

Children's Services Council of Broward County Executive Committee Meeting

Children's Services Council of Broward County
6600 W. Commercial Blvd., Lauderdale 33319
2nd Floor Conference Room

March 6, 2025

10:00 a.m.

AGENDA

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| I. | Call to Order | Jeffrey S. Wood, Chair |
| II. | Roll Call | Amy Jacques, Special Assistant
to the President/CEO |
| III. | Approve November 8, 2023, Executive
Committee Minutes | (Tab 1) |
| IV. | Annual President/CEO Evaluation | (Tab 2) |
| | a. Review Evaluation Results | |
| | b. Recommend to the Full Council
Approval to Retain the President/CEO
and Continue the 5-Year Rolling Contract | |
| V. | Members & Public Comments | |
| VI. | Adjourn | |

**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
Executive Committee Meeting**

CSC Office (6600 W. Commercial Blvd., Lauderhill 33319)

November 8, 2023

2:30 P.M.

Minutes

Members in Attendance:

Broward County Commissioner Beam Furr; Governor Appointee David H. Kenton (*Chair*); Governor Appointee Jeffrey S. Wood

Staff in Attendance:

Cindy Arenberg Seltzer, Monti Larsen, Amy Jacques

Guests in Attendance:

None

Agenda:

Chair David Kenton called the meeting to order at 2:31 P.M.

I. Minutes

Ms. Arenberg Seltzer pointed out a scrivener's error in the adjournment section where rough notes as to who made/second the motion remained in the minutes, as well as the need to strike the signature line to mirror other CSC committee minutes.

ACTION: Mr. Wood made a motion to approve the Executive Committee minutes from November 2, 2022, with the striking of the aforementioned scrivener's errors, as presented. The motion was seconded by Commissioner Furr and passed unanimously.

II. Annual President/CEO Evaluation

Council Members reviewed Ms. Arenberg Seltzer's performance evaluation for FY 23/24. The evaluations were consistent with high scores and extremely positive comments. Committee members expressed high approval of the President/CEO's performance and a high level of trust in her and the staff.

Members reviewed the current contract and agreed to the proposed 5% Cost Of Living Adjustment (COLA) that had previously been afforded to staff and a one-year extension of the contract terms to maintain a five-year contract.

ACTION: Commissioner Furr made a motion to recommend to the full Council the President/CEO Salary adjustment for FY 23/24 and the new contract terms for FY 23/24, as presented. The motion was seconded by Mr. Wood and passed unanimously.

III. Members & Public Comments

There were no additional comments from Members and no public comment.

Ms. Arenberg Seltzer briefly raised the issue of succession planning, pointing out that the Chief Operating Officer (COO) is currently in Florida's Deferred Retirement Option Program (DROP) and plans to retire in December 2024. She noted that the hiring of a Budget Director was in the works and that she would also be looking to hire a new COO to replace Ms. Larsen and to continue to build management succession planning.

IV. Adjournment

The meeting adjourned at 3:14 P.M. with a motion from Commissioner Furr and a second from Mr. Wood.

TAB 2

For Executive Committee Meeting

March 6, 2025

Issue: President/CEO Annual Performance Evaluation for FY 23/24

Action: Recommend to the Full Council Approval to Retain the President/CEO and Continue the 5-Year Rolling Contract

Budget Impact: None

Background: Each year, Council members evaluate the performance of the President/CEO for the former Fiscal Year. The Executive Committee reviews the results and gives recommendations to the full Council related to retention and the employment contract. This past September, the Council adjusted the evaluation time frame from October/November to January/February to allow for a more concise and effective process connected to the Annual Performance Report that the Council receives each January. In doing so, the Council also approved the President/CEO to receive the same Cost-of-Living Adjustment (COLA) that had previously been approved for staff, effective October 1, 2024.

Current Status: The results of the President/CEO annual performance evaluation for FY 23/24 submitted by Council members are attached. Based on the scores and comments, the Executive Committee is charged with making recommendations to the full Council regarding retaining the CEO and maintaining the rolling five-year contract.

