



ELCHC Governance Committee Special Meeting

Thursday, August 25, 2022 at 3:00 pm

6302 E. Martin Luther King Jr. Blvd., Suite 100 Tampa, FL 33619

Hybrid Meeting

<https://us06web.zoom.us/j/87480596157?pwd=N0xyMIJuZ0M0aHhUeGp3anJrdWkwQT09>

Meeting ID: 874 8059 6157

Passcode: 375665



ELCHC Governance Committee Special Meeting Agenda Packet

August 25, 2022

I. CALL TO ORDER

A. Roll call/Quorum Verification

S. Holmquist
Johnson

II. ACTION ITEMS

A. Approval of the Request for Proposal (RFP) for an Executive Search Firm - 3

F.
Carraway/H.
Sovich
G. Meyer

III. INTERIM CEO REPORT

A. Gubernatorial Appointments & Private Sector Positions

B. Provider Termination Update

IV. DISCUSSION ITEMS

V. PUBLIC COMMENT

Individuals wishing to address the Early Learning Coalition of Hillsborough County Board of Directors must complete a Public Comment Request Card and submit it to the official recorder prior to the noticed start time of the meeting. Said comments will be limited to three (3) minutes per individual on a first come, first serve basis, and only at such time as is identified on the official meeting agenda for public comment. All public comment in Public Comment I must pertain to an item on the approved agenda. Statements or remarks must be related only to the business of the Board. Statements or remarks are to be directed towards the Board and not to either a member of the staff or member of the public. Persons addressing the Board shall refrain from statements, remarks, or conduct that is uncivil, vulgar, profane or otherwise disruptive to the conducting of the Board's business.

VI. ADJOURNMENT

ELCHC GOVERNANCE SPECIAL COMMITTEE MEETING – August 25, 2022

ACTION

ITEM III.A.

ISSUE:	Approval of Executive Search Firm for Chief Executive Officer
FUNDING SOURCE:	Florida Department of Education, Division of Early Learning, School Readiness
RECOMMENDED ACTION:	Review scores for the submitted proposals and make a recommendation to the full Board for an Executive Search Firm for Chief Executive Officer.

NARRATIVE:

The Request for Proposal (RFP) for an Executive Search Firm was initially released on August 5, 2022. The Coalition received five (5) proposals:

1. Ford Web Associates
2. Catalyst Consulting Services
3. FSP Leaders
4. JG Consulting
5. Spirit Consulting

The highest scoring proposal was Spirit Consulting with a score of 17.8 out of 25.

The RFP total scores spreadsheet for an Executive Search Firm is attached.

(6 attachments)

Ford Web Associates	
Rater 1	2.4
Rater 2	3.0
Rater 3	3.2
Rater 4	3.8
Rater 5	3.5
Total	15.9

Catalyst Consulting Services	
Rater 1	4.0
Rater 2	3.2
Rater 3	3.3
Rater 4	3.1
Rater 5	2.7
Total	16.3

FSP Leaders	
Rater 1	4.0
Rater 2	2.9
Rater 3	2.6
Rater 4	3.6
Rater 5	3.1
Total	16.2

JG Consulting	
Rater 1	1.6
Rater 2	2.8
Rater 3	2.2
Rater 4	4.1
Rater 5	1.9
Total	12.6

Spirit Consulting	
Rater 1	2.4
Rater 2	3.7
Rater 3	3.0
Rater 4	4.7
Rater 5	4.0
Total	17.8



EARLY LEARNING

COALITION OF HILLSBOROUGH COUNTY

Response to Request for Proposal Executive Search Firm for Chief Executive Officer



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Organizational Information

- A. **Bidder Name:** Spirit Consulting
- B. **Address:** 1068 S. Lewis Avenue, Lombard, IL 60148
- C. **Email:** cgomez@spiritmco.com
- D. **Phone & Preferred Method of Contact:** (630) 686-1414 – Email
- E. **Certification:** Minority (Latino) Business Enterprise certified through the National Minority Supplier Development Council and the Illinois Business Enterprise Program. Certifications supplied in section entitled, “Additional Information.”
- F. **Price:** \$49,500.00 flat fee. This is a **23% discount** from Spirit Consulting’s standard pricing terms.



Methodology and Approach Narrative

A. Introduction & Summary of the History of the Firm

Dear ELCHC Search Committee,

We understand how difficult finding your next executive can be. When your company is searching for its next leader, it's natural to feel frustrated with a lack of potential candidates or overwhelmed by the threat of hiring the wrong person. You should be able to rid this concern from your mind so you can focus your time and energy on *providing children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators and the community.*

Finding the right fit to lead your organization is a serious task that can impact all aspects of your business. That's why our team is dedicated to hiring the perfect fit. We will find, hire, and onboard your next executive so that you will no longer have to waste hours stressing over this vacancy in your organization. We will help you with every necessary step of hiring your *all-star* executive and ensure they are the right person for the job through work psychology fit assessments and executive coaching. Let's look in more detail about what we can do for you:

1. **Finding The Perfect Fit:** After meeting with you and understanding your expectations, values, and objectives, we will craft our strategy and begin our search. We utilize an aggressive, active recruiting approach—rather than “posting and praying” on job boards, we take the information gathered to formulate specific searches that allow us to acquire high-performing talent.
2. **Hiring the Right Person:** Before a candidate's resume reaches your desk, they would have already been screened by our team of executive search professionals. This way, you are not wasting time with unqualified candidates! Upon your conduction of internal interviews and designation of finalists, we will conduct Hogan Assessments to provide you with additional insight to ensure you hire the right candidate. At your request, we will also assist with all final interviews, salary negotiations, and contractual agreements so that you know you have someone to assist you in every step of the process.
3. **Seamless Onboarding:** Our service does not stop once your executive is hired! We are so confident in our process that we offer a 24 month guarantee—if you terminate the hired candidate within 24 months for under performance, we will find their replacement at no-cost. This, coupled with four executive coaching sessions during the hire's first six months of placement, ensures that your hire on-boards seamlessly into the organization and gives you peace of mind that you will not be in this position again in the near future.

As the lead of our prospective engagement, I possess over seventeen years of executive search experience across industries, including extensive success in the nonprofit industry. This includes filling multiple Executive Director searches for Ronald McDonald House Charities as well as other executive searches for NPOs like Muscular Dystrophy Association, One Hope United, Ada S. McKinley, and Duke Health, just to name a few. We stand ready to demonstrate the value we bring to your business. Thank you for your consideration – we hope to serve as your executive search partner!

Sincerely,

Christopher Gomez
Chief Executive Officer



B. List of Key Personnel

Christopher Gomez, MBA - Chief Executive Officer & Executive Search Practice Lead:

Christopher Gomez is a consulting professional with over seventeen years of executive search experience supporting nonprofit organizations in executive search. After spending 12 years working for another executive search firm establishing strategic relationships with the nation's premier organizations, Christopher felt called to establish Spirit Consulting, a management consulting company whose executive team is composed of accomplished business leaders tied together by their zeal to carry out the mission of *inspiring virtuous leadership by hiring all-star executives*. Spirit Consulting offers services in Executive Search, Work Psychology, and Executive Coaching. Today, Christopher serves as the leader of the Executive Search service line and leads the firm's operations as Chief Executive Officer.

In recognition of his accomplishments as the CEO of a Minority Business Enterprise (MBE), he was honored in 2020 as CEO of the Year by CEO Monthly and a Top 40 under 40 by *Negocios Now*. As a public speaker and podcaster, Christopher has made several appearances on NBC, CBS, WGN, Shalom Media, and is a regular contributor on Relevant Radio and the Chicago Tribune.

In summary, Christopher brings over 17 years of executive search experience to the table as Spirit's Executive Search Lead and would oversee any engagement with the Early Learning Coalition of Hillsborough County. Christopher would anticipate spending up to 40% of his time on this search, with particular time invested in stakeholder analysis, recruiting strategy, candidate selection, and client management.



CHRISTOPHER GOMEZ

(630) 686-1414

cgomez@spiritmco.com

WORK EXPERIENCE

Spirit Consulting – Oak Brook, Ill. January 2019 – Present

Chief Executive Officer

Spirit Consulting was founded by Christopher Gomez, host of the Virtuous Heroes Podcast. Chris has over 15 years of experience *helping organizations hire all-star executives* and is a sought after speaker. He is a regular contributor on Relevant Radio and the Chicago Tribune. In recognition of his accomplishments as the CEO of a leading Minority Business Enterprise, he was honored in 2020 as “CEO of the Year” by CEO Monthly and a “Top 40 under 40” by Negocios Now.

Catholic Sports Camps – Oak Brook, Ill. January 2019 – March 2021

Founder & Board Member

Catholic Sports Camps (CSC) inspire a more active and life-long relationship with Christ through sports excellence, friendship and Catholic faith-building activities for children and their families. As a nonprofit organization, our mission is to impact our Catholic faith by changing the future of one sports camper at a time. In 2018, Catholic Sports Camps gave away over \$25,000 in scholarships to more than 400 campers.

River of Light – Chicago, Ill. August 2017 – Present

Board Member

River of Light LTD is a non-profit organization dedicated to picking up and delivering donated items to needy individuals and various organizations. The majority of these items consist of various breads and pastry products, together with clothing and household items. Each day, volunteers deliver bread and pastry products — as well as coats, hats, gloves and blankets in the colder weather — to approximately 22 stops around Chicago.

David Gomez & Associates – Chicago, Ill.

Partner

September 2014 – December 2018

Vice President, Talent Acquisition

March 2013 – September 2014

Director of Recruiting – Client Manager

December 2008 – March 2013

Researcher/Recruiter

August 2002 – December 2008

Headquartered in Illinois since 1978, David Gomez & Associates, Inc. (DG&A) is a retained executive search and management consulting firm with clients spanning multiple industries across the United States. DG&A offers expert executive search services and human capital consulting (including diversity expertise and succession planning). Through our unique, proprietary search process, we deliver only the most exceptional executive and managerial candidates: business leaders adept at navigating the complexities inherent to the global economy.

EDUCATION

DePaul University – Chicago, Ill.

Master of Business Administration – Sales Leadership & Entrepreneurship, *cum laude* 2013
Honors: Cum Laude (GPA: 3.7/4.0)

University of Illinois – Urbana-Champaign, Ill.

Bachelor of Science – Business Administration and Marketing 2006
Activity: Illini Hockey

PROFESSIONAL ORGANIZATION

Society of Talent Acquisition and Recruitment 2015-Present | Mentoring Program 2016



Jaden Smith – Director of Business Operations:

Jaden Smith is Spirit Consulting’s Director of Business Operations and would serve as the client manager and recruiting lead in a Chief Executive Officer search for ELCHC. Jaden possesses over eight years of management experience. After joining Spirit Consulting two years ago, Jaden quickly ascended from an Associate Consultant to his current position, in which he is responsible for managing the day-to-day activities of the organization as well as providing superior recruiting and client management services within Spirit Consulting’s Executive Search service line.

Since joining Spirit Consulting, Jaden has recruited on and provided client management services for several executive level positions, including a Chief Human Resources Officer for Duke University Health Systems’ Durham-Raleigh Hospital, three VP of Operations roles for Great Expressions Dental Centers (GEDC), two Executive Director roles for Ronald McDonald House Charities, and a Director of Staff & Labor Relations for Duke University.

In a prospective search for a Chief Executive Officer, Jaden would lead on-the-ground recruiting efforts while also managing communications with the ELCHC. Jaden would serve as a primary point of contact for all updates, questions, and ad-hoc communication while ensuring regular meetings are scheduled, the candidate pipeline remains strong, and the college hiring team is well-informed throughout. While managing his other duties as DBO, Jaden would be spending up to 50% of his time on the search.



Jaden Smith

Work Experience

SPIRIT CONSULTING | LOMBARD, IL (REMOTE)

12/2020 – PRESENT

A boutique management consulting firm focused on retained executive search supporting clients in healthcare, non-profit, and higher education

Director of Business Operations (07/2021 – Present)

Responsibilities:

In this role, I serve as the de-facto Chief Operating Officer, responsible for the day-to day management of the organization. Enterprise-level responsibilities include but are not limited to strategic planning and vision-casting, ensuring client satisfaction, managing human resource functions, ensuring legal compliance, day-to-day accounting and reconciliation, creating and analyzing financial statements, managing and executing retained executive search projects from start-to-finish, and training and leading a team of consultants who manage their own projects. In this role, I have direct or indirect management responsibility for every member of the organization including independent contractors and interns.

Achievements:

- Led the recruitment and client management efforts for multiple C-Suite, Vice President, and Director-level search engagements within the healthcare, higher education, and non-profit industries.
- Increased 2021 revenues by 102.83% and net operating income by 291.91% versus 2020, allowing the organization to invest in adding additional FTEs
- Redesigned the HR structure of the organization to include restructuring the compensation model, designing and implementing a bi-annual performance appraisal process, creating and putting into practice a regular “stay interview” cadence, and researching and administering a 401(k) plan
- Ideated and operationalized engagement projects in a remote environment including weekly departmental meetings, monthly company “team-building” activities, and the rollout of an annual company retreat

Associate Consultant (12/2020 – 07/2021)

CREW CARWASH | INDIANAPOLIS, IN

12/2018 – 12/2020

A regional carwash company, consistently ranked by Glassdoor as a Best Place to Work, with over 40 locations in Indiana and Minnesota

Operations Manager (09/2020 – 12/2020)

Assistant Manager (08/2019 – 09/2020),

Shift Manager (05/2019 – 08/2019)

Manager-in-Training (12/2018 – 05/2019)

CAPTAIN D’S SEAFOOD KITCHEN | GREENWOOD, IN

01/2014 – 12/2018

A fast-casual seafood restaurant chain with over 500 locations nationwide

General Manager (02/2018 – 12/2018)

Assistant General Manager (11/2015 – 12/2018)

Shift Manager (08/2014 – 11/2015)

Crew Member (01/2014 – 08/2014)

Education

INDIANA UNIVERSITY, KELLEY SCHOOL OF BUSINESS

Graduated: May 2020

Bachelor of Science, Business (Honors)

Cumulative GPA: 3.959/4.0

Major: Management

Minors: Economics, Psychology, Criminal Justice



JILL GEEHR, PHD., I/O PSYCHOLOGIST & EXECUTIVE COACH:

Jill Geehr, PhD., is a results-oriented professional who has served organizations and individuals in a wide variety of human resource services including valid selection techniques, performance management, and executive coaching and development. She has over 20 years of experience working in a wide variety of public and private organizations.

As a consultant to both organizations and individuals, Jill has provided a wide variety of human resources services to a range of industries. She has been a human resources executive with a fortune 500 company, an assessment and career consultation firm, and has been the President of her own HR consulting firm. Additionally, she has served as an adjunct professor at Tulane University, University of North Florida, and Flagler College. Her knowledge of human resource best practices is sought for group meetings as well as organizational planning retreats.

With Spirit Consulting, Dr. Geehr has helped fill and onboard numerous executive level and clinical leadership positions alike. Her services include administering leadership profiles and Hogan Assessments during the interview process, reporting findings to the hiring team, helping draft final-round questions to further probe on possible areas of concern, and providing executive coaching throughout a new hire's onboarding to ensure quick success and a smooth transition. Jill has executed assessment, coaching, and onboarding for various leaders in the nonprofit industry.



Jill Geehr, Ph.D.

(904) 334-4065

jgeeher@spiritmco.com

WORK EXPERIENCE

Spirit Consulting – Ponte Vedra Beach, FL

December 2020 – Present

I/O Psychologist

Supporting client’s work psychology needs which includes Culture Assessments and Change Management, Conflict Resolution, Talent Assessment, Selection, and Management, Executive, Leadership, Management, and Staff Coaching, Organizational Development, Onboarding & Integration, 360 Feedback Survey, Workplace Engagement, and Career & Transition Coaching.

Spirit Consulting is a boutique management consulting firm with clients across multiple industries and regions of the United States. Spirit Consulting offers expert consulting in Executive Search, Executive Coaching, and Industrial-Organizational Psychology. Rooted in a relational, client-tailored approach, these service lines work synergistically to maximize organizations’ potential.

Insights2Talent – Ponte Vedra Beach, FL

July 2003 – Present

Owner

Insights2Talent, LLC (formerly sole owner of Corporate Connections) is a human resources consulting firm, specializing in talent management with a focus on: Executive Development Programs, Executive Coaching, Succession Management, and HR Systems Development.

CSX Transportation – Jacksonville, FL

July 1995 – July 2003

AVP HR

Responsible for leading human resources team to ensure objectives for CSX Technology, CSX Intermodal and CSX Corporate were met. Team included: HR Generalists, Staffing Specialists, Training Specialists, and Labor Relations Specialists. Worked closely with company presidents and HR team to design processes to ensure business objectives were met in a manner consistent with legal standards. Focused on development of all team members and involved in projects consistent with development plans.

(2002-2003 = AVP Human Resources)

(2001-2002 = Director Organizational Development)

(1996-1999 = Manager/Consultant Organizational Development) - Organizational Development Consultant supporting a variety of Selection, Onboarding, Organizational Improvement, Succession Planning, and Performance Improvement projects.

