

Children's Services Council of Leon County (CSC Leon)

Executive Director Search Committee Meeting

Tuesday, August 24, 2021; 2:00 PM - 4:00 PM

Leon County Commission Chambers, 5th Floor

Leon County Courthouse

301 S. Monroe St.

Members of the public can view the meeting via live stream on this YouTube channel:

<https://www.youtube.com/channel/UCc74A9evhLxbHrH63-clbQ>.

AGENDA

- I. Call to Order
- II. Approve Agenda
- III. Public Comment
- IV. Search Committee Process
- V. Review Applications and Select Applicants for 1st Interview
- VI. Search Process Materials Discussion
- VII. Next Meeting Dates
- VIII. Agenda for the Next Meeting
- IX. Member Comment
- X. Adjournment

Anyone wanting to appeal an official decision made on any subject at the meeting must have a verbatim record of the meeting that includes the testimony and evidence on which the appeal is based.

In accordance with Section 286.26, Florida Statutes, persons needing a special accommodation to participate in this proceeding should contact the Interim Operations Manager by written or oral request at least five days prior to the proceeding, at 850-764-2966 or via email at info@cscleon.org.

Agenda Item

Search Committee Process

Attachments:

1. List of all CSC Leon Executive Director Applicants
2. Application Review Instructions
3. Position Description
4. Sample Scoring Instrument
5. Objective Selection Process Overview
6. Timeline

List of all CSC Leon Executive Director Applicants

<i>First Name</i>	<i>Last Name</i>	<i>Technical Requirements (Y/N)</i>
Stuart	Albaugh	Y
Taylor	Anderson	N
Travis	Anderson	Y
Patricia	Armstrong	Y
Hannah	Arteaga	Y
Susan	Atwell	Y
Ronald	Baker	Y
Ryan	Baker	Y
Holly	Bernardo	Y
Taylor	Biro	N
Samuel	Bland	Y
Austin	Bloom	N
Phyllis	Brooks	N
Richard	Burns	N
Corey	Butler	Y
Omari	Bynum	N
Howard	Campbell	N
Jake	Campbell	N
Marlana	Cannata	Y
Jacqueline	Carey	N
Chad	Carnell	Y
Adrian	Cartledge	N
Kelly	Casey-Stevenson	N
Morgan	Champion	Y
JoNetta	Chukes	Y
Dineen	Cicco	Y
Jaclyn	Citarella	N
Edward	Clifton	N
Terrica	Coleman	N
Charles	Corley	N
Desmond	Crayton	N
Dasiely	Cruz	Y
Keith	Dowdell	Y
Amber	Drake	N
Roderic	Duckworth	Y
Peria	Duncan	Y
Catherine	Dunlap	Y
Rachel	Dunn	Y
Lauren	Dunwoody	N
William	Egan	Y
Rhonda	Evans	N
Julie	Fabsik-Swarts	Y

<i>First Name</i>	<i>Last Name</i>	<i>Technical Requirements (Y/N)</i>
Adrian	Ferguson	Y
Ashley	Fontes-Comber	N
Deborah	Foote	Y
Sheria	Fox	N
Danielle	Fried	Y
Chiara	Fuller	N
Hillary	Gerber	Y
Scott	Gerber	Y
Zack	Gibson	Y
Cecka Rose	Green	Y
Sheria	Griffin	Y
Ned	Hamadto	Y
Tori	Hampton	N
Amanda	Hartman	Y
Dewayne	Harvey	Y
Christine	Henneman	Y
Ray	Holloway	N
Bonnie	Howell	N
Derek	Hubble	N
Adam	Hupach	N
Hadassah	Israel	Y
Latoya	James	Y
Sara	Jean	Y
Jeremi	Johnson	N
Jim	Jolley	N
Chauncey	Jones	Y
Dina	Justice	Y
Jeanette	Kilroy	Y
Ken	Kniepmann	Y
Joshua	Knighten	Y
Doc	Kokol	Y
Dustin	Krein	N
Jeff	Kristenson	N
Kimberly	Kutch	Y
Chris	Letsos	Y
Natalie	Littlejohn	Y
Jason	Lyons	N
Carmen	Lyttle-Nguessan	Y
Rodney	Mackinnon	Y
Joe	Mahoney	Y
Joe	Mancini	Y
Victor	Mansure	Y

