

Children's Services Council of Broward County Executive Committee Meeting

Children's Services Council of Broward County
6600 W. Commercial Blvd., Lauderdale 33319
Training Room 2
February 6, 2026
1:00 P.M.

AGENDA

- | | | | |
|------|--|---------|--|
| I. | Call to Order | | Jeffrey S. Wood, Chair |
| II. | Roll Call | | Amy Jacques, Special Assistant
to the President/CEO |
| III. | Approve March 6, 2025, Executive
Committee Minutes | (Tab 1) | Jeffrey S. Wood, Chair |
| IV. | Annual President/CEO Evaluation | (Tab 2) | |
| | a. Review Evaluation Results | | |
| | b. Recommend to the Full Council
Approval to Retain the President/CEO
and Amend the Current Contract
to Allow for Annual Salary Adjustments | | |
| V. | Communications Update | | |
| VI. | Members & Public Comments | | |
| VII. | Adjourn | | |

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

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

March 6, 2025

10:00 A.M.

Minutes

Members in Attendance:

Governor Appointee Jeffrey S. Wood (*Chair*), Christine Thompson (*Vice Chair*)

Members Attending Virtually:

Broward County Commissioner Nan Rich (*Secretary*)

Staff in Attendance:

Cindy Arenberg Seltzer (*President/CEO*), David Kenton, Amy Jacques

Guests in Attendance:

None

Agenda:

I. Call to Order

Chair Jeffrey Wood called the meeting to order at 10:04 A.M.

II. Minutes

ACTION: Dr. Thompson made a motion to approve the Executive Committee minutes from November 8, 2023, as presented. The motion was seconded by Senator Rich and passed unanimously.

III. Annual President/CEO Evaluation

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

Members thanked Ms. Arenberg Seltzer for everything she does and expressed a strong desire to retain her and maintain her rolling five-year contract. She shared her appreciation for the support and positive comments, as well as the fact that she is currently in the Florida Retirement System's (FRS) Deferred Retirement Option Program (DROP) until February 28, 2032, when the Council will select her successor. As such, Mr. Wood stated his preference to extend her contract end date through the

end of the FRS DROP period of February 28, 2032. He added that the Council would continue to annually review her performance and vote upon retainment and salary.

ACTION: Dr. Thompson made a motion to recommend to the full Council approval to retain the President/CEO and extend her contract term through the end of her FRS DROP period on February 28, 2032. The motion was seconded by Senator Rich and passed unanimously.

IV. Members & Public Comments

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

V. Adjournment

The meeting adjourned at 10:27 A.M.

TAB 2

For Executive Committee Meeting February 6, 2026

Issue: President/CEO Annual Performance Evaluation for FY 24/25

Action: Recommend to the Full Council Approval to Retain the President/CEO and Amend the Current Employment Contract to Allow for Annual Salary Adjustments

Budget Impact: None

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

Current Status: The results of the FY 24/25 President/CEO annual performance evaluation are attached. Based on the scores and comments, the Executive Committee makes recommendations to the full Council regarding retention of the CEO and the related employment contract. It is also recommended to amend the current employment contract as follows to reflect this year's salary, which includes the COLA provided to all staff in October, and allow for annual salary adjustments.

SALARY: EMPLOYEE will be paid an annual salary of ~~\$301,859~~ \$310,914 payable semi-monthly in arrears. EMPLOYEE may be eligible to receive annual salary increases as approved by the Council. 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.

The attached back-up includes the evaluation scores and comments, as well as the proposed amended employment contract.

Recommended Action: Recommend to the Full Council Approval to Retain the President/CEO and Amend the Current Employment Contract to Allow for Annual Salary Adjustments.

