



**TOWN OF GRANITE QUARRY
BOARD OF ALDERMEN
SPECIAL CALLED MEETING
BUDGET WORKSHOP
Thursday, March 20, 2024
1:00 p.m.**

Call to Order

Mayor Barnhardt

1. Approval of the Agenda

2. Discussion

FY 24-25 Budget

3. Interview

Town Manager Search Firm

Geraldine Gardner, Executive Director of Centralina, will be sharing information with the Board regarding services available for Town Manager search assistance and answering questions from the Board.

Adjournment

Town of Granite Quarry City Manager Recruitment and Selection Services Proposal

March 20, 2024



CENTRALINA
REGIONAL COUNCIL

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Centralina is pleased to share a framework and general cost estimate to support the Town of Granite Quarry in recruiting its next Town Manager. To identify the best candidate for this position, Centralina is proposing a multi-step process that includes both complimentary recruitment services offered as a Centralina Member Service, as well as several optional selection services for a fee.

OVERVIEW

Centralina's approach to the recruitment and selection process is rooted in service to our member governments. It is in Centralina's interest to ensure our local governments have the most qualified personnel to address the complex challenges facing our communities. In a manager recruitment and selection process, our client is the Board of Aldermen, and our role is to support the recruitment and screening of qualified candidates, provide sound advice to Board and ensure a fair process for the applicants. We also work as neutral facilitators and seek to create a productive bridge between the Board and the Administration throughout the process.

In a Manager-Council form of government, it is vital to ensure that the selected candidate has the management qualities needed to guide a high-functioning administration and the leadership qualities to effectively engage with the Board and community stakeholders. Being local government practitioners ourselves, we have an in-depth understanding of the duties and responsibilities of a Town Manager, as well as the qualities that can distinguish great candidates. Because the Town of Granite Quarry is a Centralina member government and partner in our work, we are deeply committed to supporting you in finding a dynamic and highly qualified manager.

PROPOSED PROCESS

Centralina’s approach to the recruitment and selection process is highly adaptable to the Board’s needs and preferences. An important first step is to determine if the full Board will be engaged in every step of the process, or if the Board will set up a Selection Committee to guide the initial steps. There are pros and cons to each option and Centralina will adapt to the Board’s preference. For the purposes of our proposal, we have developed the scope of work under the assumption that the full Board participates. Another variable is the level of involvement in the later stages of the selection process by members of the staff and local community. For the purposes of the proposal below, we have suggested limited opportunities for staff and community involvement, but can adjust the approach based on the Board’s needs. Throughout the process outlined below, Centralina will hold regular check in calls with the designated point of contact.

The following tasks are provided at no-cost to the Town of Granite Quarry (“Client”) as part of its membership with Centralina Regional Council:

1. ***Define Position and Develop Review Criteria:*** Centralina will assist in developing a consensus among the Board for the expectations, key competencies and job qualifications for the position. Part of this process may also include engagement with department leadership either through a survey or conduct a focus group to gather inputs that will help inform the position description. Centralina will engage the full Board in a discussion to refine the position description, requirements and expectations. Once the position is defined, Centralina will develop a set of criteria for the application review and scoring process.
 - o *Deliverables:*
 - Board presentation on process and initial discussion of the position to finalize position expectations;
 - Draft job description and a final draft based on edits from the Client; and
 - Set of review criteria for the application review and scoring process.
2. ***Review Salary Range:*** Centralina will conduct a review of comparable salaries using the Client’s latest salary study as a base.
 - o *Deliverable:* Salary range recommendation for the position.
3. ***Prepare Advertisements:*** Centralina will develop an advertisement for the position to be posted on professional association and job websites. The job brochure will include information about the position, qualifications and requirements the Town and other key facts to attract applicants. Centralina will post the approved advertisement on the professional association and job websites selected by the Client. The direct costs for advertising will be incurred by the Client.
 - o *Deliverables:*
 - Advertisement draft and final; and

- List of target professional association and job websites and associated costs for advertisement.
4. ***Receive Résumés and Send Acknowledgement Notification:*** Centralina will receive résumés for the position on behalf of the Client and notify applicants that résumés have been received. Our team will verify completeness and adherence to application requirements and create a spreadsheet of candidates’ names, contact information and applicant status. Centralina will respond to all inquiries from potential applicants.
- *Deliverable:* Candidate tracking spreadsheet
5. ***Screening of Applicants:*** Using the qualification criteria determined for the position in Task 1, Centralina will perform a preliminary sorting of all résumés received into three categories – “exceptionally qualified”, “qualified”, “not qualified”. Centralina recommends initially scoring all “exceptionally qualified” applicants, which will be submitted to the Client (either Full Council or Selection Committee) for individual review and scoring. Depending on the pace of receiving resumes, screening may occur on an ongoing basis or after an initial closing date of the position. Following the completion of the individual scoring, Centralina will advise the Client of the top scorers and facilitate a meeting to finalize the list of interviewees.
- *Deliverables:*
 - Updated spreadsheet with applicant screening results for all categories;
 - Hard copy resume review package for all applicants in the “Exceptionally Qualified” category; digital files on USB drive for all applicants; and
 - Meeting or Zoom call to review scoring and identify list of candidates for the interview.
6. ***Interview Process & Finalist Selection:*** Centralina will coordinate and schedule interviews of the top five (5) candidates by the Client (Selection Committee or Full Council). Centralina will also draft a list of interview questions and scoring sheet. Centralina’s Executive Director will sit in on the interviews to facilitate a Council debrief after each interview and consensus discussion to narrow the field of candidates to a finalist.
- *Deliverable:*
 - Interview schedule;
 - Day of package for each interviewer: candidate information, menu of interview questions and scoring sheet; and

If the Client elects not to proceed with the optional selection services outlined below, Centralina will conclude its role in the process at this stage by providing a brief report summarizing the process to date and recommending next steps.