Recommended Action: Recommend to the Full Council Approval to Retain the President/CEO and Continue the 5-Year Rolling Contract

Children's Services Council of Broward
 President/CEO Evaluation for Fiscal Year 2022-2023

I. PERFORMANCE COMPETENCIES	Cathy Donnelly	Alyssa Foganholi	Beam Furr*	Howard Hepburn	Debra Hixon	Julia Musella	Robert Shea	Paula Thaqi*	Christine Thompson	Francis Viamontes*	Jeffrey Wood	Total	Ave Score
Communication	5.0	5.0		5.0	4.0	5.0	5.0		5.0		5.0	39.0	4.9
Fiscal Responsibility	5.0	5.0		5.0	4.0	5.0	5.0		5.0		5.0	39.0	4.9
Consensus & Team Building	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Diversity Commitment	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Job Knowledge	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Leadership	5.0	5.0		5.0	4.0	5.0	5.0		5.0		5.0	39.0	4.9
Judgment	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Planning & Organization	5.0	4.0		5.0	4.0	5.0	4.0		5.0		4.0	36.0	4.5
Business Ethics	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Community Relations	5.0	4.0		5.0	4.0	5.0	5.0		5.0		5.0	38.0	4.8
Board Interaction	5.0	5.0		5.0	4.0	5.0	4.0		5.0		5.0	38.0	4.8
Total	55.0	48.0	0.0	55.0	44.0	55.0	53.0	0.0	55.0	0.0	54.0	419.0	4.8

Managing People (Pass/Fail) Pass Pass Pass Pass Pass Pass Pass Pass

* Evaluation has not yet been received as of 3/5/25

COMMUNICATIONS

Council Member Council Member Comments

Cathy Donnelly	Cindy has a gift for listening, processing and taking appropriate action when required.
Alyssa Foganholi	Cindy has consistently demonstrated exceptional communication. From the very moment I was informed of my appointment, she took proactive steps to ensure I felt supported and informed. She has consistently gone above and beyond in addressing any questions or concerns I've had, providing clear and thorough explanations. Her responsiveness and willingness to offer guidance have been invaluable, and her ability to communicate complex information in a straightforward manner has greatly contributed to my understanding and confidence in my role. Cindy's dedication to fostering open communication creates a positive and collaborative work environment.
Howard Hepburn	Communicates effectively throughout the organization and with external stakeholders. This has helped to effectively communicate the mission, vision, and core services of CSC.
Julia Musella	Cindy is a very competent communicator. She listens attentively, patiently, makes strong eye contact, and chooses her words in a thoughtful manner. She always validates all parties in areas when there is a differing opinion in a calming voice, always ending with her lovely smile.
Robert Shea	Based on my observations, Cindy does a great job of communicating both internally and externally. Personally, I feel very informed of everything going on within CSC and have the ability to communicate with Cindy as needed.
Jeffrey S. Wood	Cindy continues to exceed expectations with her communication skills in all areas.

FISCAL RESPONSIBILITY

Council Member Council Member Comments

Cathy Donnelly	Cindy continually monitors the current status of the environment we live in as it relates to our children and families. She is cautious, careful and thoughtful when it comes to leveraging each dollar to give priority to children in our county.
Alyssa Foganholi	Cindy has demonstrated strong fiscal responsibility and forward-thinking in her approach to managing financial matters. She consistently brings well-considered items to the Board, reflecting a deep understanding of both the immediate and long-term financial implications. Cindy's careful attention to how funds are allocated and spent showcases her commitment to maintaining fiscal integrity and ensuring resources are used efficiently. Moreover, Cindy has been proactive in staying ahead of changes coming down from Washington D.C. and Tallahassee, recognizing the potential impacts these changes may have on our financial landscape. Her ability to anticipate and plan for these shifts ensures that the organization remains adaptable and well-positioned to navigate external policy adjustments. This foresight, combined with her thoughtful financial stewardship, underscores her dedication to maintaining a sound fiscal foundation for the organization.
Howard Hepburn	Effectively leverages budget for effective ROI. Impact is palpable through Broward County.
Julia Musella	Cindy's leadership in this area was quite evident in the last meeting as she prepares for the unsettled times ahead in our country. She quickly let the board know she was making adjustments, pivoting from some of the items previously designated for other areas to be sure they are available for organizations who directly serve children and families without interruption.
Robert Shea	Based upon my observation and information provided during board meetings, Cindy (and team) do an amazing job of utilizing resources, keeping strategic reserves, and prioritizing recommendations.
Jeffrey S. Wood	Cindy continues to exhibit fiscal responsibility and preserve our resources. She sees potential issues with policy changes on the horizon and plans accordingly.

