

Children's Services Council of Broward County Executive Committee Meeting

Children's Services Council of Broward County
6600 W. Commercial Blvd., Lauderdale 33319
November 8, 2023
2:30 p.m.

AGENDA

- | | | | |
|------|---|---------|------------------------|
| I. | Approve November 2, 2022, Minutes | (Tab 4) | David H. Kenton, Chair |
| II. | Annual President/CEO Evaluation | (Tab 5) | David H. Kenton, Chair |
| | a. Review Evaluation Results | | |
| | b. Recommend: | | |
| | • Salary Adjustment for FY 23/24 | | |
| | • Contract Terms for President/CEO for FY 23/24 | | |
| III. | Succession Planning Discussion | | Cindy Arenberg Seltzer |
| IV. | Members & Public Comments | | David H. Kenton, Chair |

TAB 4

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

Via Zoom Webinar with public access by computer or phone

November 2, 2022

8:30 A.M.

Minutes

Members in Attendance:

Governor Appointee Cathy Donnelly; Governor Appointee David H. Kenton; DCF Community Development Administrator Dawn Liberta (*Chair*); Governor Appointee Jeffrey S. Wood

Staff in Attendance:

Cindy Arenberg Seltzer, Monti Larsen, Amy Jacques

Guests in Attendance:

None

Agenda:

Chair Dawn Liberta called the meeting to order at 8:35 A.M.

I. Minutes

ACTION: Ms. Donnelly made a motion to approve the Executive Committee minutes from November 8, 2021, as presented. The motion was seconded by Mr. Wood and passed unanimously.

II. Annual President/CEO Evaluation

Council Members reviewed Ms. Arenberg Seltzer's performance evaluation for FY 21/22. It was noted that evaluations were received, except for Mr. Powers, who could submit between now and the November Council meeting, and Judge Africk-Olefson and Mr. Reiter, who chose not to submit because they believe they have not been on the Council long enough to appropriately evaluate the CEO's performance. The submitted evaluations were consistent with high scores and extremely positive comments.

Ms. Arenberg Seltzer thanked Members for the confidence they have entrusted in her. She noted that she doesn't do anything alone and praised the accomplishments of the CSC Staff. Members applauded CSC staff for their work and Ms. Arenberg Seltzer for her expert leadership and management of the organization.

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

ACTION: Mr. Wood made a motion to recommend to the full Council the President/CEO Salary adjustment for FY 22/23 and the new contract terms for FY 22/23, as presented. The motion was seconded by Dr. Kenton and passed unanimously.

III. Members & Public Comments

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

IV. Adjournment Cathy/David

The meeting adjourned at 8:51 A.M. with a motion from Ms. Donnelly and a second from Dr. Kenton.

Jeffrey S. Wood, Secretary

TAB 5

For Executive Committee Meeting November 8, 2023

Issue: CEO Performance Evaluation Results, Consider Salary Adjustment and Contract Term Revisions.

Action: Recommend to the Full Council, President/CEO Salary Adjustment for FY 2023/24 and New Contract Terms for FY 23/24 through FY 27/28.

Budget Impact: \$13,956 of Salary Available in Admin Budget for FY 23/24.

Background: The performance evaluation for the President/CEO is due each November. At this same time, the President/CEO's contract is reviewed, salary adjustments are considered, and new goals are set for discussion first at the Executive Committee (EC) and then to the full Council for final review and approval. Three years ago, Compensation Resources Inc. conducted an Executive Compensation Study for the President/CEO position. If this action is approved, the Council-approved adjustments and the Cost-of-Living Allowances (COLA) that staff have received, the President/CEO salary will be between the mid-point and the 70th percentile on the salary grid.

Current Status: The Council Members have submitted their evaluations of the CEO which are attached. Based on the information above, Ms. Arenberg Seltzer requests:

- i. Base Pay – Consider increasing salary \$13,956 which is a 5% COLA, the same that staff received, retroactive to October 1st, 2023, for a total salary of \$293,067 for the fiscal year.
- ii. Contract Term - To maintain a 5-year contract term, extend the date one year through October 31, 2028.

A copy of the current contract and the proposed contract with the above-referenced changes are attached for reference.

Recommended Action: Recommend to the Full Council, President/CEO Salary Adjustment for FY 2023/24 and New Contract Terms for FY 23/24 through FY 27/28.

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

I. PERFORMANCE COMPETENCIES	Michael Davis	Cathy Donnelly	Beam Furr	David Kenton	Dawn Liberta	Peter Licata	Paula Thaqi	Jeffrey Wood	Allen Zeman	Total	Ave Score
Communication	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	44.0	4.9
Fiscal Responsibility	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.0	43.0	4.8
Consensus & Team Building	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.0	43.0	4.8
Diversity Commitment	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	45.0	5.0
Job Knowledge	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	44.0	4.9
Leadership	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.0	43.0	4.8
Judgment	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.0	43.0	4.8
Planning & Organization	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.0	43.0	4.8
Business Ethics	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.0	43.0	4.8
Community Relations	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	43.0	4.8
Board Interaction	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	44.0	4.9
Total	55.0	54.0	55.0	55.0	55.0	48.0	55.0	55.0	46.0	478.0	4.8

