

**hmcphail@cscleon.org**

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**From:** Cecka Rose Green <ceckarosegreen@gmail.com>  
**Sent:** Thursday, July 29, 2021 1:19 PM  
**To:** hmcphail@cscleon.org  
**Subject:** CSCLC, Executive Director - Cecka Rose Green, CPM  
**Attachments:** C Green Cvr Ltr Sal-Htry for CSC of Leon County.pdf; CRG Resume 7 2021.pdf

Good afternoon, Ms. McPhail:

Please find attached my cover letter, resume and salary history/requirements as my official application for the Executive Director position for the Children's Services Council of Leon County. If you will kindly acknowledge receipt of this email, it will be greatly appreciated.

Have a wonderful day.

Regards,

**Cecka Rose Green, CPM**

[ceckarosegreen@gmail.com](mailto:ceckarosegreen@gmail.com)

*FB | IG | LinkedIn | Twitter: @CeckaRoseGreen  
(850) 570-8482*

## ***Cecka Rose Green, CPM***

4799 Highgrove Rd. | Tallahassee, FL 32309 | H: (850) 668-9558 | C: (850) 570) 8482 | [ceckarosegreen@gmail.com](mailto:ceckarosegreen@gmail.com)

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July 29, 2021

Children's Services Council of Leon County

Executive Director Search Committee

Via email: Holly McPhail, Interim Operations Manager, [hmcphail@csclcon.org](mailto:hmcphail@csclcon.org)

To the Executive Director Search Committee:

*~ 'Kasserian ingera'—And how are the children?~*

The quote above, taken from the African Masai tribe of Kenya, acknowledges the high value they always place on the well-being of their children. Further, the traditional, yet heartfelt, response provided by all in the tribe—parents and non-parents, alike—is "*All the children are well.*" This customary greeting and its reply should be the bedrock of every home, neighborhood, school and community in our great state. And, it absolutely should be the mantra of the citizens of Leon County.

I am Cecka Rose Green, CPM, and this correspondence comes to you as my application for Executive Director of the Children's Services Council of Leon County (CSCLC). After following the planning committee's tireless work, applauding the voters' overwhelming approval and observing the implementation of the CSCLC, what I know for sure is that an experienced leader with a track record for accountability, consensus-building and a heart for our children should be chosen to assist the Council to fulfill its purpose as memorialized in Section 125.901, Florida Statutes, and Leon County Ordinance No. 18-13. To this end, I know my work history, vast experience and professional skills, paired with the knowledge, commitment and dedication of the Council members can lead the CSCLC in the right direction to make a positive impact on the children and families in our community.

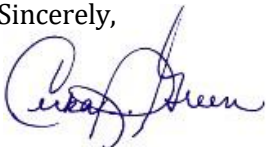
Tallahassee/Leon County is my home—it is where I was educated from the age of 6, attended college, started and raised a family, and have enjoyed a storied career that spans city, county and state government, associations, civic participation, child welfare and advocacy, affordable housing and executive management. Currently, I am Regional Executive Director for Children's Home Society of Florida – Big Bend Region, overseeing five programs and managing an average budget of \$7.5 million. During my tenure, the Region completed two consecutive fiscal years in the black after ending more than six previous years in deficits.

Additionally, during my 30-year career, service to our community has been interwoven into my daily living. This includes serving on the Tallahassee/Leon County Commission on the Status of Women and Girls, chairing the City of Tallahassee Community Improvement Advisory Council, and work as a board member for the United Partnership for Human Services, to list a few. While I was raised to be humble, I take immense pride in the kaleidoscope that is my life; now, it is my greatest desire to help improve the lives of children and families in Leon County.

*~A child who is not embraced by the village will burn it down to feel its warmth.~*

Borrowing words from this African proverb, let us not be the village that allows our children to destroy us, but rather let's be the sanctuary that fosters their greatness so that we all prosper. My résumé, salary history and requirements are attached for your review, and I welcome the opportunity to speak with you.

Sincerely,



Cecka Rose Green, CPM

/Attachments: résumé and salary history

## ***Cecka Rose Green, CPM***

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### **Desired Salary for CSCLC Executive Director Position**

**Annual Salary:** \$125,000 plus benefits

### **Salary History**

#### ***Regional Executive Director***

Children's Home Society of Florida – Big Bend Region

Tallahassee, FL

02/2019 – Present

**Annual Salary:** \$115,000 plus benefits

#### ***Director of Special Events/Chief of Information***

Andrew Gillum Gubernatorial Campaign

Tallahassee, FL

9/2018 – 11/2018

**Annualized Salary:** \$108,000 plus benefits

#### ***Director of Communications***

LeadingAge Florida

Tallahassee, FL

11/2017 – 09/2018

**Annual Salary:** \$80,000 (including signing bonus) plus benefits

#### ***Communications Director***

Florida Housing Finance Corporation

Tallahassee, FL

10/2007 – 10/2017

**Annual Salary:** \$97,000 plus benefits

Résumé of

## **Cecka Rose Green, CPM**

4799 Highgrove Road | Tallahassee, Florida 32309 | Cell: (850) 570-8482 | E-mail: [ceckarosegreen@gmail.com](mailto:ceckarosegreen@gmail.com)

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### **PROFESSIONAL MISSION STATEMENT**

To be an executive-level leader in the public or private sector, using my professional knowledge, skills, abilities and experience to further the goals and objectives of the organization by identifying, recruiting and fostering transformational leaders, to yield positive outcomes for the organization, its team members, customers, stakeholders, volunteers and the community at-large.

### **PROFESSIONAL COMPETENCIES**

**EXECUTIVE MANAGEMENT and SUPERVISION.** Experienced in executive management and supervision of team members; in addition, experienced in driving performance, budgeting and managing volunteer boards of directors.

**PUBLIC/INTERGOVERNMENTAL RELATIONS.** Experienced in public affairs/intergovernmental relations, including formulating and executing communications/legislative plans, campaigns and strategies.

**COMMUNICATIONS AND MEDIA RELATIONS.** Experienced in communications and media relations, composing articles and press releases, editing/proofreading materials for grammar, clarity and continuity, and creating presentations. Excellent public speaker and presenter for intimate and public audiences.

**TRAINING.** Experienced in writing and executing training modules for various subjects, including, but not limited to, foster care and adoptions, child well-being, community schools, transformational leadership, strategic communications, and media and public relations.

**SOCIAL MEDIA.** Experienced in social media strategies and usage across several platforms, including Facebook™, Twitter™, LinkedIn™ and YouTube™.

**COMPUTER SKILLS.** Proficient in Microsoft 365® software package (Word, Excel, PowerPoint and Outlook, in addition to Adobe Creative Cloud®).

### **EMPLOYMENT HISTORY**

**Regional Executive Director – Big Bend, Tallahassee Area.** Children’s Home Society of Florida (CHS) – Tallahassee, FL (2/2019 - present)

Provides leadership, direction and supervision of a geographic area encompassing Tallahassee/Leon County, FL, and the surrounding eight counties, with programming that expands to 14 counties. Responsible for managing more than \$7.5 million-dollar budget for programming and administration. Accountable for the management of business operations and development, leadership development, and local programming strategy in accordance with CHS’ strategic direction and with a focus on operational proficiency and productivity. Contributes to CHS’ high-performance culture, guided by diversity, equity and inclusion, while exhibiting the organization’s Common Bond Values; thusly, works to provide quality results that positions CHS as the leader in delivering proactive behavioral health, child welfare, early childhood, and community solutions for children and families.

**Chief Executive Officer/Chief Strategist.** TrubyRose Strategy Group, LLC – Tallahassee, FL (12/2018 – present)

Responsible for developing strategies to achieve favorable, measurable outcomes for clients. Provide consultation services, focusing on the entity’s wants, needs and desires, by developing realistic and achievable plans to accomplish set goals and objectives. Manages a consortium of partners to perform highly professional work that includes, but is not limited to, strategic planning, public relations and communications, crisis communications, community engagement, publicity, executive management, website development and consultation, publications management.

**Director of Special Events/Chief of Information.** Andrew Gillum Gubernatorial Campaign – Tallahassee, FL (9/2018 – 11/2018)

Responsible for coordinating, planning and implementing special events for the gubernatorial campaign, including a 36-county bus tour and the Election Night Returns/Watch event. Liaised with the transportation company and developed the schedule

for the tour while simultaneously developing and implementing the plan for Election Night, including contract negotiations with facilities, vendors, hotels and the advance consultant.

Also, served as the chief of information for the Campaign Manager, managing information exchange between the various departments of the campaign including communications, political, field, fundraising and operations.

***Director of Communications.*** LeadingAge Florida – Tallahassee, FL (11/17 – 9/2018)

Responsible for the overall communications activities of the Association, including weekly member electronic newsletter, legislative and other alerts, media statements and releases, public relations policies and procedures, and consulting with staff on issues having public relations implications for LeadingAge Florida. Developed strategic and crisis communications plans and messaging, and oversaw creative design and production of the Association's outreach materials, including the website, brochures, annual and other reports, etc. Develops and manages annual budget for public relations/communications activities/events, and department operations. Served as the primary spokesperson for the Association in the absence of the President/CEO.

***Communications Director.*** Florida Housing Finance Corporation – Tallahassee, FL 32301 (10/07 – 10/17)

Served as a member of the Senior Management Team and primary spokesperson for the Corporation; responsible for the overall public relations activities of the Corporation, developing public relations policies and procedures, and consulting with staff on issues having public relations implications for Florida Housing. Developed strategic and crisis communications plans and messaging, and oversaw creative design and production of the Corporation's outreach materials, including the website, brochures, annual and other reports, etc. Developed and managed annual budget for public relations/communications activities/events, and department operations. Managed and produced the annual HomeBuyer Expo (2008) and Lenders Appreciation Awards Gala (2008-09, 2015).

Also, responsible for business continuity functions for the Corporation, including disaster preparedness, emergency management and business recovery (in partnership with the Information Technology Services business unit).

***President/Consultant.*** MarChae Enterprises, LLC – Tallahassee, FL (8/04 – 10/07)

Provided consultation services in the areas of executive/association management, public relations/communications, project management, media relations, grant writing, meeting planning and exposition management. Focused put on client's wants, needs and desires, and developing a realistic plan to achieve set goals and objectives. Client list included: Florida Children's Campaign; Florida Statewide Guardian ad Litem Program; Knowles & Randolph, P.A., Attorneys at Law; KMR Consultants, LLC (all based in Tallahassee, FL); First Coast Child Advocates (Jacksonville, FL) and People For the American Way Foundation (Washington, DC).

***Director of Communications.*** Voices for Florida's Children – Tallahassee, FL (2/04-8/04)

Responsible for the development, direction, and implementation of the comprehensive communications and public relations strategic plan for the Association, specifically to educate and inform child and family advocates, Association members, the public at-large, and other organizations regarding issues on children and families in the State of Florida. Represented the Association with the media and other organizations, and prepared information, press releases and advisories, and organized press conferences/briefings on current and anticipated issues. Responsible for the coordination of the Association's publications and other public relations materials. Also, developed and managed the budget for the Communications Department. Served as a trainer for the "Strategic Communications" curriculum offered by the former Voices for Florida's Children Advocacy Academy.