Additional Recruitment and Selection Services.

It may be beneficial to layer in additional review and interview steps into the process to complete enhanced vetting and screening. As such, Centralina can perform the following optional tasks and activities for a fee as outlined in the Cost Estimate section below.

- ***Option 1: Additional Interview Rounds:*** One interview may not be sufficient to properly vet candidates for the position and make a selection. Additional interview rounds may be inserted at the following stages:
 - ***Pre-screening Interview:*** At this stage, Centralina and/or a Client representatives may elect to phone screens of qualified candidates after the initial scoring of candidates and before the first full interview round. The purpose of the phone screen is to learn more about the candidates and vet resume information.
 - ***Second Interview Round with Board:*** A second round interview with a smaller pool of finalist candidates may be useful in digging deeper into a candidates' background, experience and approaches to town management.
 - ***Deliverables:***
 - Interview questions
 - Scoring rubric and scoring sheets

- ***Option 2: Finalist Assessment Center:*** An Assessment Center is a multi-step process to take finalists through a battery of interviews and job-related scenarios designed to simulate tasks and responsibilities of the position, ultimately ensuring an alignment with hiring goals. Centralina will design and manage an assessment center for up to three (3) finalists. Centralina will design the scenarios with input from the Client, coordinate the selection and orientation of assessors, coordinate communication with finalists, and manage the full process on the day of. The assessment center can include panel interview(s) and the Board may consider including select Department heads, staff and members of the community in the panel. At the conclusion of the assessment center, Centralina will facilitate a debriefing with the assessors and the Board. Please see the included Assessment Center overview for additional details on this service.
 - ***Deliverables:***
 - Assessment center schedule and candidate exercises;
 - Orientation materials for assessors and candidates;
 - Day of package: booklet, scoring sheets and related materials; and
 - Assessment Center Final Report

- ***Selection Discussion:*** For either of the above options for additional interviews, Centralina will facilitate a debriefing with the full Board to consider the results of the additional interviews/assessment center process. Centralina's neutral facilitation approach can support a clear, transparent and fair process for deliberating and selecting a final candidate.

- ***Conduct Management Assessments and Personality Profile:*** Centralina can coordinate a series of management and personality assessments to help

determine the finalists' fit with the Client. The assessments will include Myers-Briggs Type Indicator personality type, emotional quotient, management style and conflict resolution style. It is recommended that all finalists taking part in the assessment center or finalist interview receive a management and personality assessment. Centralina utilizes a licensed psychologist to administer and interpret the test results.

- *Deliverable:* Report with findings for each finalist
- **Perform Background Check and Reference Check:** Centralina will coordinate with an outside agency to conduct a background check of the top candidate. Centralina will also check the references of the top candidate.
 - *Deliverable:* Background check report from 3rd party vendor; summary of reference check.

With any of the option services above, Centralina will also support the Board during negotiations with the selected candidate, including advising on offer terms, contract and other matters where a 3rd party perspective is desired.

TIMELINE

Centralina understands the delicate balance between leading an expeditious process and taking the time needed to find the best candidate. The estimated timeline below provides an overview of each stage of the proposed process.

Stage of Process	Estimated Time to Complete
Process Launch and Preparations (Tasks 1 to 3)	Two weeks after notice to proceed
Position Open (Task 4)	30 days for initial posting
Centralina Screening and Client Scoring of Candidates (Task 5)	14 days following position close
Initial Interviews (Task 6)	2 weeks
Optional Recruitment and Selection Services	2 weeks
Background Check and Negotiations	2 weeks

KEY PERSONNEL

Centralina staff participating in this process will include:

- Geraldine Gardner, Executive Director – Project management and Board engagement

- Venecia White, Operations & Human Resources Manager – Technical/HR-related issues; candidate engagement
- John Holmes, Government Affairs & Member Engagement Assistant – Project support

Additional information on Centralina staff is available on the Centralina website: <https://centralina.org/about/staff/>

RECENT CLIENTS

Below is a snapshot of local governments Centralina has assisted with executive recruitment and selection in the recent past:

- City of Mt. Holly Manager Recruitment – 2024
- Town of Wadesboro – on-call technical support for manager recruitment - 2024
- City of Kings Mountain Fire Chief Recruitment and Selection – 2024
- City of Gastonia Police Chief Recruitment and Selection – 2023
- Town of Troutman Manager Recruitment and Selection – 2019

COST ESTIMATE

Basic recruitment services outlined in Tasks 1-6 above: No cost to Centralina members

Optional recruitment services:

- Option 1: Additional Interview Rounds & Selection Discussion: \$2,500 per interview round
- Option 2: Assessment Center & Selection Discussion: \$5,000
- Management Assessments and Personality Profile: up to \$1,000 per candidate
- Background Check and Reference Check: up to \$400 per candidate