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

COMMUNICATIONS

Council Member Council Member Comments

Cathy Donnelly	I cannot express to you how very proud I am that you continue to lead this community and the CSC with such humility, passion and commitment to our children and families. As I read this year's evaluation, I noted the emphasis on listening and collaboration. These skills, as you know, can define a leader and empower an organization. I was also impressed with whom you are collaborating. To have earned the respect and confidence of such esteemed agencies and funders is a compliment to both you and your outstanding team. Congratulations on another outstanding year!
Beam Furr	Cindy is very effective at articulating the vision of the CSC. That helps in achieving both goals and objectives of the Council. Staff, Council, vendors and the public are clear as to the mission of the CSC.
David H. Kenton	Cindy has done a great job in expressing her ideas and providing historical context for the CSC and does a really good job of providing present-day context for certain decisions, choices, and processes that are made. She communicates effectively both in written and verbal form. Cindy has shown that she listens well to the concerns and inquiries from Board members. She is attentive and comprehends the information presented during discussions. Cindy ensures that she keeps the Board adequately informed of important dates and information, indicating that she is proactive in sharing relevant updates.
Dawn Liberta	Cindy does a great job expressing issues and solutions to our community partners. She attends a significant amount of community meetings and is able to communicate appropriately and is able to listen to other individuals and help resolve the issue. Community partners look to Cindy when they are having difficulties within their own programs.
Peter B. Licata	Given the short period of my time on the Board (two months), I have found the communication of the CEO above excellence and have no concerns at this time.
Paula Thaqi	Participated in Broward 100, represents CSC on multiple committees etc., hosts Future First.
Jeffrey S. Wood	Cindy keeps us well informed as to the trials facing the organization. She is a seasoned veteran in navigating the local politics and keeping CSC at the forefront of all children issues in the county.
Allen Zeman	CEO shares ideas and concerns that demonstrate her decades of experience in the field. If there is an area for continued executive growth, it would be in the consistency of others knowing that the CEO has heard their ideas and comment fully and accurately.

FISCAL RESPONSIBILITY

Council Member	Council Member Comments
Beam Furr	I appreciate Cindy's understanding of keeping a buffer between the max and our millage rate. It protects programs and services. And having been monitored by the CSC many years ago, I can vouch for the thoroughness of the oversight. It appears to me that every program is looked over for strengths and weaknesses and either rewarded or put on a short leash when necessary. Our reserves are a little high, but that gives us flexibility where needed.
David H. Kenton	Cindy has demonstrated her ability to work within the approved budget effectively and this is an indicator that she manages financial resources in accordance with the allocated budget. Cindy consistently brings fiscal recommendations to the Board. She actively participates in financial planning and decision-making, providing valuable input to support the organization's financial goals and strategies.
Dawn Liberta	Cindy is fiscally responsible and works closely with her staff to ensure appropriate decisions are being made when it comes to funding. She is able to understand what the community needs are and request approval from the board when needed.
Peter B. Licata	In review of the budget and the process that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	The FY 21/22 audit earned an unqualified opinion with no findings - the highest level of fiscal accountability from the auditors. The Annual Comprehensive Financial Report (ACFR) won the award for Excellence in Financial Reporting from Government Finance Officers Association (GFOA) for the 21st year in a row.
Jeffrey S. Wood	Cindy is a great steward of the taxpayer resources. She and her team find a way to turn a potentially negative fiscal situation into a positive one (example: Clear backpacks fiasco). Personally (and this is not a criticism of Cindy just an observation) I feel we are too generous with the public schools in the county and should put less resources into the type of programming that subsidizes one singular group.
Allen Zeman	CEO has knowledge of how funds are generated and spent - CEO advocates clearly for CEO / staff recommendations. More information on agenda items would be helpful - possibly by making small changes to the format of items so that new information is presented in sections such as: Options (2-3) for Decisions, Expected Outcomes of each Option, and Pro's and Con's of Each Option. If this additional information were distributed ahead of Board meetings, Board members would have more helpful information about items with financial impact.

CONSENSUS AND TEAM BUILDING	
Council Member	Council Member Comments
Beam Furr	I think the culture at CSC is envied by many. It hasn't been voted one of the best places to work for no reason.
David H. Kenton	Cindy has received positive feedback in facilitating collaboration and inclusivity. Cindy is effective at creating an inclusive environment where all parties can provide their input. She encourages diverse perspectives and values input from all team members. She has been successful in making all parties feel valued when participating in discussions or collaborative efforts. This is crucial for maintaining a positive and inclusive work environment. Cindy has a skill for bringing diverse components together and achieving agreement. This indicates her ability to facilitate consensus and alignment among team members with differing viewpoints.
Dawn Liberta	Cindy allows her staff to make decisions for the areas they oversee and makes appropriate decisions based on staff and community knowledge. She goes out of her way to ensure that needed services are provided to our community.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	Gains consensus with Board members, including multiple new members, members with diverse opinions.
Jeffrey S. Wood	Cindy is a master at bringing attention to groups and consensus forming both internally and outside of CSC. Top Workplace in Broward County is very meaningful to me.
Allen Zeman	CEO has demonstrated that she is committed to hearing all staff ideas. The Board as a group has vast experiences with children services and related areas (technology, tax policy, mental health, education, and more). Council member ideas and other contributions should be heard in full and considered by the Council who, as a group, have to make decisions that the majority thinks are the best decisions.

DIVERSITY COMMITMENT	
Council Member	Council Member Comments
Cathy Donnelly	I am so pleased that we have been able to adjust, pivot and still manage to respect our commitment to diversity given the barriers we have been given to work with. Great job team.
Beam Furr	In particular, I think the innovative and groundbreaking work by Sue Gallagher has had a domino effect throughout the county and beyond. It has informed both hiring and staffing decisions in a positive way.
David H. Kenton	Cindy is commended for her ability to show respect and sensitivity to cultural differences, especially in the wake of recent events in 2023. This implies that she values diversity and ensures that everyone in the organization is treated with respect and consideration. Cindy has been successful in building a diverse workforce, which is an important aspect of diversity commitment. Her quality hiring decisions contribute to the organization's diverse and inclusive culture. Cindy's efforts to promote diversity and inclusivity in the workplace, as well as her commitment to making quality hiring decisions, have created a positive and diverse workforce at CSC. Her open attitude toward feedback and improvement in this area is also commendable.
Dawn Liberta	Cindy leads by example, she shows respect to staff, customers and community members. She and her staff have the knack when it comes to hiring competent, hardworking and empathetic staff.
Peter B. Licata	I have witnessed such commitment during my time on the board that I do not hesitate in the least in scoring this as an "exceeds expectation".
Paula Thaqi	CSC staff serves on Broward County government's Equity Task Force, CPAR projects, etc.
Jeffrey S. Wood	The diverse workforce and the hierarchy of internal personnel speaks for itself.
Allen Zeman	CEO demonstrates a commitment to diversity.

