



NOACA HR, Personnel, and Organizational Development Subcommittee
Meeting Minutes
August 12, 2025
NOACA Offices

Present: Please see the attached attendance record.

Mayor Matt Castelli, Chair of HR, Personnel, and Organizational Development Subcommittee, convened the meeting at 3:02 p.m.

Meeting Minutes

Mr. John Gall made a motion to approve the meeting minutes of May 13, 2025. Ms. Kyle Dreyfuss-Wells seconded the motion. The motion passed by voice vote.

Public Comment on Agenda Items

No public comments were made at this meeting.

Executive Director's Report

No report was presented at this meeting.

Action Items

No action items were presented at this meeting.

Presentation/Discussion Items

Associate Director of Human Resources Position Update

Director Grace Gallucci stated that the purpose of this meeting was to provide the HR Subcommittee with an update on the hiring of the HR Director. She noted that while progress has been made in several areas, the position remains unfilled. Director Gallucci asked Ms. Lindy Burt to provide additional background and context before she continued with her update to the Subcommittee.

Ms. Burt provided an overview of NOACA's recruitment process for the HR Director. The position was posted on March 17 and shared through multiple channels:

- Job Boards and Associations
 - NOACA website
 - Society for Human Resource Management (SHRM)
 - Ohio Municipal League
 - Ohio City and County Management Job Board
 - County Commissioners Association of Ohio
 - Ohio Association of Regional Councils

- Recruitment Application System (Breezy HR)
 - Automatically distributed postings to Indeed, Glassdoor, Google Jobs, and ZipRecruiter
- Outreach and Promotion
 - Regular social media postings on LinkedIn
 - Public Affairs team created graphics to highlight the opening
 - Email announcement sent to the entire Board
 - Announcement made to NOACA staff during an all-staff meeting, encouraging employees to share the posting within their networks

Director Gallucci reported that NOACA received over 100 applications for the position. Clemans Nelson was hired to facilitate the hiring process, and their representative, Ms. Heidi Miller, reviewed all applications, narrowed the pool to 20 candidates, and then completed initial screening interviews. From this group, seven candidates were selected for in-person interviews; however, one withdrew before the interview, leaving six. In-person interviews were conducted with a panel that included Mayor Castelli, Ms. Dreyfuss-Wells, Director Gallucci, and Ms. Miller. Of the six candidates, three were advanced to complete a leadership assessment. One candidate emerged as the top performer and was invited back for further discussions regarding expectations and organizational matters. Although the candidate was considered strong and a potential fit, negotiations ultimately could not be finalized. Some requests, such as salary and vacation time, could have been addressed, however, others could not, including healthcare benefits and vacation accrual policies because NOACA must adhere to existing policies. As a result, the search process has resumed. Interviews with new candidates are underway, and NOACA is optimistic that a successful hire will be made soon. Director Gallucci expressed hope that by the next Subcommittee meeting, a new HR Director will be introduced.

Ms. Debbie Berry asked whether the position that was posted is for the HR Director.

Director Gallucci stated that the position was technically posted as Associate Director, but that is a matter of internal title. She clarified that it is still a director-level position and referred to as such.

Ms. Berry asked whether the title was a factor in the candidate's decision not to accept the HR Director position.

Director Gallucci stated that the candidate did not articulate the job title as a factor to the panel.

Ms. Berry noted that she recalled earlier discussions about NOACA hiring someone for a lower-level position. NOACA later decided to pursue a director position, so she was surprised to see it posted as Associate Director. She asked whether that might have influenced the caliber of applicants.

Director Gallucci explained that NOACA originally intended to post a manager position but later elevated it to a director position. Within NOACA's structure, there are Associate Directors, Directors, and a Deputy Director. Division Directors manage an entire division and its budget. Associate Directors, of which there are two, have focused responsibilities without direct budgets; their work falls under the Executive Director's budget. The Deputy Director follows a similar structure but with greater experience and qualifications.

Ms. India Birdsong Terry asked whether the position was posted only within Ohio or nationwide.

Director Gallucci confirmed that it was posted nationwide.

Ms. Terry commented that if there were that many negotiation points with an HR professional, it was likely not the right candidate. She asked whether the other two top candidates were a fit, or if the panel had only one strong option.

Director Gallucci stated that it was a “one only” situation.

Mayor Castelli reported that the recruitment process is progressing, with phone screenings and interviews scheduled. He noted that several promising resumes have been received and that interviews are set for next week.

Director Gallucci added that the preferred candidate wanted a hybrid work environment, which NOACA does not offer beyond the standard policy. Scheduling with that candidate had also involved long delays, many of them based on the candidate’s availability. While the candidate was strong, the arrangement ultimately did not work out. Director Gallucci stated that NOACA is now moving forward quickly with a new pool of candidates.

Mayor Castelli noted that the Subcommittee has always recognized that this position is unique. It requires a candidate who brings higher-level strategic experience while also being able to manage administrative functions. It will take time to find the right individual who meets those needs.