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

I. PERFORMANCE COMPETENCIES	Alyssa Foganholi	Howard Hepburn	Debra Hixon	Julia Musella	Nan Rich	Robert Shea	Paula Thaqi	Christine Thompson	Francis Viamontes	Jeffrey Wood	Total	Ave Score
Communication	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	49.0	4.9
Fiscal Responsibility	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	50.0	5.0
Consensus & Team Building	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	49.0	4.9
Managing People	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	49.0	4.9
Job Knowledge	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	50.0	5.0
Leadership	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	50.0	5.0
Judgment	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	50.0	5.0
Planning & Organization	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	49.0	4.9
Business Ethics	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	49.0	4.9
Community Relations	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	49.0	4.9
Board Interaction	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	50.0	5.0
Total	53.0	55.0	52.0	55.0	55.0	54.0	55.0	55.0	55.0	55.0	544.0	4.9

COMMUNICATIONS	
Council Member	Council Member Comments
Alyssa Foganholi	Cindy consistently exceeds expectations across all components of communication, particularly in ensuring that everyone is kept well informed.
Howard Hepburn	Communication with board members is effective and palpable with her staff.
Debra Hixon	Cindy's communication is clear, credible, and mission-driven. She consistently uses communication as a leadership tool to build understanding, alignment, and trust, positioning the organization to respond effectively to challenges while advancing long-term strategic goals.
Julia Musella	Each year I have the honor of sitting on this board, Cindy surpasses the year before in her creative thinking, longer view assessment of the climate we might be operating in, and her ability to constantly achieve.
Nan Rich	Cindy is an expert communicator, whether expressing her ideas and thoughts verbally or in writing. She also is a great listener which enables her to comprehend and understand what she is hearing. Her sensitivity enables her to use appropriate communication methods and effectively deal with conflict. Cindy is a part of so many community organizations and agencies on the local and state level, which gives her the opportunity to keep others informed.
Robert Shea	Cindy does an amazing job of communicating with the board, keeping us informed, and explaining complex issues in plain language.
Paula Thaqi	Keeps Board well informed.
Christine Thompson	Always communicates well and clearly.
Jeff Wood	Cindy continues to exceed expectations with her communication skills in all areas. Her team is on top of her expectations and follows her lead.

FISCAL RESPONSIBILITY

Council Member	Council Member Comments
Alyssa Foganholi	Cindy demonstrates exceptional fiscal responsibility by effectively managing within the approved budget while thoughtfully conserving resources. I especially appreciate the transparency and accountability reflected in the APR book.
Howard Hepburn	She consistently demonstrates strong financial responsibility by making thoughtful, data-informed decisions. She manages resources with precision, ensuring expenditures align with organizational priorities and budget expectations. Her dependable fiscal stewardship supports long-term stability and strengthens overall operational effectiveness.
Debra Hixon	Cindy consistently exhibits sound fiscal judgment, strong internal controls, and strategic financial planning. Her leadership ensures public funds are protected, effectively utilized, and aligned with measurable outcomes, positioning the organization for both short-term stability and long-term sustainability.
Julia Musella	This is a very impressive part of Cindy and her team: accountability, management of funds, and again, creative use of funds.
Nan Rich	Cindy has consistently ensured that the CSC is transparent and fiscally responsible for its public resources. This is evidenced by the fact that the CSC has won the "Excellence in Financial Reporting" award for 23 years in a row and has earned praise for excellent stewardship of public funds from its auditors. Cindy not only brings fiscal recommendations to the Board, but to the appropriate committee for recommendation, as well. Organizational resources are conserved so that they are available to address immediate needs or emergencies as they arise.
Robert Shea	Cindy has an expert knowledge of the budget, communicates clearly along with her staff around any/all issues.
Paula Thaqi	ACFR annually completed.
Christine Thompson	I would like to rate this one higher. She thinks through choices very carefully and has a balanced approach.
Jeff Wood	Cindy continues to exhibit fiscal responsibility and preserve our resources. She sees potential issues with policy changes on the horizon and plans accordingly. She was ahead on the food insecurity issues we faced this year with a governmental shutdown looming and we were able to assist due to our strong fiscal program. Staff in this area is a great group of professionals.