JOB KNOWLEDGE	
Council Member	Council Member Comments
Cathy Donnelly.	Cindy, after 8 plus years I am still often astounded at your ability to comment in depth, on the spot on all levels of CSC interactions and communications.
Beam Furr	I don't think anyone knows the overall system in this county better than Cindy.
David H. Kenton	Cindy demonstrates an overwhelming command of knowledge related to both the CSC and the larger community as it relates to children issues/concerns. This indicates that she has a deep understanding of her organization and its mission. She is competent in the required job skills and knowledge, suggesting that she possesses the necessary expertise to excel in her role. Cindy is proactive in keeping the board informed about current developments, which is a valuable quality in a leadership position. This helps the organization stay current and adaptable. Cindy's extensive 20+ years of experience has been a significant asset to the organization, making it a "beacon of light" in Broward County. Her strong job knowledge and ability to stay updated on current developments are vital in her role and have contributed to the organization's success.
Dawn Liberta	Cindy has immense knowledge of the Broward County community and all CSC departments. This knowledge allows services to be put in place that are necessary for the families that are served by CSC. She is the first one to step in to help bring services in that are missing from the community.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	Maintains updated knowledge of all issues affecting the children's service system, brings new and cutting-edge knowledge to providers, programs and services.
Jeffrey S. Wood	Cindy knows this job well and I would hope so after serving more than two decades! But she also is constantly questioning her team and changing where needed to adapt to the community needs.
Allen Zeman	There is no doubt that CEO has extensive knowledge of the children's service system in Broward. CEO is also aware of services being provided elsewhere and the research that supports facets of children's services.

LEADERSHIP	
Council Member	Council Member Comments
Cathy Donnelly	Cindy, you are respected and admired by your team and by your contemporaries in the community. You have created a safe space for other leaders to be able to call CSC, ask for whatever guidance they need and know that you and the staff will lead them on a path to success. CSC, thanks to your leadership, continues to be the backbone of Broward County when it comes to children and their families.
Beam Furr	The CSC is often looked to for answers, particularly in crisis situations. I have seen it time after time during my tenure. And it has delivered where it has been possible. Consequently, people and organizations continue to look to the CSC for leadership where it makes sense.
David H. Kenton	Cindy is commended for her ability to guide and provide direction through influence and partnerships. This suggests that she is effective in building relationships and leveraging them to achieve the organization's goals. Cindy's leadership style inspires respect and trust among her team members. She also motivates others to perform well, which is essential for maintaining a high-performing team. She has demonstrated great strength and courage, by taking action to support children in Broward County during this last year. This highlights her willingness to tackle challenging situations. Cindy's leadership is characterized by confidence, not only in herself but also in her team. This confidence likely contributes to the longevity and quality output of her team. Cindy's leadership qualities have been positively acknowledged, and her ability to build partnerships, inspire trust, and take action, especially during challenging times, has contributed to the organization's success and the well-being of the community.
Dawn Liberta	Cindy sits on many boards and committees in Broward County which allows her to stay current on many issues in the community. The community leaders look to Cindy for feedback and respect her opinion when making decisions.
Peter B. Licata	I have witnessed her leadership during my time on the board that I do not hesitate in the least in scoring this as an "exceeds expectation".
Paula Thaqi	Continues CSC leadership in areas such as Sun Sentinel Top 100 employers, trauma response and disaster response (flood), Data Collaborative, Funders Forum, etc.
Jeffrey S. Wood	Cindy is not only a great leader at CSC but a great leader statewide on children's issues. She does not back down from challenges and her leadership inspires all that serve CSC.
Allen Zeman	CEO leads CSC to perform well. CEO has improved Council meetings and encouraged programs to capture critical outcome-based data with which analysts can analyze breadth, effectiveness, and efficiency. CEO has also trended this year to more fully consider innovations in how work can be done in the future.

JUDGMENT	
Council Member	Council Member Comments
Cathy Donnelly	I have 100 percent comfort in knowing that your decisions are well thought out, well vetted and that you use sound judgement and strong integrity when guiding our team and Council to make decisions based on outcomes that benefit our community.
Beam Furr	I think Cindy bounces ideas off both staff and Council members in a way that assures the best way going forward. This results in a blend of thoughtfulness and responsibility with compassion; the components of good judgement.
David H. Kenton	Cindy is willing to make decisions when needed, which is an important quality for a leader, especially in a leadership role. She consistently demonstrates sound and accurate judgment in her decision-making process, implying that her decisions are well-founded and well-thought-out. Cindy effectively provides a rationale and basis for her decisions to the board. This transparency is crucial for keeping stakeholders informed and engaged. She includes appropriate individuals in the decision-making process, which is important for gathering diverse perspectives and expertise. Her ability to provide concrete details on how she arrived at decisions implies that she is efficient in this regard.
Dawn Liberta	Cindy is able to make decisions when it comes to CSC and when it comes to the community as a whole. Her decisions are sound and appropriately thought out. Cindy has on many occasions pulled together folks from other organizations to discuss issues and to come to a resolution even if it is outside her purview.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	Data based decision making, makes timely and sound decisions.
Jeffrey S. Wood	Any great leader (like Cindy is) also challenges their own assumptions and makes decisions based the facts they have at the moment. More importantly, Cindy understands when additional information is needed and strategically holds off some decisions until all the facts that are knowable manifest themselves. That itself is great judgment.
Allen Zeman	CEO uses sound judgment in bringing items to the Council and in her operational duties. She explains the reasoning behind her recommendations to the Council. Her decisions are generally timely.