***Vice President/Director of Communications.*** P&P Communications, Inc. – Tallahassee, FL (5/02-2/04)

Worked directly under the president with specific oversight of the day-to-day operations of the company. Served as a senior account executive for major clients, in addition to having direct responsibility for the media relations division as a part of the programming department of the firm. Also, strategically worked with several national, state and local civic organizations in implementing their public affairs goals and objectives.

**Deputy Communications Director.** Florida Department of Children and Families (DCF), Headquarters – Tallahassee, FL (8/99-5/02)

Worked directly with the Communications Director, in conjunction with the Secretary (agency head) of the Department, in implementing the communications strategy for the DCF. Served as an official spokesperson for the Department, speaking on behalf the Secretary, when necessary. In the absence of the Communications Director, served as the Acting Communications Director. In addition to organizing press conferences/briefings on current and anticipated issues, responsibilities also included writing news releases, speeches, talking points, articles, op-ed pieces, video scripts, etc. Directly responsible for the Publications Division of the office, specifically supervising a graphic artist, writer and videographer, in addition to general supervision of other office personnel. Served as editor of the Department's employee newsletter.

**Director of Communications.** Florida Association of Counties, Inc. (FAC) – Tallahassee, FL (4/98-8/99)

Responsible for the development and implementation of a comprehensive communications/public relations program to inform member counties, other organizations, and the public at-large about the services and activities of the Association. Represented the Association with the media and other organizations, and prepared information, press releases and advisories, and organized press conferences/briefings on current and anticipated issues. Responsible for coordinating the publications of the Association, including *Florida Counties* magazine, a 32-page, 2-color bi-monthly. Compiled and wrote articles for Association publications. Responsible for the budget development for the Communications Department. Produced the Association's newsletters. Supervised a contract publications manager. Assisted with the design and production of special projects/publications, *i.e.*, brochures, direct mail pieces, media kits, conference materials, etc. Served as the Association's photographer.

**Continuing Professional Education (CPE) Conference Manager.** Florida Institute of Certified Public Accountants (FICPA) – Tallahassee, FL (8/97-4/98)

Responsible for the coordination and planning of five Association conferences, the largest of which attracted an annual attendance of 400. Supervised two staff persons: a meetings assistant and tradeshow assistant. Scope of duties included the following: initiating and developing communications with conference committee chairpersons, speakers, vendors and facility representatives; promoting conferences and accounting shows; coordinating and communicating with CPE staff on details concerning conference registrations and materials including manuals, evaluations and reporting forms; monitoring conference budgets according to Association guidelines, including the review of hotel bills; and obtaining approval for CPE credit from the Florida Board of Accountancy. Responsible for coordinating the expositions in conjunction with the Association's two accounting shows, including reviewing properties for use by the Association, soliciting and reviewing exposition company bids, and securing a company; creating floor plans; creating exhibitor/sponsor contracts and agreements; and assigning booth spaces. Also, responsible for coordinating the solicitation of sponsorships for the Association's conferences.

**Training Coordinator II.** Florida Alcohol and Drug Abuse Association (FADAA) – Tallahassee, FL (8/96-8/97)

Responsible for training event and convention planning for substance abuse professionals in the State of Florida. Also, responsible for the coordination of communications, marketing and media activities. Scope of duties included the following: site selection, contract negotiation, speaker logistics and travel, site logistics, reporting, course materials updates and production; convention planning; development and implementation of marketing strategies for training activities and other Association activities as assigned; and editing of Association materials, in addition to serving as the liaison with the outside graphics consultant. Responsible for coordinating the expositions in conjunction with the Association's conferences, including reviewing properties for use by the Association, soliciting and reviewing exposition company bids, and securing a company; creating floor plans; creating exhibitor/sponsor contracts and agreements; and assigning booth spaces. Also, responsible for soliciting sponsorships for the Association's conferences.

**Director of Publications.** Florida League of Cities, Inc. (FLC) – Tallahassee, FL (1/92-7/96)

Responsible for the publications of the Association, including *Quality Cities* magazine, a 48-page, 4-color monthly. Coordinated the publication of the Association's newsletter and seven secretariat organizations' publications. Supervised three staff persons, including the art & advertising manager, publications assistant and publications secretary. Assisted in the design and production of special projects/publications, *i.e.*, brochures, direct mail pieces, media kits, convention/training materials, etc.

Served as the Association's photographer. Responsible for coordinating the Association's exposition in conjunction with the annual convention, including reviewing properties for use by Association, soliciting and reviewing exposition company bids, and securing a company; creating floor plans; creating exhibitor/sponsor contracts and agreements; and assigning booth spaces. Also, responsible for soliciting sponsorships for the annual convention.

## **EDUCATION**

Florida Agricultural & Mechanical University, Tallahassee, FL  
Bachelor of Arts, English

Florida State University, Florida Center for Professional Management, Tallahassee, FL  
Certified Public Manager® (CPM)

## **EXTENDED LEARNING**

- Adoption Certificate Program, Institute for Families at Rutgers University, School of Social Work; Positive Behavioral Solutions, Orlando, FL, March 2021
- 2020 National Child Traumatic Stress Network (NCTSN) Virtual Summit: Being Anti-Racist is Central to Trauma-Informed Care—from Awareness to Action, September – May 2020
- DCF Child Protection Summit, Florida Department of Children & Families, Orlando, FL, 2020, 2019, 2000, 1999
- WeLead® Dependency Program Leadership Training, Children's Home Society of Florida, Tallahassee, FL, 2019
- Leader of Leaders® Training, Children's Home Society of Florida, Orlando, FL, July 2019
- Certified Public Manager® (CPM) Certification Program, Florida Center for Public Management, Florida State University, Tallahassee, FL, July 2015; Certified Supervisory Manager (CSM), June 2015
- Florida Public Relations Association (FPRA), Annual Conference, Orlando, FL, June 2008
- National Council of State Housing Agencies, Spring Training, Tucson, AZ, May 2008
- Forging of Leaders Seminar, 8<sup>th</sup> Wonder Enterprises & Seminars, Atlanta, GA, November 2005
- Secrets of Success Seminar, 8<sup>th</sup> Wonder Enterprises & Seminars, Atlanta, GA, 2004 & 2005
- Microsoft Excel Training, Computer Tutors, Tallahassee, 1999
- Microsoft PowerPoint Training, Computer Tutors, Tallahassee, 1999
- Institute for Elected Municipal Officials (IEMO), Marianna, FL, November 1992
- Magazine Publishers of America (MPA)/Howard University Magazine Publishing Procedures Course, Howard University School of Continuing Education, Washington, DC, July 1992
- Desktop Design Seminar, Promotional Perspectives Seminar Series, Tallahassee, October 1991
- Editing & Publications Workshop, Florida State University, Center for Professional Development, Tallahassee, October 1991
- Microsoft Windows Seminar, Microsoft Corporation, Tallahassee, September 1991

## **PRESENTATIONS**

- Presenter, United Human Services Partnership of the Big Bend (UPHS) Annual Conference; Diversity, Equity & Inclusion (DEI) Task Force Update & Guidebook Information, Virtual (Tallahassee, FL), May 12, 2021
- Presenter, "Child Welfare Careers," Family & Child Science Club, College of Human Sciences, Florida State University, Virtual (Tallahassee, FL) January 2021
- Co-Panelist, "Table Talk; Human Trafficking in Gadsden County, FL," Survive & Thrive Advocacy Center (STAC), Virtual (Tallahassee, FL), January 2021

- Co-Facilitator, “Coffee & Conversations: Tokenism & How to Overcome It,” on behalf of the Diversity, Equity & Inclusion (DEI) Steering Committee/Integration Team, Children’s Home Society of Florida, Virtual (Tallahassee, FL), November 2020
- Facilitator, Executive Directors Monthly Roundtable, “Social Justice & the Impact of Implicit Bias & Systemic Racism on the Nonprofit Community,” hosted by the Institute for Nonprofit Innovation & Excellence (INIE), Virtual (Tallahassee, FL), November 2020
- Panelist, “Advocating to End Human Trafficking: Justice, Equality, Economic Security for All,” hosted by Survive & Thrive Advocacy Center, Inc. (STAC) & the Big Bend Against Human Trafficking (BBAHT), Virtual (Tallahassee, FL), October 2020
- Guest, “The Blue Seat” – Topic: What Does Child Advocacy Mean in Our Community?; Web series by the Institute for Nonprofit Innovation & Excellence (INIE), Tallahassee, FL, June 2020
- Moderator, “Together We Can: Breaking Through to Mental Health & Emotional Wellness,” presented by ELS Empowerment Foundation & Educate Lead Serve Consulting, LLC, February 2020
- Panelist, Careers in Family & Child Sciences, College of Human Sciences, Florida State University, Dunlap Success Center, September 2019
- Co-Presenter, “Brand Yourself: Personal Branding & Reputation Management,” Florida State University, College of Social Work Success Institute, June 2018
- Storyteller, “Teachers & Life Lessons,” Tallahassee Storytellers hosted by the *Tallahassee Democrat*, May 15, 2018
- Mistress of Ceremonies, “Little Miss Drifter Calendar Girl Pageant,” Tallahassee Chapter of The Drifters, Inc., July 2017
- Presenter, Certified Public Managers® (CPM) Certification Program, Level 8, Florida Center for Public Management, Florida State University, Florida State Conference Center, “#iAMCPM: Implementing CPM Practices in a Non-CPM Environment,” June 2016 & July 2017
- Presenter, Homeownership & Foreclosure Prevention Programs, Comprehensive Housing Workshop, City of Tallahassee, Tallahassee, FL, April 2016 & 2017
- Panelist, FAMU Housing Women’s History Month, “She is Clothed in Strength & Dignity Empowerment Discussion,” Tallahassee, FL, March 2016
- Keynote Speaker, FAMU Developmental Research School (DRS) Honor Roll Assembly, “The Importance of ‘Making the Grade,’” Tallahassee, FL, November 2015
- Workshop Panelist, Tallahassee Forward: Communities Connecting Through Conversation, “Where It All Begins: The Impact of Educational Inequality & Investment, Tallahassee, FL, October 26, 2015
- Keynote Speaker, Miss FAMU’s College Women’s Mini-Conference, Florida A&M University, Tallahassee, FL, October 23, 2015
- Moderator, HBCU Entrepreneurship Connection Summit/Tour, Florida A&M University, Tallahassee, FL, October 15, 2015
- Workshop Presenter, HBCU Symposium, hosted by HBCUstory, Inc. in partnership with Fisk University, “The Evolution of the FAMU 10 for 10 Challenge,” Nashville, TN, October 2015
- Keynote Speaker, FAMU Student Government Association (SGA) Retreat, “Effective Leadership for College Student Leaders,” Tallahassee, FL, August 2015
- Presenter, FAMU National Alumni Association (NAA), Lunch & Learn, “The Evolution of the FAMU 10 for 10 Challenge,” Houston, TX, May 2015
- Workshop Presenter, Educate, Lead, Serve Conference, “Grassroots Initiatives ‘FAMU 10 for 10 Challenge,’ ” January 2015
- Featured Speaker, Florida A&M University (FAMU) Royal Luncheon, “Discovering & Walking in Your Purpose,” Tallahassee, FL, October 2014
- Moderator, National Council of State Housing Agencies (NCSHA), Annual Conference, “Increasing Social Media Engagement,” Boston, MA, October 2014
- Presenter, United Families of America, Inc., Black Family Summit, “Housing & Real Estate Update,” Tallahassee, FL, March 2012



