

Helping People. Changing Lives.



Vongsavanh Mouanoutoua
Chairperson

George Egawa
Interim Executive Director

BOARD OF COMMISSIONERS SPECIAL MEETING
EOC BOARD ROOM, SUITE 310
WEDNESDAY, February 10, 2010, 6:00 P.M.
REVISED AGENDA

	<u>Presenter</u>	<u>Motion</u>	<u>Page</u>
I. <u>Call to Order</u>	Mouanoutoua		
II. <u>Roll Call</u>			
III. <u>Presentation by Waldron and Company</u> A. Project Overview B. Proposed Timeline C. Role of Screening Committee	Ed Rogan	Discsn	2
IV. <u>Recruitment and Selection Plan</u> A. Scope of Work B. Screening Committee C. Compensation	Mouanoutoua	Approve	7
V. <u>Adjournment</u>			

Fresno County **Economic Opportunities Commission**

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Date: February 10, 2010	Board Chair: Vongsavanh Mouanoutoua
Agenda Item No.: III.	
Item: Waldron & Co Presentation	

RECOMMENDED ACTION:

Discussion

ISSUES:

- A. Project Overview
- B. Proposed Timeline
- C. Role of Screening Committee

BACKGROUND:

At the board's January meeting, Waldron and Company was selected as the outside executive search firm for the recruitment of the Executive Director position.

Attached is their background and firm information

ABOUT WALDRON & COMPANY

BRIEF HISTORY OF THE FIRM

Founded in 1983, Waldron & Company is a West Coast-based human resources consulting firm with a primary focus on providing executive recruitment services to not-for-profit organizations, foundations, community service organizations, public-sector entities, special districts and utilities, and select private sector clients. We are recognized as one of the leading West Coast search firms and are known for our thorough approach, open process, inclusion, unparalleled customer service, and long-term placements. Many of our clients have been with us for more than two decades - a testament to the high quality of our work and the long-term nature of our relationships.

With 25 years of experience and literally hundreds of successful searches, we can stand on our own record of success and achievement. Our Search Practice has grown dramatically in recent years and we had record years in 2006, 2007 and 2008. We have put the staff and technical infrastructure in place to handle this growth while continuing to deliver high quality, thorough and professional service.

More broadly, Waldron & Company has full-service offices in five locations in the Western United States (Seattle, WA; Portland, OR; Scottsdale, AZ; Boise, ID; Salt Lake City, UT) where we provide dynamic and complementary Human Resources-related services, including:

- Retained Executive Search
- Organizational Effectiveness / Organization Development
- Executive & Leadership Development
- Interim Placement for Executive & Technical Positions
- Career Transition

OUR VALUES

At Waldron & Company, long-term customer satisfaction is our highest priority. Our high quality standards ensure that we regularly exceed our clients' expectations. Respect for every individual with whom we interact is another core value at Waldron & Company. We infuse a respectful, collaborative approach into all we do.

EEO/INCLUSION

Since the founding of this firm, part of the mission of Waldron & Company has been a commitment to equal opportunity employment and to serving the citizenry by encouraging and fostering diversity among our community and civic leaders.



WALDRON & COMPANY TEAM

Tom Waldron
Founder & CEO

David Lobdell
Project Coordinator,
Organization Development

Mike Humphries, MBA
Managing Partner

Jill Lindmeier
Associate

Ed Rogan, MA
VP, Philanthropy Services

Natalie Stephens
Research Associate

Lane Yougblood
Vice President, Public Sector

Janelle Kaldestad
Administrative Assistant

Dick Cushing, MPA
Vice President

Shar Allen
Finance Manager

Ann McCreery, Ph. D.
Vice President

Lara Cunningham
Managing Director, Oregon & SW
Washington

Kevin Osborne
Senior Consultant

Heather Gantz
Senior Consultant, Oregon & SW
Washington

Elly Breuer
Senior Recruiter

Marty Logan
Consultant

Jeremy Parks
Senior Associate, Oregon & SW
Washington

Jillian Corbett
Senior Associate, Resource Coordinator

Yvonne Pommerville
Managing Director, Arizona

Pat VandenBroek
Senior Consultant

Susan Marks
Consultant, Utah/Idaho



FCEOC PROJECT TEAM

Ed Rogan - VP, Philanthropy Services
(FCEOC's single point of contact)