PLANNING & ORGANIZATION

Council Member Council Member Comments

Beam Furr	CSC seems to be everywhere. That requires a lot of planning and organization. It can also be a victim of its own success and become overextended. As an organization, this is something to keep an eye on.
David H. Kenton	Cindy is commended for her systematic approach to planning, organizing, and scheduling time, indicating effective time management. She demonstrates a strong ability to prioritize and plan work activities, ensuring that tasks are efficiently and effectively managed. Her well-organized work and meticulous planning involve setting clear goals and objectives. She is always seeking ways to make improvements and learning from her past experiences. Overall, Cindy's strong planning and organizational skills contribute to a well-structured and efficient work environment, making her a valuable asset to the organization.
Dawn Liberta	Cindy is able to prioritize and plan appropriately and looks ahead to resolve issues before they arise. She ensures funding is set aside in case new priorities are brought to light. They continue to evaluate the goals internally and with the providers that are provided funding through CSC.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	Keeps Children's Strategic Plan updated and relevant.
Jeffrey S. Wood	Cindy excels in this area. The organization has many moving parts and it takes great planning and organization to coordinate them all. CSC does a great job in making sure all the parts come together.
Allen Zeman	CEO plans and organizes well.

BUSINESS ETHICS	
Council Member	Council Member Comments
Beam Furr	Beyond reproach.
David H. Kenton	Cindy consistently treats people with respect in her interactions, which is a fundamental aspect of ethical and respectful behavior. She has shown a strong commitment to keeping her promises and commitments, indicating reliability and trustworthiness. Cindy inspires trust among her peers and colleagues, a valuable quality that contributes to a positive and trustworthy work environment. She consistently demonstrates a high level of ethics and integrity in her work, which is essential for maintaining a strong ethical foundation within the organization. Cindy upholds the values of the organization to the highest level, aligning her actions with the core principles of the organization. Cindy's ethical conduct and commitment to treating others with respect, integrity, and trustworthiness make her an exemplary role model in the realm of business ethics. Her adherence to organizational values is also in line with the organization's mission and goals.
Dawn Liberta	Cindy treats her staff, families in the community, and stakeholders with respect and ensures CSC is ethical in the decisions that are being made. Both Cindy and her staff uphold the organizational values, which I believe is due to the amazing leader Cindy is.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	The Comprehensive Annual Financial Report won the award for Excellence in Financial Reporting for the 21st time in a row, 21/22 unqualified audit opinion.
Jeffrey S. Wood	Cindy is the definition of integrity without compromise. CSC goes to great lengths to assure there is no conflicts nor even the perception of conflicts which is rare in the current political landscape.
Allen Zeman	CEO has demonstrated her respect for others.

COMMUNITY RELATIONS	
Council Member	Council Member Comments
Cathy Donnelly	I am pleased to see how far our website and social media presence has come over the past 8 years and I believe, as I know you do also, that we can continue to improve in this area and promote ourselves more in the community so that those who need our services know how to access them.
Beam Furr	CSC is highly regarded in this community and that is the result of good relations with people and organizations. People respect the way CSC goes about its mission and understand the value it brings to the children of this county.
David H. Kenton	Cindy is effective at representing the CSC agency within the community, which is crucial for building a positive image and fostering positive relationships with the community. She does a good job of communicating the goals, operations, and accomplishments of the CSC agency to the public, which helps create transparency and awareness about the organization's work. Cindy is actively involved in various levels of community affairs, demonstrating her commitment to engaging with the broader community and staying informed about external matters. Her ability to maintain strong ties to the community, especially during challenging times, indicates her dedication to building and maintaining relationships that benefit the organization and the community it serves.
Dawn Liberta	Cindy is the face of CSC and she sits on many boards, committees and attends events throughout the community and throughout the state. She effectively updates the community/state of the goals, operational changes and accomplishments (which is many).
Peter B. Licata	I have witnessed her commitment to the community and relationship with all stakeholders in my short time on the board that I do not hesitate in the least in scoring this as an "exceeds expectation".
Paula Thaqi	CSC represented on BBHC Board, Childrens Services Board, Healthy Start Board, etc.
Jeffrey S. Wood	CSC continues to have a very high profile in the community and is always involved in events that matter to the children of this county.
Allen Zeman	CEO's community relations are critical to the success and continued support of the CSC. CEO, as the primary source for credible communications with the community, might consider getting additional feedback from the community on this critical competency: what is the community interested in, how would they like to get information, and related questions. That feedback might allow for even more effective communications of the CSC message and CSC opportunities for support.