CONSENSUS AND TEAM BUILDING

Council Member Council Member Comments

Cathy Donnelly	Cindy has a remarkable staff, many of whom have been with her for many years. This speaks to her strengths in building strong, collaborative teams to support the work. Her ability to take on new Council members at various stages throughout the year and onboard them with quality, seamless care is a credit to Cindy and her team.
Alyssa Foganholi	Cindy excels in fostering consensus and building a collaborative team environment. One of the key ways she does this is by organizing roundtable discussions after every meeting. These sessions have proven invaluable in providing direct insight into the services we provide, giving programs and providers a platform to share both their successes and areas for improvement. By encouraging open dialogue, Cindy not only strengthens the communication between programs but also enhances understanding across the board. These roundtables allow council members to gain a deeper understanding of the programs, enabling them to offer valuable input and ask pertinent questions. This approach creates an atmosphere of mutual respect and collaboration, ensuring that all voices are heard and considered in decision-making processes.
Howard Hepburn	Collaboration and empowerment is obvious as demonstrated with team ownership of initiatives with expected execution of task.
Julia Musella	This is evident in the staff working at CSC, as well as the board members she curates. She has set a culture of caring and enthusiasm for the work being done while cultivating creative ideas.
Robert Shea	Based upon my interactions with Cindy and staff at CSC, there appears to be a high degree of unity within the team.
Jeffrey S. Wood	Cindy shows true leadership is seeking consensus with the council and her team. She understands differing priorities among team members and advocates for common ground on all issues.

DIVERSITY COMMITMENT	
Council Member	Council Member Comments
Cathy Donnelly	This commitment is a high priority for Cindy.
Alyssa Foganholi	Cindy has shown an unwavering commitment to diversity, recognizing its vital role in ensuring that the Children's Services Council reflects and serves the diverse needs of one of the most diverse counties in the country. She fully understands the importance of having a diverse vision, ensuring that every community within our county feels seen, valued, and included in the services we provide. Under Cindy's leadership, the Council has stayed true to its mission by actively working to serve all communities, ensuring that children and families from all backgrounds have access to the resources and support they need. Her dedication to inclusivity has been instrumental in ensuring that no community is left behind, fostering an environment where all families can equally benefit from the programs and initiatives we offer. Cindy's approach ensures that diversity is not just a priority, but a foundational aspect of the Council's work.
Howard Hepburn	Commitment for this element is pervasive and is established by the leader which creates an environment of diverse perspectives and thoughts that contribute to a safe and effective culture.
Julia Musella	This is obvious by the scope of programming and the staff themselves. All interesting, talented people from a wide variety of our society that makes up the USA.
Robert Shea	Based upon my interactions with Cindy and staff at CSC, it is apparent that they care deeply about diversity and inclusion. In my experience, this starts at the top of organizations.
Jeffrey S. Wood	Diversity is obvious and apparent with the team Cindy has built. Building a diverse team with both talent and merit is a focus point of CSC and a privilege to be a part of.

JOB KNOWLEDGE	
Council Member	Council Member Comments
Cathy Donnelly	Cindy is one of the smartest minds I have encountered in my professional career. She can answer any question off the top of her head with clear, concise, up-to-the-minute knowledge on any topic that relates to our children and families in Broward County.
Alyssa Foganholi	Cindy's extensive experience and deep understanding of the needs of this county make her an invaluable asset to the organization. She brings a wealth of knowledge that has been shaped over the years through her work in building the CSC of Broward County. Her insight into the county's evolving needs and her ability to adapt to changes have played a significant role in the success and growth of the Council. Cindy's passion for her work and her dedication to bridging gaps within the community are evident in the outcomes we see today. Her vision and leadership have been instrumental in shaping the Council into what it is now, ensuring it is better equipped to meet the needs of children and families. Her experience is not just a reflection of her time spent in the role but also of her genuine desire to make a lasting, positive impact on the community.
Howard Hepburn	Effectively demonstrates knowledge of CSC and how it services the community at large and how services compliment other institutions' body of work.
Julia Musella	I am always amazed at the depth of her knowledge at hand, which speaks to a long history in the work and her ability to absorb and process changing environments. Her diplomacy skills are very high demonstrated by the amount of people she has to meet with who want to pitch a project that she sometimes cannot fund. Everyone walks away feeling they were listened to and understands why CSC may not be a fit for them.
Robert Shea	Cindy has exceptional knowledge of Broward County and the needs of the community. This has been cultivated over years of experience. She seems to know about everything going on in the community.