EDUCATION

Tulane University – New Orleans, LA

Doctorate of Philosophy – Industrial & Organizational Psychology

1993

Activities and societies:

VP Drake Beam Morin 1992-1995

Human Resources Consultant GTE 1991

US Army Corp of Engineers 1990-1991

Duke University – Durham, NC

Bachelor of Science – Psychology

1988

PROFESSIONAL ORGANIZATION

Society of Industrial & Organizational Psychology

1993-Present



Parker Sanders, Associate Consultant:

Parker Sanders is an Associate Consultant with Spirit Consulting and would provide sourcing and recruiting in a Chief Executive Officer search. As such, he would anticipate spending up to 75% of his time on the search.

After graduating from Bucknell University Summa Cum Laude in the spring of 2021, Parker joined Spirit Consulting as a Junior Consultant and was promoted to Associate within six months. Parker has found quick success in the executive search industry, having supported HR Director, Executive Director, Regional Operations Leader, and Clinical Partner searches.



Parker Sanders

49 Clarendon Place
Buffalo, NY 14209

ps045@bucknell.edu
(716) 512-4520

Education:

Bucknell University, College of Arts and Sciences

Lewisburg, PA

Bachelor of Arts, Double Major: Economics & Political Science; Minor: English

May 2021

- Graduated Summa Cum Laude (GPA: 3.90/4)

Achievements:

- *President's Award for Academic Excellence* (4.0 GPA over full academic year), *Order of Omega* (Greek Leadership Honor Society), *Pi Sigma Alpha* (Political Science Honor Society), *Alpha Lambda Delta* (First Year Honor Society)

Work Experience:

Spirit Consulting

Chicago, IL (Remote)

Associate Consultant

November 2021 - Present

- Provided full lifecycle recruitment and client management services
- Led client communication & coordination through all phases of search assignment, including intake and strategizing, presenting candidates, stewarding client interview processes, candidate selection, and offer negotiation
- Led candidate side operations, including sourcing, interviewing, selection, schedule coordination, providing feedback & updates, and offer negotiation
- Built and leveraged candidate & client relationships to grow business development network & sell services
- Developed & implemented a revamped onboarding program to ensure internal hire success
- Contributed to creation of marketing materials through collaborative and drafting processes
- Developed programs toward organizational success such as the creation of a client referral program to boost business development opportunities
- Contributed to thought leadership & decision making for the organization

Junior Consultant

June - November 2021

- Sourced, recruited, and interviewed qualified candidates; determined which to present to clients for consideration
- Created and delivered candidate presentations to clients
- Coordinated with candidates throughout search engagement to ensure positive experience
- Learned basics of sales & marketing to begin building business development network

Jensen, Marks, Langer & Vance LLC

Buffalo, NY

Wealth Management Intern

Summer 2019

Elmwood Village Association

Buffalo, NY

Community Engagement Coordinator

June - August 2018

- Hired midway through the summer from internship role to full-time position

Planning and Policy Intern

May & June 2018

Buffalo Common Council Internship

Buffalo, NY

Aide to Common Council Member Joel Feroletto

Summer 2017

Leadership and Community Involvement:

Delta Upsilon Fraternity

Lewisburg, PA

Founding President

September 2018 - December 2019

Skills and Interests:

- Relationship Building | Problem Solving | Writing | Research | Communication & Coordination
- J-24 Racing | Music & Film | Political History | Mental Health | Hiking | Football & Hockey



C. Search Methodology

The Spirit Consulting Way: Tailored Project Management

The *Spirit Consulting Way* is a tailored project management approach that allows us to follow a proven process, resulting in incredible success for you and your organization's next hire. By structuring our projects this way, you are given the freedom to pay for results as opposed to time.

Your investment is broken down into three payments, aligned with our three stages, and each predicated upon a successful deliverable:

- **Strategy** – Agreed upon statement of work
- **Execution** – After you interview two or more candidates
- **Close** – Signed offer letter and confirmed start date.

You are going to love the success of the new executive that we hire for you, and you will rest easy with a guarantee that is twice as long as the industry standard.





Phase I: Strategy

INITIAL CONSULTATION

Each project begins with an intake meeting that includes the Board/Search Committee, SC Executive Team Member, and SC Project Lead. For this prospective engagement, we would hold this meeting within 7 days of the Go-Live date of any resulting contract. This step in the process consists of spending time onsite with our clients to build the framework for a successful search by conducting a thorough needs analysis. Our meeting focus is on understanding our client's operations and objectives, culture, and the technical requirements of the role. We also want to define the dimensions for job success, specific experiences, competencies, knowledge, and personal characteristics required to build a thorough candidate pipeline.

STATEMENT OF WORK

At the beginning of each search, we take the information gathered from the intake meeting and create a customized Statement of Work, which includes our service level agreement, competitor and target research, a sample candidate matrix, and drafts of the search overview and timeline, role description, and interview questionnaire. A sample statement of work can be seen [here](#).

The Statement of Work includes a **service level agreement**, which aims to improve efficiency and service delivery in the executive search services provided by SC. This document outlines expectations from both the client organization and SC and increases communication throughout the process.

Within the Statement of Work, we provide **competitor and target research** – a sampling of the companies and organizations we might source candidates from for our client. SC will work with the client organization to identify a target market for pursuing candidates with the appropriate skill mix and educational background.

Prior to submitting a candidate presentation, we discuss qualifications and requirements of the role with our clients. We transpose this information into a **candidate matrix** – a table that allows our clients to see a side-by-side comparison of how each candidate compares to one another. These matrixes are an essential part of our submission of candidates for consideration and are accompanied by candidate talking points to provide a summary of candidates' backgrounds, experience, and notable qualifications as well as our recommendations.

The **search overview** is a document that is generated from our project management software. It is a detailed, step-by-step guide that leads a search committee through an executive search process. To successfully complete an engagement within the proposed timeline, one of the biggest challenges is keeping everyone aligned and held accountable. Our search overviews allow a hiring manager the ability to plan each step along the way.

Additionally, we help our clients by recreating their **role descriptions**. We typically find that the versions we receive from our clients do not possess the right information, or they provide too much of the wrong information. While drafting our role descriptions, we make sure that we detail the company, summarize the role, and concisely list requirements, responsibilities, goals, and key challenges of the position.

Once the role description has been developed, we will create an **interview questionnaire** that is comprised of traditional and behavioral-based questions. Our traditional questions are asked in all our engagements and have been perfected over many years of recruiting. The second portion of our interview guides consist of behavioral based interview questions. We feel the most accurate predictor of future performance is past performance, and we extract this information from candidates.



Phase II: Execution

CHANNELS OF SOURCING

Successful identification of exceptional talent requires active investigation and direct recruitment. Passive talent candidates are focused on driving results for their organizations, so to reach them, you have to cut through the chaos of daily procedures. We do so by leveraging association networking, the database we have built over the years, social media, and by heavily focusing on cold outreach via LinkedIn, email, and phone, as well as AI.

ENSURING A DIVERSE APPLICANT POOL

As a **Minority Business Enterprise**, Spirit Consulting uniquely values all that a multicultural workforce can offer. Therefore we draw on our vast resources to find the best and brightest candidates while recruiting for and supporting our clientele. In looking at our diversity statistics for the past two years (graphs below), you can see that we averaged **78.98% diversity** in candidates presented, and **89.26% diversity** in candidates hired.

2021			2022		
Demographics	Number Presented	% Presented Total	Demographics	Number Presented	% Presented Total
Men	110	42.80%	Men	57	49.57%
Women	147	57.20%	Women	58	50.43%
White	161	62.89%	White	63	60.00%
Non-White	95	37.11%	Non-White	42	40.00%
Veteran	19	7.39%	Veteran	4	3.48%
Overall Diversity	176	68.48%	Overall Diversity	88	76.52%
Undetermined	0	0.00%	Undetermined	1	0.87%
Hired Demographics	Number Hired	% Hired Total	Hired Demographics	Number Hired	% Hired Total
Men	11	57.89%	Men	2	25.00%
Women	8	42.11%	Women	6	75.00%
White	8	47.06%	White	4	50.00%
Non-White	9	52.94%	Non-White	4	50.00%
Veteran	4	21.05%	Veteran	1	12.50%
Overall Diversity	17	89.47%	Overall Diversity	8	100.00%
Undetermined	0	0.00%	Undetermined	0	0.00%

CANDIDATE SCREENING

We carefully screen and qualify all potential candidates to assess their qualifications, potential to perform within the new environment, and organizational compatibility. As potential candidates are identified, they are taken through an internal round of assessments prior to presentation. This initial pre-screen process allows us to pre-approve candidates and make stronger recommendations on which to consider. Additionally, we place heavy importance on discussing compensation in these early conversations to determine the candidate's willingness to accept an offer prior to submitting them for consideration. These screens include conducting reference,



education, criminal, financial, media and civil litigation checks to present candidates who are the most qualified and best suited for consideration by your search committee.

PRESENTING CANDIDATES

After screening candidates, we send a [candidate presentation](#), [interview notes](#), and resumes (hyperlinks provide samples for your review). The first slate of candidates is presented within 15 days of the search, and the second slate of candidates is presented within 30 days of the search. We then have a meeting with the client to discuss each recommended candidate's fit based on work experience, knowledge and skills, personal attributes, competencies, leadership abilities, and cultural fit. We also detail any concerns that we may have about a candidate so that we can consult you in narrowing in on the pool of applicants.

CANDIDATE PRESENTATION MATRIX

We then walk through each candidate that we are presenting in [matrix form](#), as discussed above. This allows our clients to see a side-by-side comparison of how each candidate compares to one another based on the agreed upon qualifications uncovered during the initial consultation. You can see a sample candidate matrix [here](#).

SEARCH COMMITTEE INTERVIEW ASSISTANCE

We serve as collaborative advisors to our clients. If requested, we assist our clients with all final interviews and assessments, interview questions and candidate evaluation forms, and consult clients in ranking the candidates interviewed. SC has extensive experience working with a variety of search committees. We understand that some searches require extensive community involvement, and our team can adapt to the needs of all stakeholders involved in a search.

Phase III: Close

EXTENDING OFFERS

We can assist our clients in offer negotiations. Our strong experience in this stage of the process allows us to negotiate all components of the offer effectively and quickly. We counsel both sides with the compensation package, contractual issues, and other specific details of employment, including relocation. Between our experience and emphasis on discussing these details with candidates throughout the process, we are in an ideal position to counsel both candidate and client regarding any counteroffer the candidate's current employer may extend.

CANDIDATE ONBOARDING ASSISTANCE

Our service extends well beyond the finalized offer. We stay in close contact with all parties during the transition period to address any potential difficulties that may arise as well as to ensure a smooth transition; this occurs with reports at 30, 60, 90, and 180 days after placement. Our onboarding process is conducted by Jill Geehr, Ph.D.



D. Work Plan to Accomplish Your 01/03/2023 Proposed Start Date

Date	Day of the Week	Deliverable
09/09/2022	Friday	Bid Awarded, Contract Confirmed
09/12 – 09/16	Monday – Friday	Search Committee Intake Meeting
09/16/2022	Friday	Statement of Work Delivered
09/20/2022	Tuesday	Statement of Work Signed – Recruitment Commences
10/04/2022	Tuesday	Email Candidate Presentation I
10/06/2022	Thursday	Search Committee Update Call #1 – Discuss Round I Candidates
10/06 – 10/20	Monday – Friday	Round I Interviews with Search Committee Commence
10/17/22	Monday	Board Meeting to Provide CEO Search Update
10/18/2022	Friday	Email Candidate Presentation II
10/20/2022	Thursday	Update Call #2 – Discuss Round I Interviews & Discuss Round II Candidates
10/20 – 10/28	Thursday - Friday	Round II Interviews with Search Committee Commence; Round I Finalists Conduct I/O Psychology Assessments
10/28/2022	Friday	Update Call #3 – Debrief Candidate Interviews
10/28 – 11/04	Friday - Friday	Round II Finalists Conduct I/O Psychology Assessments
11/04 – 11/18	Friday - Friday	Search Committee In Person Interviews Conducted
11/22/2022	Tuesday	Update Call #4 – Discuss Finalist Interviews; Offer Negotiations Begin
11/29/2022	Tuesday	Offer Letter Signed
11/29/2022	Tuesday	Hired CEO's Onboarding Begins
01/03/2023	Tuesday	CEO's Start Date



Proposed Timeline

Throughout the process, Spirit Consulting’s staff will play a key role in working with your search committee to determine what is needed to make this process successful and to work toward timely execution of tasks. This is a proposed timeline that provides an overview of the customized search process and may be modified to fit your recruitment needs and timeline. **This total project is estimated to require 128 labor hours from Spirit Consulting’s staff.**

Activity	70 Day Time Line									
Weeks	1	2	3	4	5	6	7	8	9	10
	STRATEGY			EXECUTION				CLOSE		
Creating Strategy										
Intake Meeting										
Discovery Discussion										
Statement of Work Created and Agreed Upon										
Name Generation										
Target List Created										
Targeted Recruiting										
Screening Candidates										
Behavior-Based Interviews										
IO Psych Assessments Administered										
IO Psych Assessments Deciphered with Client										
Presenting Candidates										
Short List Created In Matrix Form										
Search Committee Interviews										
Client Panel Phone Interviews										
Client Selects Finalists										
Client Conducts In-Person Panel Interviews										
Selection										
Preferred Candidate Selection										
Background Checks										
Reference Checks										
Offer										
Negotiation of Final Offer										
Hire & Onboarding										
Acceptance of Offer										
Final Candidate Starts										
Onboarding Begins with IO Psychologist										



E. Proposed Agreement

VENDOR: Spirit Consulting (“SC”)

CLIENT: Early Learning Coalition of Hillsborough County (“ELCHC”)

SERVICE FEE:

The total investment for the execution of this CEO search is equal to \$49,500 for executive search and work psychology services. All invoices are due Net 10. Spirit Consulting’s standard execution search fee is equal to 25% of the hired candidate’s first year total compensation, plus 7.5% of the hired candidate’s first year total compensation for work psychology services; **our proposed fee offers a 23% discount for ELCHC.** We are offering a discount due to us wanting to advance your mission of *providing children, birth to 5 years, high quality, equitable and inclusive early learning experiences preparing them for success in school and life through the collaboration of families, educators and the community.*

- I. ELCHC will remit \$16,500.00 upon signing by both parties upon submittal of the SC work plan. The payment is a non-refundable retainer.
- II. ELCHC will remit a second non-refundable retainer installment of \$16,500.00 after presentation and acceptance of one or more candidates that ELCHC has moved forward in the interview process. Any and/or all three interview types (phone, video and/or in-person interview) will trigger the second non-refundable retainer installment.
- III. ELCHC will remit the remainder of the executive search and work psychology services fees after the successful candidate’s signing of an offer letter and mutually agreed upon start date. The final portion of the executive search and work psychology fee is equal to \$16,500.00.

MISCELLANEOUS FEES:

ELCHC will reimburse SC for all client-approved expenses incurred during the search, including but not limited to:

- I. Candidate travel expenses for interviews with SC or ELCHC, including airfare, gasoline, meals, lodging, parking, tolls, taxi, or car rental.
- II. ELCHC is responsible for payment of any ELCHC required job postings outside of Spirit Consulting’s proprietary methods.

WORK PSYCHOLOGY:

Work Psychology Assessments are comprised of Hogan Assessments, with a write-up and consultations conducted after candidates’ initial interviews with client. Recruiting assessments are performed by a certified Industrial Organizational Psychologist. Onboarding & Integration services are performed by an Industrial Organizational Psychologist and occur at 30, 60, 90, and 180 days after placement.

WORK AGREEMENT AND CLIENT PARTICIPATION:

SC will assist ELCHC to recruit, hire and onboard for the assigned positions. ELCHC gives SC permission to post these roles. If ELCHC decides to postpone a search after it has commenced, upon resumption of the search, a new fee arrangement may need to be mutually agreed between us.

ADDITIONAL HIRES:

If any candidate submitted for ELCHC’s consideration is subsequently hired for a position outside of this agreement within 12 months of the completion of this search, a fee will be due to SC. The fee for an adjunct hire of this type will be 25% of the candidate’s first year’s total compensation. Total compensation is defined as annual base salary, annual bonus projected at the maximum amount, and sign-on bonus. It excludes benefits or relocation.



PERFORMANCE GUARANTEE:

Within the first 24 months of employment, if the hired candidate is asked to leave for under-performance, provided there has not been a material change in the nature, location, or reporting structure of the position, we will relaunch a search for a new candidate under the original role specifications. In such a case, we will do so for no additional professional fee, though charging expenses as provided for in this original search. If the nature, location, or reporting structure has changed materially since we closed on the original hire, we will need to mutually agree on a revised role specification and a new fee structure. The 24-month guarantee requires utilization of work psychology services - not simply procuring the service.

CONFIDENTIAL INFORMATION:

SC Search Candidates are referred by SC to ELCHC in confidence. The fee is payable to SC should ELCHC or its affiliates engage a SC Search Candidate for any position within one year after our most recent documented communication relating to such SC Search Candidate. Should ELCHC refer or otherwise identify such a SC Search Candidate to an affiliated company or division, and the affiliated company or division hires the SC Search Candidate, ELCHC and the hiring company shall be responsible for the payment of the fee outlined above.