BOARD INTERACTION	
Council Member	Council Member Comments
Beam Furr	I can only answer this as an individual, but I feel my input is considered and valued. I feel the board is well informed and in a position to make the best decisions. That doesn't happen by accident. There is a skill involved in creating consensus and Cindy is very good at achieving that.
David H. Kenton	Cindy is effective in working with individual board members, indicating her ability to build positive working relationships with the board. She is also effective in working with the board as a whole, demonstrating her ability to collaborate with the board as a unified group. Cindy does a good job of keeping appropriate parties informed about internal operations and system changes, which is important for transparency and effective decision-making. Her ability to manage different personalities, prioritize competing demands, and keep the board well-informed contributes to a productive and collaborative relationship between the leadership and the board.
Dawn Liberta	Cindy and her team do an amazing job keeping the Board apprised of any changes, issues and accomplishments of the agency. She ensures Board members are up to date on events and have the option of attending and being involved in community activities. She is a great leader and I have truly enjoyed working with Cindy.
Peter B. Licata	In review of this item that I have witnessed over the past 3 months, I feel this is in the high achievement range. I also feel that I can't give a higher score as I came in at such a late time in the process.
Paula Thaqi	Communicates and works effectively with Board members.
Jeffrey S. Wood	I believe Cindy does a great job keeping the Board advised and informed and truly develops relationships with each Board member. It is an honor to be a part of the leadership on this Board. Cindy and her team make it easy for the Board to fulfill its mission.
Allen Zeman	Board agendas are well written, done on time, and clear about the item and the context for the item. As a result, the appropriate amount of time is spent on each of the items and sufficient information is generally provided to CSC Board members, the public, and CSC staff. CEO is generally available to meet with Board members to discuss issues well before they come to the Board for discussion and consideration.

CHIEF EXECUTIVE OFFICER'S STRENGTHS/SPECIAL ACHIEVEMENTS

Council Member Council Member Comments

Cathy Donnelly	Cindy, THANK YOU for 20 plus years of service and dedication to our children and families. Broward County is a better, safer place because of your commitment to it.
Beam Furr	Cindy is particularly good at collaborating with other organizations. She has leveraged CSC's position and found ways to build up others. That has been to everyone's benefit on many fronts.
David H. Kenton	Cindy's communication skills are exemplary, as she meticulously conveys information and delivers work with a well-defined and deliberate purpose. She stands out for her exceptional responsiveness, consistently demonstrating a proactive approach to ensuring that I have all the resources and assistance required to fulfill my responsibilities as a board member. Cindy's dedication to supporting board members is evident through her consistent efforts to go beyond expectations, facilitating a seamless and productive board experience.
Dawn Liberta	Cindy is a great leader and mentor and I look forward to continuing to work with her and CSC.
Peter B. Licata	Her organization, timeliness, attention to detail, communication and overall focus on all children is truly her strength and it is appreciated from this Board member.
Jeffrey S. Wood	Cindy was inducted into the Broward County Women's Hall of Fame! A career milestone to say the least. CSC was named a Sun-Sentinel Top Workplace for 2023.
Allen Zeman	CEO is clearly very caring and quite compassionate - that has spread like wildfire throughout CSC.

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period):

Council Member Council Member Comments

Cathy Donnelly	I look forward to seeing how we can expand our reach in the community to educate our families about who we are and how we can help them.
Beam Furr	<ol style="list-style-type: none">1. Continue to improve quality of childcare and after school programs.2. With the free lunch program no longer a valid way to determine need for many after school programs, reconsider what other criteria can be used.3. Monitor crisis of homelessness of families, particularly with school age children and continue to be part of the conversation that addresses this issue.
David H. Kenton	Sustain the existing level of support during the onboarding of new board members and current board members. Continue the current degree of community involvement and actively explore additional avenues to connect with children in the county.
Peter B. Licata	I prefer to defer the answer at this time until I have more time on the board.
Jeffrey S. Wood	Continue to work towards diversifying our resource commitment.
Allen Zeman	Program quality and data capture are strong. The next area for organizational growth might be speed of change (when a change is required) and generally agility. CSC's responsiveness to new requirements is good, but it probably could get even better if it were a priority for next year.

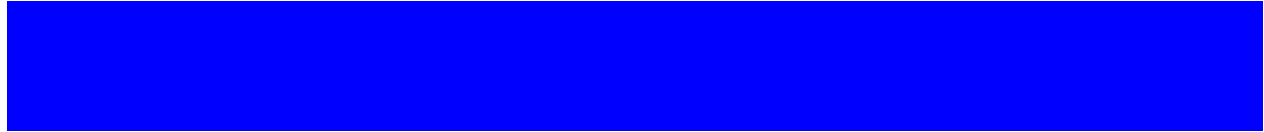
CAREER DEVELOPMENT GOALS/STRATEGY:	
Council Member	Council Member Comments
Cathy Donnelly	I believe as a Council we could start having conversations at the executive level to include succession planning for CSC as many of our amazing leaders begin to retire. I would encourage and support any training or assistance Cindy may find helpful.
Beam Furr	Nothing is coming to mind.
David H. Kenton	N/A-At this time, I am not aware of any areas for her to increase or improve her knowledge.
Peter B. Licata	I prefer to defer the answer at this time until I have more time on the board.
Jeffrey S. Wood	All the skills are there.we are lucky to have Cindy.
Allen Zeman	Communication is good and could get better. This is an area where all CEOs can get better, but for the CSC CEO, her communications have credibility due to her position and experience, so there's some need for making her communications even better and even more effective. Nobody can deliver a message like the CEO. Consider gathering quantitative feedback by measuring how well a specific message is heard by the community or a targeted group with the community.

STRATEGY FOR PERFORMANCE IMPROVEMENT (If applicable):	
Council Member	Council Member Comments
Cathy Donnelly	Cindy, I am grateful to you for all that you do each day to take care of our children and families.
Peter B. Licata	I prefer to defer the answer at this time until I have more time on the board.
Allen Zeman	Ensure 100% consistency in being open to new and innovative ideas from all sources. Not all ideas are good ideas, to be honest, but as CEO of a public organization like CSC, all ideas should get a reasonable hearing.