Ed has been with Waldron & Company since 1995, is the longest serving team member at the Firm, and possesses more than seventeen years of professional human resources experience. Ed co-leads the Firm's Philanthropy Services Practice and is the most experienced search leader at the company. In times past, Ed has overseen many of the Firm's administrative functions including facilities, technical resources, and vendor relations, as well as managing the Firm's field offices in Salt Lake City, UT and Boise, ID.

Ed holds Bachelor's degrees in Psychology and Sociology from the University of Houston, as well as a Master's degree in Industrial / Organizational Psychology from the University of Colorado at Denver. Ed volunteers his time with Seattle area community-based organizations. He is an active Board member and current Board President with Committee for Children, a \$10m nonprofit organization seeking to improve children's lives by providing research-based violence prevention, anti-bullying, and child abuse/personal safety programs for schools, families, and communities.

Tom Waldron - Founder/CEO

Tom brings over 30 years of experience leading foundation, non-profit, public sector, and private sector searches at all levels. Tom's political savvy, creative approach, and strong ethical emphasis have enhanced the firm's reputation for quality services.

In 1983, Tom founded Waldron & Company to specialize in providing Human Capital Consulting services to corporations, non-profit organizations and the public sector. Waldron & Company has since grown to become one of the leading firms of its kind in the Western U.S., with five offices employing a diverse and talented staff of individuals with extensive prior corporate leadership, human resource management, consulting and advisory experience.

As one of the longest serving members of the Global Partnerships Board of Directors, Tom is playing a key role in an organization dedicated to ending poverty around the world through self-employment and entrepreneurial ventures. He is a strategic advisor to the Bill & Melinda Gates Foundation and in 2007, he was named as the only non-family Trustee to the Seattle International Foundation, an organization founded by Bill & Paula Clapp focusing on global development issues. Over the years, he has volunteered on several not-for-profit boards and has served on industry association boards and task force committees, including those of the Seattle Biomedical Research Institute, Family Services, The International District Health Clinic and the Washington State Ferry Advisory Committee. Through his advisory relationships and involvement, he has influenced the direction of literally hundreds of community organizations over the years.

In the interest of brevity, I have not included the bios of support staff members who would likely participate on this recruitment.



KEY DIFFERENTIATORS

- Waldron & Company has been conducting searches of this type on the West Coast for over 25 years.
- Waldron & Company maintains the largest permanent staff focused on executive recruiting of any firm headquartered on the West Coast.
- Waldron & Company qualifies as a Small Business under the SBA guidelines
- Waldron & Company encourages staff members to serve on Boards of area non-profits. Many of us also have experience as Board chairs or officers, and several of us have participated at the Board level during leadership transitions. We've been through just what you're going through.
- Waldron & Company becomes an objective third party in the search process allowing our team to assess the strengths, weaknesses, and gaps of an organization, and effectively communicate openly and honestly with the Board, Screening Committee and candidates.
- Waldron & Company takes over the responsibility of communicating with candidates, responding to daily questions, setting up interviews, coordinating travel logistics, and sending regrets.
- Waldron & Company focuses on preserving and enhancing the reputation of the organization, drawing on our 25 years of successful experience recruiting executives.
- Waldron & Company guarantees placement of a qualified candidate. Waldron & Company will provide a two year search guarantee of the selected individual.