NON-SOLICITATION:

During the term of this Agreement, SC will not actively solicit, recruit, or hire any ELCHC employees for employment by SC for other recruiting purposes. In addition, SC will not actively solicit, recruit, or hire any Hired Candidate from the employment of ELCHC during the term of this agreement.

EXCLUSIVITY:

SC establishes an exclusive consulting agreement with its clients. We expect our clients not to advertise or to use a competing organization on the same engagement during the period of our involvement. Any internally generated candidates will be expected to engage and participate in Spirit Consulting's process. Unnecessary duplication puts all parties in a potentially embarrassing situation and may result in the downgrading of the position in the eyes of potential candidates. If such an event occurs, it is our policy to discontinue our search efforts immediately and to bill the full amount for the engagement.

INDEMNIFICATION:

Both parties mutually agree to indemnify and hold each other harmless from and against all liability, losses, damages, claims, causes of action, costs, or expenses (including reasonable attorneys' fees), which directly or indirectly arise from the performance of the Services hereunder by the indemnifying party, its agents, servants, representatives and/or employees.



F. Non Profit Clients and Five References





References

Reference #1

Ronald McDonald House Charities

Rick Barbieri, Associate Director of Field Operations, U.S. West & RMHC Global

Industry: Non-Profit

Size of Organization: 145 Chapters Nationally, \$104MM Revenue, \$217MM Net Assets

Scope: Chapter Executive Director searches: San Antonio, TX - Spokane, WA - Western Washington & Alaska

Contact: Rick.Barbieri@us.mcd.com

Reference #2



Duke University & Duke University Health System

Antwan Lofton, Associate Vice President, Staff & Labor Relations

Industry: Higher Education & Not-for-Profit Healthcare

Size of Organization: 65K+ Employees, \$6.78B Revenue

Scope: Executive Search & I/O Psychology Services

Contact: Antwan.Lofton@duke.edu

Reference #3

Ada S. McKinley

Jamal Malone, Chief Executive Officer

Industry: Non-Profit

Size of Organization: 640 Employees, \$41MM Revenue

Scope: CEO & Executive Search Services

Contact: jmalone@adasmckinley.org



Reference #4



Great Expressions Dental Centers & Cancer Treatment Centers of America

Eric Magnussen, Chief Human Resources Officer

Former Vice President, HR, at Cancer Treatment Centers of America

Industry: For-Profit and Not-For-Profit Healthcare

Size of Organization: 300+ Offices

Scope: CEO & Executive Search Services;

Contact: eric.magnussen@greatexpressions.com

Reference #5

Community & Economic Development Association of Cook County

Adrian Soto, Search Committee/Board Member

Industry: Private Nonprofit Community Action Agency, serving more than 500K residents annually

Size of Organization: 760 Employees, \$119MM Revenue

Scope: CEO & Executive Search Services

Contact: siuasoto@gmail.com



G. Methodology for scoring candidates

Our methodology for scoring candidates can be found in section Methodology & Approach section C under headings candidate screening, presenting candidates, candidate presentation matrix, and search committee interview assistance.

I/O Psychology Services & the Evaluation Process

Screening, interviewing, and hiring applicants can be a difficult and resource-heavy process. Typically, **you have relatively little information on candidates during the hiring process and will spend little more than a few hours with them before making an offer.** The additional information you receive from our psychological assessments about potential employees will help in the decision-making process *pre-hire* and will help maximize your new employee's success *post-hire*, throughout the first year and beyond.

Before our clients interview candidates in-person, one of our Work Psychologists administer a series of Hogan Leadership Assessments. The Hogan assessments help organizations by identifying characteristics that may impact an individual's job performance as well as his/her fit within a particular role, team, or organizational culture. The results of these assessments are summarized & shared with the hiring manager by our industrial/organizational psychologist prior to you in person interviewing candidates. A sample Hogan Assessment Summary can be seen [here](#). **We ensure that you fully understand the information gathered from these Inventories so that you can make your hiring decisions with greater confidence.** We implement these psychological assessments pre-hire as your partner in selecting, developing, and retaining individuals who will fit your organization's culture and can make lasting contributions to its goals. We become an extension of your team. We help you to meet your hiring needs and accomplish your goals by providing insight, objectivity, and accountability.

After your selected candidate has signed the offer letter and a start date is determined, our work psychologist will then guide your new employee through the assessment results. These set the stage for the on-boarding work that your new hire will do with this individual throughout their first six months of employment. At Spirit Consulting, we firmly believe that peak performance is most often achieved through exceptional coaching. Participants frequently comment that their work with our work psychologists have a profound impact on their work and personal relationships.



Additional Information

Minority Business Enterprise Certificates

Chicago Minority Supplier Development Council

THIS CERTIFIES THAT			
Spirit Consulting dba Spirit Consulting			
* Nationally certified by the: CHICAGO MINORITY SUPPLIER DEVELOPMENT COUNCIL			
*NAICS Code(s): 561312; 541612			
* Description of their product/services as defined by the North American Industry Classification System (NAICS)			
03/09/2022			CH17020
Issued Date			Certificate Number
03/30/2023	 Ying McGuire NMSDC CEO and President		
Expiration Date			Jose Robles-Michelena / Executive Vice-President of Operations / Chief of Staff
By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: http://nmsdc.org			
Certify. Develop. Connect. Advocate.			
* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®			

IL Department of Central Management Services, Business Enterprise Program (BEP)



ILLINOIS
DEPARTMENT OF CENTRAL MANAGEMENT SERVICES
JB Pritzker, Governor
Janel L. Fonde, Director

August 11, 2022

Mr. Christopher Gomez
Spirit Consulting, LLC
900 Jorie Boulevard,
Suite 200
Oak Brook, IL 60523

Re: Minority Business Enterprise (MBE)
Certification Term Expires: August 11, 2023

Dear Mr. Christopher Gomez:

Congratulations! After reviewing the information that you supplied, we are pleased to inform you that your firm has been granted certification as a Minority Business Enterprise (MBE) under the Business Enterprise Program (BEP) for Minorities, Females, and Persons with Disabilities.

This certification is in effect with the State of Illinois until the date specified above. Please note that you have been granted certification under the Fast Track Application because you are certified with one of our partner organizations and, as such, must recertify each year.

At least 60 days prior to the anniversary date of your certification, you will be notified by BEP through email to update your certification as a condition of continued certification. It is your responsibility to ensure that the contact email address listed in the system is accurate and up to date and that the email account is checked regularly so that you do not miss any important notifications. In addition, should any changes occur in ownership and/or control of the business, in the business' certification status with the partner organization, or other changes affecting the firm's operations, you are required to notify BEP within two weeks. Failure to notify our office of changes will result in decertification of your firm.

Your firm's name will appear in the State's Directory as a certified vendor with the Business Enterprise Program in the specialty area(s) of:

NIGP 91865: HUMAN RESOURCES, RELATIONS CONSULTING
NIGP 96130: EMPLOYMENT AGENCY AND SEARCH FIRM SERVICE, INCLUDING BACKGROUND INVESTIGATIONS AND DRUG TESTING FOR EMPLOYMENT

Your firm will only show up in the database of BEP-certified vendors the NIGP codes listed above, so PLEASE REVIEW THE LIST CAREFULLY TO ENSURE THAT ALL RELEVANT NIGP CODES ARE INCLUDED.

Also, please be advised that this certification does not guarantee that you will receive a State contract. Please visit the Vendor Registration page on www.opportunities.illinois.gov and be sure to register with each of the Procurement Bulletins listed so that you are notified of upcoming solicitations in your NIGP codes. Certification with the Business Enterprise Program does not ensure you receive notifications; you must also register with the Procurement Bulletins.

Thank you for your participation in the Business Enterprise Program. We welcome your participation and wish you continued success.

Sincerely,

Carlos Gutierrez
Certification Manager



Thank You

Spirit Consulting would be honored to become your executive search partner, helping provide a superb recruiting experience for your candidates and internal stakeholders.

WHY PARTNER WITH SPIRIT CONSULTING?

Get a good night's sleep

- You will remain focused on top priorities as we fill positions quickly, with any non-CEO search placed in under 70 days
- Your long-term success is insured as your placement is backed by our industry-leading 24-month guarantee

Find a soulmate, not a speed date

- You will make better-informed decisions by leveraging leadership assessments conducted by expert I/O Psychologists
- You will expedite success for your team, as your new hire receives executive coaching support during their first six months on the job

Work with a best friend

- You will be at peace having awareness of our process through the use of a statement of work, which includes a well-defined schedule to hold all parties accountable
- You will gain healthy relationships while working with a team of emotionally intelligent consultants you can trust
- Your success will be maximized by partnering with a mission-driven, certified minority business enterprise



Helping Organizations Hire All-Star Executives

Ford Webb Associates

August 15, 2022

Helen Sovich, Manager, Human Resources
Early Learning Coalition of Hillsborough County

Dear Ms. Sovich,

Hello, and thank you for the opportunity to support the search for the CEO of the Early Learning Coalition of Hillsborough County. We are a national executive search firm, deeply experienced at recruiting senior executives for mission driven organizations. Our approach maximizes the opportunities of a senior executive search and transition, establishes a clear mandate for the appointee and organization and attracts talented leaders who enjoy long and productive tenures. We have consistently achieved these results through a remarkable and diverse series of chief executives searches in the public, private and governmental spheres.

I approach this work with a different lens than niche search consultants, who focus on placing candidates from their networks. Our focus on the strategic, governance and organizational questions that inevitably appear in a transition unites a board, staff, and community. The principles and the intellectual integrity that result from this process will appeal to a far more diverse and accomplished candidate field than conventional means. Talented leaders will recognize the opportunity for great leadership and the appetite for critical thinking that arises from this approach.

I have recruited over 300 not-for-profit chief executives, over 120 cabinet officers for 59 governors and agency directors serving many mayors and county boards. I recruited the current President of the North Carolina Partnership for Children (Smart Start), and her two predecessors, over the last 20 years. Other related examples include the first Early Learning Cabinet Officer in the country, the New York City Head Start Administrator and the CEO of Associated Early Care and Education. I recruited Jule Sugarman, the creator of Head Start, to run the Washington State Department of Health and Human Services. He subsequently transformed the state child welfare system to be a national leader in that field.

I have recruited the chief executives of organizations that span the full range of our civil society, at the local, national, and international level. Examples include Human Rights Watch, Economic Policy Institute, MDRC, Nicholson Foundation, Clean Water Action, United for a Fair Economy, Public Citizen, Washington State University, Goddard College, Greenpeace, Planned Parenthood Federation of America, Free the Slaves and Greenpeace. I have recruited the chief executives of three Noble Peace Prize winning organizations – Physicians for Human Rights, Physicians for Social Responsibility and American Friends Search Committee. Serving clients across this spectrum has been an amazing and humbling experience and continues to inform my work.

Our commitment to diversity, equity and inclusion is perhaps best reflected in outcomes – 65 of the 116 individuals we recruited over the last decade was a person of color and/or identified as LGBTQIA. A majority of the remaining 51 positions were filled by a woman.

I have served every client on the list included with this proposal, as I would serve you if engaged. If you speak with our references, you will learn of my dedicated and complete devotion to my clients. You will also learn that our approach is far more comprehensive, and beneficial, than the narrower, placement focus most consultants bring to this task. I would be honored to work with you and your colleagues on the search for a new CEO.

Sincerely,

Ted Ford Webb

**PROPOSAL TO
EARLY LEARNING COALITION OF HILLSBOROUGH COUNTY
CHIEF EXECUTIVE OFFICER
RECRUITMENT AND SELECTION**

A. VISION, PHILOSOPHY AND DISTINGUISHING CHARACTERISTICS

1. Vision and Philosophy

Our work is distinct in the emphasis we put on strategic assessment and organizational analysis before the networking begins. We work with clients to examine critical organizational issues and opportunities, and apply the product of that examination throughout the search process. The result is a clear mandate for the appointee and organization that is well suited to the interests and talents of all. The intellectual integrity of our approach attracts the strongest possible candidates and produces a candidate slate that represents a diverse range of choices, consistent with the strategic options available to Early Learning Coalition of Hillsborough County (ELCHC).

2. Measuring Success

The individuals we place have unusually long tenures. The finalist pools we recruit are diverse by many measures – race, gender, background and experience and strategic viewpoint. The most important measure, in our experience, is that the new chief executive, Board and organization have come to a comprehensive, mutual understanding about the strategic direction of the organization, and the assignment for the new chief executive, with an individual who enjoys the wholehearted support of the Board and organization.

3. Distinguishing Characteristics

We compete with international corporate search firms, specialty search firms and local search firms, each of which has a different portfolio and approach. We fit into none of these categories. We are a small firm. We handle only two or three search assignments at a time. The major distinction between us and any other firm is in our approach. We act as management consultants, exploring the strategic, governance and operational circumstances that await the successful candidate. This consultation greatly benefits our client throughout the search, and it also prepares us to be extremely knowledgeable and thoughtful recruiters. Our understanding of your circumstances, when revealed to prospective candidates and our network of over

70,000 contacts built over 25 years of recruiting chief executives, will attract a stronger field of applicants than the more traditional methods of recruiting.

We believe our experience from recruiting chief executives across many disciplines is a key asset to our clients. This has added to the breadth of knowledge and experience we bring to each assignment, and has helped us develop an extremely broad and diverse network of contacts. If we are engaged, Ted Ford Webb will lead this search.

B. SEARCH PROCESS

The Ford Webb Associates search process is distinguished by its attention to the unique structure and needs of each individual organization. When we begin a search, we define the job within the context of the organization's mission and current capacities.

A few basic guidelines shape much of our work. These methods will lead to a successful outcome – and their absence will compromise a search.

- Develop a frank and transparent assessment of the challenges before ELCHC and support a full and open dialogue about these challenges with the Board and Search Committee at every stage of the process.
- Express these challenges in broad form in the job description, and then more concretely in dialogue with top candidates. Compel candidates to talk about how they would approach these challenges.
- Inform candidates. Be clear, where you can, about governance, reporting relationships, strategy and policy development. If there is considerable autonomy, say so; if there are severe limits, say so; if significant collaboration is required, say so. Truth and clarity will gain you better-prepared and often better candidates.
- Encourage diversity. In defining the job as the problem (challenge), not solution, invite a full array of potential solutions (candidates). Look on our candidates as a group of consultants, one of whom will be selected to act on his/her recommendations.
- Realize that the top experts regarding a given appointment are the candidates. The contrasts in their approaches will inform your choice.
- Use information gained in the assessment and selection process to negotiate a specific strategy with your intended appointee.

These guidelines, applied in a recruiting outreach, in the evaluation of candidates, while gathering references and negotiating with a finalist will result in a respected, consensus decision, and they will produce a mandate for the new CEO.

1. Scoping, Preparation of a Position Description and Planning

If awarded this search, we will begin by interviewing the Board, Search Committee, staff, stakeholders and others designated by the committee to become familiar with the requirements of the position.

During this scoping process we will endeavor to develop an understanding of the responsibilities, accountabilities and circumstances of the position. We will use information gained through these interviews, and through a review of all written materials you provide to us, to develop a position description that reflects the current and future needs of the organization. The position description will include:

- Background information on ELCHC.
- A discussion of the role of the CEO and the circumstances that will shape their assignment.
- Specific duties and responsibilities of the position.
- Qualifications for the position.
- An organization chart, if applicable.

As part of the planning process, we will also agree on final interview procedures, recruitment strategy and a schedule for completion of the search.

2. Working with the Search Committee

After we have completed our organizing interviews, we will meet with the committee as a whole to present our assessment, receive feedback and guidance, and finalize plans for the search plan and schedule. We will meet with the Search Committee periodically throughout the search, and will remain in close contact with the committee chair or committee leadership group between meetings. We would like to be consulted with regarding the role of the search committee, the role of the full Board and the involvement of staff and other stakeholders in the process. While there are a variety of ways to organize the process, we encourage input from the staff at the organizing stage and in meeting with final candidates. We will want to play a role in facilitating those meetings, and expect to be an active advisor to the committee through the entire search.

3. Networking and Screening

When the planning phase is complete, we will begin a local and national search for candidates. We will develop our pool of candidates through telephone networking, advertising and targeted mailings to professionals in the field. All methods of recruitment will include extensive outreach to sources and potential candidates.

Our approach is to develop a range of candidates who represent several likely prototypes for a position. We will initiate discussions with potential candidates concerning their depth of experience and interest in the position. We will request resumes and other pertinent information from interested candidates.

When we have developed a field of candidates that we feel represents the best the marketplace has to offer, we will review and compare all resumes and supporting

materials submitted by the candidates and their referring contacts. We will report to you on all contacts made and resumes received. We will make recommendations on which candidates should be interviewed by us. After we have agreed on which candidates to pursue, we will verify the credentials of candidates to be interviewed.

4. Interviewing

We will conduct intensive biographical interviews with selected candidates. We will discuss the results of our interviews with the search committee and assist in the selection of candidates to be interviewed by the committee. In our discussion we provide our analysis of each candidate's strengths and weaknesses, professional track record, and ambitions, as well as how each candidate might fit with your organization and community. We will also outline questions and issues that we think should be explored further in your interviews with specific candidates.