- Presenter, Florida A&M University School of Journalism & Graphic Communication, Crisis Communications Forum, Tallahassee, FL, February 2012
- Moderator, National Council of State Housing Agencies (NCSHA), Annual Conference, “Best of the HFAs—Communications,” San Antonio, TX, October 2009
- Co-Presenter, National Council of State Housing Agencies (NCSHA), Annual Conference, “HFA Communications Amidst the Financial Crisis,” Denver, CO, October 2008
- Moderator, Restoring the Village: Family Formation Conference, Tallahassee, FL, 2004
- Faculty, Florida Children’s Campaign, Allegany Franciscan Foundation Training, “Strategic Communications & Media Relations”; Tampa, Miami & West Palm Beach, 2004
- Advocacy Academy Trainer, Voices for Florida’s Children, “Strategic Communications & Media Relations”; Clearwater, Naples, Orlando & Tallahassee, 2004
- Presenter, Florida Department of Juvenile Justice & others, 2002 Girls Institute: “It’s a Girl thing!” for girls ages 13-17, “The Treasure Within”; Tallahassee, FL, 2002
- Host, Governor’s Summit on Disabilities featuring former Florida Governor Jeb Bush, Family C.A.F.E. (Collaboration, Advocacy, Friendship, Empowerment), June 1999
- Speaker, Workshop: “Written Word to Citizens,” Florida Association of City Clerks (FACC)/Florida Government Finance Officers Association (FGFOA) Annual Conference, Marco Island, FL, 1994

## **ORGANIZATIONS**

- Member, Board of Directors, South City Foundation; Tallahassee, FL, 2020-present
- Member, National Council of Negro Women (NCNW); 2021-present
- Member, Board of Directors, United Partnership for Human Services; Education & Training Committee; Co-Chair—Diversity, Equity & Inclusion Task Force; Tallahassee, FL, 2020-present
- Member, Club 25 – local organization composed of present & former “Tallahassee’s 25 Women You Need To Know” honorees, 2020 – present
- Member & Chair/Ombudsman, Sabal Palm Elementary – A Community Partnership School™ Leadership Cabinet, 2019 – present
- Member, Drifters, Inc., Greater Big Bend Chapter, Parliamentarian, 2021 – present; Member-at-Large, 2020 – 2021; Metropolitan Florida Chapter, 2018 – 2020
- Member, Florida Society of Certified Public Managers (FSCPM), 2018 - present, North Chapter; Chair, CPM Graduations-Tallahassee, 2018 – 2019
- Member, Florida Government Communicators Association (FGCA), 1998-1999; 2010-2011
- Member, Board of Directors, Florida Magazine Association (FMA), 1993-1999; Co-chairperson, Trade Show Committee, 1993-1996
- Member, Tallahassee Society of Association Executives (TSAE), 1992-1999
- Member, Tallahassee Alumnae Chapter (TAC) of Delta Sigma Theta Sorority, Incorporated; initiated Fall 1986, Beta Alpha Chapter (FAMU); past TAC Chapter Journalist, Audit Committee member; current member, ERT Committee & Founders Day Committee (Chair)
- Life Member, Florida A&M University National Alumni Association; member of Leon County NAA Chapter
- Member, Jack & Jill of America, Inc., 2004-present; Chair, All Group Committee, 2006-2010; Member, Southeastern Region Standing Rules Committee, 2007-2009; Tallahassee Chapter Parliamentarian, 2010-2011; Vice President, 2011-2012; Recording Secretary, 2013-2014; Treasurer, 2014-2015; Associates Co-Liaison, 2017-2018
- Ministry Coordinator, P’Rays in Motion Dance Ministry, Ray of Hope United Methodist Church, Tallahassee, FL, 2002 – 2004; Davidic Dance Ministry, Community of Faith Church, Tallahassee, FL, 2004 – 2005

- Member, Board of Directors, Big Bend Community Based Care (BBCBC), Tallahassee, FL, 2006 – 2007
- Member, Florida Public Relations Association (FPRA)—Capital Chapter, Tallahassee, 2007- 2013, 2015 - 2018; Co-chair, 11<sup>th</sup> Annual Roast & Toast Committee; Member, 2009 FPRA Annual Conference Committee; Chair, 13<sup>th</sup> Annual Roast & Toast Committee, honoring former FAMU President James H. Ammons, Ph.D.
- Member, Bethel AME Church, Tallahassee, FL; Greeters Ministry Steering Committee, 2013 – 2015
- First Vice President, Democratic Women’s Club of North Florida, 2014 – 2016
- Member, Board of Directors, Voices for Florida, Tallahassee, FL, 2015 – 2018
- Member, Tallahassee/Leon County Commission on the Status of Women & Girls (CSWG), 2016 – 2018; Chair, Marketing & Communications Committee (2016-2017); Violence & Safety Committee (2017 – 2018)
- Member, Florida Society of Association Executives (FSAE), 2017 – 2018

### **ACTIVITIES, COMMITTEES, FEATURES and HONORS**

- Honoree, Women’s History Month, Florida A&M University, March 2021
- Member, Service Delivery Plan Work Group/Racial Disparities in Health Outcomes Sub-group, Capital Area Healthy Start Coalition (CAHSC), Tallahassee, FL, March – May 2021
- Member, Social Justice Committee, Survive & Thrive Advocacy Center (STAC), Tallahassee, FL, November 2020 - present
  - ▲ Member, Community Partnership School™ Advisory Committee, College of Community Innovation & Education, University of Central Florida (UCF) Center for Community Schools, August 2020 – present; Chair, Nonprofit Operator Steering Committee, August - present
- Member, DEI Steering Committee (Diversity, Equity, Inclusion), Children’s Home Society of Florida, May 2020 – present; Sponsor, Communities Solutions Group, DEI Integration Team, June 2020
- Enshrinee, Gallery of Distinction, Florida A&M University College of Social Sciences, Arts & Humanities (FAMU CSSAH), Tallahassee, FL, April 2020 (enshrined March 2021)
- Honoree, “Tallahassee 25 Women You Need to Know,” by *Tallahassee Democrat* newspaper, March 2020
- Featured in *Tallahassee Woman Magazine* “Unsung SHEroes,” December 2019/January 2020, page 29
- Recipient, “Woman of the Year,” ACHI Magazine Awards, presented in Tallahassee, FL, October 2019
- Recipient, “Editor’s Choice Award,” ACHI Magazine Awards, presented in Tallahassee, FL, October 2019
- Member, Cabinet, Sabal Palm Elementary – A Community Partnership School™, February 2019 – present; Chair, July 2019 – present; Ombudsman, August 2020 – present
- Featured in *A&M Magazine*, the official publication of Florida A&M University, Spring 2019, page 57
- Recipient, Women of Distinction Award (Youth Services, Girl Scout Council – Panhandle, Tallahassee, FL, November 2018
- Featured, *Tallahassee Woman Magazine* “Women Who Mean Business/Women to Watch,” Dec2017/Jan2018, page 45
- Featured in *Tallahassee Woman Magazine* “Women Who Mean Business/Women to Watch,” October/November 2015, page 48
- Member, Florida A&M University Developmental Research School (FAMU DRS) Superintendent Search Committee, February – May 2017
- Selected as HBCU “Alumna of the Year” by HBCU Digest, Hampton, VA, July 2015
- Featured in *A&M Magazine*, the official publication of Florida A&M University, Summer 2015, pages 35 & 36
- Recipient, Distinguished Alumni Award, FAMU NAA, May 2015
- Honoree, 2015 Women’s History Month Heroine by Dr. Elmira P. Mangum, President, Florida A&M University, March 2015

- Recipient, Carrie P. Meek Servant Leader Award, Delta Days at the Capitol, State of Florida, Delta Sigma Theta Sorority, Inc., March 2015
- Member, School Advisory Board, FAMU DRS, February 2015 – present
- Instructor/Presenter, Line Dance Showcase, Florida African Dance Festival, Tallahassee, FL, June 2015, 2016 & 2017
- Member, Hall of Fame & Board of Visitors (Co-chair), FAMU School of Journalism & Graphic Communication (SJGC), October 2014 – August 2017
- Creator, FAMU 10 for \$10 Challenge Social Media Fundraising Campaign; more than \$300,000 in contributions to FAMU through the FAMU Foundation, Inc., August 2014
- Member, Public Relations Committee, Chain of Parks Fine Arts Festival, LeMoyne Center for Visual Arts, 2014, 2015, 2016, 2017 & 2018
- Editor-at-Large, *TrueAlum.com* lifestyle website; featured blog, titled “TALES from the Cougar’s Den” focusing on love, life & power as a 40-something woman, 2011 – 2021
- Featured in *Tallahassee Woman Magazine* “Women to Watch,” October/November 2011, page 50
- Co-Host, Tallahassee Community College African American History Calendar Celebration, 2008, 2012 & 2014
- Member, Community Improvement Advisory Council, City of Tallahassee, October 2009 – 2015; Chair, 2013 – 2015
- Member, Community Human Services Partnership, Citizens Review Team, Children’s Services & Basic Needs Teams, April/May 2007; April/May & July, 2008; April/May 2009; April/May 2010 – 2017
- “Women of Excellence” Award Recipient, Florida Department of Children & Families, Black History Month Commemoration, February 2008
- Member, United Way of the Big Bend, African-American Leadership Outreach Committee, 2006 – 2007
- Member, City of Tallahassee Productivity Awards Fundraising Team, 2003
- Communications Director, Campaign to Elect Andrew Gillum, Tallahassee City Commission, Seat 2, January – November 2003
- Member, Florida Charitable Contributions Steering Committee, State of Florida, 1999 – 2002
- Communications Team Leader, Managing Change Human Resources Planning Committee, Reorganization of the Florida Department of Children & Families, 1999
- Silver “Charlie Award” (second place), *Quality Cities* magazine, The Florida Award in Writing Excellence from the Florida Magazine Association, August 1995
- The Florida Award in Writing Excellence Silver “Charlie Award” (second place); also, Bronze “Charlie Award” (third place), for “Best Use of Photography” (association category); both for *Quality Cities* magazine, from the Florida Magazine Association, August 1994
- Silver “Charlie Award” (second place), *Quality Cities* magazine, The Florida Award in Writing Excellence from the Florida Magazine Association, September 1993

***REFERENCES AVAILABLE ON REQUEST.***

**From:** Chris Letsos <cletsos@hotmail.com>  
**Sent:** Friday, August 13, 2021 10:12 AM  
**To:** hmcphail@cscleon.org  
**Subject:** CSCLC, ED - Chris Letsos  
**Attachments:** CSCLC, ED - Chris Letsos.pdf

Please consider my attached resume and credentials, as my application for the position of Executive Director, with the Children's Services Council of Leon County. I am truly excited and humbled to have this opportunity to be considered to join and lead the Council to improve the lives and outcomes of children, youth and families in Leon County.