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Date: February 10, 2010	Board Chair: Vongsavanh Mouanoutoua
Agenda Item No.: IV.	
Item: Recruitment and Selection Plan	

RECOMMENDED ACTION:

- 1) Approve the Waldron and Company's Scope of Work
- 2) Approve a Screening Committee
- 3) Approve a target compensation rate/range for the Executive Director position

BACKGROUND:

Waldron Project Overview and Scope of Work

Action Item and Deliverables:

Stage 1 – Discovery

Stage 2 – Recruitment

Stage 3 – Presentation

Stage 4 – Finals

Samples

Search Committee Job Description

Attachments

PROJECT OVERVIEW & SCOPE OF WORK

Waldron & Company will provide leadership and direction to the FCEOC Board of Commissioners throughout the search process and assist in identifying, recruiting, prescreening, interviewing, and assessing the qualifications of a pool of qualified candidates. This will include significant and targeted outreach to encourage applicants from a diverse background to apply.

STAGE 1 - DISCOVERY

A distinctive part of our process in all searches is to talk to as many key stakeholders as possible to ensure that we have a comprehensive understanding of all issues and concerns relating to the position, organization and Board.

Action Items:

- Waldron & Company representatives will meet with the Board to help determine an appropriate Screening Committee and project plan that will model integrity and transparency throughout the process.
- Waldron & Company representatives will meet with the Board to outline the project plan and finalize a timeline.
- Waldron & Company representatives will speak to each Board member individually to gain input for the position specification (Recruitment Brochure).
- Waldron & Company representatives will gather input from staff for the position specification through one on one meetings, group meetings, and via electronic survey.
- Waldron & Company representatives will contact other stakeholders as directed either through direct personal conversations or via electronic survey to solicit input.
- Waldron & Company's project manager will review documents related to the organization and the position such as the organization's budget, strategic plan, job description, and annual report, among others.

Deliverables:

- Comprehensive Position Specification that includes a description of the organization and mission, details about the responsibilities of the position, a list of issues and priorities (the work plan for the successful candidate), and an ideal candidate profile. This document will be used as a tool to measure the background of candidates compared to the needs of the organization.
- Finalized time line for the recruitment process.
- Marketing materials such as invitation letters to send to perspective candidates.
- Supplemental screening tools (e.g., application, questions to answer in writing).



STAGE 2 - RECRUITMENT

Candidate targeting involves researching, identifying and developing lists of individuals who either have the qualifications the Board and Waldron & Company have specified or can make referrals for Waldron & Company to contact.

Action Items:

- Consulting regularly with the Board to guide Waldron & Company's outreach to ensure that we target leaders with the right background and scope of responsibility.
- Employing leading-edge research technology and engaging Waldron & Company's full-time, dedicated in-house research team.
- Drawing on Waldron & Company's 25 years of experience recruiting Executive Directors to identify potential candidates or networking contacts.
- Making direct recruitment calls to prospects to encourage them to apply. Waldron & Company's approach is heavily recruitment driven and our success in bringing the best, diverse candidate pool forward relies on our ability to directly solicit known, desirable candidates.
- Distributing the position specification via e-mail and placing strategic advertisements in both print and online media.
- Developing the framework for Waldron and Company's dashboard progress report.

Deliverables:

- A customized, client specific list of individuals to be contacted during the recruitment phase.
- Hundreds of person-to-person contacts made via phone and e-mail by Waldron & Company.
- Preliminary phone/screening interviews with high potential candidates are conducted on an on-going basis.
- Initial backgrounding on candidates (on-line media searches) is conducted as candidates apply.
- Supplemental materials (if required) are gathered from high potential candidates.
- Presentation of periodic CONFIDENTIAL dashboard progress reports detailing Waldron & Company outreach efforts, titles and employers of applicants, and a list of high-potential candidates. No other firm offers this level of reporting detail and transparency.



STAGE 3 - PRESENTATION

This is a point where our process varies somewhat from the RFP. Typically, using the information from Waldron & Company interviews and the written materials submitted by candidates, Waldron & Company will partner with the Screening Committee in a work session to identify the top candidates.