We will work with you to review any materials to be sent to potential candidates to help prepare them for their final interviews. We share our insights on the challenges and opportunities of the position with each candidate before the interview, and encourage them to be ready to address those circumstances in their meeting with our client. In general, we recommend that candidates also be given a great deal of information about the organization, including organizational charts, budgets, and any written mission statements and policies. In our experience, interviews are much more informative when candidates are well prepared.

We play a critical role in facilitating the search committee interviews, encouraging candid give and take, pushing to maximize the depth of understanding that can be achieved between the parties. With these interviews a conversation is begun. We encourage clients and candidates to engage in a manner which begins to approximate their possible future relationship.

5. Reference Checking

After search committee interviews are complete, we will debrief with the Search Committee to discuss preliminary conclusions and identify areas that need to be examined closely during reference checks and in further discussions with the candidates.

We will do telephone interviews with references given by the final candidates and, with permission, others in a position to make judgments about a candidate's performance. We will pursue the references until a clear and consistent pattern emerges, asking for examples or situations that best illustrate a candidate's abilities and style. These references are useful not only in deciding whether or not a candidate is appropriate for a position, but also in determining how best to manage and utilize the successful candidate's talents.

6. Selection, Negotiation and Close-out

We will work closely with the Search Committee to analyze all the available information to make the hiring decision. We will also assist as needed in the negotiations concerning final terms and expectations of employment. We generally play a critical role in the end stages of the process. Our guideline here, and always, is to pursue clarity on every emerging issue - with candidates and with our client.

After a candidate has accepted the position, we move quickly to notify candidates not selected. We also prepare and send thank you and announcement correspondence to all who have served as sources during the course of the search.

C. TIMELINE

The following timeline assumes that a search firm will be selected by September 1, 2022 and can be adjusted to reflect a different start date. Dates that involve Search Committee participation are bolded, subject to your availability. After the organizing interviews are complete, we recommend finalizing the timeline in order to secure maximum participation from all parties. We do not expect that any additional recruiting will be required after the interviews but are committed to continue recruiting until you are pleased with the result, and a CEO has been selected.

Conduct meetings with Search Committee Members, staff, and stakeholders.	9/7-9/9/22
Meet with Search Committee to discuss search strategy.	9/9/22
Complete position description, launch search.	9/16/22
Conduct outreach for candidates.	9/19-11/4/22
Progress review with Search Committee.	10/17/22
Screen resumes/candidates.	ongoing until 11/4/22
Review applicant field with Search Committee.	11/7/22
Conduct Search Committee interviews.	11/15-11/16/22
Conduct follow-up interviews with top candidates.	11/28/22
Complete reference checks.	12/9/22
Conduct finalist interview with Board.	12/12//22
Notify candidate selected.	12/13/22
Notify candidates not selected.	12/14/22

Prepare and send thank you/announcement correspondence. 12/15/22

D. STAFFING

Ted Ford Webb will manage the search. In collaboration with the Board leadership, he will conduct the organizing interviews, will meet with and support the Search Committee throughout the process, will organize and facilitate the Search Committee interviews with candidates, will manage finalists through the end stages of the search and will conduct negotiations with the finalist.

Ted Ford Webb was educated at Hobart College and Boston University Law School. He has been a social worker, a political campaign manager, and counsel to the Massachusetts Senate Committee on Human Services. He served as chief of staff in the Massachusetts Executive Office of Human Services, and later as a special assistant to the Governor of Massachusetts.

Mr. Ford Webb has over 25 years of experience leading chief executive searches. He has recruited over 300 not-for-profit chief executives, 100 cabinet officers for 59 governors and large city mayors, college, university and hospital Presidents and Fortune 500, start-up, and mid-sized corporate chief executives.

E. REPRESENTATIVE SEARCHES AND REFERENCES

Each of the recent searches listed below was managed by Ted Ford Webb.

1. The North Carolina Partnership for Children – President

www.smartstart.org

NCPC - **Smart Start** is a \$152 million, statewide national leader and innovator in early learning. We have recruited three Presidents in succession – current President Amy Stevens Cabbage, who was appointed in the early 2021; Cindy Watkins, who served from 2014 to 2021; and Stephanie Fanjul, who served from 2007 to 2014. We have played a vital role in shaping the strategic direction and performance of this organization and movement for early learning over the past two decades.

The article included with this proposal, “Successful Successions”, includes a description of our first two Presidential searches for Smart Start and the evolving strategy needed to reflect changing circumstances.

Ms. Jennie Eblen was Chair of the President Search Committee. She is a highly regarded community activist in North Carolina and can speak to our performance over the years.

Jennie Eblen

jeneblen@gmail.com

2. Ombudsperson for Children, District of Columbia

In March of 2022, we were engaged to recruit the inaugural Ombudsperson for the DC Child Welfare system. The position had been created after an acrimonious debate between local and national advocates, and the executive and legislative branches. Our engagement with all the parties, our framing of the role as a constructive force, led to the appointment of Shalonda Cawthon, a nationally known and respected child welfare administrator and advocate.

D.C. Council Committee Chair Brianne Nadeau was our principal client. Her staff director Daniel Passon can speak to our performance and connect you with Councilmember Nadeau.

Daniel Passon

dpasson@DCCOUNCIL.US

3. SSTAR - CEO

www.sstar.org

SSTAR is a \$30M behavioral health and substance abuse treatment organization. It is a world leader in innovative treatments, with extraordinarily successful outcomes. We were engaged in September of 2021 to recruit the successor to the founder, who had served 45 years and who was the principal innovator and thought leader of the organization. Our facilitation of this process led to a seamless transition, continued, innovative and successful programs, and growth. Sherry Ellis was the successful candidate.

Ronnie King is a SSTAR Board officer and search committee member. She is Vice President and Director of Human Resources for Blount Fine Foods.

rking@blountfinefoods.com

4. Economic Policy Institute – President

www.epi.org

EPI is the premier think tank focused on the economic condition of low-and middle-income Americans and their families. With a board composed of some of the principal labor, progressive and equal rights leaders in the country, EPI provides visionary solutions and leadership in shaping progressive public policy.

We recruited Thea Lee to EPI in 2017. When Ms. Lee left to join the Biden/Harris administration we were engaged in February of 2022 to recruit the next President. Heidi Shierholz, former US Department of Labor chief economist, was the successful candidate.

AFL-CIO President Richard Trumka was Chair of the EPI Board and my client for both these searches. President Trumka passed away unexpectedly the day after the selection of Dr. Shierholz for this position. At the announcement of the new President, President Trumka stated “I have worked with every major search firm and have always been disappointed. Ted Ford Webb has shown me the difference. He did an extraordinary job. This was a master class in how to do this right.”

Damon Silvers, AFL-CIO Policy Director, was President Trumka’s staff liaison to the EPI Board. We worked closely together on both searches. He can provide insight into our performance and speak to President Trumka’s assessment of our performance as well.

Damon Silvers

dsilvers@aficio.org

5. **Omaha Housing Authority – Executive Director**

<https://www.ohauthority.org>

Our 2020 search for the Omaha Housing CEO resulted in the appointment of Joanie Poore. When we recruited her, she was a senior executive at Heartland Family Service, responsible for homeless diversion and prevention, affordable housing, domestic abuse, and human trafficking prevention. Ms. Poore’s appointment reflected a strategy we had developed with the commissioners, to broaden the mission of the organization to “more than bricks and mortar”.

George Achola was one of the OHA Board Commissioners we served during this search. We also served Mr. Achola when we recruited the Executive Director of the Nebraska Investment Finance Authority, which is the primary funder of affordable housing in Nebraska. He has seen our performance in two complex search assignments in succession.

gachola@burlingtoncapital.com

G. FIRM’S APPROACH TO DIVERSITY

Ford Webb Associates is firmly committed to the principles of equal opportunity and embraces the notion that diversity enhances an organization’s ability to effectively operate and serve the needs of its constituencies.

Our firm has a superb record of recruitment and placement of qualified persons of color, women and those who identify as LGBTQIA. Over the past decade, 65 of the 116 searches we have led resulted in the hiring of a person of color and/or someone who identified as LGBTQIA. Many more persons of color and women were finalists.

Most of the organizations we work for absolutely require the ability to recruit in diverse communities. We have also worked with and for a wide variety of organizations advocating for the rights of disadvantaged segments of our society.

H. FEE, EXPENSES and GUARANTEE

Our fee is one third of the successful candidate's first year's cash compensation, plus customary reimbursable expenses, with a minimum fee of \$50,000. Our professional fee for this search would be \$50,000, plus an allowance for expenses. We bill for our services in three increments: 1/3 at the signing of the contract, 1/3 after we have presented a candidate slate you deem acceptable, and 1/3 after the position has been accepted.

We note there is no provision for expenses in your RFP. For this reason, our quote will be for \$52,500. We will keep a record of expenses and will return any unspent portion of the \$2,500 at the conclusion of the search.

We will guarantee to continue recruiting until the position has been filled. If the person selected leaves within the first year of employment, except for unanticipated health reasons, we would conduct the search again, charging only for customarily reimbursable expenses.

Ford Webb Associates – Representative Clients

Not-for-Profit Organizations

Acumen Fund
Afro American History Museum
Alliance for Strong Families and Communities
American Civil Liberties Union
American Friends Service Committee
American Public Human Service Association
Amigos de las Americas
Annie E. Casey Foundation
Boston Foundation
Casa Myrna Vazquez
Casey Family Services
Center for Effective Government
Children and Families First
Citizens for Responsibility and Ethics in Washington
Clean Water Action
Constitutional Accountability Center
Democracy North Carolina
Economic Policy Institute
Edna McConnell Clark Foundation
Elizabeth Blackwell Health Center
Episcopal City Mission
Fenway Community Health Center
Florence C. Burden Foundation
Food and Water Watch
Ford Foundation
Franklin Institute
Free the Slaves
Friends of Farmworkers
Gateway Family Services
Gay Men's Health Crisis
Goddard College
Grantmakers for Children, Youth and Families
Grassroots International
Graustein Memorial Fund
Greenpeace
Harvard University
Home for Little Wanderers
Human Rights Watch
Joint Foundation Support
Kaiser Family Foundation
Lilly Endowment
MDRC
Montefiore Medical Center
Ms. Foundation for Women
National Abortion Rights Action League
National Asian Pacific American Women's Forum
National Committee for Citizens in Education
National Committee for Responsive Philanthropy
National Collaborative on Violence Prevention
National Governors' Association
National Security Archive
NOW Legal Defense and Education Fund
Nonprofit Quarterly
Northern Virginia Family Service

Oxfam
Penn Center
Philadelphia Foundation
Physicians for Human Rights
Physicians for Social Responsibility
Planned Parenthood
Public Citizen
Public Justice
Public Welfare Foundation
Rockefeller University
SEIU
Smart Start
Southern Poverty Law Center
The Nicholson Foundation
United for a Fair Economy
University of Pennsylvania
University of Washington
University Settlement House
Vermont Law School
Village for Families and Children
Voices for Children
Washington State University
Western Governors' Association
Women Against Abuse
Yale University

State and Local Governments

Cabinet and Program Administrators for Behavioral Health, Child Welfare, Community Colleges, Court Administration, Corrections, Developmental Disabilities, Early Learning, Economic Development, Education, Environment, Finance, Information Services, Investment, Labor, Personnel, Public Health, Housing, Human Services, Juvenile Services, Medicaid and Transportation for:

Alabama	Ohio
California	Oregon
Colorado	Pennsylvania
Connecticut	Rhode Island
Delaware	South Carolina
Florida	Tennessee
Georgia	Texas
Hawaii	Virginia
Maryland	Washington State
Maine	Wyoming
Massachusetts	Boston
Mississippi	New York City
Missouri	Philadelphia
Nebraska	Seattle
New Jersey	San Francisco
New Mexico	Cincinnati
North Carolina	District of Columbia

Successful Successions: Executive Transitions that Worked

Succession from one generation of leadership to the next is a period of opportunity, and risk. Common sense, an inclusive listening tour, frank dialogue that invites all views within the board, and from other key players, and a robust analysis of what the organization needs going forward are the essential ingredients for this process.

But also be aware that many challenging and critical needs can be in plain sight, and still go unaddressed. Why? Because boards and their executive leadership can settle on an equilibrium – accepting or implicitly agreeing to work around fundamental tensions and difficulties, like the frog in a slowly heating pan of water. Sadly, these unspoken challenges can substantially undermine the vision of the organization and the hopeful rhetoric of the search. If they are not addressed in the succession process, they will still be present when the new team is in place. Having missed the opportunity to vet them, they will be that much more entrenched.

Examples of these unspoken challenges are revealed in these stories of our experience recruiting chief executives and their successors for three different organizations. In the first two examples, there was a span of about eight years between the searches. In the third example, it was less than two years, for reasons that are explained. The contrast in what was needed the first and second time around is striking.

These are mostly happy stories. In each case our client was prepared for an unvarnished look at the circumstances that would likely shape the next chief executive's tenure. As they signaled that readiness and welcomed a frank give and take during the recruiting process, strong candidates stepped forward. Before hiring the new CEO, they were able to establish a common understanding of the challenges they would face together. Those foundations paid dividends in the performance of the organization and the chief executive, sooner or - as shown in the third example - later.

Leveraging a unified board and a favorable funding environment.

Eight years ago we were engaged to recruit the President of a nationally renowned public/private partnership, known for innovation, solid research and an effective, community based service delivery model. The founding President was retiring. She had built a solid foundation, and felt it was time for fresh energy and growth. All in all, it was a stable and happy organization. Most of their funding came from government. The board members were in alignment with the political party in

power, and the programmatic agenda dovetailed with the ideology of that party. A large board, which shared a common vision of the organization and its strategies, had fully supported the outgoing President and was disposed to continue with this model of governance.

We recruited a strong and vocal advocate. She was highly skilled at promoting the agenda of the organization, in the media and with funders and community leaders. She was active in partisan politics in alliance with the party in power. The board, which shared her philosophy, granted her considerable license to occupy a visible bully pulpit, and she did it well. The organization prospered and grew during most of her eight-year term. Innovative programming based on solid research and development, and growth, marked her tenure.

More recently the party in power, and the ideology and public policy that shaped this organization's funding, changed. Board members are appointed by elected officials, and a number of new board members were appointed by the party newly in power. What had been a monolithic board was suddenly no longer so, and the political activism of the President was suddenly a liability. The President retired, and we were engaged to find her successor.

We look back on this placement as a success. The person we recruited was well matched to the needs of the organization - until she wasn't.

Adapting to partisan conflict and an unfavorable funding environment

When we were invited back eight years later we found a very different set of circumstances. There was growing tension between newly appointed and long-term board members. Long-term board members, and the outgoing President, were angry over what they felt were inappropriate behaviors from the new board leadership. The new board leaders wanted to be fully involved in setting the board agenda, and no longer just accept the agenda proposed by the President. These new board members were meeting with staff to learn about the organization, and were attending conferences and public sessions. Previous board leaders had not been active in this manner and some people saw this activism as crossing the boundary in to the staff role.

The new board leaders supported the vision and mission of the organization. They were intent on protecting and growing the programs, but they wanted to govern in a different way. Depending on whom you spoke with, the new board members were destroying a highly effective system of (staff driven) governance, or they were promoting a rich, board level strategic and policy governance model that would strengthen the organization's ability to operate in a more partisan political environment.

Our judgment was that the board needed to contend with the issue of board governance as a precursor to and within the chief executive search. Were the new board members overreaching, or were they promoting a different, legitimate approach to board governance? If legitimate, was the new approach the best for the times? The dialogue we led resulted in a common view that the organization needed to present a bipartisan front, but that dialogue also left some key long-term board members worried that the result would be a weak chief executive, with the new board leadership dominating the organization.

As a part of the recruiting process, we introduced our top candidates to this dynamic, somewhat messy dialogue about board governance. Our experience is that hiding issues of this nature imbues them with a power and influence that is harmful and counterproductive. And while some experienced this debate as being about personalities and personal agendas, these issues, in their impact, were about organizational performance and governance.

This topic, and many others like it, has a great deal to do with defining the assignment for the next chief executive. We encouraged open give and take between board members on both sides of the issue with our top candidates. How would they work with the board? What would they, as candidates, want to hear from parties on both sides of the question at hand, and what would their advice be? How would they draw the line between the board role and the chief executive/staff role?

The successful candidate had previously worked effectively with engaged, policy-making boards. She favored a richer and deeper dialogue with the board, but she was also very clear about boundaries. Unlike her predecessor, she brought staff in to that engagement, broadening their skills and stimulating a more substantive staff/board dialogue. Perhaps most importantly, the organization adopted a new strategy for advocacy, fund raising and government relations. Where in the past the President was the face of the organization, now a bipartisan coalition of board members, the President and staff experts would appear together in key forums. In the present circumstances, this is politically and professionally a much stronger strategy for the organization. In the past opponents could attack the President as a partisan, now they are presented with a bipartisan committee of informed citizens (board members), working in concert with staff experts. This is proving to be a powerful force for growth.

The predecessor was a strong and effective President in her time and circumstances; the successor is a strong and effective President in her time and circumstances.

