM

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

B: PROPOSED FEES FOR THIS PROJECT

BASIC FEE	ADDITIONAL OPTIONS (Including Maximums)
$26,500	• EQi- Analysis @ $350 per candidate (up to 5) • Coaching and Feedback @ $350 for the successful candidate
MAXIMUM TOTAL FEE: $28,600 does not include the following: • 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. • Travel to and from the City upon request by the Council (we would simply request reimbursement for our travel, accommodations and meals). • 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 other fees or expenses other than the expenses of bringing the finalists on site for final interviews. We are also glad to come to the City to coordinate those final interviews. We can also prep the Council on best interview practices and sit in on the final interviews to ensure they are conducted effectively.

If the Council would like for Developmental Associates to be present for their finalist interviews, we would be glad to do so. We would expect the Board to reimburse for all out-of-pocket travel expenses.

Clients are expected to process billing for payment (net 30) at the conclusion of the skills-assessment process.

Litigation support, expert witness testimony, and depositions would be billed at an hourly rate of $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 would be the lead consultant on this project. He would team with Heather Lee, Martha 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 President and Founder of North Carolina-based Developmental Associates. He earned his Bachelors' Degree from the Wharton School of Business at the University of Pennsylvania, a Master 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 NC City and County Managers Association. For 26 years he has taught in the Master of Public Administrative Programs at NC State University and UNC Chapel Hill and 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 NC Center for Women in Public Service as well as for the William Peace University Human Resources degree program. She is a former Vice-President for Human Resources with the NC 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.

Martha Paige is the former Morrisville Town Manager. She also served as Assistant Winston-Salem Manager. She is so widely respected by her peers that she served as President of the NC City and County Managers Association. Martha is heavily involved in ICMA nationally and would serve as our lead recruiter.

Andrea Surratt is the former Bozeman, Montana and Sandy Springs, Georgia Manager. Andrea would assist Martha with recruitment and would co-design our exercises.

Holly Danford-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 make sure their needs are met, questions answered, and excellent customer service is delivered on a consistent basis. She takes the lead in analyzing the qualifications of candidates during the screening processes.

ROLES IN THIS PROJECT

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

ROLE	PERSON(S) RESPONSIBLE
Job/Organizational Analysis	Martha Paige
Design of Job Ad	Heather Lee, Ph.D.
Candidate Recruitment	Martha Paige, Andrea Surratt, and Stephen Straus
Initial Candidate Screening	Holly Danford-Bishop, Ph.D. and Heather Lee
Secondary Candidate Screening	Holly Danford-Bishop and Martha Paige
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

CONFLICT OF INTEREST STATEMENT

We have no one on our staff who is associated with the City of Boulder City

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:

- The City of Durham, North Carolina
- Wake County, North Carolina
- The City of Savannah, Georgia
- The City of Johns Creek, Georgia
- The City of South Fulton, Georgia
- The City of East Point, 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 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

- 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
- The City of Spartanburg, South Carolina
- 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
- The City of Lexington, North Carolina

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
Recruitment Methods: Assumes that the search firm is in close contact with top candidates nationally that will only apply for the position if contacted by the firm.	This model fails to take into account the use of modern technology to recruit. **Large national firms also tout their staff connections throughout the country claiming their consultants will share prospective candidates with one another – rather than competing with one another.**	Developmental Associates uses multiple recruitment methods including targeting individuals, placing ads in 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 all work together on each project.
Candidate Screening Other search firms often posture that they know how candidates are actually performing in their current position	**That is a myth.** Knowing a candidate, even befriending a candidate, does not mean that the search firm can actually assess that candidate's performance in day-to-day activities. The search firm does not directly observe critical competencies, such how effectively the candidate deals with staff, plans, organizes, or deals with conflicts.	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.
Candidate Assessment: Presumes that candidates can be evaluated comprehensively through interviews.	**Interviews are a necessary component of 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, his/her 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 so on. **All that can be learned from the interview about these essential skills is what the candidates *say they do.***	We provide intensive assessment of candidate skills that other firms do not offer *before* the Council begins 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, facilitating staff meetings, and so on.