<i>First Name</i>	<i>Last Name</i>	<i>Technical Requirements (Y/N)</i>
Terry	Marasco	Y
Julie	Marble	Y
Tracy	Marple	Y
Tiffany	Martin	Y
Marie	Mathis	N
Janice	Matthews	N
Rachel	Mayernick	Y
Susan	McClutchey	Y
Tiffany	McNabb	N
Stephen	Miller	N
Gary	Minervini	N
Angela	Mitchell	N
Amber	Mitchell	N
Taquila	Monroe	Y
Michael	Murphy	Y
Latonia	Myles	Y
T'Nesha	Neale	Y
Cathy	Nelson	N
Takeidra	Nelson	N
Anne	Nevel	N
Kaley	Newby	Y
Michelle	Nickens	Y
Walter	Niles	Y
Madeline	Nobles	Y
Ryan	O'Connor	Y
Kathy	Ogden	Y
Kym	Oglesby	N
Kelly	Otte	Y
David	Overstreet	Y
Linda	Owens	N
Chad	Patterson	N
Adrian	Petrescu	N
Steve	Petty	Y
Tammy	Prichard	Y
Kevin	Priest	Y
Traci	Proctor	Y
Darren	Redmond	N
Robert	Reel	Y
John	Reilly	N
Denik	Revels	Y
Coral	Richardson	N

<i>First Name</i>	<i>Last Name</i>	<i>Technical Requirements (Y/N)</i>
David	Roberts	N
Roger	Robinson	Y
Kendrick	Rochelle	Y
Alex	Rodriguez	N
Alberto	Rosado	N
Shandrell	Roscoe	Y
Vanessa	Ross	N
Tonya	Rowan	N
Jill	Rudd	Y
Glenda	Rudolph	Y
Rhonda	Sapp	N
Bill	Schack	Y
Andrea	Schwendinger	Y
Abraham	Scott	N
Nicolé	Shields	N
Kelli	Stannard	Y
Kassandra	Starrine	Y
Lester	Stephens	N
Jamilah	Stevenson	Y
Eric	Stewman	Y
Merni	Stringfellow	N
Kurt	Stringfellow	Y
Marty	Stubblefield	Y
Matt	Thompson	N
Matthew	Thompson	N
Onur	Topac	N
Alexander	Trankovsky	N
Alexander	Trankovsky	N
David	Tribble	N
Suzan	Trujillo	N
Tammy	Tucker	N
Paul	Turner	N
Greg	Ungru	N
Joe	Walker	N
Kesandra	Walker	Y
Milton	Walters	N
Marc Anthony	Weeks	Y
Mark	Weintraub	Y
Shannon	Woods	N
Melanie	Worley Sanders	Y
Travis	Yelverton	N

CSC Leon Executive Director Application Review Instructions

Based on committee decisions, you will receive a set number of application packages that will include, at minimum, a cover letter and resume/CV for applicants selected to move forward in the next phase of evaluation. The goal in this phase is to identify top candidates with the necessary experience and skills to accomplish the required duties of the position. The next phase will explore character and communications skills.

Please keep the following in mind as you proceed with your review:

1. Allow sufficient time to screen all or a sizable portion of the applications at once so you can be sure to apply uniformity throughout your review process.
2. Review all applications independently.
3. Review the position description before reviewing the applicant materials.
4. All applicants should be scored using a 5-point scale, where 5 is well-qualified and 1 is not qualified, across the five domains identified in the position description (and listed below). Please keep a copy of the description with you as you review each candidate.
5. Domains:
 - a. Planning
 - b. Financial/Program Management
 - c. Operations Management
 - d. Community Relations & Advocacy
 - e. Board Relations
6. Make comments, notes, or other observations on each candidate separate from the screening instrument provided. The screening instrument will be turned in but your notes are yours to keep.
7. Avoid the applicant's name, address, gender or other personal information to limit subconscious biases.
8. Do not overemphasize the format of the applicant materials. The system will be using to share the content may have distorted formatting unless shared as a PDF. Look instead for the quality of the content.
9. After you have uniformly scored all applicants, identify your top ten.
10. Submit your score sheet and top ten candidates to staff at least 48 hours in advance of the next search committee meeting.
11. Bring your personal notes with you to the meeting for discussion and short-list creation.

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

POSITION DESCRIPTION

EXECUTIVE DIRECTOR

REPORTS TO Governing Council

Position Summary

The executive director (ED) is the official representative of the Children's Services Council of Leon County (CSCLC). The position is responsible for providing strategic leadership by working with the Governing Council to establish long-range goals, strategies, plans and policies to improve the lives and outcomes of children, youth and families in Leon County. The ED directs the budget, and implements and manages the activities and functions of the organization pursuant to its mission and consistent with the directions and delegations of the Governing Council.

This is a non-graded position for which compensation is established by the Council.

General Duties

Planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of the CSCLC, and other duties as required.

Specific Duties and Responsibilities

This position is responsible for the overall operations of the CSCLC. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with this position.