Mr. Gall summarized the process, noting that the panel screened 20 candidates and narrowed the pool to seven. From those, three advanced to the leadership assessment, and one was selected for further consideration. He asked whether two candidates remain from the leadership assessment and what the status is of the other four, or if the process has returned to the original pool of 20 applicants.

Director Gallucci stated that the panel is reviewing a new batch of applicants that have come in since then.

Mayor Castelli stated that the new batch includes applicants who appear to be better fits than the initial group.

Mayor Castelli added that the panel wanted to provide an update on the process and emphasized the importance of not rushing the hire. He stated that the Subcommittee’s priority is finding the right fit for NOACA’s culture with the necessary skills and expressed confidence that this will be achieved.

Mr. Gall asked whether the posting remains active nationwide.

Ms. Burt explained that some postings may need to be refreshed. While applications from sites such as Indeed and Glassdoor remain active, postings through associations would need to be resubmitted if directed.

Mayor Castelli stated that he was comfortable with reposting the position if necessary but noted that the panel is already screening six to eight strong candidates. He asked Director Gallucci if she was agreeable to refreshing the posting, and she confirmed.

Director Gallucci stated that two candidates from the new batch are already scheduled for second interviews.

Mayor Castelli confirmed he had also seen two candidates scheduled.

Mr. Gall thanked the panel for working through the interviews with the new candidates.

Director Gallucci thanked Ms. Dreyfuss-Wells and Mayor Castelli for their significant contributions, participation in meetings, and guidance throughout the process. She noted that the leadership assessment was suggested by Ms. Dreyfuss-Wells and has been effective and NOACA might continue using it in the future.

Ms. Berry echoed Director Gallucci's appreciation for Ms. Dreyfuss-Wells and Mayor Castelli. She then inquired about the appropriateness of the current salary range, noting that compensation was raised as a concern by the preferred candidate. She added that if the issue arises again in the next round, it should be reviewed.

Director Gallucci responded that the position is classified as Associate Director and asked Ms. Burt to provide the salary range.

Ms. Burt stated that the classification range in NOACA's Compensation Plan is \$99,000 to \$154,000. Positions are posted at the minimum with a statement that salary will be commensurate with education and qualifications.

Director Gallucci noted that one challenge with the preferred candidate was internal compression. The candidate's experience level was lower than NOACA's two other Associate Directors, yet the requested salary was higher. While some negotiation was possible, the candidate's expectations exceeded what NOACA could offer.

Ms. Terry asked for clarification on whether the position was posted at the minimum. She suggested that posting a range from minimum to midpoint may help attract candidates and reduce negotiation challenges.

Mayor Castelli agreed that posting at the midpoint makes sense, though he did not believe salary would be the main obstacle. He emphasized that the real challenge is finding the right candidate with skills that fit the organization. He noted that promising candidates are already moving forward in screening.

Director Gallucci noted that the process identified a strong candidate who would have been a good fit, but the candidate's requirements did not align with what NOACA could offer.

Mayor Castelli added that while the process continues, the panel is open to ongoing dialogue with the previous candidate if circumstances change.

Reports/Updates

No reports or updates were presented at this meeting.

Old Business

No old business was discussed at this meeting.

New Business

Mr. Gall referenced his notes from the February 14 Executive Committee meeting, where the HR Subcommittee was established. According to those notes, the Subcommittee was charged with three responsibilities:

- Providing feedback
- Establishing performance metrics

- Making recommendations regarding whether NOACA should have an in-house HR generalist

Mr. Gall added that discussions with OE Strategies were intended to help define a path for NOACA's organizational development and health. He noted that while the Subcommittee was commissioned for these purposes, its work may conclude once an HR Director is hired and established.

Mayor Castelli agreed, recommending that the Subcommittee be concluded once the HR Director is in place and actively working with the NOACA team. He invited additional thoughts but emphasized his hope that the Subcommittee's role would end once the position is filled.

Adjournment

Ms. Terry made a motion to adjourn the meeting at 3:32 p.m. Ms. Dreyfuss-Wells seconded the motion. The motion passed by voice vote.

Note: Additional information on this meeting can be found on [NOACA's website](#) or on [NOACA's YouTube channel](#).



**NOACA HR, Personnel and Organizational Development Subcommittee
2025 Attendance Record**

MEMBER	2/11/25	2/25/25	3/11/25	4/8/25	5/13/25	8/12/25
CASTELLI, Matt	X	X	X	X	X	X
DREYFUSS-WELLS, Kyle	X	X	X		X	X
GALL, John	X	X	X	X		X
HARRISON, Aaron					X	
REGOVICH, Richard	X	X	X		X	
TAYLOR, Katie	X	X	X	X	X	
TERRY, India Birdsong		X	X	X	X	X
Ex-officio						
RONAYNE, Chris (Debbie Berry, Alternate)	X	A	X		A	A

X = Member Present A = Alternate Present