Town of Chapel Hill Town Manager Chris Blue (919) 968-2743 cblue@townofchapelhill.org *DA has helped the Town hire several department head positions and also with succession planning. We recently work with the Town to hire Maurice Jones as Manager. We just completed a process in which we helped the Town Council hire a new Town Attorney.*	**Durham County** County Manager Kim Sowell (919) 560-000 ksowell@dconc.gov Also feel free to contact any of the Commissioners such as Chair Howerton whose phone is (919) 560-0026. *We helped the County hire several staff including, most recently, the County Manager.*
Wake County County Manager David Ellis David.Ellis@wakegov.com (919) 856-6160 *We worked with Mr. Ellis over the last twelve months to hire two Deputy Managers – the Chief Community Vitality Officer and the Chief Innovation and Information Officer as well as the Human Services Director.*	**Town of Apex** HR Director Mary Beth Manville (919) 249-3420 marybeth.manville@apexnc.org *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.*
City of Savannah Mayor Van Johnson MayorJohnson@savannahga.gov (912) 651-6444 HR Director Jeff Grant (912) 541-3218 jgrant01@savannahga.gov *We have partnered with the City of Savannah to hire their 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.*	**City of Danville, Virginia** Manager Ken Larking klarking@danvilleva.gov (434) 799-5100 *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.*
City of Greensboro Deputy Manager Chris Wilson (336) 373-2002 christian.wilson@greensboro-nc.gov *DA has assisted in 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.*	**City of Fayetteville** Manager Doug Hewitt dhewett@ci.fay.nc.us (910) 309-0284 *DA assisted Fayetteville in hiring its Police Chief, Director of Engineering and Infrastructure, and a Human Relations Director. This year we helped them hire an Assistant City Manager and Economic and Community Development Director*

City of Durham Wanda Page Wanda.page@durhamnc.gov (919) 560-4222 *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 last year to select their Manager, Wanda Page.*	**City of Statesboro, Georgia** Mayor Johnathan McCollar jonathan.mccollar@statesboroga.gov (912) 764-5468 *DA worked with the City of Statesboro to hire a Chief of Police in 2016 and to hire a City Manager in 2019. We also helped the City hire a Human Resources Director in 2019.*
Town of Garner Interim Manager Jodie Miller (919) 218-3764 jmiller@garnernc.gov *We have also helped Garner hire the Police Chief, Assistant Manager, and Economic Development Director*	**Town of Morrisville** Manager Brandon Zuidema (919) 463-6150 bzuidema@townofmorrisville.org *DA worked with a split Council to arrive at an enthusiastic and unanimous decision to hire its City 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.*
Town of Duck Mayor Don Kingston don.kingston@townofduck.com (252) 255-1234 *DA worked with the Town of Duck to hire its Manager Drew Havens in 2021.*	**Town of Southern Pines** Manager Reagan Parsons (910) 692-7021 Parsons@southernpines.net *We have worked with Reagan to hire a number of department directors and assistant managers.*
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.	**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 a number of department heads including two police chiefs.

BUSINESS ADDRESS:
510 Meadowmont Village Circle, 299
Chapel Hill, NC 27514
e-mail: skstraus@developmentalassociates.com
phone: (919) 812-0132

EDUCATION:

Ph.D. in Political Science, December 1986
  ▪ Duke University, Durham, North Carolina
Master of Public Administration, 1980
  ▪ The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
  ▪ Honors and Awards
    - Title IX Fellowship for Academic Excellence, 1980
B.S. in Economics, 1972
  ▪ The Wharton School of Business and Finance, Philadelphia, Pennsylvania
B.A. in Sociology, 1972
  ▪ The University of Pennsylvania, Philadelphia, Pennsylvania

PROFESSIONAL EXPERIENCE:

Founder and President - Developmental Associates, LLC, Chapel Hill, NC (Client List Available on Request) - *Developmental Associates is an organizational development company specializing in nonprofit, public and educational sectors (1991 to present):*
Projects include:
  ▪ Executive recruitment and selection
  ▪ Emotional intelligence assessment
  ▪ 360 assessment and coaching
  ▪ Results Based strategic planning
  ▪ Goal setting retreats for boards, managers and staff
  ▪ Team building
  ▪ Executive coaching
  ▪ Organizational development
  ▪ Training needs analysis
  ▪ Selection and promotional systems
  ▪ Performance appraisal systems
  ▪ Organizational evaluation
  ▪ Customer service
  ▪ Total Quality Management
  ▪ Assessment centers and interview panels
  ▪ Outcome-Based Performance Management Systems

Training with North Carolina state and local agencies, nonprofit organizations and private businesses
(1991 to present)
> Courses include:
> - Supervision
> - Conflict management
> - Leadership
> - Role of the personnel department
> - Interviewing and selection
> - Training and development
> - Board and manager relationships
> - Applied Systems Management

FACULTY APPOINTMENTS
Master of Public Administration Program, North Carolina State University, 1990 to 2015
Courses Taught:
> *Public Administration (PA 511):* Introductory course for graduate students in public administration, including lectures and experiential learning exercises in public management, organization theory, budgeting, personnel management, and administrative behavior.
>
> *Problem Solving for Public and Not-for-Profit Managers (PA 535):*This course focuses on the unique environment that managers in public and not-for-profit organizations face. Based on this environment, managers need to develop appropriate problem solving skills that are distinctive from the private sector. The course teaches students how to apply this model both strategically and in day-to-day decision making.
>
> *Team Building for Public Managers (PA 618):* Course based on experiential learning techniques including special projects with public agencies. Topics include group and organizational skills, such as action research, problem solving, decision making, conflict resolution, group development, and evaluation.
>
> *Organizational Behavior (PA 617):* First half of course emphasizes management functions, such as problem solving, communications, leadership, motivation, and organizational change. Second half focuses on organizational systems and organizational trends in the public sector such as TQM, service excellence, and reinventing government.