CONSENSUS AND TEAM BUILDING

Council Member	Council Member Comments
Alyssa Foganholi	Each month, I genuinely appreciate the roundtable discussion at the end of our meetings. It highlights Cindy's ability to bring people together, create a welcoming space for open dialogue, and thoughtfully build consensus as a team.
Howard Hepburn	Collaboration and team effectiveness are evident throughout the organization.
Debra Hixon	Cindy's leadership consistently strengthens alignment, trust, and collaboration. Her approach not only builds consensus but sustains it over time, making her an exceptionally effective team builder and convener.
Julia Musella	I have yet to meet a team member who is not always pleasant, smiling, professional, in both dress and demeanor, and very happy to be working at CSC.
Nan Rich	Broward County is extremely diverse, and bringing the community together to build consensus is key to the effectiveness of the CSC. Cindy understands this and leads by example with her own staff. Everyone has input and feels their value to the CSC team, resulting in agreement on a common goal of connecting community and empowering families. The CSC also shows its commitment to team building through its Capacity Building Grants, which strengthen Broward's nonprofit sector.
Robert Shea	As mentioned, Cindy does a great job of building consensus and developing her team. The team appears to work well together for the better of the CSC.
Paula Thaqi	Very effective consensus building in community and with staff and Board.
Jeff Wood	Cindy shows true leadership in seeking consensus with the Council and her team. She understands differing priorities among team members and advocates for common ground on all issues.

MANAGING PEOPLE

Council Member	Council Member Comments
Alyssa Foganholi	The culture Cindy has built is evidence of her effectiveness as a leader. Staff feel seen, appreciated, and heard, which directly contributes to strong outcomes, best practices, and a high-performing organization.
Howard Hepburn	Leadership is evident as staff work at a high and professional level and demonstrate immense professionalism.
Debra Hixon	Cindy excels at managing people through intentional leadership development, clear communication, and a strong commitment to staff well-being. Her people-centered management approach strengthens retention, builds internal capacity, and ensures the organization remains resilient, responsive, and mission-focused.
Julia Musella	Working closer with staff in individual committees, I experience just how much they enjoy their work. It is evident they have an open line of communication with Cindy, know the goals that are set, and are unafraid to admit when they “do not think this goal is going to happen. So let’s rethink after talking to Cindy.” That is leadership.
Nan Rich	Cindy has a warm and inclusive way of managing people, which enables her to provide direction and gain compliance. People want to succeed and achieve when they feel part of a team that is included in planning and setting goals. Cindy includes staff in setting expectations and work assignments, but she also gives people the flexibility to work independently. She is available to staff and encourages their growth so that they can move up at the CSC or on to leadership at other organizations. She is also a person who graciously recognizes and compliments people for their achievements and results.
Robert Shea	Based on observations, Cindy does a fantastic job of utilizing the team that she has built over time to promote continual growth of the CSC.
Paula Thaqi	High satisfaction and excellent performance among the staff.
Christine Thompson	Many of her staff have been with the CSC for a long time, which indicates a great office culture, and they seem to like and respect her very much.
Jeff Wood	Cindy leads a staff that understands their roles because of her leadership. Her staff is her pride and that is the sign of a great manager of talent.

JOB KNOWLEDGE	
Council Member	Council Member Comments
Alyssa Foganholi	Cindy is a wealth of knowledge and works with community partners to promote awareness and grow the organization.
Howard Hepburn	Demonstrates immense knowledge about CSC and continues to build the brand across the County.
Debra Hixon	Cindy's job knowledge is comprehensive, current, and applied with precision. She consistently demonstrates mastery of the responsibilities of her role and uses that expertise to guide sound decision-making, strengthen systems, and advance measurable outcomes for the community.
Julia Musella	She is a walking Wikipedia for Broward County agencies and the history of the last 25 years.
Nan Rich	Cindy not only demonstrates knowledge of the CSC and the children's service system in Broward, but also throughout our state and on the federal level! She is aware of current developments, proven best practices, as well as resources that support the nonprofit community. She provides leadership in many areas that are critical to our children and families; including her advocacy at the local, state, and federal levels to promote policies and maximize resources that benefit our children and families.
Robert Shea	Cindy has an expert level of knowledge around the community and the connectivity of the services the CSC provides.
Paula Thaqi	Very knowledgeable about all systems of care affecting children, as well as new and emerging issues.
Christine Thompson	Knows her areas extremely well.
Jeff Wood	Spent a lot of time with Cindy this past year and continue to be impressed with how she knows her agency and what it does for our community.