OTHER GENERAL COMMENTS:	
Council Member	Council Member Comments
Michael Davis	I cannot imagine CSC with any other leader, Cindy is incredible!
Beam Furr	Keep up the good work!
David H. Kenton	Cindy is a pleasure to work with.
Peter B. Licata	In my short time, I will attest to supporting our CEO at the highest level of performance and with a strong feeling of hope, this will continue during my tenure on the Board.
Jeffrey S. Wood	Cindy continues to excel and I am very happy that we continue to adapt in this post-covid era and are coming together as a community.
Allen Zeman	After one Board meeting, I shared some thoughts on how the CEO could make changes to Board presentations and her actions which I felt would lead to even better meetings. To her credit, and as a reflection of her executive confidence, she heard and accepted the feedback, considered the recommendations, and implemented changes quickly.

EMPLOYMENT AGREEMENT

Amended



EMPLOYEE: Cindy J. Arenberg Seltzer **TERM:** Nov. 1, 2022 – Oct.31, 2027

OFFICE: President / CEO

FOR GOOD AND VALUABLE CONSIDERATION, the receipt and adequacy of which is hereby acknowledged, **THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY** ("CSC"), Fort Lauderdale, Florida does hereby employ and retain **CINDY J. ARENBERG SELTZER** ("EMPLOYEE"), and EMPLOYEE does hereby accept employment, all upon the following terms and conditions:

EMPLOYMENT: EMPLOYEE will serve in the office(s) set forth above for CSC and will perform such services in such capacity as may be requested by CSC from time to time. EMPLOYEE shall devote her full time, attention and energy to the business of CSC at all times, and not serve as a paid consultant to any other person or agency or accept any outside remuneration without the written approval of CSC. EMPLOYEE shall devote her full time, skill, labor and attention to this appointment as President/CEO of CSC, will faithfully comply with the present and future special and general laws applicable to CSC and will faithfully perform all duties and responsibilities lawfully assigned to her by CSC.

TERM: EMPLOYEE will be employed from November 1, 2022 – October 31, 2027, subject to termination in accordance with the terms hereof.

SALARY: EMPLOYEE will be paid an annual salary of \$279,111, payable semi-monthly in arrears. All salary will be earned in full upon the last day of each pay period, unless the employment of EMPLOYEE has been terminated prior to such date as set forth herein, in which case, such salary will be earned and payable only upon a pro rata

EMPLOYMENT AGREEMENT

basis through the date of such termination, or in accordance with the termination provisions of this Employment Agreement.

**BENEFIT
PLANS:**

EMPLOYEE may participate in any health, life, disability, dental, or vision insurance, cafeteria, pension, 457 or other benefit plan available to CSC employees at the officer level, as any such plans may exist from time to time and will receive benefits hereunder at prices and upon terms and with vesting rights to be determined by the Board of Directors in accordance with such plan. EMPLOYEE shall be included in the Florida Retirement System and designated as Senior Management. Any benefit plans may be implemented, amended, terminated or canceled by the Board of Directors at any time.

VACATION:

EMPLOYEE will be entitled to vacation, personal time and holidays in accordance with the Vacation, Personal Time and Holiday policies available to CSC employees at the officer level, as any such policies may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time.

EXPENSES:

EMPLOYEE will be reimbursed reasonable expenses incurred by EMPLOYEE in the performance of services hereunder in accordance with the Expense Reimbursement policies applicable to CSC employees at the officer level, as any such policies may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time. In lieu of reimbursement for local travel, employee will receive \$375 semi-monthly as a business expense.

RENEWAL:

The CSC shall give Employee at least 3 months written notice of the CSC's intent not to seek a renewal of this Agreement.

WORK PRODUCT:

EMPLOYEE hereby acknowledges and agrees that any and all products, designs, works, discoveries, inventions, improvements, intellectual property, video materials, audio materials, graphic materials, electronically produced or stored material or information, and any other information received by EMPLOYEE as a result of EMPLOYEE'S employment (including, without limitation, any and all ideas, routines, object and source code, specifications, flow charts,

EMPLOYMENT AGREEMENT

licenses, copyrights, trademarks, patents, scripts, film, video, music and other materials and documentation) together with all information data and know-how, alterations, corrections, improvements and upgrades thereto (collectively, "Work Product") which is conceived, designed, developed or contributed by EMPLOYEE in EMPLOYEE'S capacity as an employee (1) is deemed to be within the scope of EMPLOYEE'S employment, (2) is deemed to be "works made for hire" under the United States Copyright Act or other applicable laws, and (3) is deemed to be specifically ordered and commissioned by CSC, and EMPLOYEE hereby assigns, transfers and conveys to CSC any and all worldwide right, title and interest which they may have in and to the Work Product, including, without limitation, any right, title and interest therein arising under trade secret, copyright, mask work patent or any other laws. EMPLOYEE will execute such further instruments and documents and take such further action as may be requested by CSC to effectuate the ownership of CSC and the purposes hereof.

TERMINATION: This Agreement may only be terminated and EMPLOYEE'S employment by the Council concluded in accordance with the procedures set forth in this Section:

A. Without cause – The Council may , at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council, at its pleasure and without cause, provided that: (1) the Council provides EMPLOYEE with written notice of its intent to do so, and (2) EMPLOYEE may be permitted by Council to remain employed by the Council for sixty (60) days after said notice is provided and (3) the Council pays EMPLOYEE a sum equivalent to 20 weeks salary, as and for severance pay, at the conclusion of her employment.

EMPLOYEE shall provide Council with sixty (60) days prior written notice of intent to terminate the Agreement without cause. The Council, at its option, may elect to have EMPLOYEE'S employment cease at an earlier date subject to EMPLOYEE'S being paid the unpaid balance of her salary for time actually worked, plus accrued leave balances as provided for by the same terms and conditions applied to other employees of the Council.