My expectation for salary of this position is based on the posted job description. Given my prior salary history and my skills and value for the organization, I would expect a salary towards the higher end of the posted range. I am certainly flexible, given the scope of work and impact associated with this role.

I would also like to commend the Leon County community for taking this bold step in serving children and youth. Their investment will produce incredible results for the region for years to come.

Thank you.

Chris Letsos

August 13, 2021

Children's Services Council of Leon County

Dear Search Committee:

I would like to take this opportunity to submit my resume for consideration for the position of Executive Director with the Children's Services Council of Leon County. It would be an honor to return to Florida to promote, protect, and advance the needs of children in Leon County.

After over twenty years of service in the Boys & Girls Clubs movement, my wife and I decided to take on a new adventure supporting public education in East Tennessee. As the first Chief Executive Officer of the Knox Education Foundation, I have had the privilege of building a community coalition to transform the student experience and a framework for all children to succeed. Although my wife and I greatly enjoy our life in Knoxville, I could not miss the opportunity to explore this incredible opportunity.

I spent several years in Leon County, serving children and youth in Boys & Girls Clubs. From Frenchtown to Miccosukee, I had the awesome responsibility of building experiences and opportunities for all young people to realize their full potential. After Leon County, I moved to Tampa, where I eventually became the President & CEO of the Boys & Girls Clubs of Tampa Bay. There, I partnered with the Children's Board of Hillsborough County extensively in various programs and initiatives. From those experiences, I learned the unique role a Children's Services Council can play in convening stakeholders to address issues facing children, while also serving as a catalyst for change and champion for sustainable impact.

I am confident that I can contribute to the work of the Council because of my extensive experience, my ability to connect and collaborate, and because of my energy and commitment to fulfilling the mission of serving children so they can grow healthy, safe, and strong. I look forward to sharing with you my story and why my family and I are seeking out this tremendous opportunity to serve Leon County.

Thank you,

Chris Letsos

Chris Letsos

<https://www.linkedin.com/in/chris-letsos>

[cltsos@hotmail.com](mailto:cltsos@hotmail.com)

813-494-0665

## **Professional Experience**

### **Knox Education Foundation; Knoxville, TN**

*Chief Executive Officer*

Present

Lead newly formed Knox Education Foundation in providing transformative innovation, student support, and community engagement for Knox County public schools. Oversee strategic initiatives and operation of the organization, as well as the supervision of fifty employees, within the organization's \$6 million operating budget. Collaborate with the Knox County Board of Education, County and City public officials, philanthropic and community groups, partners, and others to further the work of the foundation, while ensuring compliance, transparency, and accountability.

### **Boys & Girls Clubs of Tampa Bay; Tampa, FL**

*President & CEO*

2015 - 2020

*Vice President of Club Operations*

2011 – 2015

*Executive Director, Pasco County*

2009-2011

*Director of Grants & Programs*

2006-2009

Oversaw strategic planning and operation of the Boys & Girls Clubs of Tampa Bay, in support of organizational mission and goals. Provided leadership and direction to over 200 administrative and youth development professionals to ensure high quality programming and services, within the organization's \$ 8 million operating budget. Responsible for providing direction to the Board of Directors in developing strategic goals, establishing policies, and attaining resources to serve over 20,000 youth annually in over twenty (20) service locations, in Pasco and Hillsborough counties.

### **Boys & Girls Clubs of the Big Bend; Tallahassee, FL**

*Director of Programs*

2004 - 2006

*Grants Manager*

2003 - 2004

Directed the operations of a broad range of services and activities, at twelve (12) sites in Leon, Jefferson, and Franklin Counties, with primary concern for youth safety and community development. Key duties included the management of Club programs and staff serving 4,000 youth annually; budgeting and financial management; training and technical assistance; grant research, application, and management; the coordination of community partnerships; and the overall management of transportation services.

## **Education**

Master of Arts in International Affairs - The Florida State University, Tallahassee, FL

Bachelor of Arts in Political Science - University of Florida, Gainesville, FL

## **Training & Certifications**

JP Morgan Chase Sustainability Training, 2019  
Community Foundation of Tampa Bay CEO Training, 2017  
Boys & Girls Clubs of America CEO Training, 2016  
Boys & Girls Clubs of America Executive Leadership Training, 2013  
Nonprofit Leadership Center of Tampa Leadership Training, 2012  
Nonprofit Leadership Center of Tampa Management Training, 2011  
Boys & Girls Clubs of America Advanced Leaders Training, 2009  
Boys & Girls Clubs of America Management Track II Training, 2008  
Dale Carnegie Leadership and Management Training, 2007  
Boys & Girls Clubs of America Targeted Outreach and Gang Prevention Training, 2007  
Boys & Girls Clubs of America Grants Management Training, 2007  
National Alliance of Gang Investigators Training, 2006  
Boys & Girls Clubs of America National Training Associate, 2006  
Boys & Girls Clubs of America Management Track I Training, 2005

## **Professional Memberships**

Boys & Girls Clubs of America National Trainer and Facilitator  
The Academy of Boys & Girls Clubs Professionals  
Boys & Girls Clubs of America Professional Association, Chair  
Florida After-School Alliance  
National After-School Association  
Hillsborough County Partnership for Out-of-School Time, Board

## **Skills**

Fluent in Greek  
Basic Spanish  
Proficient in Microsoft Office Applications  
Proficient in Blackbaud Applications

**hmcphail@csleon.org**

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**From:** Rodney MacKinnon <rodney.mackinnon@gmail.com>  
**Sent:** Friday, August 13, 2021 2:23 PM  
**To:** hmcphail@csleon.org  
**Subject:** Executive Director position  
**Attachments:** Leon County CSC Cover Letter RJM.pdf; RJMacKinnonResume081221.docx

Good afternoon Ms. McPhail,

Please find attached my cover letter and resume (with salary requirement) for the Executive Director position. Thank you for your consideration and I hope you have a great weekend.

RJM



Rodney J. MacKinnon  
1438 Lucy Street  
Tallahassee, FL 32308  
727-504-0402  
rodney.mackinnon@gmail.com

August 13, 2021

Dear Ms. McPhail,

Please find enclosed my resume for consideration for the position of Executive Director of the Children's Services Council of Leon County. I am very interested in the position because I believe in the concept of a Children's Services Council and I have the skills and experience to lead this organization and its mission.

I started my career at the first Children's Services Council in Florida, the Juvenile Welfare Board of Pinellas County. I started as a grant auditor and soon streamlined or automated many of the responsibilities which led me to work in the areas of policy, contract management, purchasing, and human resources. I was part of a team that reduced our number of grants from 70+ to fewer than 50, allowing for more focus and measurable impacts. I loved the mission, direct accountability, and local influence of the Children's Services Council model.

After leaving the CSC, I next served the Office of Early Learning, the state agency responsible for administering the Voluntary Prekindergarten and School Readiness programs. I began as an accountability analyst and then served as an attorney, Inspector General, and finally the Executive Director.

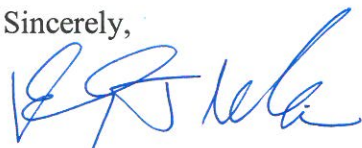
One of the hallmarks of my time as Executive Director was local input into statewide policy decisions. I held many listening sessions in communities, met one-on-one with early learning providers across the state, and talked to every parent I could about early learning – what they thought worked, and what they thought didn't work. I found this feedback invaluable. I worked with these stakeholders and early learning coalitions, local governments, the Legislature, the Governor's Office, and other state agencies to ensure our policy decisions were based on diverse perspectives. I managed a team of a hundred people and oversaw a budget of over a billion dollars involving multiple funding streams and worked with state and local partners to maximize the impact of that funding.

While I have spent the majority of my career in early learning, I know it's not all about early learning. Solely focusing on early learning is not enough. A child can attend the best early learning program in the world, but if their physical or mental health is poor or their home environment is toxic, they will face an uphill battle. We need to provide a holistic approach in supporting children, families, and the community.

I love Tallahassee and Leon County. I left a promising career at the Juvenile Welfare Board because I fell in love with the area during college. It's a beautiful place with so much history and so much potential. My wife is a fifth-generation Tallahasseean and I'm eager to make this a better place for our family and all the families in this community.

Thank you for considering my application. I look forward to discussing my qualifications for this position in more detail.

Sincerely,



Rodney J. MacKinnon

## Work Experience

### **Director of Auditing** for the Office of the Chief Inspector General.

August 2019 through the Present.

- Advise the Chief Inspector General on audits, investigations, and management reviews as well as legal, legislative, and regulatory issues.
- Serve as a liaison to local governments in a state of financial emergency.
- Provide technical assistance to the City of Opa-Locka on city administration.
- Provide guidance to agency inspectors general on audit, legislative, and investigative issues.
- Conduct compliance reviews of financial statements, grants, contracts, and other financial information.
- Serve as an advisor to Governor's agencies on the Florida and Federal Single Audit Act.
- Coordinate annual risk assessment.
- Provide technical assistance on federal and state funding streams and their requirements.
- Perform audits as necessary.

### **Executive Director** for the Florida Office of Early Learning.

December 2014 through August 2019.

- Responsible for Florida's administration of the Voluntary Prekindergarten (VPK) and School Readiness programs.
- Oversaw a budget of \$1.22 billion, with multiple federal and state funding streams.
- Supervised a staff of 100 and provided oversight to thirty local early learning coalitions.
- Managed compliance with federal block grant, TANF, and Social Security funding streams.
- Worked extensively with local governments, partner state agencies, and other stakeholders to implement top-quality early learning programs.
- Redirected funds from our agency administrative budget to serving the citizens of Florida.
- Significantly reduced audit findings.
- Managed crises ranging from continuity of operations in hurricane-impacted areas to child deaths in early learning centers.
- Frequently presented to the Legislature, community groups, town halls, and other stakeholder groups.
- Oversaw implementation of a long-delayed technology project to modernize the client database.
- Implemented a tiered-reimbursement system to improve accountability, better inform customer choices, and more efficiently allocate funding.

### **Inspector General** for the Florida Office of Early Learning.

February 2012 through November 2014.

- Advised the Executive Director on high profile issues.
- Investigated allegations of fraud, waste, and abuse at the Office of Early Learning.
- Coordinated external and internal audits with federal and state auditors.
- Led efforts to fight public assistance fraud.
- Directed efforts to identify fraud in the early learning system.
- Assisted agency management in complying with multiple federal and state funding streams.
- Coordinated audit activities with the activities of other agency personnel to best achieve audit objectives and objectives of the agency.
- Tracked follow-up actions taken by the agency in response to Auditor General and Office of Program Policy and Government Accountability reports, and reported such actions to the Joint Legislative Auditing Committee.

### **Assistant General Counsel** for the Florida Office of Early Learning.

October 2010 through January 2012.

- Provided legal services to the Office of Early Learning, including policy development, rulemaking, procurement, and other administrative law.
- Handled requests for public records and responded on behalf of the Agency to subpoenas and court orders.

- Issued advisory opinions on ethical issues.
- Assisted with office responses to audits and investigations by state and federal authorities.
- Assisted in drafting and reviewing proposed legislation and reviewed bills passed into law for applicability and effect on the office.
- Consulted on fraud issues and continued interagency coordination of the fraud referral process.