LEADERSHIP	
Council Member	Council Member Comments
Cathy Donnelly	Her long, successful career with CSC speaks to her leadership abilities both in-house at CSC and in the community we serve. She is a sought-after adviser and she empowers her team to leverage her abilities to reach the entire community.
Alyssa Foganholi	Cindy's leadership is exemplified in the passion and dedication demonstrated by every member of the CSC team. She has created an environment where employees are inspired and motivated, striking a healthy balance between passion and work ethic. This balance reflects her ability to lead by example, fostering a culture of enthusiasm, commitment, and accountability. Her leadership style encourages a strong sense of purpose, with each team member feeling valued and empowered to contribute to the Council's mission. The positive energy and drive seen across the organization are a direct result of Cindy's influence, demonstrating her exceptional ability to lead and inspire. She has cultivated an atmosphere where excellence is not only expected but actively nurtured, making her leadership both effective and impactful.
Howard Hepburn	Demonstrates servant leadership strategies and practices.
Julia Musella	CSC, known in the community as " the happy workplace," was committed to a culture at work where people felt appreciated, work hard, come from a variety of backgrounds with a common goal: ensuring that all children and families are being afforded the opportunities to succeed. This is established and nurtured by leadership.
Robert Shea	In my interactions with Cindy, she is a staunch advocate for improving the lives of all children in Broward County. Her leadership permeates down through the CSC and community. She is not afraid to take action when she believes in something.
Jeffrey S. Wood	CSC stepping in to assist with a large federal grant takes courage and exemplary leadership.

JUDGMENT	
Council Member	Council Member Comments
Cathy Donnelly	Cindy is a thoughtful, calm, open-minded leader and has shown exemplary judgment throughout some very challenging times in my nine years at CSC.
Alyssa Foganholi	Cindy consistently demonstrates great judgment in her decision-making and approach to challenges. She has a keen ability to assess complex situations, consider multiple perspectives, and make informed decisions that align with the best interests of the organization and the community we serve. Her thoughtful and measured approach ensures that every decision is well-considered, reflecting both short-term needs and long-term goals. Cindy's judgment is further showcased in her ability to navigate difficult situations with clarity and confidence, always prioritizing the organization's mission and values. Her sound judgment has been pivotal in driving the Council's success and ensuring its continued effectiveness in serving children and families.
Howard Hepburn	Leadership has been decisive and effective.
Julia Musella	Cindy's ability to process information and then, without missing a beat, knows a resource that can help to move someone in the direction they are looking for is amazing. She clearly articulates, with quiet empathy, why she has made a decision if it is a no and always, always offers another road to explore to try to achieve what the ask was. She is super careful about justifying spending public dollars in the most effective way. Cultivating the proper staff in this arena, so her facts are always with data backup, so she can make an informed decision is impressive.
Robert Shea	Cindy presents as someone who does not shy away from making decisions after careful consideration of the facts. She has built a great team around her to help her in the process. She understands the need for urgency when appropriate.
Jeffrey S. Wood	Cindy always provides sound rationale for recommendations on all decisions.