Educating poor board leadership and adapting to changes in funding and the marketplace.

We were first engaged to recruit the chief executive of a large, historically influential and well-endowed urban child and family service organization over eight years ago. We discovered that the agency had run through a series of three-year-term executive directors. While nothing seemed wrong outwardly, the organization presented difficult governance challenges. Board members regularly introduced confusing and contradictory expectations. Some established relationships with staff members in which they acted as managers or advocates within the organization for their favorite programs. Some board chairs considered themselves CEOs and gave direct orders to staff, while others played a more facilitative role. Executive directors, who had been hired primarily for their skills in program and operations, generally reacted by “working” the board—developing relationships one at a time with board members in a piecemeal effort to sustain majority support.

The uneven and unsafe leadership the board presented to the executive director and staff did not lend itself to tracking and adapting to a changing environment. Rather the focus was on adjusting to and accommodating the internal drama presented by this board. Not surprisingly, the organization was not staying current with major changes in the marketplace. The full census the organization had historically enjoyed in its residential programs was shrinking. The organization had not developed a continuum of care, so many graduates of the residential programs moved on to other organizations for community based and follow up support.

What marked this search was the need to confront the boundary-violating behaviors of the board and its impact on the organization’s ability to adapt to a dynamic environment. Some long-term “legacy” board members were of the view that they were the stewards of the organization, and their lengthy service entitled them to guide and even confront staff and weigh in on management and program decisions. Some of these same members were also major donors, which, in part, explained why their overreaching had not been confronted. They had the best of intentions, and they were able to cite a host of bad behaviors and incompetence in staff as justification for their activism.

Our guidance was to agree on the importance of examining uneven staff performance, but also to consider the effect of staff receiving different, sometimes contradictory, directions from the chief executive and board members. Taken together, these were challenges worth introducing into the dialogue with top candidates.

We have learned that hiding these (boundary violating) behaviors gives them a power greater than they deserve. Naming such behaviors, and encouraging top

candidates and the board to begin a dialogue about how best to address them, is a constructive exercise. The successful candidate made the case for investing in a clear management structure and team, for providing the board with complete and timely information, being fully accountable and also insisting on well defined boundaries and appropriate board involvement in decision-making.

The person we recruited had a very successful tenure. One reason he was attracted to this opportunity was that the dialogue of the search process demonstrated the willingness of the board to support effective management leadership. He created a strong, well-integrated management team and culture. He helped the board focus on key strategic and policy matters. Under his watch, the organization grew from a \$25 million enterprise to an \$80 million enterprise through a combination of program development, diversification and acquisitions.

Building on a strong foundation.

When the chief executive we recruited retired, eight years later, we stepped back into an organization that had been transformed. The CEO had built a strong management team. They worked together very well. Decision-making was based on a thorough review of the data and a robust debate. They trusted one another, they encouraged creativity, they learned from their mistakes. The organization had grown and adapted to market demands. Through mergers and internal growth, they were constantly looking for economies of scale and competitive advantage, while paying close attention to the quality of service and caring values. They were early adaptors of the Sanctuary Model and it was showing strong results.

The CEO had also ‘trained’ the board. He had kept his commitment to bring solid and timely information to them – good news and bad. He helped them focus on the critical, strategic decisions that are best vetted by an informed board. The board truly owned the organization. Everyone understood their role and they helped each other stay in their lane.

The tension as we began the second CEO search was in whether and how we could keep this going. And while it may seem counter intuitive, and perhaps even perverse, our answer was to narrow the scope of the CEO’s assignment.

The “objective” circumstances were that we had a strong, high performing and happy management team and organizational culture. The board was also strong and happy. The board had adapted excellent governance and strategic oversight standards and it wanted to continue to have this type of relationship with another strong and capable chief executive and their team. The organization was prospering. It had finished its growth spurt. The business plan was strong. More growth and change was unlikely. The task ahead was to continue to polish a highly effective program. Status quo, or rather status quo plus, was the call to arms.

The perversity of these circumstances is that there was not the opportunity for growth and change that motivates many leaders. At the same time, all were concerned that a maintainer-type chief executive would not motivate the “search for excellence” standard the organization knew it needed to continue.

And while this may seem like “good trouble”, it was a genuine tension in our effort to find the best candidate.

But this is a happy story.

The person we recruited fit just right. She was (is) a great face for the organization: articulate, a strong communicator and a passionate advocate. She is an experienced fundraiser. She has strong academic credentials and the ability to understand the complex programmatic and clinical issues that are the bread and butter of the organization’s work. But she was not an experienced big-organization manager like her predecessor. While her instincts were good, she didn’t have the time in service, the hands-on experience, or the gravitas that comes with that.

In retrospect, it may appear that we just figured out what kind of person would fit with the organization’s needs and we went out to find that person. But it doesn’t work that way. Our search rhetoric was consistent with what is described above, i.e. we were looking for status-quo-plus. These were truly the “objective” challenges, and we needed to tease them out with candidates in a search process.

Among others, we met with very strong and accomplished executives who were successfully leading other big institutions. Those conversations went flat because they were about change and growth, and we didn’t have that to offer. The match was based on an honest negotiation about the board’s desire for continuity in those parts of the organization that were clearly working. Trust and respect, which may seem like hokey terms, were fundamental to making this work. What we offered the candidate was the following:

“We see that you can be a powerful face for this organization, and we want you out there. We are due for a capital campaign. Work with us to prepare the board and staff for that. You are inheriting a very capable and high performing executive team. While you need to run this organization without our (the board’s) interference, we ask that you embrace this team, at least initially. Count on them to maintain strong performance and account to you. Also, count on us (the board) to not permit ourselves to get between you and them.

Further, with your appointment, we would like to create a small board management committee. We want the committee to work with you and support you quietly, and we want it to be composed of a few experienced managers. We will welcome your suggestions about which members you would like to work with. Our proposal is that you use this committee to review key management questions and decisions that arise in your leadership of the executive team. We hope that through the support of this committee you can climb the learning curve on overall organizational leadership and avoid early mistakes that could interrupt your autonomy as chief executive. We understand that in the final analysis, you need to be in control, so we commit to using this (board management committee) as a safe harbor to achieve that end.”

What mattered here is that we established a frank assessment of the organization’s needs and circumstances from the get-go. As we came to know her as a candidate, and as we were equally frank with her about her possible fit, we had a foundation upon which to build an honest and successful relationship. We celebrated and empowered her leadership and at the same time built a plan for her learning and her growth in a rigorous (and relatively safe) forum in which to hold her accountable. Needless to say, a lot of mutual trust was needed – but we had built that trust in the process and, again, it paid dividends.

And by the way, this happened eight years ago! She has prospered, as has the agency. We hope she won’t get the eight-year itch, but if she does, we will adapt again!

Change is hard.

About five years ago we were engaged to recruit the executive director of a prominent anti-slavery organization. The founders were in various stages of departing. The board had been pretty much hands off (as founder’s boards tend to be). There was a controversial split over two competing agendas within the organization – building programs to demonstrate a viable alternative to culturally embedded slavery practices and confronting supply chain dynamics, or promoting awareness, education and policy reforms in first world countries.

It was quickly evident that the combination of semi-retired founders, a weak board, and this division, was going to be very unattractive to any experienced candidate who had ambition to build the organization. Our advice, which our client accepted, was to first identify a few new board members who had strong subject matter expertise and who were open minded about the debate over the programmatic agenda. With their arrival, and a pledge within the board that this

was a moment for the board to assert strong control over the organization, we began our search.

What became clear over the course of the search was that the agenda to “promote awareness, education and policy reforms in first world countries” was not viable. A major funder had originally underwritten this initiative, but the efforts to sustain it through (expensive) media and public events were bleeding the organization – its finances, staff and volunteer time, and opportunity costs. However, there were very vocal and aggressive board members (and one of the remaining founders) who were passionate about the need to continue to invest in this media initiative. The new board members, who brought tremendous insight and skills to the conversation, were inclined towards pulling back on the media program. But as new members, and given the passion of the media program advocates, they were not ready to promote a radical solution.

These issues were in the forefront of the search, as they needed to be. We selected an executive director who we felt could do the analysis needed to later decide on a course of action. Over time she did, and the analysis pointed to what our instincts had suggested. The media program was not viable.

What is hard to capture in this dry rendering is the passion felt on both sides of this issue. There really were two cultures within the organization and board. One was the culture of international development; the other was a Hollywood media culture. One hopes to see strong passion in an organization that is fighting against overwhelming historical and social forces. However, that same passion turned inward can undo an organization. As they say, the revolution eats its children.

The person we recruited lasted about 18 months. Under her watch, the organization made the difficult choice to do away with the media program. But she was badly beaten up in the process. Some of the issues were of her making, but she was also caught up in a period of bitter and toxic recriminations from those who were aggrieved over this dramatic decision. She left.

We stand on the shoulders of those who came before us.

We were engaged again by this anti-slavery organization. This part of the story is pretty simple. The decision for the organization to focus on changing culturally embedded slavery practices had been made. This focus was based on well-founded research and best practices. The board was united. The staff, absent the media program staff that had left, was united. What we had to offer was unanimity and a body of research and programs already working that represented a tremendous foundation for growth and impact.

Having made the (objective) case for this new focus, and with an organization in alignment to move in this direction, we were presented with a marvelous slate of candidates – very unlike what we had seen in the first round. The person we chose has been just tremendous. Board, staff and executive director are united in purpose. This organization is on track to achieve its best potential.

I do not see our first search with this group as a failure. (Nor, apparently did they – as they reengaged us). In the first search, we called out the right issues and took positive steps to address what needed to be addressed. We found the best candidates, from a field that (correctly) looked askance at the issues confounding this organization. We laid a solid foundation for more work to be done to set the organization on the right course. Ultimately that work bore fruit. But change is hard.

A chief executive transition is a powerful moment for an organization. At its best, it can be the vehicle for a great leap forward. But it is not uncommon in the course of these transitions to find deep fractures and unmovable opposition to change. As was the case here, naming these fractures and encouraging that they be dealt with openly in this process was the means to a better end. In this instance, it took time and effort. One consequence was the short and difficult tenure of the person who followed the founder. In the end, we stood on her shoulders. She helped create the setting for strong leadership to follow, for a healthy organizational culture and a unified agenda.

The point.

These examples may seem idiosyncratic. To a degree, they are. However, the universal truth that runs through these and all leadership transitions is the tremendous value of honesty. No candidate, no board, no organization is without challenges and limitations. Celebrating our commitments and our values is the first order of business, but then we must run towards whatever will get in the way of achieving those commitments. Honestly sorting out, together, how we will overcome these barriers are both the means and the ends to success.

Ted Ford Webb is a principal at Ford Webb Associates, a leading nonprofit search firm based in Concord, Massachusetts.



FACILITATING POSITIVE CHANGE FOR YOUR ORGANIZATION™

August 21, 2022

Michelle A. Turman, MA, CFRE
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Ms. Helen Sovich
Manager, Human Resources
ELC of Hillsborough County
6302 E. Dr. Martin Luther King, Jr. Blvd., Suite 100
Tampa, FL 33619

Via Email: hsovich@elhc.org

RE: Response to Request for CEO Search

Dear Ms. Sovich,

It is a pleasure to submit our response to the request for proposal for an executive search firm to partner with the Early Learning Center of Hillsborough County (ELHC) to find their next President & CEO. Our firm has a long standing relationship with the organization and its board as we assisted board governance training in 2015, the formulation of ELC's first strategic plan in 2016, and assisted with contract negotiations of now retired CEO Dave McGerald and Hillsborough County. Our firm possesses a knowledge of the mission and service delivery of the ELC HC and would be honored to assist as the search firm of choice.

Per your request, please find the information in the sequence outlined in Section III, pages 6 – 9 in the request for proposal that was posted on August 5, 2023. If you have any further questions, please do not hesitate to reach out to me.

Warmest Regards,

A handwritten signature in black ink that reads 'Michelle A. Turman'. The signature is written in a cursive, flowing style.

Michelle A. Turman, MA, CFRE

President & CEO
Catalyst Consulting Services
813-839-2282
mturman@catalystcs.org

State Reg #FC40776

I. OVERVIEW OF OUR FIRM AND SERVICES

Every organization, whether large or small, requires change at some point to continue its growth. Day to day operations can make it difficult for an organization to undertake the tasks of stimulating, facilitating, and coordinating the change effort.

This is where Catalyst Consulting Services can step in and work with key decision makers to facilitate positive change and take your organization to the next level. CCS offers the following services to nonprofit businesses that want to reach their optimal potential:

EXECUTIVE SEARCHES & ORGANIZATIONAL MANAGEMENT

- Executive Search Services – CCS can provide search services for small or large nonprofits for the positions of Chief Executive Officer, Chief Operating Officer, and Development Director.
- Organizational Review & Assessment – An organizational assessment can provide you with an objective and knowledgeable perspective on your organization as it exists today. CCS can conduct confidential interviews and surveys with your internal and external stakeholders, analyze finances and important institutional documents, study the operations, and provide you with findings and recommendations that will help you operate more efficiently and move strategically into the future.
- Strategic & Succession Planning – A strategic or succession plan will not only document the vision, mission, and core values of your organization, but will also establish specific goals and measurable objectives to be carried out over the next two to three years.
- Operations Management & Facilities Planning – Since personnel accounts for approximately 50% of the costs of a nonprofit organization, CCS can help you formulate staffing plans as well as recommendations for realistic revenue and operating expenses based on the size and location of your facility and the needs of your programs.
- Mergers/Collaborations/Strategic Alliances – As resources become more competitive, it can be essential to assess potential partners for collaborations or expand the mission of

your organization. CCS can assist your organization with a master plan to guide the effort forward.

INTERIM SERVICES

CCS can provide interim services to fill the gap when you have an unexpected opening or when your workload increases in the following areas:

- Interim Chief Executive Officer, Chief Operating Officer, and Development Director Services

FUNDRAISING

Having the necessary resources to implement your mission and programs is vital. CCS can assist you in the following areas:

Development Assessments

- Provide an in-depth look at your current programs, planning, goals, budget, procedures, information systems, staff, and volunteer roles to help your organization shape a strong fundraising program for the future.

Annual Development Plans

- Provide implementation plans for first year programs or create new a new plan for established development departments that include strategies, timelines, assignments, case statements and job descriptions for staff and volunteers.

Capital Campaigns

- Provide capital campaign management that includes feasibility studies, oversight, and implementation.

TRAINING & COACHING

CCS can provide training for staff and volunteers to help develop your internal resources to get from where you are to where you want to be.

- Board Development & Governance Training (recruitment, orientation, retention, and succession planning)
- Fundraising Training
- Change Management
- Volunteer Management
- Development Staff Coaching
- Executive Director Coaching

Catalyst Consulting Services, LLC meets all requirements under Florida Solicitation of Contributions Act (Chapter 496, Florida Statutes) and our registration number is FC40776.

II. OUR SEARCH TEAM

Michelle Turman, MA, CFRE, Project Lead

For over thirty years, Michelle has impacted nonprofit organizations through: executive search, strategic planning, eliminating capital debt, overseeing capital projects, raising capital funds, and managing campaigns, overseeing mergers, leading, and securing re-accreditation designations, and increasing operational funds and expansion plans to build capacity for budgets up to \$100 million. As a past nonprofit CEO, Michelle specializes in nonprofit CEO searches. Michelle has a bachelor's degree from Florida State University and master's degree from the University of South Florida and is a Certified Fund-Raising Executive and over twenty-seven years in executive search. Turman has raised over \$87 million for her clients since 1998.

Angela Bernard, Human Resources and Administrative, Recruiting & Placement Associate

Angela specializes in analyzing, consulting, and recruiting the ideal talent to ensure a smoother, shorter, and more enjoyable transition for our clients who are seeking assistance in the areas of human resources and administrative support. Angela has her bachelor's degree in Public Relations and over fifteen years in nonprofit search.

David A. Buckel, Recruiting & Placement Associate

David has extensive finance and leadership background experience in the public and private sectors. His areas of focus include corporate strategizing, financial management, forecasting / budgeting, growth expansion, financial compliance, investor relations and financial compliance skills. Dave (David) is a Certified Management Accountant with an MBA in Operations Management and Finance from Syracuse University and a BS in Accounting from New York's Canisius College and over thirty years in executive search and ten years in nonprofit search.

III. PROPOSED PROCESS & DELIVERABLES

CCS will provide search services that will include:

A. Initial Assessment & Development of Search Strategy and Position

Announcement: CCS begins each engagement by taking the time necessary to understand your organization, mission, and unique culture as well as the position requirements. This understanding allows us to collaboratively create a compelling position description and announcement that accurately reflects the expectations of the position. We then create a timeline, identify key

metrics for the search, and a weekly touch base schedule to ensure a collaborative partnership.