LEADERSHIP	
Council Member	Council Member Comments
Alyssa Foganholi	As noted above, Cindy is an exceptional leader who brings both deep knowledge and a willingness to step in and address gaps within the community as they arise.
Howard Hepburn	Consistently demonstrates outstanding leadership by fostering a clear vision, empowering others, and guiding teams with integrity and purpose. Her ability to build strong systems, develop talent, and create a positive, results-driven culture elevates the performance of everyone around her. Her leadership leaves a lasting impact by aligning people, processes, and priorities toward meaningful, sustainable success.
Debra Hixon	Cindy's leadership is strategic, trusted, and deeply impactful. She consistently demonstrates the ability to lead through complexity, inspire confidence among stakeholders, and position the organization for long-term success while remaining grounded in service to the community.
Julia Musella	Before I was lucky enough to get on this board, the reputation in the community of CSC was solid. I am not sure where she gets the energy or how many hours she sleeps to get this all accomplished. I always tease her that were she in her own business, she would have been a millionaire many times over.
Nan Rich	Cindy is the ultimate leader! In her quiet, kind, confident way; she is a prime influencer in Broward County. She inspires respect and trust, motivates others, and builds coalitions in response to community needs. The recent government shutdown and the temporary end to SNAP benefits, presented the perfect opportunity for Cindy to provide leadership and support to create a community collaborative to address the crisis of food insecurity in Broward County.
Robert Shea	Cindy has developed a great balance of being very involved in the day-to-day operations, while also allowing her competent team members to do the work.
Paula Thaqi	Shows great leadership in the community.
Christine Thompson	She has built a wonderful organization.
Jeff Wood	CSC continues to step into new areas to fulfill its mission and charge under Cindy's exemplary leadership.

JUDGMENT	
Council Member	Council Member Comments
Alyssa Foganholi	Through her many years of service, Cindy has developed an in-depth understanding of CSC, enabling her to make timely, well-reasoned decisions grounded in sound judgment and thoughtful counsel.
Howard Hepburn	Consistently exercises strong professional judgement, making thoughtful, well-reasoned decisions that support both students and staff. Her ability to assess situations with clarity and fairness ensures that actions align with district expectations and community needs. She approaches challenges with a calm, non-judgmental mindset that fosters trust and effective problem-solving.
Debra Hixon	Cindy's judgment is thoughtful, measured, and consistently aligned with the organization's mission and long-term sustainability. She demonstrates the ability to assess risk, anticipate consequences, and make timely decisions that protect public resources while advancing meaningful outcomes for the community.
Julia Musella	Cindy's deliberateness in understanding what you are saying, then reflecting on it, and then outlining a plan for what she sees as a road to get to your goal, is frightening.
Nan Rich	Cindy exhibits sound and accurate judgment in making decisions in a timely way. It comes from her knowledge of issues, as well as her collaborative leadership style. She includes people in her decision-making process. When she has made a decision, she explains her well-founded reasoning.
Robert Shea	Cindy is very transparent about her thought process and reasoning, which this board member is aligned with.
Paula Thaqi	Data based decision making.
Christine Thompson	Excellent judgement.
Jeff Wood	Cindy always provides sound rationale for recommendations on all decisions.