**Accountability Analyst** for the Florida Office of Early Learning.

September 2007 through October 2010.

- Ensured compliance with several federal and state funding streams.
- Created the anti-public assistance fraud function.
- Developed an on-line fraud referral process, resulting in faster processing, more accountability, and more detection of fraud. Process increased recovery of lost funds by over 300%.
- Streamlined monitoring, resulting in a roughly 25% time savings on site reviews with no negative effect on statutory and regulatory compliance.
- Played key role in our department earning a 2010 Davis Productivity Award from Florida TaxWatch for reducing the payment error rate from 18% in 2006 to 2.7% in 2009.
- Served as liaison between the Office of Early Learning, the Inspector General's office, Early Learning Coalitions, and the Florida Department of Law Enforcement for fraud referrals.
- Assisted with designing and conducting statewide evaluation studies on school readiness programs.

**Fiscal Analyst** for the Juvenile Welfare Board Children's Services Council of Pinellas County.

September 2002 through August 2007.

- External auditor for over fifty nonprofits and local governments receiving approximately \$55 million dollars in ad valorem revenue.
- Detected long-running fraud and/or waste at several of these agencies, conducted investigations and made recommendations resulting in the redirection of almost \$4 million dollars in public funds annually.
- Designed monitoring system that reduced work hours needed by almost 50% and improved documentation.
- Provided technical assistance to nonprofits and local governments regarding fiscal and personnel compliance issues.
- Responsible for disaster management.
- Served two sessions as acting legislative affairs directors for issues affecting local governments and children's issues.
- Negotiated and reviewed all contracts over a certain threshold, wrote and reviewed requests for proposals.
- Worked on the budget team, composing the JWB's approximately \$8 million administrative budget, including long-range revenue and expense forecasting.
- Served as panelist for statewide conferences on government and nonprofits.
- Purchasing coordinator for the IT department.

**Education, Licensure, and Credentials**

- Member of the Florida Bar, #77531. Juris Doctor from Stetson University College of Law, 2006.
- Certified Inspector General.
- Master of Business Administration from Florida State University, 2010.
- Bachelor of Science in Business Management from Florida State University, 2001.

**Salary Requirement - \$115,000**

*Work Experience prior to 2002, References, and Community Involvement available upon request.*

**hmcphail@cscleon.org**

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**From:** Joe Mahoney <joemahoneysfca@yahoo.com>  
**Sent:** Thursday, August 19, 2021 9:54 AM  
**To:** hmcphail@cscleon.org  
**Subject:** CSCLC, ED-Mahoney  
**Attachments:** Mahoney Resume 2.docx; CSC Cover Letter.docx

Dear Ms. McPhail,  
Attached is my cover letter and resume for the Executive Director position at Children's Services Council of Leon County. My salary requirements fall within the range specified by your advertisement. I am very willing to relocate to Tallahassee.

Thank you for your consideration,

Joe Mahoney

Joe Mahoney  
930 Walnutcrest Drive  
Pueblo, CO  
81005  
19 August 2021

Holly McPhail  
Children's Services Council  
PO Box 1816  
Tallahassee, FL 32302

Dear Ms. McPhail,

I am very interested in the Executive Director position at Children's Services Council of Leon County. I am an experienced nonprofit director with a master's degree in Nonprofit Management. I have over fifteen years of experience in nonprofits, the last 10 with a focus on early childhood education and a two-generation approach to fighting poverty.

Most recently I was the Chief Operating Officer for the Housing Authority of Pueblo, managing a \$20 million budget. I helped an agency in crisis stabilize and move forward with several initiatives to grow. These included Low Income Housing Tax Credits and a HUD repositioning. Both of these will make the agency more profitable and help the Pueblo community which is in dire need of low-income housing.

Prior to coming to the Housing Authority, I was the Executive Director of Catholic Charities of Pueblo for ten years. We grew our agency from a \$1.5 million dollar budget to a \$5.8 million dollar budget. We successfully navigated this growth by practicing financial discipline, always innovating and being a strong, enthusiastic community partner and fundraiser.

One of the most interesting things I did there was convince a local political leader to convene a discussion group to talk about fighting poverty. We kept this group small and included the Housing Authority, United Way, Department of Social Services, Colorado Workforce Center, Pueblo Community College as well as several business leaders. We did not have a formal agenda, we simply started talking about what the community needed and how we might help each other. Several of us partnered on a welfare to work program, that the Community College hosted, Catholic Charities taught, the Department of Social Services paid for, and the Workforce Center provided critical expertise. We focused on a future that our partners could influence, together.

I understand politics and the need to build a consensus agenda to move forward while still accomplishing our mission. I believe I bring the management, leadership, and collaborative advocacy skills necessary to achieve this.

Thank you for your consideration,  
Joe

**Joe Mahoney**  
**930 Walnutcrest Drive**  
**Pueblo, CO 81005**  
**(719) 924-3832**  
[joemahoneysfca@yahoo.com](mailto:joemahoneysfca@yahoo.com)

**Professional History:**

Chief Operating Officer, Pueblo Housing Authority (January 2020-February 2021)

- Directed all operations for a Public Housing Authority with a \$20 Million operating budget and over \$44 Million in assets.
- Provided steady management to an agency in crisis that had three executive directors within 6 months.
- Successfully resolved multiple crises including:
  - Overdue construction loans at a high interest rate
  - Last minute escrow requirements from USBank
  - Delays in filing taxes and audits.
- Designed and implemented processes to keep staff and residents safe and functioning during the COVID Pandemic.
- Supervised all division directors, providing guidance and strategic direction.
- Initiated a Scattered Sites Conversion, which should bring the Housing Authority significantly more revenue as it follows HUD's repositioning guidance.

Executive Director, Catholic Charities of Pueblo, CO. (January 2010-January 2020)

- Responsible for the operations of a \$5.8 million-dollar multiservice agency providing early childhood education, homeless prevention, workforce readiness and immigration services.
- Managed 55 full time and 35 part time staff.
- Added regular training and development for all staff and program coordinators including measuring program outcomes, time and stress management, code of ethics, leadership development and Catholic Social Teaching.
- Added a new donor database, which we grew to 120 donors the first year and now have over 1,600 donors. Individual contributions grew from approximately \$10,000 per year to \$450,000. I grew special events by over 10% per year in a challenging economy and provided an annual event to encourage continuous sponsorship.
- Initially downsized agency and brought budget under control, then saw the 2011-2012 fiscal year end with a surplus for the first time in 5 years.
- Grew the agency from a \$1.7 million to a \$5.8 million budget.
- Instituted a Finance Committee for the Board of Directors for better oversight, a Board Development Committee for increased fundraising, a Board Building Committee to help with plans for continued growth, and a Board Metrics Committee to investigate program outcomes.

- Developed extensive collaborations with local partners including Department of Social Services, United Way, Pueblo Community College, Colorado State University at Pueblo, 10<sup>th</sup> Judicial District, YWCA, Boys and Girls Club, and the Packard Foundation.

Program Officer, Disaster Response Office, Catholic Charities USA, Alexandria, VA (Oct 2007-Dec 2009)

- Coordinated disaster response operations for Catholic Charities across the United States, providing local agencies with technical expertise and vision that encompassed both community needs as well as agency resources.
- Liaised with local, state, and national government entities and nonprofit agencies to garner collaboration and maximize resources for disaster response, recovery, and rebuilding efforts.
- Briefed boards on what was probably one of the worst experiences in their lives.

Program Director, Katrina Aid Today, Catholic Charities of New Orleans, New Orleans, LA (May 2005-Oct 2007)

- Began as a case manager, but immediately became a disaster responder when the hurricane hit.
- Identified, set-up, and managed Points of Distribution to provide food and water to victims in the areas surrounding New Orleans.
- Implemented a \$7 million case management program to help the survivors of Hurricane Katrina design their own long term recovery plans.
- Served over 4000 clients with 50 case managers in 20 sites across Southeast Louisiana.
- Hired and trained all staff, found office space and provided the tools they needed to operate in a chaotic post-disaster environment.
- Coordinated setting up Long Term Recovery Organizations Post-Katrina where community resources could be combined to provide more complete and holistic approach to rebuilding.

Sales and Customer Support Positions 1989-2005 (Triad Systems; Tel-Serv; Inacom; Teledynamics; Lucent)

- Held wide ranging positions from Customer Support Representative to Account Manager and Systems Engineer for several telecommunications and computer companies.
- Quickly mastered new technology and explained it to customers and clients as a means to resolve business issues.

United States Marine Corps 1984-1988 Lieutenant

- As Infantry platoon commander, led hard charging Marines ready to defend our country.
- Designed training programs for the U.S. Marine Corps that ranged from physical fitness and self-defense to multimillion dollar light armored vehicles.

## **Community Service:**

Executive Committee, Catholic Charities Council of Diocesan Directors (2011-2014)

- Elected by Executive Directors to represent them to the Catholic Charities USA leadership and board.
- Provide input on issues affecting agencies and determined training needs.
- Chair the Leadership Committee providing training and support to Executive Directors, including the “Leap of Reason” encouraging program measurement and evaluation.

Commissioner, Pueblo Housing Authority (2011-2019)

- Oversee operations for public housing in Pueblo County.
- Responsible for fiscal well-being of the agency and strategic planning.
- Broke ground for 72 new units of public housing in 2017, funded by a wide array of partners and low-income housing tax credits.

Board Chair, Pueblo Inter Agency Oversight Group, House Bill 1451 (2012-2018)

- Work with several other local agencies to reduce school truancy issues by linking those in need with a holistic approach to services.

Adjunct Faculty, Pueblo Community College 2019-2020

Teach Leadership and Community Leadership classes to students participating in the President’s Leadership Program.

- Inspire students with real world experiences, presentations from community leaders and the chance to begin to understand themselves as leaders.
- Based on the belief that all people are leading all the time and that the community needs more diversity in leadership at all levels.

## **Education:**

University of Rochester, Rochester, NY. B.A. in Political Science and History (1984)

Regis University, Denver, CO. Masters in Nonprofit Management (2012)

Public Housing Management Certificate, Nan McKay (2020)



**hmcphail@csleon.org**

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**From:** Kelly Otte <kotte1075@gmail.com>  
**Sent:** Wednesday, August 18, 2021 4:49 PM  
**To:** hmcphail@csleon.org  
**Subject:** CSCLC, Executive Director - Kelly Otte  
**Attachments:** Kelly Otte CSCLC Application.pdf

Holly,

My application package is attached. Would you please be so kind as to reply that you received this email? I've had numerous problems with my gmail emails being eaten by people's spam filters and it would help me not worry.

Thank you.  
Kelly

**Kelly Otte, MPA**

1075 Alameda Drive | Tallahassee, FL 32317 | 850-510-9748

August 17, 2021

Children's Services Council of Leon County  
Executive Director Search Committee

Dear Council Members:

It would be an honor for me to be considered for the position of Executive Director of the Children's Services Council of Leon County. I have over twenty-five years as an executive in the human services and nonprofit sector in Leon County. My commitment to improving the lives of children and their families has been unwavering and deep, both professionally and through civic service.