- B. Sourcing:** Using information gathered during the initial assessment, our agreed-upon sourcing strategies and our extensive network, CCS will begin to build a pool of qualified and best-fit candidates. Our search strategy will be designed to target “passive” and active candidates locally, regionally, state side and nationally as appropriate.
- C. Initial Interview:** CCS will screen all resumes received against criteria established in the initial assessment. The initial screening will be submitted to you in video format to summarize our screening and assessment of each candidate. Initial interviews may be conducted via telephone, video conference and in person based on location and the current social distancing comfort level of candidates. All interview questions will be reviewed and approved by the Search Committee in advance of the interview process.
- D. Candidate Testing:** CCS will provide pre-employment testing. The following two tests will be provided: **Criteria Cognitive Aptitude Test (CCAT)** to assess capabilities crucial for chief executives — problem-solving, critical thinking, the ability to process and apply new information, and verbal skills, making them good predictors of performance for higher-level managers. The **Employee Personality Profile (EPP)** to assess valuable information about a candidate’s likely work style and suitability for a managerial role from a behavioral perspective. **Emotify** to assess and measure of emotional intelligence, measuring a candidate's ability to accurately identify, understand, and manage emotions. Research has shown that emotional intelligence is associated with important work related outcomes such as interpersonal effectiveness, collaboration, teamwork, decision making and success in leadership and management roles. (Testing Conducted: After First Interview and Prior to Second Interview)
- E. Behavioral Interview:** CCS will conduct behavioral interviews with candidates who meet the minimum criteria and follow-up with in-depth interviews with best-fit candidates. This interview is based on a behavioral style questions to get to the character of each candidate.
- F. Candidate Summary:** CCS will provide a comprehensive summary for up to (8) eight candidates forwarded for consideration for both the initial and in-depth screenings and they are shared with the “search committee” via Google Drive in preparation for the final interview. Included with the final candidate summaries is a complete breakdown of Equal Employment Opportunity (EEO) on all candidates who express an interest in the position. A sample coring rubric is in Addendum 2.

- G. Final Interviews:** CCS will provide questions and prepare the Search Committee prior to the final in-person interviews. **ELCHC is responsible for making all travel arrangement for candidates and/or the payment or reimbursement to candidates for their travel outside of Hillsborough County.** The final interview will be conducted in collaboration with the Search Committee of the Board at a public meeting.
- H. Reference Checks:** To reduce the hiring risk, CCS will: conduct informal, in-depth reference interviews with past employees to verify employment once the candidate has accepted the formal offer. CCS can also assist with background checks or drug screening as needed. A comprehensive list is in Addendum 1.

CCS observes all employment related laws in force in each of the jurisdictions in which we work. We refer quality candidates without regard to race, color, religion, gender, sexual orientation, age, national origin, or disability.

ELCHC will:

- Provide full cooperation during the search process, including making key leadership available for telephone conferences or candidate interviews when scheduled and providing full and complete information on everything you expect a successful candidate to have in the way of experience and qualifications, company background and overview, along with full job description (if developed), including pay and benefits. A reasonable time frame for communication and information will defined as (5) business days.
- Immediately refer any potential candidates who contact the organization directly or in any other manner to CCS.
- Share anticipated organizational changes that would impact the search.
- Provide reasonable access to necessary documentation and company information, including but not limited to the latest organizational chart, annual and audit reports, and current budget.
- Recognize that this is an exclusive engagement for the timeframe outlined in this Agreement. “Exclusive means that you will not give this assignment to another search firm or hire through any source other than CCS during the exclusive period. Should you hire a candidate from another source during the exclusive period, CCS will still be entitled to its total search fee.

Joint accountabilities:

CCS wants the search to be successful and will work closely with your organization to ensure this happens. Your responsibility to inform us of any changes in your organization that could impact the search, as well as provide us with prompt candidate feedback.

Due to the competitive nature of the job market our experience is that the high-quality candidates you are seeking are often exploring multiple opportunities. Therefore, to maintain high candidate interest levels and to bring the search to successful completion, it is necessary that you can meet all identified candidates within a reasonable timeframe of being presented to you (within 5 business days unless extenuating circumstances exist).

IV. OUR GUARANTEE

We guarantee that any candidate you hire under the terms of our agreement will not leave voluntarily or be involuntarily discharged for misconduct during a period of one year. This guarantee does not apply if the termination is a result of a layoff for economic reasons, elimination of the position, a substantial change in the job description or reporting structure, a merger, or any other reason beyond the candidate's control.

In the event the candidate does voluntarily leave or is discharged for good cause during the guarantee period, we will restart and execute one replacement search. CCS will recommence the search without charge provided:

- i. **ELCHC** notifies CCS in writing within 7 days after the date of the candidate's discontinued employment.
- ii. Invoices from the original search have been paid in full.
- iii. The same position and search qualifications apply.
- iv. The Guarantee is not transferrable to replacement candidates and **ELCHC** will continue to be responsible for all direct expenses during the effort.

V. TERMS AND CONDITIONS

The term of this Agreement will begin approximately September 2022. The client is invoiced on the first of each month for the monthly fee due within 15 days' receipt of the invoice. If there are any expenses, such as travel, they will be discussed and approved in advance by the Waverly Community House.

CCS will be paid 24% of the salaried position/benefits and CCS will be paid as outlined below. Should **ELCHC** identify prospective candidates, CCS will reduce the fee to 21% of the salaried position/benefits and adjust in the final retainer payment.

- a. **Initial retainer** -- 1/3 of the estimated total fee and billed on execution of the Executive Search outlined within Section 1B. (Estimated timeframe: September 2022 to June 30, 2023)
- b. **Second retainer** - 1/3 of the estimated total fee and billed after 30 days.
- c. **Final retainer** - the balance of the total fee billed when the offer has been extended and accepted by the candidate.

Termination

Either party may discontinue our Service Agreement at any time, provided the terminating party provides notice by e-mail to the respective signatories to this Agreement. If **ELCHC** terminates the contract for any reason, including the customer hiring from another source, professional fees will be charged as follows:

- If the project is terminated at the short-list stage, the first two retainer payments plus expenses are payable.
- If the project is terminated after presentation of a shortlist and upon final candidate screening/assessment, 100% of the total fees, plus expenses are payable.

At no time will fees be refunded. CCS may terminate the search at its discretion if you:

- i. Fail to pay invoices within 30 days of the invoice date.
- ii. Are repeatedly unresponsive in processing prospective candidates for consideration;
or
- iii. Are the subject of an actual or announced prospective significant change in the direct or indirect ownership or other major restructuring.

Supplemental Hires

If you employ, retain, or otherwise engage any individual whom we have identified as a candidate within 12 months of our presenting that individual to you, and you have not already paid us that entire professional fees referenced herein, you will pay a separate professional fee of 20% of that candidate's total annual compensation. You will not refer any candidates to a third party. We do not offer a replacement guarantee for any supplemental hires.

Non-Solicitation / Recruitment of Employees

CCS agrees for a period of one year from commencement of this partnership with **ELCHC** not to provide recruitment services to any employees of **ELCHC**.

Location

For the convenience of **ELCHC**, CCS will work remotely as possible and come in as necessary for internal meetings, as necessary.

VI. ESTIMATED TIMELINE AND KEY BOARD INVOLVEMENT DATES

SEPTEMBER/OCTOBER 2022:

CCS works with the search committee to finalize the position description, sourcing outlets, potential candidates forwarded by the group, finalizes initial and behavioral questions, post position and begin initial interviews.

Estimate time by Search Committee: 3 hours and can be done virtually.

OCTOBER/NOVEMBER 2022:

CCS completes initial and behavioral interviews and provides candidate summaries to the Search Committee for review. Estimate time by Search Committee: 3 hours and can be done virtually with review on Google Drive.

NOVEMBER/DECEMBER 2022:

Final interviews conducted in person, testing, reference checks, background screening completed and offer signed. Estimate time by Search Committee: 5 hours, depending on number of final candidates. This will be done in person at The Arc Jacksonville offices.

DECEMBER/JANUARY 2023:

Assist with onboarding as needed as the proposed start date on January 3, 2023.

VII. REFERENCES

1. Mr. John Collins, Founder & Retired CEO, St. Petersburg Art Alliance, john@stpeteartsalliance.org, 727-518-5142

CCS conducted a search for his replacement upon his retirement.

“The St. Petersburg Arts Alliance’s board of directors engaged Catalyst Consulting Services for our search for an executive director to replace our founder. Michelle Turman was extremely professional and always positive throughout the entire process; telling our story, finding/ evaluating candidates, and helping us build consensus to a decision. In fact, she went beyond our expectations, educating our directors who had never done a search before. She worked very hard to understand our culture, and her counsel supported our organizational growth during and after the search.”

2. Mr. Jason Woody, President & CEO, Lions Eye Institute of Transplant & Research & Sight Life, jwoody@lionseyeinstitute.org, (813) 289-1200

CCS conducted a search for a new President & CEO for the Lions Eye Foundation in 2014 and 2022 and has assisted the organization with governance, fundraising and strategic planning.

“Michelle was contracted to guide the Board through the process of developing tools and practices for future success. With her robust knowledge of governance, we were able to set and attain high goals. Michelle was instrumental in assisting LEITR through the process of recruiting top level CEO’s and community leaders to our Board of Directors. She has facilitated two annual Board retreats which resulted in the formation of a revitalized Foundation Board and elevated fundraising efforts and new financial donor relationships. With Michelle’s extensive experience in nonprofit practices, we are confident that we will be the leader in Eye Banking and Research through this decade and in years to come.”

3. Mrs. Pat Langford, retired President & CEO, Dawning Family Services (formerly Alpha House of Hillsborough County), pjdlangford@msn.com (813) 875-2024

CCS conducted a search for a new Director of Development and a fundraising assessment to help define the position and gaps in the program.

“I initially called upon Michelle Turman for assistance with a Director of Development search. However, after talking through our organization’s needs and our previous fundraising initiatives, Michelle suggested that an assessment of our development efforts might be the better place to start. Michelle culled through a myriad financial reports and data and had discussions with staff and board members to develop her recommendations and help us with an enhanced strategy moving forward. Our board was extremely impressed with Michelle’s presentation and recommendations. I am grateful to Michelle for the time she put into the assessment and her recommendations were right on target. Michelle also conducted a search for us for a Director of Advancement and I’m very happy with the outcome of that as well!

4. Mrs. Gwendolyn Green, LMHC MCAP, Executive Director, Tampa Crossroads, ggreen@tampacrossroads.com, 813-238-8557

CCS conducted a search for a new Chief Financial Officer and also provided interim financial services until a candidate was hired.

“In a time of panic when the CFO I’d secured fell through days before the expected start date, Catalyst Consulting Services came to mind. I’d heard of how helpful they’d been to other companies. I contacted Michelle Turman and she scheduled a meeting the next day to discuss my needs and options. Michelle and her team assisted in finding an Interim CFO quickly followed by helping create a title and job description that would attract exactly what I needed long term, which resulted in doing just that. In addition to the positive outcome, perhaps the most helpful aspect was CCS calmly and empathically reminding me that my situation was not unique and that everything would be okay. With the help of Catalyst Consulting Services Tampa Crossroads was able to get through an incredibly challenging time and find a candidate to meet all our needs.”

5. Mr. Neil Brickfield, Board Member of Neighborly Care Network & CEO of Pinellas County PAL, neil@pinellaspal.com, 727-692-0785

CCS conducted a search for a new CEO. Mr. Brickfield is also a current client of CCS as he oversees a nonprofit as well, Police Athletic League of Pinellas County.

“Michelle Turman and the team from Catalyst Consulting Services worked with members of the board of Neighborly Care Network as we searched for a new Executive Director for the organization and implemented a significant board restructure. It was pretty overwhelming for a small board, but Michelle and her team were there alongside us the whole way – helping us navigate the process and make the best decisions for the organization’s future. She kept us working proactively, encouraged us to think strategically, and inspired us to push ourselves. She has a unique way of shedding light on both opportunities and challenges in a changing nonprofit landscape. We were blessed to have her on our side during such a huge transition, and we could not have done it without her!”

VII. SELECT CLIENT LIST

Arts / Museums

Arts Council of Hillsborough County

Arts Conservancy for Teens (ACT), St. Petersburg, Florida

Bonnet Springs Park, Lakeland, Florida

Carrollwood Cultural Center, Tampa, Florida

Central Florida Community Arts, Orlando Florida

Florida Symphony Youth Orchestras, Orlando Florida

Dr. G. Carter Woodson African American Museum, St. Petersburg, Florida

Florida Association of Museums, Tallahassee, Florida

Florida Sunscreen Film Festival, Sarasota, Florida

Glazer Children’s Museum, Tampa, Florida

Gulf Coast Museum of Art, Largo, Florida

Polk Museum of Art, Lakeland, Florida

RMS Titanic, Inc., New York, Florida, and Georgia

Human Services

A Kids Place of Tampa Bay, Tampa, Florida

After School All-Stars, Tampa, Florida

Answered Prayers Project, St. Petersburg, Florida

Dawning Family Services, Tampa, Florida

Dream Center of Tampa, Florida
Dress for Success, Tampa, Florida
Emergency Care Help (E.C.H.O) of Brandon, Brandon, Florida
Friends of Strays, St. Petersburg, Florida
Girls on the Run Tampa Bay, Pinellas County
Girl Scouts of West Central Florida
Habitat for Humanity Florida
Habitat for Humanity of East & Central Pasco Counties, Dade City, Florida
Heart Gallery of Tampa, Florida
Hispanic Services Council, Tampa, Florida
Hope Villages of America, Clearwater, Florida
Holy Trinity Greek Orthodox Church, Clearwater, Florida
Humane Society of Pinellas, Clearwater, Florida
Loveland Village, Venice, Florida
Mattie Williams Neighborhood Family Center, Safety Harbor, FL
Meals on Wheels, Tampa, Florida
NAUI, Tampa, Florida
New Life Village, Tampa, Florida
onbikes, Tampa, Florida
PACE Center for Girls in Pinellas County & Jacksonville, Florida
Police Athletic League, Pinellas County
Positive Coaching Alliance, Tampa, Florida
Premier Community Healthcare, Dade City, FL
Solita's House, Tampa, Florida
South Tampa Y, Tampa, Florida
SPCA Florida, Lakeland, Florida
STARability Foundation, Naples, Florida
The Arc of Jacksonville, Jacksonville, Florida

The Kind Mouse, Pinellas County

University Area CDC, Tampa, FL

Voices for Children of Tampa Bay, Tampa, Florida

Warrick Dunn Charities, Atlanta, Tampa, Baton Rouge

wear blue: run to remember, University Place, Washington

Working Women of Tampa Bay & Working Women of Tampa Bay Foundation, Tampa, Florida

Education

Early Childhood Council of Hillsborough Council, Tampa, Florida

Early Learning Coalition of Hillsborough County, Tampa, Florida

Edyth Bush Institute for Philanthropy & Nonprofit Leadership at Rollins College, Winter Park, Florida

Infinity Aero Club Tampa Bay, Lutz, Florida

Legal Aid Society of the Orange County Bar Association, Orlando, Florida

Shorecrest Preparatory School, St. Petersburg, Florida

SOAR Learning Center, Inc., Sarasota, Florida

Take Stock in Children, Florida

Waverly Community House, Waverly, PA

Winter Park Day Nursery, Winter Park, Florida

Healthcare

American Association of Tissue Banks, McClean, Virginia

Beat Childhood Cancer, Tampa, Florida

Directions for Living, Clearwater, Florida

Donate Life America, Richmond, Virginia

Donate Life, Florida Tampa, Florida

Florida Medical Clinic Foundation, Florida Tampa, Florida

Lighthouse of Pinellas, Inc., Florida Largo, Florida
Lions Eye Institute for Transplant & Research, Tampa, Florida
National MS Society, Denver, Colorado
Neighborly Care Network, Pinellas County
National Pediatric Cancer Foundation, Tampa, Florida
Premier Community Healthcare New Port Richey, Florida
RF Campbell Charities, Tampa, Florida
Senior Care Group, Tampa, Florida
Tampa Crossroads, Tampa, Florida

For Profit / Corporations

Cater Me Fit, Tampa, Florida
Eisenhart & Associates, Florida & California
Greater Tampa Chamber of Commerce Leadership Tampa
Staffing Resource Group, Tampa, Florida

Other

Association of Fundraising Professionals – First Coast, Jacksonville, FL
Association of Fundraising Professionals – Greater Polk County
Association of Fundraising Professionals – Nature Coast
Children’s Board of Hillsborough County, Tampa, Florida
Community Foundation of the Chattahoochee Valley, Columbus, Georgia
Community Foundation of Marion County, Ocala, Florida
GoodWorks 360°, Tampa, Florida
Friends of Strays, St. Petersburg, FL
Junior League of Tampa, Tampa, Florida
Nonprofit Leadership Center of Tampa Bay
Nonprofit Leadership Center of Northeast Florida Jacksonville, Florida

Ohio State Bar Association Columbus, Ohio

Regency Development Clearwater, FL

United Way of Indian River County, Florida Indian River County, Florida

ADDENDUM 1

BACKGROUND SCREENING OPTIONS

Criminal Records County Criminal Records Search 7 Year County Search

Statewide Criminal Records Search

MBI National Criminal File (Database) (*)

Federal Criminal Records Search
*Per Jurisdiction

International Criminal Records Search
*See International Criminal Table

Homeland Security Search

Multi-State Sex Offender Search

Civil Records Search

Credit & Identity Reports Credit Reports *Credit Credentialing Required

Social Security Number Trace

Social Security Number Verification
*Pre-Hire, Consent Based through SSA

Sanction Checks MBI Medtrace (FACIS Level III)