PLANNING & ORGANIZATION

Council Member Council Member Comments

Alyssa Foganholi	Cindy consistently exceeds expectations in planning and organization, effectively prioritizing work, managing time and resources, and integrating changes smoothly. She sets clear goals and uses past outcomes to guide future planning and continuous improvement.
Howard Hepburn	Demonstrates exceptional planning and organizational skills, ensuring that tasks are prioritized, timelines are met, and resources are managed effectively. Her ability to anticipate needs and structure complex work streams leads to smooth, efficient operations. Her thoughtful approach creates clarity for others and strengthens overall team productivity.
Debra Hixon	Cindy's planning and organizational skills are disciplined, strategic, and highly effective. She consistently anticipates challenges, structures work to achieve measurable outcomes, and ensures the organization remains agile, accountable, and well-positioned for long-term success.
Julia Musella	With all she is involved in, she always has time for a call, and all you need is one call, as she can set into action a plan for you to chew on and get back to her. The best part of Cindy is her humble demeanor when she and her staff achieve such high levels through their planning and organizing of tasks.
Robert Shea	Cindy projects the vision for the CSC through continuous planning and strategic initiatives. She has developed a team around her that set a high bar for the organization.
Paula Thaqi	Children's strategic plan, evaluation.
Jeff Wood	Cindy excels in anticipating issues and planning and budgeting accordingly.

BUSINESS ETHICS	
Council Member	Council Member Comments
Alyssa Foganholi	Cindy consistently demonstrates ethical leadership by treating others with respect, honoring commitments, and conducting business with integrity and transparency. She upholds organizational values and inspires trust among staff and stakeholders.
Howard Hepburn	Consistently upholds the highest standards of business ethics, demonstrating integrity, accountability, and transparency in every decision she makes. Her commitment to fairness and responsible stewardship reinforces trust among colleagues, stakeholders, and the community. She models exemplary ethical conduct, ensuring that all actions align with organizational values, public expectations, and established professional guidelines.
Debra Hixon	Cindy consistently demonstrates the highest level of business ethics. Her leadership promotes trust, accountability, and transparency, ensuring that the organization operates with integrity while honoring its public responsibility and mission.
Julia Musella	Exudes every one of these qualities.
Nan Rich	Cindy inspires the trust of others because she is guided by the ethics of Judaism, which encourage empathy, kindness, and fairness. She treats people with respect. These moral principles govern her conduct in business practices, as well. Cindy works ethically and with integrity.
Robert Shea	My observations of Cindy indicate a high level of integrity as it relates to her role as the CEO of the Children's Services Council.
Paula Thaqi	Transparency demonstrated by consistent annual audits with no findings.
Jeff Wood	Cindy makes a conscience effort to be ethical and her integrity is without a doubt embedded in all aspects of the organization.

COMMUNITY RELATIONS	
Council Member	Council Member Comments
Alyssa Foganholi	Cindy consistently makes herself available to the community through active engagement and outreach efforts. While these initiatives are valuable, there remains an opportunity to further strengthen awareness of CSC's mission, priorities, and the organizations it supports.
Howard Hepburn	Excels in building and nurturing strong community relationships, consistently fostering trust, collaboration, and open communication with families, partners, and local organizations. Her proactive outreach and ability to engage diverse stakeholders strengthen the district's presence and deepen community support. Through meaningful partnerships and thoughtful engagement strategies, she helps create a positive, unified environment that advances shared goals and elevates the district's impact.
Debra Hixon	Cindy excels in community relations by fostering trust, collaboration, and shared ownership of outcomes. Her leadership strengthens partnerships, enhances public confidence, and advances meaningful, community-informed solutions.
Julia Musella	Cindy is such a collaborator and clearly understands this is a key to achieving better "bang for your dollar." Her welcoming nature also makes everyone want to work with her.
Nan Rich	Cindy is a most effective representative of the CSC. She is constantly out in the community communicating the mission, goals, operations, and accomplishments of the CSC to the public. But she is also totally involved and aware of what is happening throughout the community, engaging with the municipalities, the Broward County schools, the non-profit organizations, the business community, and so many more. She is also engaging them in the rebranded strategic plan now known as the Broward Partnerships for Kids, a collective that will continue to inform the work of the CSC and create another opportunity to engage with community members.
Robert Shea	Cindy has built tremendous community relations over her tenure as the CEO of CSC. This has allowed her to be effective in meeting the needs of the community and stay in touch with emerging needs.
Paula Thaqi	Survey and focus groups to assess and increase community awareness.
Christine Thompson	Engages well with the community, is well-liked and respected.
Jeff Wood	CSC is a well-known entity in the community because of Cindy's long-standing commitment to being engaged at every level. Her recent award at the YMCA event for MLK Day is just another recognition of her importance in this community.