Faculty Member (1991 to present) and Administrator (1991-1993), Administrative Officers' Management Program, Sponsored by the Master of Public Administration Program and Office of Continuing Education, North Carolina State University.
> - *Taught courses in Management Skills to law enforcement managers from across the Southeast United States*

Director, North Carolina Legislative Internship Program, Sponsored by North Carolina State University, Raleigh, NC and the North Carolina General Assembly (7/96 to present)
> - Publicized program throughout the state
> - Developed and implemented statewide intern selection process
> - Liaison with leaders of the General Assembly over internship issues
> - Faculty supervisor of internships
> - Facilitated internship class

Training Coordinator, Master of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present). Coordinating or conducting training: for public and nonprofit managers on the following topics:

- Developmental Supervision
- Employee Selection and Promotion
- Total Quality Management for Public Managers

Extension Assistant Professor, Master of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present).

Faculty of International City Managers Association (ICMA) University: (1992 and 2005 to present). Taught courses in New Hampshire, Tennessee, and North Carolina.

Developer and Administrator of the Assessment and Development Program for Local Government Management Excellence, Master of Public Administration Program North Carolina State University, Raleigh, NC (7/92 to 7/97).

- Designed for local government managers, assistant managers and department heads
  - Assessment of each manager's skills
  - Workshops tailored to the specific needs of each manager
  - Skills-based workshops (behavioral modeling)
  - Application to the workplace (work-based assignments)

Assistant Professor, School of Government, University of North Carolina, Chapel Hill, North Carolina (7/88 to 6/92).

- Taught management courses to local government officials
- Consulted on management and personnel issues with State of North Carolina officials, and city and county managers
- Facilitated retreats with boards and managers and with managers and their staffs
- Conducted research on local government management practices

Adjunct Professor, Department of Political Science and Public Administration, North Carolina State University, Raleigh, NC (9/83 to 7/88).

- Taught Undergraduate classes in American Government and Public Administration
- Taught Master of Public Administration Classes in Organizational Behavior and Organizational Design

Graduate Instructor, Department of Political Science, Duke University, Durham, N.C. (9/81 to 7/84)

- Teaching Assistant in American Government
- Teaching Assistant in International Relations
- Instructor in Public Administration

OTHER WORK EXPERIENCE
Account Manager, Management Improvement Corporation of America (Summer, 1981).

- Consulted with several Fortune 500 companies in developing targeted jobs programs.

Assistant City Manager, Southern Pines, North Carolina (1976-1980).

- Executive responsibility for personnel, and finance administration and a variety of related duties.

Research Coordinator, Asheville-Buncombe Community Relations Council, Asheville, North Carolina (1973-1976).

- Researched social and economic conditions in the city and county relating to discrimination in housing and employment for minorities and women.

PUBLICATIONS:

Dissertation:

Public Organizational Effectiveness and Decision-Making: An Empirical Application of the Internal Systems Approach to North Carolina Municipal Personnel Departments. Ann Arbor; University Microfilms International, 1986; 409 pages.

Articles:

James E. Swiss and Stephen K. Straus (2005). Implementing Results-Based Management in Local Government. *Popular Government, 70(3), Spring-Summer.*

Straus, Stephen (1993). Still Unresponsive After All These Years? The Intra-organizational Role of Public Personnel Departments, *Public Administration Quarterly,* 23(4), December,385-402.

Straus, Stephen (1992). The Multiple Constituencies Activities and Standards Model (MCAS) for Evaluating Public Personnel Departments, *Review of Public Personnel Administration*, June, 55-70.

Straus, Stephen (1989). Decision Making in Personnel Departments, *Popular Government*, 55(2), Fall.

Straus, Stephen (1988). Selecting Employees Through Systematic Interviewing, *Popular Government*, 53(4), Spring.

Straus, Stephen (1987). Municipal Personnel Departments: Management Tool or Employee Advocate? *Popular Government,* 52(2), Fall.

Straus, Stephen (1980). Selecting Employees Through Job Sample Tests, *Popular Government,* 55(3), Winter.

Co-authored book chapter:

Straus, Stephen and Stewart, Debra (1994). Assuring Equal Employment Opportunity in the Organization with Debra Stewart in *The Handbook of Public Personnel Administration and Labor Relations,* Jack Rabin (editor).