I am a visionary who has a solid track record of engaging people with diverse perspectives to work on solutions to problems. I am creative, collaborative and persuasive. I have the skills, abilities, relationships, and experience to be the first Executive Director for the CSC. I am no stranger to being first; I was the first Executive Director for United Partners for Human Services and The Oasis Center for Women & Girls. I know what is required to simultaneously open an office, build a team, support a board, create transparent communication, develop policies and financial systems, and deliver services. I was also the founder and first Chair of the Tallahassee/Leon County Commission on the Status of Women & Girls and am well-versed in working within Sunshine and with full transparency.

For over three decades I have worked for, served on, and volunteered for Boards of Directors of local and statewide organizations. Although the CSC is a taxing authority and not a nonprofit, there are significant similarities. I understand the servant-leader relationship required of an Executive Director working for a policy setting authority, and am well versed in the differences in the roles. I have extensive experience responding to RFPs, working with governmental agencies, contracts, and funding. As the Treasurer and later Chair of a statewide association, I was responsible for the oversight of a multi-million dollar budget and am as comfortable with complex financial management issues as I am with smaller operating budgets.

I have a long history working alongside communities of diverse people who are struggling here in Leon County. Investing in these communities in new and innovative ways, supporting or partnering them with research-proven effective strategies is key to making lasting change and reducing negative outcomes. I have over thirty years working on behalf of children of all ages including creating unique programs to meet the needs of children - from opening Tallahassee's first childcare center located in a domestic violence center, to managing our participation in a five-year study to measure effectiveness of our model while at Pace Center for Girls/Leon. I have collaborated with many of the organizations the CSC will partner with and will come into the position with experiences that will help develop the level of trust needed for us to work together going forward.

There is more I hope to share with you about why I believe I'm uniquely suited for this role. My heart is solidly invested in the future of the CSC's work and I am committed to serving the children of Leon County in ways that are the most effective and efficient use of taxpayer dollars. Thank you for the leadership you are giving to the CSC.

Sincerely yours,



Kelly Otte

**Kelly Otte**  
**Salary Requirement**

My desired salary for the position of Executive Director to the CSC is \$110,000/year.

**Salary History**

- The Oasis Center for Women & Girls - \$65,000
- Pace Center for Girls/Leon County - \$103,500
- The Oasis Center for Women & Girls - \$40,000 (part time)
- United Partners for Human Service - \$60,000
- Refuge House, Inc. - \$90,000

# KELLY OTTE, MPA

1075 Alameda Drive | Tallahassee, FL 32317 | [kotte1075@gmail.com](mailto:kotte1075@gmail.com) | (850) 510-9748

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**SUMMARY:** Skilled community leader and manager with history of program development, planning and evaluation, fiscal management and controls, budgeting, and team management and leadership.

**EDUCATION:** Master of Public Administration, University of North Florida  
B.A., Criminal Justice, University of North Florida

## SKILLS/EXPERTISE:

Managing Teams	Communication	Public Speaking	Financial Mgmt.
Board Relations	Policy Development	Budgeting	Servant Leadership
Grant Writing	Grant Reporting	Internal Controls	Collaboration
Capacity Building	Advocacy	Outcomes Driven	Community Relationships
Strategic Visioning	Action Planning	Community Organizing	Building Teams
Program Planning, Development and Evaluation			

## PROFESSIONAL EXPERIENCE

### Interim Executive Director

#### The Oasis Center for Women & Girls, 2020 – present

- In partnership with the Board led organization through pandemic.
- Successfully reopened programs virtually and hired and trained staff.
- Increased fundraising and secured additional funding.
- Met all contract deliverables despite pandemic challenges.

### Executive Director

#### Pace Center for Girls/Leon County, 2011-2020

- Provided executive leadership to a team of twenty-three providing educational and intervention services to girls.
- Provided resource development, budgeting and fiscal management, community development, program management, grant writing, fundraising and advocacy.
- Developed and managed a \$2 million operating budget.
- Provided expertise on child welfare system, trauma informed care and state educational system.
- Worked in partnership with Leon County Schools to provide academics to the girls.
- Worked closely with the Department of Juvenile Justice and the Department of Children & Families.
- Led the center's participation in evaluation of overall model effectiveness.
- Utilized results of study and student, family, and community feedback to adjust service delivery to be the most effective and efficient.
- Advocated for the needs of the girls, their families, and communities.

### Columnist

#### The Tallahassee Democrat, 2008-2020

- Created and wrote a weekly column entitled "Notes on Nonprofits" to fill a gap in the community that focused on board development, management, best practice, and nonprofit capacity building.
- Wrote or edited over six hundred columns.

### Adjunct Professor

#### Florida State University, Askew School of Policy & Public Administration, 2005-2009 & 2011-2014

- Taught Graduate and Undergraduate courses in Nonprofit Management, Social Change & Nonprofits and Nonprofits, Non-Governmental Organizations & Disaster.

## **Founder & Executive Director**

### **The Oasis Center for Women & Girls, 2007-2011**

- Created a nonprofit organization to meet a need and fill a gap in the community.
- Developed the organizational business plan.
- Met state and federal requirements to achieve IRS 501c3 designation.
- Provided extensive visionary and creative and imaginative leadership to move to a sustaining organization.
- Led the founding Board of Directors.
- Provided fund development, grant writing, creation of financial systems, community relationships and much more.
- Researched curriculums designed to increase self-efficacy of girls. Developed, implemented, and evaluated program for effectiveness.
- Created innovative and visionary programs to meet the mission of the organization and close gaps in the community.

## **President**

### **Action Consulting, 2005-2010**

- Provided capacity building for nonprofit organizations including training for boards of directors, management training, executive support, leadership development, staff development, strategic planning, marketing, and program development for the staff and volunteer leaders of not-for-profit organizations in Florida and nationally.
- Provided extensive pro-bono services to local Leon County nonprofits.

## **Executive Director**

### **United Partners for Human Service, 2005-2008**

- Provided leadership and collaboration to move UPHS from informal network to formal 501c3 nonprofit.
- Served as the first Executive Director. Grew the membership from 15 to 120 organizations.
- Identified sustainable grant funding.
- Co-created and led the first UPHS Conference.
- In partnership with the Board of Directors increased advocacy on behalf of the human services sector in Leon County.

## **Adjunct Professor**

### **Florida State University, College of Social Work, 1999-2009**

- Taught Graduate and Undergraduate courses in Family Violence Across the Lifespan, Personnel Administration and Legislative Advocacy.

## **Executive Director**

### **Refuge House, Inc., 1996-2005 (\$90,000/year)**

- Provided executive leadership to organization serving domestic violence and sexual assault survivors in the greatest number of counties in Florida.
- Grew the operations from one emergency shelter and one part time outreach counselor serving three counties to two emergency shelters and seven outreach offices.
- Developed and opened organization's first childcare center, sexual assault nurse examiner program and Thrift Store.
- Expanded rape crisis program to community's first in-hospital sexual assault nurse examiner program.
- Provided leadership and management to team of sixty staff members.
- Provided executive support to the Board of Directors.
- Fiscal management and oversight including budgeting and annual audit preparation.
- Wrote grants, developed outcomes measures, evaluated results of programs.
- Supervised grant management and reporting for over thirty funding sources including local, state, and federal.
- Grew agency budget from \$499,000 to \$2.4 million.
- Led a successful \$2.3 million capital campaign and supervised construction of new facilities.
- Extensive community building with systems including child welfare, law enforcement, judiciary.
- Expanded fundraising from \$25,000 to \$250,000.

## ***Professional Experience, continued***

### **Adjunct Instructor**

**University of North Florida, Criminal Justice Program, Jacksonville, 1995-1996**

### **Advocate**

**Hubbard House, Jacksonville, 1994-1996**

### **Education Coordinator**

**University of North Florida, 1991-1996**

### **Marketing & Sales Coordinator**

**Chris Craft Boats, Sarasota, 1988-1991**

## **REFERENCES**

### **Community Leaders/Colleagues**

- *Courtney Atkins*, Whole Child Leon, Executive Director, 850-544-3024; [courtney@wholechildleon.org](mailto:courtney@wholechildleon.org)
- *Senator Lorraine Ausley*, Florida Senate, 850-627-0474; [loranne@ausley.net](mailto:loranne@ausley.net)
- *Stephanie Bowden*, Comcast/Universal, External Affairs, 850-251-1318; [Stefanie\\_Bowden@comcast.com](mailto:Stefanie_Bowden@comcast.com)
- *Tony Carvajal*, Florida TaxWatch, Executive Vice President, 850-566-6232; [tony@ccmflorida.com](mailto:tony@ccmflorida.com)
- *Bryan Desloge*, Retired Business Owner, 850-841-9285; [desloge.bryan@gmail.com](mailto:desloge.bryan@gmail.com)
- *Talethia Edwards*, The H.A.N.D. Up Project, Executive Director, Community Development Advocate, Consultant & Doula; 850-933-9235; [toedwards1069@yahoo.com](mailto:toedwards1069@yahoo.com)
- *Vince Long*, County Administrator, Leon County; 850-606-5300; [longv@leoncountyfl.gov](mailto:longv@leoncountyfl.gov)
- *Barby Moro*, RedEye Coffee, CEO & Managing Partner, 786-281-2729; [barby@redeyecoffee.org](mailto:barby@redeyecoffee.org)
- *Dr. Jim Murdaugh*, Tallahassee Community College, President, 850-201-8660; [Jim.Murdaugh@tcc.fl.edu](mailto:Jim.Murdaugh@tcc.fl.edu)
- *Glenda Thornton*, FSU Law School, Assistant Dean, 850-644-7826; [gthornton@law.fsu.edu](mailto:gthornton@law.fsu.edu)
- *Rosanne Wood*, Leon County School Board Member, 850-629-5110; [rosannewood@gmail.com](mailto:rosannewood@gmail.com)

### **Current/Former Board Chairpersons:**

- *Kathleen Brennan* (The Oasis Center for Women & Girls), 850-445-1131; [kathleenbrennan@aol.com](mailto:kathleenbrennan@aol.com)
- *Catherine Jones* (United Partners for Human Services), 850-345-0567; [c.jones@epcounty.com](mailto:c.jones@epcounty.com)
- *Dr. Cecile Reynaud* (Refuge House), 850-212-4646; [reynaud@fsu.edu](mailto:reynaud@fsu.edu)
- *Kristin Snyder* (Pace Center for Girls), 850-545-8289; [ksnyder@libertydentalplan.com](mailto:ksnyder@libertydentalplan.com)

### **Supervisors, Pace Center for Girls:**

- *Shana Brodnax*, 646-302-9907; [shana.brodnax@gmail.com](mailto:shana.brodnax@gmail.com)
- *Debbie Moroney*, 850-893-5543; [dmoroney71@comcast.net](mailto:dmoroney71@comcast.net)