EMPLOYMENT AGREEMENT

- B. For cause – The Council may, at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council for cause. "For cause" shall mean (1) willfully disobeying any lawful written direct order of the Council, or willfully violating any lawful written policy of the Council (including, but not limited to, minutes of Council meetings), or (2) conviction of a felony or misdemeanor relating to her official duties or involving moral turpitude. If the "cause" is as specified in (1) above, then EMPLOYEE shall have the right to appear before the Council, with an advisor or counsel of her choosing to assist or represent EMPLOYEE (at EMPLOYEE'S cost), at a meeting of the Council to rebut, refute, or otherwise to explain the charges brought against EMPLOYEE by the Council. At said meeting the Council may question EMPLOYEE regarding said charges. The Council shall then decide whether to terminate this Agreement and to conclude EMPLOYEE'S employment.

If the Council decides to terminate this Agreement "for cause" (for the reasons specified in either (1) or (2) above) the Council shall have no obligation to pay EMPLOYEE any monies other than the unpaid balance of her salary for time actually worked, and accrued leave balances as provided for by the same terms and conditions applies to other employees of the Council.

- C. For referendum purposes – In the event CSC is dissolved pursuant to Florida Statutes, Section 125.901(4) (2012), this Agreement and EMPLOYEE'S employment with the Council shall be automatically terminated simultaneously with the dissolution of CSC thereunder. In the event of any such dissolution of CSC and termination of this Agreement, the Council shall have no obligation to pay EMPLOYEE any monies other than the unpaid balance of her salary for time actually worked, and accrued leave balances as provided for by the same terms and conditions applies to other employees of the Council.

NOTICES:

All notices and communications hereunder will be deemed given upon receipt by personal delivery, overnight courier, or telefax or upon the 3rd day following mailing by registered or certified mail, return receipt requested, and either delivered or addressed as set forth on the first page hereof. The parties may, by notice hereunder,

EMPLOYMENT AGREEMENT

designate any further or different addresses to which subsequent notices or communications will be sent.

**ENTIRE
AGREEMENT:**

This Employment Agreement constitutes the entire agreement between the parties and supersedes any prior understandings or agreements, written or verbal, between the parties. This Employment Agreement may be amended, supplemented, modified or discharged only upon an agreement in writing executed by all of the parties hereto. In the event any provision of this Employment Agreement shall be held invalid or unenforceable for any reason, such holding shall not invalidate or render unenforceable any other provision hereof. This Employment Agreement may not be assigned by either party without the prior written consent of the other, which consent will not be unreasonably withheld. This agreement supersedes any and all prior written or verbal agreements on the matters contained herein between CSC and EMPLOYEE.

**COUNCIL
POLICIES:**

All existing Council Policies & Procedures and all Policies & Procedures of the Council adopted subsequent to the execution of this Agreement, relating to vacation and sick leave, or retirement and pension system contributions, holidays, fringe benefits, and working conditions of its employees, except to the extent specifically set forth in this contract, shall apply to EMPLOYEE as they would to other employees of the Council.

**APPLICABLE
LAWS:**

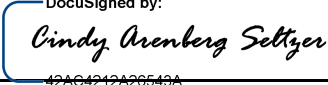
This Employment Agreement will be governed by and construed in accordance with the laws of the State of Florida and venue and jurisdiction will lie only in Broward County, Florida.

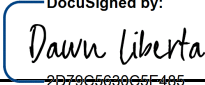
EMPLOYMENT AGREEMENT

IN WITNESS HEREOF, the parties have caused this Employment Agreement to be executed and delivered on their behalf as of November 17, 2022.

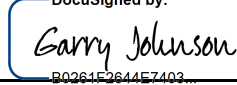
EMPLOYEE

**THE CHILDREN'S SERVICES
COUNCIL OF BROWARD COUNTY**

By: 
DocuSigned by:
42AC4212A26543A...
Cindy J. Arenberg Seltzer,
President/CEO

By: 
DocuSigned by:
2B79C5630C5E485...
Dawn Liberta,
Chair

Approved As To Form And Legal Sufficiency:


DocuSigned by:
B0281E2644E7403...
Garry Johnson, Esq.
Attorney for Children's Services Council
of Broward County

11/21/2022
Date

EMPLOYMENT AGREEMENT

EMPLOYEE: Cindy J. Arenberg Seltzer **TERM:** Nov. 1, 2023 – Oct.31, 2028 ~~Nov. 1, 2022 – Oct. 31, 2027~~

OFFICE: President / CEO

FOR GOOD AND VALUABLE CONSIDERATION, the receipt and adequacy of which is hereby acknowledged, **THE CHILDREN’S SERVICES COUNCIL OF BROWARD COUNTY** ("CSC"), Fort Lauderdale, Florida does hereby employ and retain **CINDY J. ARENBERG SELTZER** ("EMPLOYEE"), and EMPLOYEE does hereby accept employment, all upon the following terms and conditions:

EMPLOYMENT: EMPLOYEE will serve in the office(s) set forth above for CSC and will perform such services in such capacity as may be requested by CSC from time to time. EMPLOYEE shall devote her full time, attention and energy to the business of CSC at all times, and not serve as a paid consultant to any other person or agency or accept any outside remuneration without the written approval of CSC. EMPLOYEE shall devote her full time, skill, labor and attention to this appointment as President/CEO of CSC, will faithfully comply with the present and future special and general laws applicable to CSC and will faithfully perform all duties and responsibilities lawfully assigned to her by CSC.

TERM: EMPLOYEE will be employed from November 1, 2023 – October 31, 2028 ~~November 1, 2022 – October 31, 2027~~ subject to termination in accordance with the terms hereof.

SALARY: EMPLOYEE will be paid an annual salary of \$293,267 ~~\$279,144~~, payable semi-monthly in arrears. All salary will be earned in full upon the last day of each pay period, unless the employment of EMPLOYEE has been terminated prior to such date as set forth herein, in which case, such salary will be earned and payable only upon a pro rata basis through the date of such termination, or in accordance with the termination provisions of this Employment Agreement.