National Practitioner Databank

Driving Records MVR (Motor Vehicle Report)

CDLIS

Worker's Comp Worker's Compensation Claims

*Not Available in all States

Drug Screening

Drug Screen (Partnered with eScreen™)

Various Products & Services Available

*See Drug Screening Pricing Schedule

Verifications

Employment Verification

Education/Degree Verification

International Employment Verification

International Education Verification

Professional License Verification

Bank Asset Verification

I-9 Verification and EVP

*Available as individual products also

Packages:

Package 1: Social Security Trace, County Criminal Search (1), National Criminal File Search* (Includes Multi-State Sex Offender Search)

Package 2: Social Security Trace, Unlimited County Criminal Searches, National Criminal File Search* (Includes Multi-State Sex Offender Search)

Package 3: Social Security Trace, Unlimited County and Federal Criminal Searches, National Criminal File Search* (Includes Multi-State Sex Offender Search)

ADDENDUM 2 (Sample Rubric that can be customized with the client)

Interview Evaluation					
Candidate Name:		Name of Interviewer:			
Interviewed for Job Role: President & CEO, Arc Jacksonville		Date / Time of Interview:			
		<i>Poor</i>	<i>OK</i>	<i>Great</i>	
Q1	Was the candidate prepared for the interview? (Researched company, dressed appropriately, arrived on time?)				<i>Describe:</i>
Q2	Does their experience appear to match what's needed? (Work experience, life experience or volunteer work?)				<i>Describe:</i>
Q3	Do they have some or all of the required credentials ? (For example, education, licenses, certifications?)				<i>Describe:</i>
Q4	How are their interpersonal skills? (Friendly, smiling, outgoing, kind, fun, interactive?)				<i>Describe:</i>
Q5	How good are their communication skills? (Written skills, i.e., resume, application, as well as verbal skills)				<i>Describe:</i>
Q6	How well do their technical skills match job requirements? (Specific technical tools, approaches, examples?)				<i>Describe:</i>
Q7	How well did they answer executive director job related questions? (Likes working with others, good rapport?)				<i>Describe:</i>
Q8	How well did they answer behavioral interview related questions? (Customer focused, good listener, problem solver?)				<i>Describe:</i>
Q9	How open did they appear to be when learning new things? (Willing to learn, attend training, accept feedback?)				<i>Describe:</i>
Q10	How interested did the candidate seem in getting the job?				<i>Describe:</i>

	(In the job, the pay, the hours, the work requirements?)				
Q11	How comfortable did they feel with public speaking engagements? (Provide specific examples for appropriate audiences?)				<i>Describe:</i>
	<i># of checkmarks for each rating, poor, ok, great (total should = 11) --></i>				<i>Additional notes to support your recommendation:</i>
	What was YOUR overall impression of the candidate? <i>(circle one)</i>	Poor	OK	Great	
	Do YOU recommend we move forward with this candidate? <i>(circle one)</i>		No	Yes	

FSP Leaders

**Proposal to Conduct the
Executive Search for
Chief Executive Officer**

For



August 2022

PERSONAL AND CONFIDENTIAL

August 22, 2022

Helen Sovich
Manager, Human Resources
Early Learning Coalition of Hillsborough County
6302 E. Dr. Martin Luther King, Jr. Blvd. Suite 100
Tampa, FL 33619

Via email: hsovich@elchc.org

Dear Helen:

Thank you for your interest in FSP Leaders managing a search for a new Chief Executive Officer for Early Learning Coalition of Hillsborough County (ELCHC). We are delighted to submit this engagement letter, which describes our process and fee structure, and serves as our agreement for this engagement.

FSP Leaders is one of the largest retained executive search firms in the U.S. identifying and recruiting senior leaders for non-profit and for-profit organizations with social impact commitments and values-driven strategies. We've been a leader in the executive search space for the last 15 years. FSP Leaders consultants cumulatively bring more than 100 years of executive search experience to clients like ELCHC that are serious about matching character, culture and leadership values with organizational mission and social impact.

SEARCH METHODOLOGY: The major steps and deliverables for a typical search are as follows:

- **Kick-off Meetings:** We will plan to meet with certain key stakeholders to solicit input on the key characteristics desired in a new Chief Executive Officer, as well as critical goals for the role in the short to mid-term. The product of this step is an Assessment Report which describes the situation, the needs of the organization, the deliverables expected from the new Chief Executive Officer and Position Specifications to be used to identify the right candidates. The Assessment Report will also include a more detailed search timeline which will culminate in the proposed start date of the CEO, January 3, 2023.
- **Sourcing/Screening/Interviewing:** Based on the approved position profile, we will contact potential prospects and referral sources regionally and across the country. We will include in our screening referrals provided to us by ELCHC, including personal referrals and prospective candidates that have already been identified. As prospects express interest, we will collect their resumes, conduct phone screens, and to the best extent possible, conduct preliminary, informal references. Screening of candidate's background, education, training, experience, knowledge, skills and abilities, management style and other appropriate characteristics desires will be vetted to ensure the successfulness of the individual in the position and organization. We will conduct a comprehensive evaluation and provide a weekly written brief summary to the search chair/committee regarding sourcing and screening process of candidates who meet the criteria established in the profile. Those holding the most promise will be interviewed in person.

- **Presentation of Recommended Candidates:** A final group of candidates, typically numbering five to eight, will be formally presented to the search committee in a face-to-face meeting (or by video, if necessary). Detailed information on each candidate's background, qualifications and strengths/weaknesses will be provided in this confidential discussion. At this meeting, it is anticipated you will select a group to invite for first round interviews. Please note that due to ethical/confidentiality and other concerns, it is our practice to not reveal candidates' identities until the presentation meeting.
- **Candidate/Client Interviews:** We will facilitate the candidates' initial and final interviews and provide post interview feedback from the candidates to you. We will assist you, as needed, in further evaluating the candidates as they move through the interview process. Client may request Candidate/Team Behavioral Assessment Analysis to be provided during this phase as an available add-on service for an additional fee.
- **Referencing:** We will conduct formal referencing for the final candidate(s) and provide to you a written summary of these references.
- **Negotiation/Closure:** We will serve as a facilitator/sounding board to both the final candidate and to you in crafting and modifying an offer.
- **Guarantee:** If the successful candidate is terminated, or leaves the organization voluntarily, within 12 months of his/her arrival, FSP Leaders will conduct a replacement search for no additional professional fee, only charging for related expenses. Our guarantee assumes the search process outlined above is generally followed. Additionally, we assume the replacement search is for the same position, that it is launched within 60 days of the termination of the incumbent, and that all invoices related to the original search have been paid in full and in a timely manner.
- **Non-solicitation:** As a values-driven firm, we subscribe to the Association of Executive Search Consultants' statement of ethics. For a period of 12 months following the closure of a successful search, we will not solicit employees of ELCHC for the purposes of potential candidacy for other FSP Leaders clients. If employees from ELCHC contact FSP Leaders during this 12-month period, we will instruct them to seek and receive explicit approval from their direct supervisor before we will engage in further discussion regarding other FSP Leaders opportunities. In addition, the successful candidate selected during a search engagement will be considered off-limits to FSP Leaders for the entire period in which he/she is employed by ELCHC.
- **Commitment to Diversity:** We are committed to developing diverse candidate slates and recognize this increasingly important factor in mission-oriented organizations. Historically, approximately two-thirds of our successful candidates have been women and/or minorities.
- **Expectations of Client:** Our clients play a critical and vital role in the search process, and there are several responsibilities ELCHC will assume to help ensure a positive outcome. These include:
 - To provide FSP Leaders with the appropriate and in-person access to key ELCHC leadership, stakeholders and the final hiring decision maker.
 - To provide timely feedback to FSP Leaders regarding client information needs, material changes to the organization or position, candidate information and recommendations given by FSP Leaders.
 - To provide timely feedback to FSP Leaders regarding each onsite interview.

- ELCHC agrees that FSP Leaders has exclusive rights to represent ELCHC on this assignment until it is completed or canceled. ELCHC agrees to allow FSP Leaders to use INITIALS names and logos for the purpose of public and private communication as it relates to the search engagement.
- If at any time during the course of the search, ELCHC places the search “on hold” for a period of more than 30 days, FSP Leaders reserves the right to renegotiate the terms of this agreement.

Helen, if this agreement meets your approval, please have it signed below and return a copy to me. We are honored to be considered for this search and look forward to working closely with you and your colleagues.

Sincerely,

Zándra Bishop

Zándra Bishop, DM, CVA, IOM

Senior Vice President

832-868-0295

zbishop@fspleaders.com

FSP Leaders

13355 Noel Road, Ste 1100

Dallas, TX 75240

Small Business

Accepted by:

Early Learning Coalition of Hillsborough County

Date

Fee Summary

The professional fee for the Chief Executive Officer search for ELCHC is \$62,700.

Fees are payable in three equal monthly retainers invoiced at the initiation of the assignment and at the beginning of the second and third months after initiation. The first invoice is sent upon initiation of the assignment. It has been our practice to not send the third invoice until after a candidate slate has been presented to the client for a specific position. Please note that FSP Leaders may delay presentation of a candidate slate until full payment on the first invoice is received.

All normal out-of-pocket expenses (such as travel/meals for recruiter/candidate/client meetings) will be billed without mark-up. We estimate out-of-pocket expenses for this search to be \$9,000. In addition, a fixed one-time amount of \$3,000 shall be charged for this search on the first invoice for the cost of research, messenger/courier, information technology and other communications costs. If out-of-pocket expenses exceed the estimate, we will bill you the balance on a monthly basis after the third invoice. If, at the end of the search, the expense estimate exceeds actual out-of-pocket expenses, we will reimburse you the overpayment. Expenses related to candidates' onsite interviews with clients are customarily reimbursed directly by the client.

Based on the fees described above, the initial invoice for this search will total \$26,900 (professional fees of \$20,900, estimated expenses of \$3,000, and communications charges of \$3,000). Each of the subsequent two invoices would total \$23,900 (professional fees of \$20,900 and estimated expenses of \$3,000).

Although it is our objective to complete this search assignment within four months, we shall continue to work until the position is filled. The assignment may be canceled by ELCHC at any time. If cancellation occurs during the first thirty days after initiation, the invoiced amount shall consist of the first retainer, the communication charges, and any out-of-pocket expenses incurred up to and on the date of cancellation. Assignments canceled during the second or third month shall be charged retainers on a pro rata basis, plus communication charges and out-of-pocket expenses. If an assignment is canceled at any time after the third month, we shall consider the retainer fee as having been earned. Our fee, and project-related expenses, as described in this letter, shall be payable without regard to the ultimate resolution of the assignment. Kindly note that invoices are payable upon receipt. Non-payment of invoices in a timely manner may result in our suspension of effort.

If, as the result of this assignment, additional candidates introduced to ELCHC by FSP Leaders are hired by ELCHC within 12 months of the completion of the Chief Executive Officer search, ELCHC will compensate FSP Leaders \$20,900 for each such candidate hired by ELCHC.

Search History and Experience

The FSP Leaders team has been serving the needs of non-profit and for-profit organizations with social impact commitments and values-driven strategies for fifteen years. We are uniquely positioned to lead your nonprofit executive search because like you, we've dedicated our lives to serving others. Our consultants bring 100+ years of executive search experience to clients who are drawn to our commitment to delivering candidates with equal parts proven leadership experience and deep alignment with your organizational mission, values, and culture.

A small sampling of FSP Leaders consultants' relevant search experience includes:

ACE Scholarships	President	Denver, CO
Open Sky Education	National Director, Compass Programs	Waukesha, WA
Open Sky Education	President of Schools	Waukesha, WA
Elevate USA	Chief Executive Officer	Arvada, CO
Kids Across America	Executive Chairman	Branson, MO
Young Life	VP, Marketing & Communications	Colorado Springs, CO
Young Life	Chief Development Officer	Colorado Springs, CO
Covenant House California	Chief Development Officer	Los Angeles, CA
Mentoring Alliance	Vice President, Operations	Tyler, TX
Childcare Worldwide	Chief Executive Officer	Bellingham, WA
Child Impact International	Chief Executive Officer	Ooltewah, TN
A Child's Hope International	Executive Director	Cincinnati, OH
Crossroads Prison Ministries	Chief Executive Officer	Grand Rapids, MI
Frontier Horizon	Chief Development Officer	Virginia Beach, VA

References

References that may be contacted about past work by FSP Leaders consultants include:

Ace Scholarships
Denver, Colorado
President
Contact: Scott McLean, Former Interim President/Board Member
Mobile: 720-308-3396
smclean@acescholarships.org

YoungLife
Colorado Springs, Colorado
Chief Development Officer
Contact: Eric Scofield, Chief Development Officer
escotland@sc.younglife.org
Work: 719-381-1880

A Child's Hope International
Cincinnati, Ohio
Executive Director
Contact: Doug Peters, Board Chair
petersdoug@msn.com

Crossroads Prison Ministries
Grand Rapids, Michigan
Chief Executive Officer
Contact: Sara Marlin, Board Chair
samarlin@bloom.team

Frontier Horizon
Virginia Beach, Virginia
Chief Development Officer
Contact: Tom Sasser, Executive Director
tomwsasser@gmail.com

Why FSP Leaders?

- ✓ FSP Leaders is one of the largest retained executive search firms in the U.S. identifying and recruiting senior leaders for non-profit and for-profit organizations with social impact commitments and values-driven strategies.
- ✓ We are not merely “recruiters,” but rather consultants who work with our client’s governance and executive leadership to identify strategic, environmental and structural issues that may impact the search and/or the successful candidate’s ability to succeed in the role.
- ✓ We are committed to diversity. Historically, approximately two-thirds of our successful candidates have been women and/or minorities.
- ✓ We have fewer candidate “off-limits” concerns than our larger competitors.
- ✓ We conduct deep, original research for every assignment. We don’t simply rely on our existing database or “repackage” recent candidates.

Search Team

Zándra Jackson-Bishop is an accomplished senior level executive, consultant, and coach with over fifteen years of success transforming mission focused for-profit and nonprofit businesses and organizations.

As Senior Vice President, Zándra brings to FSP Leaders her expertise in coaching and leading hybrid teams, organizational and talent development, and succession planning. Zándra meets challenges with ease, skillfully assessing the market, allocating resources effectively, working collaboratively, and reviewing facts without emotion. She has a deep understanding of building, leading, and training remote cross-cultural and highly productive cross-functional teams and taskforces across sales, business development, and marketing to meet professional and organizational goals. She adapts her agile, empathic leadership and consultative management coaching style to drive increased productivity and engagement aligned to organizational objectives.

Zándra holds a Doctorate of Business Management in Business and Organizational Leadership and a Master's in Business Management and Human Resources Management. She has also attained certifications for Mindful Leadership from the Institute for Organizational Mindfulness, Hogan Assessment from Hogan Assessment Systems Inc., DISC Assessment, and Full Online Teaching and Learning and Adjunct Program Certifications from LoneStar College.

On a personal note, Zándra enjoys volunteering at the library and her church and serving as a digital outreach volunteer with Focus on the Family. Zándra resides in Houston, Texas with her family, where they enjoy the outdoors through impromptu hikes or playing family basketball. Most of all, she loves to hang out with her kids and date her husband.

Zándra Bishop

Senior Vice President

zbishop@fspleaders.com



Scott Kuhlman brings an array of experience spanning over 25 years in organization growth and health care practice management. Based in Asheville, North Carolina, Kuhlman works directly with the firm's clients throughout the executive search process. Prior to serving as Senior Vice President with FSP Leaders, Kuhlman's most recent leadership experience has been his service as Vice President of Business and Staffing Development with Extended Care Physicians (ECP).

Scott served ECP in partnership and practice management from inception and was instrumental in the formation of policies and practices regarding operations management, provider recruitment, and business development that led to the high-quality services and success of the PA/LTC medical practice. His knowledge, willing attitude, and networking skills led the company growth across 16 years to build a physician practice that became the Southeast's leader in service of the PA/LTC market. In 2007, Scott organized a multi-practice nationally recognized consortium (VISION Group). The VISION Group model served as a platform for PA/LTC practices to analyze "best practices" that were vital to the growth and success of their own companies.

Scott holds a Master of Business Administration. He and his wife are members of the Biltmore Baptist Church near Asheville, NC.

Scott Kuhlman

Senior Vice President

skuhlman@fspleaders.com



As a Vice President with FSP Leaders, Greg provides important leadership to the firm and also serves as senior consultant for a variety of national and international clients. He was founding leader of Halftime Talent Solutions prior to its merger with FaithSearch Partners in early 2018.

During more than 30 years in retained executive search and global recruitment strategy consulting, Greg has consistently built innovative and effective search processes for his clients. He combines candidate identification and development with sensitivity to matching the right professionals to the unique culture and specific mission objectives of each client.

Prior to the launch of Halftime Talent Solutions, Greg served simultaneously as Vice President of U.S. Search Operations and Managing Director of Global Healthcare and Life Sciences Practice for Futurestep, the online talent solutions subsidiary of Korn/Ferry International. Before joining Futurestep in 2005, Greg was a regional managing director and senior client partner in the executive search division of Korn/Ferry's Healthcare and Life Sciences Practice for eight years.