## **RECOGNITION/AWARDS**

Legacy Award, The Institute for Nonprofit Innovation and Excellence, 2020

Tallahassee Woman Magazine Empower Awards Finalist, 2019

Eternal Influencer Award, United Partners for Human Services, 2019

Spirit of Community Award, Florida Commission on the Status of Women, 2018

Girl Service Award, PACE Center for Girls, 2016

Trailblazer, The Oasis Center for Women & Girls, 2015

Reuben Askew Progressive Leadership Award, New Leaders Council Tallahassee, 2014

Honoree, Glenn J. Winuk Humanitarian Service Award, Holland & Knight, 2013

Leader of the Year, Leadership Tallahassee, 2010

25 Women You Need to Know, Tallahassee Democrat, 2010

Recipient, Starfish Award, Boys & Girls Clubs of the Big Bend, 2009

Finalist, Leader of the Year, Leadership Tallahassee, 2009

Recipient, Women of Distinction Award, Girls Scouts of the Big Bend, 2009

Instructor of the Year, Florida State University's College of Social Work, 2007

March 12, 2005, designated "Kelly Otte Day" by the Leon County Board of County Commissioners

### ***Recognition/Awards, continued***

Outreach facility named “The Kelly Otte Center” by the Refuge House Board of Directors, 2005  
Nominee, Distinguished Teaching Award, FSU, 2005/06 & 2007/2008  
Finalist, Leader of the Year, Leadership Tallahassee, 2004  
Finalist, Champion for Children, Kids Incorporated, 2004  
Distinguished Alumnus, College of Arts & Sciences, University of North Florida, 2004  
Women in Leadership/Women’s History Month, Tallahassee Community College, 2003

### **CIVIC & PROFESSIONAL AFFILIATIONS**

Volunteer, Capital Tea, 2020 – present  
Founder & Administrator, Love Your Nonprofit Neighbors Leon, 2020 – present  
Treasurer, Survive and Thrive Advocacy Center, 2019 – present  
Member, League of Women Voters, 2020  
Member, Sustainable Tallahassee, 2020  
Member, Tiger Bay, 2014, 2019 – 2020  
Secretary, Board of Directors, United Partners for Human Services, 2019-2020  
Commissioner, Tallahassee/Leon County Commission on the Status of Women & Girls, 2017-2018  
Volunteer, Survive & Thrive Advocacy Center, 2016 – 2019  
Volunteer, The Village Square, 2017 – 2018  
Volunteer, MF Cares, Equine therapy, 2015 – 2021  
Member, Community Advisory Council, Junior League of Tallahassee, 2012- 2019  
Leadership Tallahassee, Human Services Day Co-Chair, 2017-2019  
Chair, United Way Executive Director’s Committee, UPHS 2015 – 2016  
Member, Capitol Women’s Network, 2013-2017  
Board Member, Leadership Tallahassee Board of Governors, 2013 – 2017  
Secretary, Leadership Tallahassee Board of Governors, 2015 – 2016  
Treasurer & Board Member, Survive & Thrive Advocacy, 2015 - 2016  
Advisory Council, Institute for Nonprofit Innovation and Excellence, 2014 – 2015  
Board of Directors, Institute for Nonprofit Innovation & Excellence, 2013-2014  
Co-Founder, Institute of Nonprofit Innovation & Excellence, 2013  
Florida Juvenile Justice Association, Volunteer to the Board of Directors, 2013  
Member, Tiger Bay Club, 2012 - 2014  
Chair, Org & Bylaws, Leon County Commission on the Status of Women & Girls, 2012 – 2014  
Treasurer, Oasis Center for Women & Girls, 2012 – 2014  
Board Member, Oasis Center for Women & Girls, 2007-2009; 2011 – 2014  
Grant Reviewer, Leon County Schools Foundation, 2013  
Chair, Leon County Commission on the Status of Women & Girls, 2011-2012  
Commissioner, Leon County Commission on the Status of Women & Girls, 2011-14 & 2017-18  
Member, Leon County Schools 21<sup>st</sup> Century Program Advisory Council, 2010-2011  
Chair, Human Services Day, Leadership Tallahassee, 2011  
Volunteer, Challenge Day, Rickards High School 2010  
Volunteer, Children’s Community Garden, Progressive Pediatrics, 2010  
Member, Club 25, 2010-present  
Volunteer, Cold Night Shelter, 2010  
Board Member, Big Bend Homeless Coalition, 2009-2011  
Chair, Board Governance Committee, BBHC, 2009-2011  
Co-Chair, Youth Advisory Board Palmer Monroe Teen Center, 2010  
Boys & Girls Clubs of the Big Bend, Volunteer to the Board of Directors, 2010  
Leadership Tallahassee, Conference Chair, 2010  
The Able Trust Grant Policies Review Committee, 2009  
Census 2010 Committee, County Commission Appointee, 2009  
Chair, Student Advisory Council, Buck Lake Elementary, 2009/2010, 2010/2011  
Member, District Advisory Council, Leon County Schools, 2009/2010  
Association of Fundraising Professionals, Workshops - 2008, 2015  
Member, Student Advisory Council, BLE, 2008/09

### ***Civic & Professional Affiliations, continued***

Leadership Tallahassee, Board of Governors - 2005-2009  
City/County Human Services Joint Planning Board - 2008  
Capitol City Youth Services, Volunteer to the Board of Directors - 2009  
FSU Women's Center Board, Faculty Advisor – 2005/06, 2006/07  
Ability 1<sup>st</sup>, Volunteer to the Board of Directors - 2006, 2007  
Mothers in Crisis, Volunteer to the Board of Directors – 2008, 2009  
Leadership Tallahassee, Curriculum Chairperson Class 23 - 2005/2006  
Lee's Place, Volunteer to the Board of Directors - 2005/2006  
Tallahassee Girls' Choir, Board of Directors - 2005/2006  
United Way of the Big Bend, Board of Directors - 2003/2004 & 2004/2005  
United Partners for Human Services, President of the Board – 2004/05  
United Partners for Human Service, Board of Directors – 2001-2005  
Buck Lake Elementary School Parent Volunteer - 1999 – 2010  
2<sup>nd</sup> Judicial Circuit Public Safety Coordinating Council - 2002-2003  
Tallahassee Homeless Coalition, Quality of Service Committee Chair - 2002/2003  
Florida Coalition Against Domestic Violence, President - 2000/01  
Florida Child Abuse Death Review Team - 2000  
Florida Coalition Against Domestic Violence, 1<sup>st</sup> Vice President - 1999/2000  
Florida Coalition Against Domestic Violence, Treasurer – 1997-1999  
Florida Coalition Against Domestic Violence, Region Representative - 1996/97  
Women's Center of JAX Board of Directors, Founding Board Member, 1994  
Women's Center of JAX Board of Directors, Planning Committee Chair - 1994-1996  
Women's Center of JAX, Program Committee Chair - 1995-1996  
Jacksonville Sexual Assault Center, Volunteer - 1991-1994  
Safe Ride Escort Program, Co-Founder, University of North Florida – 1992-1994  
Virginian's Against Child Abuse, Board of Directors - 1986-1988  
Advocates to End Domestic Violence, Carson City, Nevada, Volunteer - 1984-1986

### **SPEAKING ENGAGEMENTS**

Atlanta Coast Conference Leadership Conference, 2010  
Building Better Boards Conference, Leadership Tallahassee, 2005-2010, 2012-2019  
Center for Substance Abuse Treatment, Atlanta, GA, 2003  
Colorado Coalition Against Domestic Violence Keynote & workshops, 2009, 2010  
Conference for Excellence in Nonprofit Leadership, Workshops, 2004-2009, 2013, 2015, 2018  
Escambia County Task Force on Domestic Violence, Keynote & workshop, 2015  
Florida Alcohol & Drug Abuse Association Family Intervention Specialist's Training, Workshop, 2005  
Florida Alcohol & Drug Abuse Association Women's Conference, Workshop, 2006  
Florida Coalition Against Domestic Violence, various conferences & trainings, 1997-2009  
Florida Commission on the Status of Women, 2021  
Florida Council Against Sexual Violence, annual conference workshops, 2001, 2003, 2008  
Florida Juvenile Justice Association, & FADAA Adolescent Conference, workshop, 2012  
Florida Public Transportation Association, Workshop, FPTA, 2016  
Florida State University, College of Social Work Graduation, Convocation Speaker, 2012  
Florida State University, The Center for Leadership and Social Change, workshops, 2011, 2012, 2013  
Florida State University, Women in Business Conference, workshops, 2011 & 2017  
FSU Institute on Family Violence National Supervised Visitation Conference, keynote & workshop, 2005, 2006  
Florida State University Leader Shape Program, panel presentations, 2006, 2007, 2008, 2009, 2010  
FSU, Ctr for Leadership & Social Change, Service Leadership Seminar, panel presentations, 2015, 2016  
Florida State University Mentoring Conference, workshop, 2014  
Greater Tallahassee Chamber of Commerce LEADS Group, speaking, 2010  
Institute for Nonprofit Innovation & Excellence, workshops, 2014, 2019, 2020  
Iowa Coalition Against Domestic Violence keynote and workshop, 2002



***Speaking Engagements, continued***

Iowa Coalition Against Sexual Assault, keynote, and workshop, 2010  
Junior League Leadership Seminar, workshop, 2012  
Leadership Tallahassee, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2018, 2019, 2021  
Leadership TCC, 2007  
Legal Aid Foundation, Thunderdome, 2016, 2017, 2018  
Leon County Schools Title I Conference, speaker, 2019  
Leon County Sustainable Communities Summit, panel speaker, 2010  
Maryland Coalition against Sexual Assault, Keynote & Workshops, 2004  
Mayor's Summit on Race & Culture, workshops, 2012 & 2017  
Micah's Place, Workshop, 2008  
New Leaders' Council, 2021  
National Coalition Against Domestic Violence, Workshops, 2002, 2004, 2006  
National Sexual Assault Coalition. Workshops, 2010  
Nevada Network Against Domestic Violence, Keynote & Workshops, 2003, 2004  
Ohio Domestic Violence Network, Keynote & Workshops, 2003  
Okaloosa County Domestic Violence Coordinating Council, Keynote & Workshops, 2010, 2015  
Sector Forward Conference, Institute on Nonprofit Innovation & Excellence, Workshop, 2019  
Shelter for Abused Women, Keynote Address, 2008  
Strategic Nonprofit Alliance Partnership, Workshops, 2005, 2006, 2007, 2008  
Tallahassee Board of Realtors, 2021  
Tallahassee Community College Leadership Program, workshop, 2012  
Tallahassee Leon County Commission on the Status of Women & Girls, 2021  
Tallahassee Society of Association Executives, Annual Conference, workshop, 2008  
Tallahassee Society of Association Executives, Membership Meeting, workshops, 2008, 2011  
The Center for Substance Abuse Treatment, Atlanta Conference, plenary speaker, 2003  
The Oasis Center for Women & Girls, Plenary Speaker Women's History Month, 2013  
UPHS Nonprofit Management & Leadership Conference, workshops, 2006-2010, 2012, 2014-17, 2018, 2021  
United States Air Force, Eglin Air Force Base Leadership University, plenary workshop, 2010  
United States Air Force, Hurlburt Field Command Staff, plenary workshop, 2011  
University of Texas at Arlington, plenary workshop, 2007, 2008  
Volunteer Florida, workshop, 2012  
Wellesley College, International Research & Action Conference, panel speaker, 2004  
Women's History Month "Trailblazers' Luncheon Keynote Address, 2016  
Youth Leadership Tallahassee, workshops/presentations, 2008, 2009, 2010, 2011

**hmcphail@csleon.org**

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**From:** Traci Proctor <comproctor@yahoo.com>  
**Sent:** Friday, August 20, 2021 3:54 PM  
**To:** hmcphail@csleon.org  
**Subject:** CSCLC, Executive Director - Traci Proctor  
**Attachments:** CSCLC - Cover Letter.pdf; Proctor Resume - CSCLC.pdf

Good Afternoon:

I respectfully submit my cover letter (w/salary requirements) and resume for the Children's Services Council of Leon County - Executive Director position. Thank you kindly.