BOARD INTERACTION	
Council Member	Council Member Comments
Alyssa Foganholi	Demonstrates strong and effective interaction with both individual board members and the board as a whole. The board is consistently provided with high-quality, timely information to support informed decision-making.
Howard Hepburn	Demonstrates exemplary Board interaction by communicating with clarity, professionalism, and respect at all times. She consistently upholds Board decisions, honors established protocols, and fosters trust by providing accurate information and engaging in constructive, solutions-oriented dialogue. Her commitment to transparency, collaboration, and maintaining strong working relationships enhances the effectiveness of Board operations and supports organizational stability.
Debra Hixon	Cindy's Board interaction is collaborative, respectful, and highly effective. She fosters trust, supports strong governance, and ensures a productive partnership that advances the organization's mission and long-term stability.
Julia Musella	Genius. Every board member feels valued personally, and she makes certain we all feel heard.
Nan Rich	Cindy works effectively with individual board members and with the board as a whole. She is especially welcoming to new Council members by reserving a seat next to her during their first year on the board. She also does an extensive board training for new members. Board packets are distributed prior to each meeting that include quality, timely information devoted to any board decision-making issues on which we will be voting.
Robert Shea	Cindy is extremely knowledgeable and welcoming to the board members.
Paula Thaqi	Very effective with new board members.
Jeff Wood	Cindy keeps the board informed and engaged.

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

Howard Hepburn	Cindy is a highly effective leader who communicates clearly, demonstrates strong professionalism, and consistently exercises sound judgment. Her strategic thinking and organizational excellence allow her to plan ahead, prioritize effectively, and drive high-quality results. She builds trusted relationships with the community and the Board, collaborates well with others, adapts quickly to changing needs, and models unwavering ethical conduct in all aspects of her work.
Debra Hixon	During the evaluation period, the Chief Executive Officer demonstrated exceptional strength and accomplishment in providing steady, strategic leadership during periods of significant external uncertainty, including funding volatility and emerging community crises. She exercised strong fiscal stewardship, maintaining the highest standards of accountability and transparency while ensuring continuity of services and long-term organizational stability. The CEO excelled in building and sustaining multi-sector community partnerships, effectively aligning stakeholders around shared goals and system-level solutions for children and families. She fostered a high-performing, people-centered organizational culture through intentional leadership development, clear communications, and support for staff well-being. Her effective communications with the Board, community partners, policymakers, and the public strengthened trust and informed decision-making, while her commitment to data-driven practices, continuous improvement, and ethical governance reinforced the organization's credibility and measurable impact.
Julia Musella	In this last frightening year of political crisis in our country, her calm and astute manner in navigating through the present while looking into the future was a source of comfort to us all.
Robert Shea	Cindy has and will need to continue to show leadership in potential changing times in the next evaluation period.
Christine Thompson	Choosing staff, making challenging concepts clearer, visibility in the community, and perception of the CSC among the non-profit and social service community.
Jeff Wood	On our recent trip to Tallahassee for a FACCT legislative gathering, I got to spend time with Cindy. It's such a treat to watch this mentor of current leaders advocate for all CSCs. Respected, knowledgeable, and fearless.