PLANNING & ORGANIZATION

Council Member Council Member Comments

Cathy Donnelly	Cindy is highly organized and uses her team well to support her and the Council as they navigate the many moving pieces of the CSC commitment to the community.
Alyssa Foganholi	Cindy excels in planning and organization, consistently reviewing and evaluating past work to inform and improve future activities. She effectively uses historical data and insights to guide her decisions, ensuring that every initiative is strategically aligned with the organization’s goals. This thoughtful approach allows for continuous improvement and ensures that resources are utilized efficiently.
Howard Hepburn	As demonstrated in annual reports and work demonstrated in meetings. Planning and organization has been impactful and adds value.
Julia Musella	Frankly, I am not sure how the massive amount of work, with all the programming, does move so smoothly and succinctly. Her staff is amazing and speaks of her in the fondest of ways. This speaks to a leader who displays empathy along with knowledge and experience. Cindy has more... she loves new ideas.
Robert Shea	In my observations as a board member, Cindy is always prepared and organized. This is paramount as the CEO, to ensure that each fiscal year stays on track, appropriate planning and actions are coordinated throughout.
Jeffrey S. Wood	Cindy excels in anticipating issues and planning and budgeting accordingly.

BUSINESS ETHICS	
Council Member	Council Member Comments
Cathy Donnelly	Cindy's reputation speaks to her strong business ethics and she not only inspires others but empowers them.
Alyssa Foganholi	Cindy consistently demonstrates a strong commitment to business ethics in every aspect of her work. Her ethical approach fosters an environment of trust and accountability, not only within the team but also with external stakeholders and the community. Cindy's commitment to ethical business practices is reflected in her ability to make tough decisions while maintaining transparency and fairness. She ensures the best interests of the organization and the communities we serve are always at the forefront. Her unwavering dedication to business ethics has played a key role in building and maintaining the credibility and reputation of the CSC.
Howard Hepburn	A commitment to ethical decision-making and practices are palpable.
Julia Musella	Cindy 's reputation for integrity, honesty, and above all discretion is well known in the community. Add to this she is quick to make a joke and laugh at just the right moment. Cindy listens to each person as they are the only person in the room saying the most interesting things. This is part of her secret sauce. :)
Robert Shea	Cindy's character is exceptional. She not only upholds the organizational values, she sets them.
Jeffrey S. Wood	Cindy makes a conscious effort to be ethical, and her integrity is embedded in all aspects of the organization.

COMMUNITY RELATIONS

Council Member	Council Member Comments
Alyssa Foganholi	Cindy understands the importance of engaging with the community and ensuring that the services we offer are visible and accessible to those who need them most. Her efforts in strengthening our connections with the community are having a meaningful impact on raising awareness and building trust. To further enhance our community outreach, Cindy has recognized the potential for increased marketing through modern mediums such as social media platforms, videos, and commercials. This would provide a more dynamic and engaging way to reach a wider audience, showcasing the impact of our programs and services in a more personal and relatable manner. Expanding our use of digital media and advertising will help elevate the visibility of the Council's work and attract more community engagement, ensuring that we continue to effectively serve and connect with those in need.
Howard Hepburn	CSC is well-known in the community for its services.
Julia Musella	Now seeing from the inside, I see how CSC supports so many projects in the community and why her staff is present in so many projects. Cindy empowers her staff to explore, get the facts, discuss, and then measure the impact. CSC is known as a powerhouse in the community.
Robert Shea	Cindy appears to have extensive community relationships and is well respected in Broward and beyond. As a result, the CSC has great visibility in the community and has a strong reputation for the support it provides, in many different aspects.
Jeffrey S. Wood	CSC is a well-known entity in the community because of Cindy's long-standing commitment to being engaged at every level.

BOARD INTERACTION

Council Member	Council Member Comments
Cathy Donnelly	Cindy has done an outstanding job over the years not only managing some very challenging personalities but also always being open and inviting to the many new board members that have come through the system at various times throughout the years. She goes above and beyond to make sure they get integrated quickly and supports them as they get up to speed on the many aspects required of a Council member.
Alyssa Foganholi	Cindy demonstrates a strong commitment to transparent and effective communication. As mentioned in her communication skills, she has consistently gone above and beyond to ensure that Board members are well-informed, addressing any questions or concerns promptly and thoroughly. Through her proactive communication, Cindy has facilitated meaningful discussions that encourage input. This open dialogue strengthens the Board's involvement, enhances their understanding of the programs, and helps shape well-informed, collective decisions. Cindy's ability to maintain a positive and productive relationship with the Board is a testament to her leadership and commitment to organizational success.
Howard Hepburn	Board interactions are fruitful and informative.
Julia Musella	Cindy is always available to speak to everyone. I am not sure how she manages to juggle all the people she has to, but it is done with grace and patience. You never feel she is rushing you to get through with a conversation because she has something coming next. She has wonderful time management skills and she stewards the board meetings with an easy, friendly, collegial atmosphere. (Amy may be part of her secret weapon here, as she is quick to tell you).
Robert Shea	Cindy was very helpful in my transition to board member of the CSC last year.
Jeffrey S. Wood	Cindy keeps the board informed and engaged.