Sincerely,

*Traci S. Proctor*  
*2405 Bass Bay Drive*  
*Tallahassee, Florida 32312*  
*432-349-1783*

# TRACI S. PROCTOR

## CEO / PRESIDENT

2405 Bass Bay Drive

Tallahassee, FL 32312

432-349-1783

comproctor@yahoo.com

August 20, 2021

Dear Members of the Council/Search Committee:

With much enthusiasm and respect, I write this letter of interest in serving as the Executive Director for the newly established Children's Services Council of Leon County. For more than fifteen years, I have diligently worked as an executive leader building highly efficient nonprofit corporations: strongly advocating and advancing visions, effectively and passionately communicating organizational missions, cultivating impactful relationships, planning, leading and raising multi-million dollar metrics driven programming and implementation efforts, creating operational systems, solidifying organizational structures, increasing annual operating budgets and spearheading expansions. I have proudly lead 400+ extremely talented employees, more than 50 programs, over 20,000 participants, and developed over 3,500 volunteers and donor relations.

Early in my career, I successfully converted a 501(c)(3) into a self-sufficient, non-profit corporation (focused on the health, well-being and programing for ALL ages) capable of generating enough program revenue to cover all operational expenses - while continuing to diversify revenue streams for long-term viability. Through multiple fundraising campaigns, I raised \$20 million for facility expansions, future & maintenance funds and endowment establishment. I planned and built a much needed community wellness and post-surgical physical (land & aquatic) rehabilitation facility by providing a strategic vision, measuring impact, building strong relationships within the community, complete fund development, building & contract negotiations, staffing, implementing operational & regulatory systems, securing all medicare and insurance contracts, fiscal intermediary and regulatory practices. Through this expansion, within three years - I was able to maintain the new operational division along with the original facility operations, and also generate enough revenue to expand with another 40,000 square foot facility addition.

In 2015, I was recruited by a national non-profit corporation (focused in healthcare and disability services) to lead, and recover their Georgia division. Through extensive research and strategic planing, I was able to revamp the division resulting in complete financial recovery and community commitment. I strongly advocated for patient care and rights; secured national and state level medical and regulatory partnerships with DOJ, DBHDD, CMS, and regional medical facilities. I identified and recovered previous lost revenue of \$4 million dollars, while securing future financial structures and systems to maintain revenue sources for future expansion opportunities within the region and state.

In 2017, The Ronald McDonald House Charities of Tallahassee, extended an offer to serve as their CEO/President. I have lead and restructured complete operational processes; effectively implemented and administered framework of policies and objectives; increased outcome levels; analyzed financial data trends and created financial goals, resulting in more than 38% decrease in expenses and more than tripled the NET revenue; assessed board relations and strengthened their purpose for serving; empowered employees to understand roles and value towards operational success while strengthening their energy and commitment levels.

I have spent the majority of my professional and personal life, dedicated to serving and working to improve the lives and outcomes of youth, children and families. My motivation and success in developing results driven organizational strategic leadership - with a comprehensive cross functional plan - supported with statistical, analytical and metric driven outcomes match your required skills. More importantly, these skills are backed with my complete dedication and commitment to uphold the values and purpose of §125.901. One a personal note, it is my ultimate goal to continue making a difference and be part of something that fosters a greater purpose.

In terms of salary requirements and my professional experience and history: I respectfully request a salary in your upper advertised salary range, however I am willing to negotiate based on the initial needs/assessment of the council. Thank you in advance for your time and consideration.

Sincerely,  
Traci S. Proctor

# **TRACI S. PROCTOR**

## **CEO / PRESIDENT**

2405 Bass Bay Drive  
Tallahassee, FL 32312  
432-349-1783  
comproctor@yahoo.com

### **17 YEARS EXECUTIVE LEADERSHIP**

- *Non-Profit Startup, Turnaround, Expansions*
- *Multi-Million Dollar Budgets/Endowments/Future Funds*
- *Profitability, Cost Benefit Analysis & Cost Control*
- *Fundraising, Advancement & Donor Relations*
- *Finance, Investment, & Operations*
- *Board Relations and Organizational Vision*
- *Systems & Processes Implementation*
- *Contract Negotiations & Conflict Resolution*
- *Statistical & Analytical Forecasting*
- *Advocacy, Public Relations, & Marketing*
- *Team Building & Performance Motivation*
- *Leadership (300+ staff) & Inclusive Excellence*

### **PROFESSIONAL EXPERIENCE**

#### **CEO / PRESIDENT**

*Ronald McDonald House Charities, Inc. - Tallahassee, FL*

*October 2017 to Present*

- **Strategic Planning:** *Analyzed organizational structures & overall efficiency measures to revamp objectives, accountability, administrative excellence, financial performance, board engagement, and employee outcomes*
- **Operational Effectiveness:** *Implemented and administered framework of policies, objectives and accountability systems. Administered needs assessments, created data systems to quantify outcome reports in order to analyze services & programs, satisfaction rates, future needs and organizational performance levels.*
- **Economic Growth:** *Defined short & long-term financial goals, investment plans, return on investments, cost to raise a dollar, financial analysis & metrics. Cut expenses by 38% and more than doubled NET revenue, restructured fundraising & programming strategies & identified new financial growth, resulting in increased profits & sustainability.*
- **Leadership:** *Empowered employees to take ownership; identify their contribution to overall organizational successes. Strengthened staff and board energy & commitment to professionally invest in project outcomes. Assessed state of the Board of Directors: then strengthened the structure, commitment, and purpose for serving. Improved partnership to increase level of satisfaction and organizational identity via effective communication, transparency & clear expectations.*

#### **CONSULTANT** - *Strategic planning, expansion, board relations, fiscal & operational management.*

*Companies, Projects, and References Provided Upon Request*

*May 2016 to Present*

- **Overall Scope:** *Advise Executives & Board of Directors how to implement more effective systems; improve financial planning and management; operational processes; board relations; bylaws; state & federal regulations & filings, etc.*

#### **EXECUTIVE DIRECTOR** - *Hired by National Headquarters to recover operations.*

*Sunrise Group, Inc.- 501c(3)- South Georgia Division (Florida Headquarters)*

*March 2015 to May 2016*

- **Strategic Planning:** *Conducted extensive industry research to formulate internal & external reorganization & regulatory changes. Set priorities, roles, & systematically align resources. Created important partnerships with Georgia Dept. of Behavioral Health and Developmental Disabilities - state and regional levels.*
- **Operational Effectiveness:** *Revamped division resulting in financial recovery & streamlined processes. Analyzed inefficiencies, formed new strategies and implemented systems, control mechanisms & aligned financial resources with growth objectives.*
- **Economic Growth:** *Within first four months, identified and recovered \$4 million lost revenue while securing financial structures for additional \$3.2 million for a non-profit company.*
- **Leadership:** *Lead 150 employees. Motivated, trained & empowered managers to become confident leaders & decision*

## **ASSOCIATE EXECUTIVE DIRECTOR**

**COM, INC., 501c(3) - Midland, Texas**

**June 2005 to March 2015**

- **Strategic Planning:** *Converted 501C3 into a self-sufficient, nonprofit corporation capable of generating enough program revenue to cover all operational expenses. Built & operated a wellness division complete with fund relations, building contract negotiations, staffing, operational processes & systems. Secured all medicare, insurance, & workers compensation contracts, fiscal intermediary and regulatory practices. Generated enough income in 3 years to expand with another 40,000 s.f. facility addition.*
- **Operational Effectiveness:** *Conducted financial management analysis. Developed, planned and recovered 97% aging accounts. Modernized invoicing & receivables & restructured operations resulting in program growth, increased revenue, profits, cash flow, expansion, and employee collaboration. Created HR division, overall communication, incentives, trainings, pay structures & retention while maintaining inclusive environment.*
- **Leadership:** *Lead a team of 300 staff, 30 programs, 3200 members, 500 wellness participants, 1200 children, 6500 patients visits. Developed partnerships with foundations, sponsors, corporate leaders, Local, State, & National Government, Children's Rehabilitation Center, hospitals, Special Olympics, University of Texas-PB., US Navy, medical facilities, physicians, & surgeons*
- **Fundraising:** *Lead multiple capital campaigns (more than \$20 million total raised): fundraised, managed, and operated four multi-million dollar facility expansions, including a wellness and therapy division, 40,000 sq. ft. natatorium and courtyard and recognition pavilion. Cultivated relationships with foundations, corporations, community leaders. Grant writing, capital campaigns, presentations, fund source research and outreach, annual giving programs.*
- **Economic Growth & Development:** *Doubled participation & operating budget: Expanded program options & revenue sources. Motivated & lead employees to reenergize objectives, understand membership perceptions, & identify roles resulting in higher employee retention rates, workplace cohesion, increased profits.*
- **Marketing and Public Relations:** *Identified & strengthened organization's target market, product & services. Created a market brand, materials & consistency. Increased awareness & mission profile. Assessed & implemented new pricing and payment structures/procedures. Tracked organizational statistics for measurable results, accountability, and assessment. Developed relationships with key leaders, customer test groups, employee teams, community groups to identify perceptions, monitor results, and achieve desired goals.*

## **EDUCATION & PROFESSIONAL TRAINING**

### **THE UNIVERSITY OF ARIZONA**

**Tucson, AZ**

*Bachelor of Arts, Graduated with Distinction*

### **PROFESSIONAL TRAINING**

- *Investment Management & Policy - PBAF*
- *Executive Management - Excellence Program, Atlanta*
- *Organizational Effectiveness/Leadership - SCI Workshops*
- *Human Resource Compliance - U.S. Department of Labor*
- *Fundraising Insights - Benevon, SCI Workshops*
- *Non-Profit Tax Law - Carr Riggs & Ingram*
- *Conflict Resolution - Univ. of Texas & TIMET*
- *CMS rules/modifications/fiscal compliance - BMS*
- *Insurance - Business MNGT Solutions*
- *Risk Management - SCI Workshops*

## **COMMITTEE INVOLVEMENT**

- *Board of Directors - Ronald McDonald House, COM, SCI*
- *Compliance Committee - Ronald McDonald House & SCI*
- *Audit and Finance - Ronald McDonald House, COM, SCI*
- *Future Development Committee - Georgia and SCI*
- *Planning Committee - UA, Odessa College, COM*
- *Executive Committee - State of Georgia*
- *Fundraising Committee - COM INC. & SCI*
- *Building Committee - COM, INC.*
- *Scholarship Committee - COM, INC., Odessa College*
- *Marketing Committee - Odessa College, UA, COM*