Planning:

1. Ensure that a comprehensive plan for the needs of youth in Leon County is developed and implemented and that the purposes of § 125.901, Fla. Stat. and Leon County Ordinance 2018-03 are met.
2. Direct the activities of the CSCLC based on the comprehensive plan.
3. Ensure the comprehensive plan is updated as appropriate.
4. Institute mechanisms to ensure community involvement in planning processes.
5. Work with other local planning bodies to ensure coordination and consistency of efforts.
6. Develop benchmarks to track progress toward strategic goals.

Financial and Program Management:

1. Preparation, management and oversight of annual budget and funding recommendations for Council approval.
2. Preparation and oversight of budget model forecast for planning purposes.
3. Establishment of policies and procedures related to the evaluation of funding requests.
4. Oversight of program and fiscal monitoring of funded programs.

Operations Management:

1. Establish work environment that fosters a productive work culture.
2. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
3. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
4. Manage and direct the activities of staff and contractors to ensure programs are properly executed and the Council's priority objectives are achieved.
5. Lead and ensure effective management of the organization in meeting the statutory functions relevant to the CSCLC.
6. Participate and oversee emergency planning and responses to emergency situations when required to do so.

Community Relations and Advocacy:

1. Establish and oversee mechanisms to communicate the activities of the CSCLC to the community.
2. Develop and foster effective external working relationships with community stakeholders within the community in order to address key strategic issues facing the community.
3. Serve as the primary representative of the CSCLC to the community.
4. Represent the CSCLC at various local and state events addressing issues related to the interests and mission of the organization.
5. Work with local legislative delegation and local elected officials to advance the interests of children and families.
6. Communicate CSCLC positions to providers and the community.

Board Relations:

1. Provide directional leadership and sound, imaginative advice to the Council on all matters relating to Children's Services Council.
2. Develop and maintain positive and open relationship and communication with the Council.
3. Ensure the Council is kept informed of relevant policy and operational issues.
4. Prepare and provide oversight of agendas and supporting materials for Council meetings.
5. Prepare and provide oversight of recommendations as requested by the Council.
6. Assist the Council chair in matters relating to Council member participation and Council meetings.

Professional Experience/Qualifications

The ED is a visionary, strategic, results-oriented leader who has the personal characteristics and professional experience to lead the CSCLC. S/he must:

- A. Possess passion for the Council's mission and the ability to communicate that passion with impact to multiple stakeholders.
- B. Be creative and possess the drive, personal dynamism, communication and interpersonal skills to be an outstanding advocate, representative and spokesperson.
- C. Be mature, self-assured, able to demonstrate credibility, and command the respect of multiple stakeholders, both internally and externally.
- D. Be a strong relationship builder. Ideally, this individual will have been engaged in dealing in a political environment, and with government entities, the media and the organizations of the kind that are supported by CSCLC.
- E. Possess a collaborative style, and diplomatic and persuasive skills, including the ability to build strong and effective teams.
- F. Demonstrate cultural competence, be sensitive to the needs of the diverse communities of Leon County, and possess the credibility to partner and engage with the leaders of those communities.
- G. Have strong business acumen and be performance oriented, including experience in results-based accountability and managing large budgets.
- H. Have a highly developed ability to prepare and analyze statistical information.
- I. Possess a strong grounding in the fundamentals of general management, financial management, strategic planning, and be well-organized and resourceful.

Minimum Educational Requirements

- 1. A Bachelor's degree in Public Administration, Business Management, Social Sciences, Education Administration, Educational Leadership or other related area of specialization (preferred), with a minimum of eight years' experience in management/leadership, community planning, program development and evaluation, agency budgeting, or related activities.
 - A Master's degree can substitute for up to two years professional experience.

Scope of Responsibility

Errors of fact, interpretation or judgment can result in significant monetary and human resources losses and undermines the overall effectiveness and success of the CSCLC. The ED has access to the most proprietary information regarding the organization's strategy, finances, and internal information, and is expected to demonstrate the highest levels of discretion and business conduct and ethics while complying with all applicable Florida Government in the Sunshine law requirements.

All applications are subject to the Florida Government in the Sunshine meaning all applications will be made available to members of the public upon request and all deliberations concerning the selection of the ED, including interviews, will be conducted during public meetings.

Compensation

The anticipated salary range is \$95,000 - \$125,000 plus benefits, commensurate with experience and qualifications.

Application Deadline

Apply no later than 5 p.m., August 20, 2021, to be considered in the initial screening.

Application Procedure

Email resume, cover letter and salary history/requirements to hmcphail@cscleone.org. Include "CSCLE, Executive Director – (Your name)" in subject line. Due to the high volume of interest, we cannot accept phone calls.