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period):

Council Member	Council Member Comments
Howard Hepburn	Modernization of CSC in the midst of advancing technology. Support of literacy throughout the County.
Debra Hixon	During the next evaluation period, the Chief Executive Officer should focus on strengthening long-term organizational sustainability through revenue protection, diversification, and proactive legislative engagement, while advancing formal strategic and succession planning to ensure leadership continuity. She should continue deepening community and youth engagement to inform decision-making, enhance Board-CEO collaboration through transparent and data-driven communications, and build on operational improvements through innovation, technology integration, and process efficiency. Additional priorities include investing in workforce development and staff well-being to maintain a high-performing culture, and further refining impact measurement and continuous quality improvement practices to ensure accountability, effectiveness, and measurable outcomes.
Julia Musella	My only goal for her is to plan her exit strategy. It will take a while and more than just one person to keep this organization running at this high level. Leaders who love what they do, never tire, do not calculate the years that pass, and this is the last task of a good leader.
Nan Rich	I believe it would be appropriate to wait until after the legislative session before we determine the CEO's goals and objectives for the next evaluation period. Some of the outcomes of the session, particularly pertaining to ad valorem taxes, will create some funding challenges to services of which we are not aware.
Robert Shea	See above with potential budget impacts from property tax legislation.
Christine Thompson	Continue until retirement.
Jeff Wood	N/A The goals she has set for herself and the organization she has a complete handle on.

CAREER DEVELOPMENT GOALS/STRATEGY:

Council Member Council Member Comments

Debra Hixon	To further strengthen effectiveness, the Chief Executive Officer may focus on formalizing succession planning and leadership development to ensure long-term continuity, expanding structured engagement with youth and families to more directly inform decision-making, and enhancing strategic communications to increase public understanding and support of the organization’s role. Additional growth opportunities include advancing the use of predictive data and trend analysis to support long-term planning and strengthening Board development through targeted governance education on emerging policy, fiscal, and systems-level issues. Pursuing these areas through formal plans, structured feedback mechanisms, data-driven tools, and regular Board learning sessions will further enhance organizational resilience, transparency, and impact.
Julia Musella	I honestly cannot think of an area.

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

Howard Hepburn	As we reflect on the CEO's performance, it is clear that strong leadership has been demonstrated through a consistent commitment to strategic vision, organizational excellence, and collaborative culture. The CEO continues to inspire confidence by communicating clearly, empowering teams, and making decisions that align with long-term goals and student-centered outcomes. Their focus on innovation, accountability, and community engagement has strengthened CSC's overall effectiveness and advanced our mission with measurable progress. This evaluation highlights not only significant achievements, but also a leadership style rooted in integrity, focus, and a deep commitment to the success of the organization.
Debra Hixon	During the evaluation period, the Chief Executive Officer demonstrated strong, effective, and steady performance across all areas of responsibility, providing strategic leadership during periods of uncertainty while maintaining organizational stability and continuity of services. She exercised sound judgment and exemplary fiscal stewardship, upheld high ethical standards, and ensured transparency and accountability in the management of public resources. The CEO was highly effective in managing people, fostering a supportive and high-performing organizational culture, and maintaining positive, productive relationships with the Board and community stakeholders. Her communication was clear and credible, her planning and organization were disciplined and forward-looking, and her commitment to data-informed decision-making and continuous improvement strengthened both operational efficiency and program impact. Overall, her performance reflected professionalism, integrity, and a strong alignment with the organization's mission and long-term goals.
Julia Musella	Cindy always has the same demeanor and performance, professional, warm, open, and a ready smile.
Robert Shea	It has been a pleasure working with Cindy!
Jeff Wood	What stands out to me the most is her compassion for people. It's evident in all she does.

EMPLOYMENT AGREEMENT

EMPLOYEE: Cindy J. Arenberg Seltzer

TERM: Nov. 1, 2024 – Feb. 28, 2032

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, 2024 – February 28, 2032 subject to termination in accordance with the terms hereof.

SALARY: EMPLOYEE will be paid an annual salary of ~~\$301,859~~ \$310,914 payable semi-monthly in arrears. EMPLOYEE may be eligible to receive annual salary increases as approved by the Council. 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 may exist from time to time. Any such policies may be implemented,

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

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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.

- 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, designate any

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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 _____, **2025**.

EMPLOYEE

THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

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

By: _____
Jeffrey Wood,
Chair

Approved As To Form And Legal Sufficiency:

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

Date