BENEFIT PLANS: EMPLOYEE may participate in any health, life, disability, dental, or vision insurance, cafeteria, pension, 457 or other benefit plan available to CSC employees at the officer level, as any such plans may exist from time to time, and will receive benefits hereunder at prices and upon terms and with vesting rights to be determined by the Board of Directors in accordance with such plan. EMPLOYEE shall be included in the Florida Retirement System and designated as Senior Management. Any benefit plans may be implemented, amended, terminated or canceled by the Board of Directors at any time.

VACATION: EMPLOYEE will be entitled to vacation, personal time and holidays in accordance with the Vacation, Personal Time and Holiday policies available to CSC employees at the officer level, as any such policies

EMPLOYMENT AGREEMENT

may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time.

EXPENSES: EMPLOYEE will be reimbursed reasonable expenses incurred by EMPLOYEE in the performance of services hereunder in accordance with the Expense Reimbursement policies applicable to CSC employees at the officer level, as any such policies may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time. In lieu of reimbursement for local travel, employee will receive \$375 semi-monthly as a business expense.

RENEWAL: The CSC shall give Employee at least 3 months written notice of the CSC's intent not to seek a renewal of this Agreement.

WORK PRODUCT: EMPLOYEE hereby acknowledges and agrees that any and all products, designs, works, discoveries, inventions, improvements, intellectual property, video materials, audio materials, graphic materials, electronically produced or stored material or information, and any other information received by EMPLOYEE as a result of EMPLOYEE'S employment (including, without limitation, any and all ideas, routines, object and source code, specifications, flow charts, licenses, copyrights, trademarks, patents, scripts, film, video, music and other materials and documentation) together with all information data and know-how, alterations, corrections, improvements and upgrades thereto (collectively, "Work Product") which is conceived, designed, developed or contributed by EMPLOYEE in EMPLOYEE'S capacity as an employee (1) is deemed to be within the scope of EMPLOYEE'S employment, (2) is deemed to be "works made for hire" under the United States Copyright Act or other applicable laws, and (3) is deemed to be specifically ordered and commissioned by CSC, and EMPLOYEE hereby assigns, transfers and conveys to CSC any and all worldwide right, title and interest which they may have in and to the Work Product, including, without limitation, any right, title and interest therein arising under trade secret, copyright, mask work patent or any other laws. EMPLOYEE will execute such further instruments and documents and take such further action as may be requested by CSC to effectuate the ownership of CSC and the purposes hereof.

TERMINATION: This Agreement may only be terminated and EMPLOYEE'S employment by the Council concluded in accordance with the procedures set forth in this Section:

- A. Without cause – The Council may , at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council, at its pleasure and without cause, provided that: (1) the Council provides EMPLOYEE with written notice of its intent to do so , and (2) EMPLOYEE may be permitted by Council to remain employed by the Council for sixty (60) days after said notice is provided and (3) the Council pays EMPLOYEE a sum equivalent to

EMPLOYMENT AGREEMENT

20 weeks salary, as and for severance pay, at the conclusion of her employment.

EMPLOYEE shall provide Council with sixty (60) days prior written notice of intent to terminate the Agreement without cause. The Council, at its option, may elect to have EMPLOYEE'S employment cease at an earlier date subject to EMPLOYEE'S being paid the unpaid balance of her salary for time actually worked, plus accrued leave balances as provided for by the same terms and conditions applied to other employees of the Council.

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- C. For referendum purposes – In the event CSC is dissolved pursuant to Florida Statutes, Section 125.901(4) (2012), this Agreement and EMPLOYEE'S employment with the Council shall be automatically terminated simultaneously with the dissolution of CSC thereunder. In the event of any such dissolution of CSC and termination of this Agreement, the Council shall have no obligation to pay EMPLOYEE any monies other than the unpaid balance of her salary for time actually worked, and accrued leave balances as provided for by the same terms and conditions applies to other employees of the Council.

NOTICES:

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EMPLOYMENT AGREEMENT

page hereof. The parties may, by notice hereunder, designate any further or different addresses to which subsequent notices or communications will be sent.

ENTIRE AGREEMENT:

This Employment Agreement constitutes the entire agreement between the parties and supersedes any prior understandings or agreements, written or verbal, between the parties. This Employment Agreement may be amended, supplemented, modified or discharged only upon an agreement in writing executed by all of the parties hereto. In the event any provision of this Employment Agreement shall be held invalid or unenforceable for any reason, such holding shall not invalidate or render unenforceable any other provision hereof. This Employment Agreement may not be assigned by either party without the prior written consent of the other, which consent will not be unreasonably withheld. This agreement supersedes any and all prior written or verbal agreements on the matters contained herein between CSC and EMPLOYEE.

COUNCIL POLICIES:

All existing Council Policies & Procedures and all Policies & Procedures of the Council adopted subsequent to the execution of this Agreement, relating to vacation and sick leave, or retirement and pension system contributions, holidays, fringe benefits, and working conditions of its employees, except to the extent specifically set forth in this contract, shall apply to EMPLOYEE as they would to other employees of the Council.

APPLICABLE LAWS:

This Employment Agreement will be governed by and construed in accordance with the laws of the State of Florida and venue and jurisdiction will lie only in Broward County, Florida.

IN WITNESS HEREOF, the parties have caused this Employment Agreement to be executed and delivered on their behalf as of _____, **2023**.

EMPLOYEE

THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

By: _____
Cindy J. Arenberg Seltzer,
President/CEO

By: _____
David Kenton,
Chair

Approved As To Form And Legal Sufficiency:

Garry Johnson, Esq.
Attorney for Children's Services Council
of Broward County

Date