Anticipated Start Date

November 1, 2021

#	First Name	Last Name	Rank 1-5					Total
			Planning	Financial/ Program Management	Operations Management	Community Relations & Advocacy	Board Relations	
1	Jane	Smith						0
2								
3								
4								
5								
6								
7								
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Objective Selection Process Overview

An Objective Selection interview process is based upon the premise that past behavior is the best indicator of future behavior. When properly used it can reduce the chance for individual or institutional bias and legal challenges.

Some of the benefits of this approach include:

- Targeting critical skills, knowledge and competencies in applied settings.
- Providing objectivity and consistency in the interview process.
- Giving the same consistent and fair interview experience to each candidate.
- Reducing biases and eliminating illegal questioning in the interview.
- Providing relevant and specific data that can be used in the selection process.

There are several key steps to implement an Objective Selection interview process.

1. Identify key competencies from the job description.
2. Develop interview questions that elicit past behaviors demonstrating skills, knowledge, attitudes and experiences related to each competency.
3. Train interviewers and/or utilize a trained interviewer to conduct interviews with a uniform interview guide.
4. Utilize a rating system that is based upon judging responses tied to significant situations or tasks, demonstrated actions and positive impact or results.
5. Process the data from interviewers/raters to ensure objectivity and reduce bias.
6. Make selection decisions with confidence that skills and experiences demonstrated in the past will reflect future application of desired competencies.

The Objective Selection interview process has a very strong record of success in the business, education and non-profit sectors when used properly. Because it is just the interview process, it does not take away from leadership's responsibility to evaluate the data and conduct other due diligence prior to making a final selection of a candidate. It does, however, provide a rich data source and gives all interviewees a sense of a fair consideration of their qualifications.

James M. Croteau, Ph.D.

jmcroteau@hotmail.com

8/18/21

Children's Services Council
2021-2022 Working Schedule of Activities
Executive Director Search Timeline

<i>Date</i>	<i>Activity</i>	<i>Time</i>
June, 2021		
6/22/2021	CEO Search Committee formed	
July, 2021		
7/6/2021	Draft Position Description and Search Strategy Outline Developed	
7/12/2021	Search Committee Convenes; Reviews Position Description & Search Strategy; Edit & Recommend for Presentation	
7/15/2021	CEO Position Description & Search Strategy Included in the Council Agenda & Supplemental Information Packet for July 22nd Meeting	
7/22/2021	CEO Position Description & Search Strategy Presented to Council & Approved	
7/23/2021	CEO Position Opens: Announce Position on various channels identified in Search Strategy	
August, 2021		
8/20/2021	CEO Position Closes	
8/23/2021	Initial Screening of CEO Applications	
8/24/2021	Search Committee Convenes; Explain Process; Review all third-tier Candidates (those who pass initial screening); Give HW assignment for selecting top 10; Review timeline & meetings	2-4 PM
September, 2021		
9/8/2021	Search Committee Convenes; Review HW assignments and create list of second-tier Candidates (those invited for interview)	3:30-5:00 PM
9/9/2021	Call Candidates to Schedule Interviews for 9/20, 9/23	
9/9/2021	Conduct Reference Checks/Background Screening as Directed by Search Committee (may take 2-3 days)	
9/20/2021	Interviews Round 1 Part 1, 4 hours (1st hour training, 3 hours interview); all Candidates will be interviewed in-person unless Candidate is from out-of-town	2-6 PM
9/28/2021	Interviews, Round 1 Part 2, 3 hours; all Candidates will be interviewed in-person unless Candidate is from out-of-town	9 AM- 12 PM
9/28/2021	Search Committee Convenes to Review 1st Round Interviews and Make Recommendation for 2nd Round Process (cmte/board/not needed)	12-1 PM
9/28/2021	Call Candidates to Schedule 2nd Interviews week of 10/4	
October, 2021		
10/4/2021	Interviews, Round 2 (3 hours)	2-5 PM
10/4/2021	Search Committee Convenes to Review 2nd Round Interviews and Make Final Recommendation (1 hour)	5-6 PM
10/21/2021	Council Meeting to approve Final Selection and Set Parameters of Offer Letter	2:00 PM
10/21/2021	Position Offered to Candidate; Response Requested by 10/25/21	
10/25/2021	Professional Notice Grace Period	

**Children's Services Council
2021-2022 Working Schedule of Activities
Executive Director Search Timeline**

<i>Date</i>	<i>Activity</i>	<i>Time</i>
October (cont.), 2021		
10/28/2021	Reconvene Search Committee if needed (Candidate declines, Candidate requests beyond parameters authorized by the committee, adjust timelines, etc.)	3:00 PM
November, 2021		
11/29/2021	Potential Exec Dir Start Date	