CHIEF EXECUTIVE OFFICER'S STRENGTHS/SPECIAL ACHIEVEMENTS**Council Member Council Member Comments**

Cathy Donnelly	I give Cindy full credit for her ability to embrace the change and challenges of receiving new Council members over the past year. She is extraordinary in her ability to integrate each one flawlessly so that the work of CSC is not interrupted.
Debra Hixon	Her strength is in building leadership capacity and making connections with other organizations that also focus on supporting children. I am very happy about the partnership with FAU for the Promise Neighborhood grant program.
Julia Musella	I have been very fortunate to work in the community with Cindy for many years and learn from watching her. She is the best example of leading with kindness, empathy and inclusiveness while doing a very tough and important job. Her consistency in this over so many years, through so many changing times is impressive.
Robert Shea	Cindy's leadership is evident!
Christine Thompson	She does a good job of explaining complicated concepts for those who aren't already familiar with how things like a milage rate work.
Jeffrey S. Wood	Taking responsibility for a large federal grant takes courage and faith in your team. Cindy has both.

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period):	
Council Member	Council Member Comments
Cathy Donnelly	I encourage the ongoing work to secure a strong succession plan for Cindy and her team as many will be retiring after 25 years plus over the next few years!
Debra Hixon	An objective for the next evaluation period is to increase the vendor spending. It seems money is often carried over because vendors are not spending all of the money allotted to them. I would also like to see more assistance for aftercare providers.
Julia Musella	I am too new to the board to speak to this area.
Jeffrey S. Wood	Continue to lead with the same passion and fearlessness you always have.

CAREER DEVELOPMENT GOALS/STRATEGY:	
Council Member	Council Member Comments
Debra Hixon	I feel the CEO does a great job of collaborating with other organizations. I would like to see her host more discussions with students of all ages to get a better idea of what they are feeling and what services they believe they are lacking.
Julia Musella	I think Cindy probably has a list that is longer and more effective in this matter than any of us can offer.

STRATEGY FOR PERFORMANCE IMPROVEMENT (If applicable):	
Council Member	Council Member Comments
Debra Hixon	I think she is doing a fantastic job!

OTHER GENERAL COMMENTS:**Council Member Council Member Comments**

Cathy Donnelly	Cindy, it was my absolute pleasure to work with you, to learn from you and your team and to sit beside you over the past nine years as we made life for children and families in Broward better! Thank you for the work you continue to do each day to make Broward safer, stronger and embraced for the daily challenges our most vulnerable populations face. You bring hope and support to so many. On their behalf I say THANK YOU! xo
Alyssa Foganholi	Cindy has consistently demonstrated exceptional leadership, communication, and fiscal responsibility throughout her tenure. Her proactive approach to addressing questions and concerns has strengthened communication within the team and with the Board, ensuring that everyone is well-informed and engaged. Her forward-thinking fiscal management and commitment to diversity have shaped the organization's success, particularly in serving the diverse needs of the community. Cindy's dedication to team building, community relations, and ethical practices further underscores her invaluable contributions. Her ability to foster consensus, make sound decisions, and maintain a collaborative work environment makes her an asset to the Children's Services Council. With her continued focus on improvement and growth, Cindy will undoubtedly continue to drive the Council's success and impact in the community.
Debra Hixon	I appreciate her collaborative approach to working with the board and other organizations to ensure children are being served. I like that she participates in many boards and has a variety of perspectives when she looks at ways to solve problems.
Jeffrey S. Wood	We are blessed to have Cindy.