Greg received his Bachelor of Arts degree in Religion/ Psychology from Baylor University and earned a Master of Counseling Psychology from the University of North Texas. He resides in Dallas with his wife of 30-plus years, and they are grateful for three thriving adult children.

Greg Barnes

Vice President

gbarnes@fspleaders.com



Timeline

- Week of September 19, 2022 - **Due Diligence/Kick-Off** meetings with Search Committee and other key stakeholders.
- Week of October 3rd - **Submission of Assessment Report and finalization of Position Specifications** for final approval by Search Committee.
- October 10 - November - **Sourcing and screening** of candidates by FSP Leaders for 4-6 weeks.
- Week of November 14th - **Presentation of 5-8 Candidates** by FSP Leaders. Search Committee will select the final slate of candidates and identify who to invite for first round in-person interviews.
- Week of November 28th - **1st Round In-Person Interviews**: Identify several days for interviews of first-round candidates in-person.
- Week of December 5th - We recommend bringing in at least **2 Finalists** for an expanded round of in-person interviews. These interviews could range from 1 to 2 days and should involve key stakeholders in the Due Diligence process.
- Week of December 12th - A **Final Candidate** identified and an offer developed and presented. **Presentation of an offer to finalist.**
- Week of January 2nd - **Actual start date** is dependent on the finalist's personal and professional situation.

JGCONSULTING

RFP

Executive Search Firm for Chief Executive Officer



EARLY LEARNING
COALITION OF HILLSBOROUGH COUNTY

August 22, 2022

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MEMORANDUM

Dear Early Learning Coalition of Hillsborough County Board of Directors:

JG Consulting welcomes the opportunity to serve the Early Learning Coalition of Hillsborough County (ELCHC) as the firm to manage the executive search process for the purpose of identifying a *Chief Executive Officer*. Our firm will manage the recruitment process in collaboration with the Board of Directors (Board). Our mission is to provide an equitable process while maintaining the Coalition's standard of quality. We aim to accomplish this objective in a timely and cost-efficient manner with a benchmark of professional achievement and integrity. JG Consulting represents the organization and not the individuals seeking the position of Chief Executive Officer.

JG Consulting works with organizations to find CEO's, Directors, executive-level administrators, and regional-level administrators. We are committed to the long-term success of our organizational partners. Our commitment begins with successfully matching candidates and organizations upon the completion of the position profile. JG Consulting acknowledges the importance of supporting the executive search needs to ensure a strong intersection of talent.

Our recruitment efforts will span the country among various channels. The business methodologies implemented during the recruitment process will equip the Coalition with access to every facet of our country's education landscape to achieve the Coalition's objective of successfully identifying a Chief Executive Officer. JG Consulting will be a dedicated partner of the Coalition and will make every effort to communicate accordingly with everyone involved in the Chief Executive Officer search process.

Our firm's expertise is perfectly aligned to serve the Early Learning Coalition of Hillsborough County during the executive search process. We understand the goal is to ensure all children grow up to achieve anything they can imagine by providing the best possible early learning experiences and supporting the families and teachers who care for them.

Respectfully,

James Guerra

James Guerra
President & CEO

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Corporate Office:
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Austin, TX 78731

INTRODUCTION & BACKGROUND

JG Consulting has specific attributes unique to the firm:

JG Consulting focuses on human capital.

Our firm has diverse and rich relationships nationwide including the organizations we support. We strive to develop new relationships with each new partnership.

JG Consulting promises ongoing communication with the Board and candidates to ensure a seamless recruitment process.

JG Consulting works *nationwide* serving its organizational partners.

Our success has strengthened our relationships with many organizations across the country and we have vast access to a great talent pool that has made professional commitments to working in various markets.

The executive search will be managed onsite and remotely during each phase of the process. JG Consulting has 40 Faculty team members located across the country who are readily accessible to support ELCHC.

JG Consulting has integrated a unique technology platform for recruitment efficiency.

Our firm is connected to rising talent across the country and we need to effectively connect with everyone in real-time.

We have integrated a unique technology platform, "Modern Hire", unlike any other firm in the country that will allow the Board to review candidate interviews and profiles on-demand. The on-demand resource enables us to efficiently recruit candidates while saving the Coalition additional costs.

JG Consulting accessibility and team members.

Our team is accessible anytime during each phase of the executive search process.

James Guerra represents the Executive Search process as the President & CEO of JG Consulting. Mr. Guerra founded the organization in 2014 and has since led organizations nationwide to recruit executive talent. He currently serves on the Austin Ed Fund Board and Leadership Council with the Texas State University.

JG Consulting is committed to working with organization seeking to recruit talented executives.

We pride ourselves in supporting specific organizations with intentional focus. We do not aim to support every executive search opportunity because we want to build long-term relationships with organizations committed to seeking the most qualified candidates.

EXECUTIVE SEARCH: WORK PLAN

1. Planning Discussion & Director Interviews

- Board of Director interviews;
- Staff and community-related meetings;
- Define the scope of work for the search;
- Review and provide input on the job description, qualifications, competencies, selection criteria, legal requirements, newspaper and publications, announcements, search calendar and compensation package;
- Discuss any issues and expectations for the position;
- Determine the search and selection procedures including the search calendar;
- Discuss the recruitment of candidates;
- Discuss the screening process and preliminary evaluation;
- Discuss the interviewing process;
- Discuss the selection and hiring activities.

2. Communication Protocols

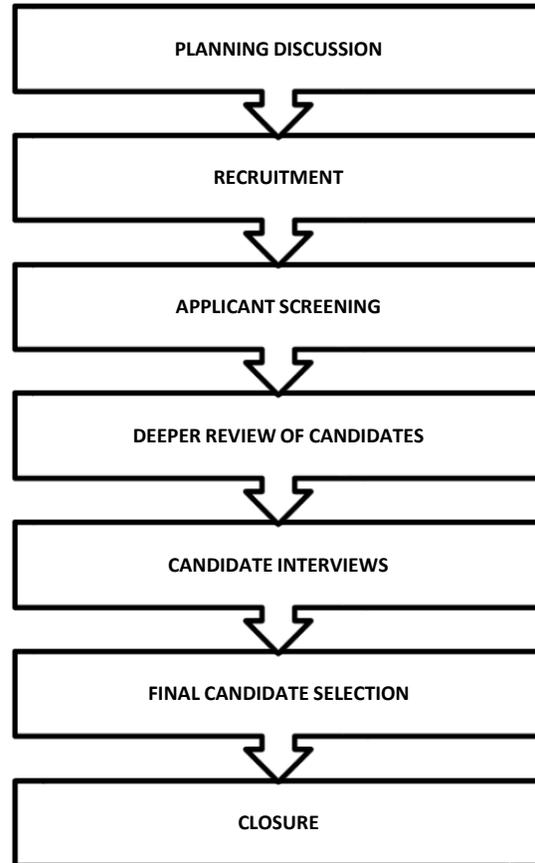
- We will assist with marketing, advertising and communication for the available position. These efforts will include advertising in publications, various websites with state organizations, national organizations and other institutions. We will develop an advertising plan for the Board’s approval.

3. Candidate Recruiting

- We will create a search strategy according to the unique needs of the Coalition. We will not rely solely on advertising and job postings. Our firm will proactively engage with candidates across the vast ecosystem including national and state affiliations, private sectors and non-profit sectors;
- JG Consulting will distribute countless e-mails with the position profile and make countless phone calls to potential candidates and sources;
- We ensure a balance of gender and ethnicities among the qualified candidates we present to the Board. We will actively recruit traditional and non-traditional candidates that have successfully demonstrated leadership capacity;
- Our national networks will provide access to the for-profit, not-for-profit and other communities nationwide. We utilize these channels in every search. Our network includes individuals within national and state affiliates, political leaders, and business leaders.

4. Candidate Reviews

- We will review all communication from interested candidates seeking information on the position to determine if they meet the minimum qualifications;
- Candidates who meet the minimum requirements will be asked to furnish additional information that will enable us to further evaluate their skills and experience according to the position profile;
- The Board will have access to each candidate’s profile during the executive search.



5. Applicant Screening

- Candidates that successfully pass the pre-screening process will be presented to the Board for discussion and determination for the first phase of interviews. *We do not work with a “stable” of candidates;*
- Additionally, JG Consulting will conduct thorough background checks of each candidate with a third-party;
- JG Consulting is a registered agent with E-Verify;
- *JG Consulting does not discriminate against any employee or job candidate because of his race, color, religion, national origin, sex (including pregnancy), physical or mental disability, or age.*

6. Candidate Interviews

- JG Consulting will provide comprehensive profiles of each candidate selected for an interview;
- Profiles will include: a synopsis completed by the firm, access to the Modern Hire interview portal for each candidate, responses to preliminary screening questions, detailed responses from the personal interview rubric, a comprehensive background check by a third-party, completed reference checks and original resume. We work with each group to ensure that the candidates have been vetted.

7. Deliberation in the selection process of candidates for final consideration.

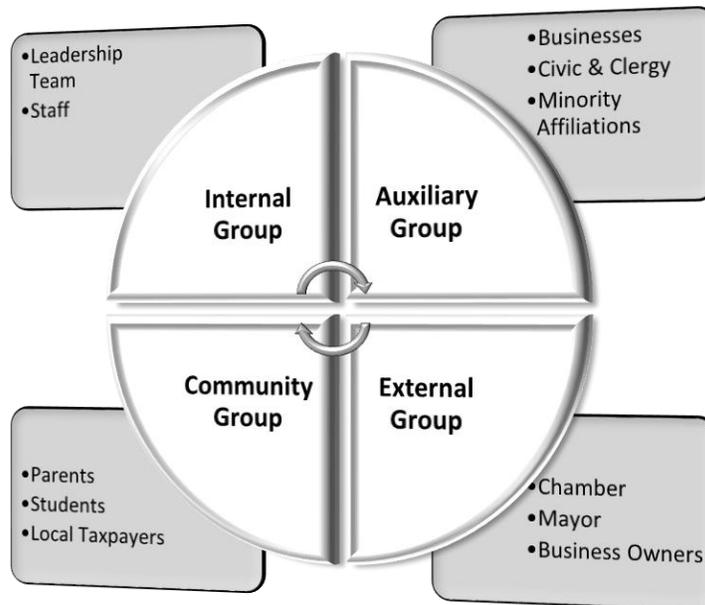
- Arrange for candidate district visits, if applicable. At the request of the Board.

8. We will support the district when requested on final interviewing protocols.

9. Closure

- We will contact all candidates as a process of the closing phase of the executive search. JG Consulting will also prepare final reports or a summary of expenses and assist in the announcement of the appointment, if requested by the Board. We will serve as an intermediary to construct the Chief Executive Officer’s contract, if requested by the Board.

Example Stakeholder Meetings¹



¹ Stakeholder recommendations will be made by the Board. We will also post an online survey accessible on the Coalition’s website to protect the anonymity of the public and staff.

EXECUTIVE SEARCH: PROPOSED TIMELINE

Proposed Activities	Proposed Timelines ¹
1. Planning discussion to initiate the CEO search with the Board of Directors.	September
2. Internal and External Community-related meetings: a. <u>Sept. – Oct.</u> ² ; Online survey (duration of the executive search) and in-person meetings (when allowable). b. In-person meetings including town hall forums.	September – October
3. Present formal scope of work and preliminary job profile to the Board during executive session for approval and/or necessary modifications, research recruiting channels within similar networks and external networks; define marketing and recruiting strategies.	Late October
4. Candidate Application Portal is Open • Marketing and Recruiting Activities; • Local, state, regional and national publications; • Other publications and websites; • Campaigns: E-mails, calls, virtual meetings and in-person recruitment at national conferences.	November
5. JG Consulting candidate screening; includes online interviews	November
6. Application due date	TBD
7. Prepare and present pre-screened applicants in a reporting format and with access to the online interview videos	TBD
8. Candidate Interviews: Round I	TBD
9. Candidate Interviews: Round II	TBD
10. Name the Lone Finalist	TBD

***Timeline is customizable to the needs of the Board.**

¹ All dates will be aligned to meet the deliverables of the Board.

² In-person engagement meetings are contingent upon current pandemic restrictions.

EXPERIENCE: CONSULTANTS

JG Consulting experience.

Consulting Team Information:

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[JG Consulting](#) has successfully managed more than 175 executive-level searches nationwide during the past 7 plus years. We have dedicated Faculty strategically located in the nation's largest markets. JG Consulting is the only full-service consulting firm supporting organizations nationwide based in Texas.

[Faculty](#)

[Testimonials](#)

[Editorials](#)

Please refer to individual credentials and other acknowledgements of the designated consultants associated with the Executive Search Firm (following pages).

EXECUTIVE SEARCH REFERENCES: SCHOOL DISTRICTS

<p><u>Houston Independent School District</u> Judith Cruz, Board President P: (713) 556-6000 E: Judith.cruz@houstonisd.org <i>Superintendent Search: 200,000 Students</i> <i>Placed: Millard House II</i></p>	<p><u>Austin Independent School District</u> Geronimo Rodriguez, Board President P: (512) 414-1700 E: geronimo4aisd@gmail.com <i>Superintendent Search: 80,100 Students</i> <i>Placed: Dr. Stephanie Elizalde</i></p>
<p><u>Washoe County School District</u> Dr. Angela Taylor, Board President P: (775) 348-0200 E: ataylor@washoeschools.net <i>Superintendent Search: 64,000 Students</i> <i>Placed: Dr. Kristen McNeill</i></p>	<p><u>Socorro Independent School District</u> David Morales, Board President P: (915) 637-0804 E: david.morales@sisd.net <i>Superintendent Search: 47,300 Students</i> <i>Placed: Dr. Nate Carman</i></p>
<p><u>San Antonio Independent School District</u> Nicole Franco, Chief of Staff P: (210) 391-4677 E: NFRANCO1@saisd.net <i>Superintendent Search: 45,000 Students</i> <i>Placed: Dr. Jaime Aquino</i></p>	<p><u>East Baton Rouge Parish Public School System</u> Mike Gaudet, Board President (former) P: (225) 229-5584 E: mgaudet@ebrschools.org <i>Superintendent Search: 41,000 Students</i> <i>Placed: Dr. Sito Narcisse</i></p>
<p><u>Lamar Consolidated Independent School District</u> Joy Williams, Board President P: (832) 489-5191 E: joy.williams@lcisd.org <i>Superintendent Search: 36,000 Students</i> <i>Placed: Dr. Roosevelt Nivens</i></p>	<p><u>McAllen Independent School District</u> Marco Suarez, Board President P: (956) 451-3275 E: marco.suarez@mcallenisd.net <i>Superintendent Search: 23,000 Students</i> <i>Placed: Dr. Jose Gonzalez</i></p>
<p><u>Kansas City, Kansas Public Schools</u> Randy Lopez, Board President P: (913) 302-4315 E: randy.lopez@kckps.org <i>Superintendent Search: 22,000 Students</i> <i>Placed: Dr. Anna Stubblefield</i></p>	<p><u>BCFS</u> Kari Tatro, Chief of Staff P: (210) 832-5000 E: ktatro@bcfs.net <i>Executive Director Search</i> <i>Placed: Dr. Denise Shetter</i></p>
<p><u>Mexican American School Board Association</u> Marco Ortiz, Board of Directors P: (512) 695-3395 E: mortiz721@aol.com <i>Executive Director Search</i> <i>Placed: Dr. Jayme Mathias</i></p>	<p><u>Texas Association of Latino Administrators/Superintendents</u> Dr. Xavier De La Torre, President P: (915) 227-3753 E: xdltsuper01@gmail.com <i>Executive Director Search</i> <i>Placed: Dr. Robert Duron</i></p>

Superintendent Placement Statistics

- 75% of the Executives hired are leaders of color
- 40% of the Superintendents hired are women

EXECUTIVE SEARCH: COST

Analysis

The Chief Executive Officer Search will begin immediately upon award. JG Consulting will correlate to the timeline goals set forth by the Early Learning Coalition of Hillsborough County.

The firm will work diligently onsite with the Board and community stakeholders as often as requested. The team of consultants will also engage in various remote activities to ensure maximum productivity.

Travel and expenses are all-inclusive with the “Executive Search Firm Services” cost listed below for services rendered by JG Consulting.

Travel and expenses are dependent on the Chief Executive Officer candidates’ in-person interviews.

Estimated travel and expenses per Chief Executive Officer candidate = \$1,500/Day

- Includes airfare (if applicable)
- Local transportation (rental car and/or other transportation; if applicable)
- Meals (if applicable)
- Lodging (if applicable)

There are no additional publishing and advertising fees associated with the Executive Search. The firm will incur all costs. We rely on various outlets but primarily engage with our national network and affiliates.

JG Consulting will also incur the cost of the on-demand interview subscription, Modern Hire, Inc.

Payment terms are \$15,000 upon execution of the contract. The final payment of \$15,000 will be due upon the hiring of a candidate. Payment is due net 30-days for each installment.

Total Cost for All Services Rendered = \$30,000 (All-Inclusive & Not to Exceed).

Bid Contact Person:

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