Action Items:

- Candidate materials are compiled and delivered to the Screening Committee in anticipation of the work session giving Committee members time to review the materials (~20 candidates).
- A work session is scheduled in and facilitated by Waldron & Company to discuss the relative merits of each candidate with the intent of selecting semi-finalists (10 - 15 candidates).
- Waldron & Company representatives notify all candidates about their continuing status.
- Waldron & company representatives conduct in-person interviews with semi-finalists. We own and operate video conferencing equipment in our offices creating significant time and fiscal efficiencies.
- Members of the Screening Committee are welcome to partner with Waldron & Company in these interviews if interested.

Deliverables:

- A list of semi-finalists is developed (10 - 15 candidates).
- A final search summary is delivered to the Board.
- A summary report concerning the semi-final interviews is prepared and delivered verbally.

STAGE 4 - FINALS

After conducting in depth interviews, Waldron & Company meets with the Screening Committee to present our feedback from the interviews and identify the top group of candidates as finalists (6 +/- candidates).

Action Items:

- A meeting with the Search Committee is arranged with Waldron & Company representatives delivering feedback on semi-final interviews.
- Waldron & Company and the Search Committee partner in discussing and designing the final interview process, including determining the level of staff and community involvement.
- Waldron & Company representatives notify candidates about their continuing status.
- Waldron & Company representatives make logistical arrangements for final interviews.
- Candidate materials are compiled and distributed to all interviewers and panelists.
- In depth reference checks are conducted with individuals who are or have been in a position to evaluate each candidates' performance and behavior on the job.
- Background investigations (education verification, criminal background check, credit check) are conducted on all finalists.
- Waldron & Company representatives facilitate the final interview process, orchestrate debrief sessions between panelists and the Board, and will assist in initial negotiations with the selected candidate.
- Waldron & Company will also arrange for and facilitate any desired follow up such as on-site visits.
- If desired, Waldron & Company prepares a final report on the selected candidate to aid in on-boarding and transition. No other firm offers this benefit.
- Should the Search Committee elect to not hire any candidates from the initial pool of finalists, Waldron & Company will continue recruiting until an acceptable candidate is identified and engaged.



Deliverables:

- **A list of finalists is developed.**
- **Comprehensive background reports for each candidate are delivered to the Board.**
- **Finalists are notified and invited to participate in the final interview process.**
- **Any desired follow up process is completed.**
- **An offer of employment is made and final employment terms are negotiated and memorialized in an offer letter.**
- **All notifications for unsuccessful candidates are made.**
- **If desired, a comprehensive assessment report of the selected candidate is prepared.**



Dashboard Report

Total as of January 11, 2018: 16 candidates

Local Candidates - Under Review

Bob	Stephens	Corris	CA	Former Director - Consultant Services	Fresno County Health and Human Services	Under Review
Brian	Woods	Fresno	CA	Senior Vice President, Public Affairs	Emergent Development Services	Application Based
Keith	Borner	Madera	CA	Associate Director	United Way	Application Based
Dorethy	King	Fresno	CA	CEO	Partners in Community Development, LLC	Application Set

National Candidates with Relevant Experience

Asann	Billings	Milwaukee	WI	Senior Vice President	Food Foundation	Under Review
Derek	Chambers	Philadelphia	PA	Vice President of Housing Development	Affordable Housing Consortium	Application Set
Mark	Dillard	Bourne Forks	CO	President	Rousing Forbs Community Development	Application Set

National Candidates - Other

Bradley	Coyne	Toledo	OH	Former President	Alliance for a Green Ohio	Under Review
Randy	Miller	Washington D.C.	DC	VP, National Initiatives	Association of Non Profit Associations	Under Review
Patty	Stephens	Arvada	CO	ED/Chief Development Officer	St. Cajetan Hospital Foundation	Under Review
Jerry	Davis	Austin	TX	Managing Partner & Founder	Austin Social Partners	Application Set

Other Candidates - In State

Sandra	Barnett	Anaheim	CA	Executive Director	Susan G. Komen of Anaheim	Under Review
Becky	Ellis	La Granda	CA	CEO	Unise Pacific	Under Review
Frederick	Garrison	Riverside	CA	Senior Director	Health Care Foundation	Under Review
Marcus	Gonzales	Modesto	CA	Partner	Principal Capital Management	Under Review
Jason	Riley	Yuba	CA	Director, Community Engagement	YouthFutures	Under Review

Sample Reference Questions

1. *Please describe your relationship with the candidate, both professional and otherwise. Include the length of time that you have known the candidate and in what capacity.*
2. *Describe your impressions of the candidate's ability to build and foster positive and productive working relationships with Board members, staff members, donors, and community leaders.*
3. *Please describe his/her management style and leadership approach. How would you assess his/her management experience and acumen?*
4. *Describe the candidate's approach to community outreach & engagement. How would you rate his/her effectiveness in these efforts?*
5. *How would you characterize the candidate's communication skills, both oral and written? Public speaking?*
6. *What are your impressions of the candidate's skills in the areas of:*
 - *Donor relations and fund raising*
 - *Board relations experience*
 - *General marketing/PR*
7. *Summarize the candidates' strengths.*
8. *What would the candidates' critics say about him/her? Areas of Improvement?*
9. *Please relate any instances or controversies that you can think of that might reflect on the candidate's sense of honesty, integrity or ethics. Are you aware of any controversial or ethical violations? Or any other issues which may limit the candidate's ability to fully and successfully perform in this position?*
10. *Would you like to offer any additional comments at this time?*

Search Committee Job Description

Generally speaking, Search Committee members have been empowered by their fellow Board Members to make a recommendation of a finalist candidate for Board ratification (or at times two or three candidates from which the full Board selects). As such, each member serves a number of roles throughout the recruitment process.

In the early stages of the recruitment process, the Search Firm is getting to know the organization from a variety of perspectives: mission, culture, plans for the future, issues, priorities, needs. Each Committee member will spend between 30 and 60 minutes conversing with the Search Consultant to provide his or her input concerning these and other issues. These conversations will take place either in person or via phone as the Committee members' schedules allow and will be scheduled in the first two to three weeks of the search. Priority is given to internal contacts (Board, Staff) prior to making contact with outside stakeholders (funders, partner agencies).

The Committee will also be responsible for reviewing the 'road map' that emerges from these and other conversations. This 'road map' (Position Specification) will guide the Search Consultants' outreach and screening efforts. Committee members should plan to spend between 1 and 2 hours reviewing this document and providing feedback. A draft will be presented to the Committee around the beginning of the third week of the process once the internal backgrounding conversations have been completed. A conference call is then scheduled for the Committee and Consultant to walk through the document together and finalize the wording.

Following the Search Consultants' active recruiting and screening, the Committee will be presented with materials from the top group of candidates. These materials will include cover letters, resumes, an application form, and potentially a writing sample. Committee members will be asked to review these materials prior to a Work Session. This meeting usually takes two-hours and will be scheduled approximately 6 weeks after recruiting commences. This will be a round table discussion of the relative merits of each candidate based on the materials submitted. The intent of the meeting is to select semi-final candidates for the Search Consultant to interview. Committee members should expect to spend 2-4 hours reviewing candidate materials in preparation for this Work Session.

Committee members will be brought together again following the first round of interviews for a debriefing of the interviews and selection of final candidates. The Identification of Finalists usually occurs two to three weeks after the Work Session giving the Search Consultant time to interview the semi-finalists. This meeting is typically one hour in length. Once finalists are selected, the Search Committee interviews each of the candidates over the course of a single day approximately two weeks later. This will be a full day commitment on the part of Committee members.

Presumably a selection will be made following those interviews and the Committee makes a candidate recommendation to the Board for ratification.