

Chatham County Partnership for Children

REQUEST FOR PROPOSALS
for
KEY LEADERSHIP SEARCH CONSULTATION SERVICES
to fill the Program Director,
position to be filled no later than September 1, 2020.
SEE ATTACHED JOB DESCRIPTION

We are seeking a unique individual with capacity to grow in to leadership succession for the Executive Director. This hire does not guarantee that the individual selected will advance to the Executive Director position nor is there a specified time frame for the agencies leadership transition.

Proposal Deadline: June 5, 2020; 5:00 pm

Qualifications: Professional Search Consultant Firm or Individual; must be incorporated and fully insured; experience with Smart Start local partnerships for children preferred.

Cost Proposal:

Please estimate the number of hours and timeline for work to be performed. A line item cost proposal is requested for service components that can be purchased separately. Bids of a total cost for a single service are also accepted. Requested payment schedules and associated deliverables must be specified.

Required Deliverables:

- We are seeking bids for search services to include working with a 5-7 member search committee, led by the Executive Director (ED).
- Responses should describe in detail the search services offered and describe the specific processes or approaches to be employed.
- We are seeking a search process that begins with facilitated discussions with the search committee and solicitation of input from key community partners for the purpose identifying the desired qualities and attributes of the candidate to be recruited.

ADDITIONAL BACKGROUND FOR THIS REQUEST IS PROVIDED IN THE ATTACHED PROPOSAL FOR SEARCH CONSULTATION APPROVED BY THE BOARD OF DIRECTORS ON APRIL 21, 2020.

BE ADVISED: All communications between the Search Consultant and the organization will be through the Executive Director who is responsible for the final hiring decision to fill this position. Contact information is provided below; please email to request a time for a telephone inquiry appointment **prior to June 3, 2020.**

INSTRUCTIONS FOR SUBMITTING PROPOSALS

1. Proposals should detail the scope of work to be completed. The Proposal must include a detailed specific timeline for all activities; including identification of specific goals and objectives to be accomplished and persons or entities (groups) to be involved with each activity..
2. Proposals shall be completed in MS WORD format and submitted electronically to the Executive Director via email at Genevieve@chathamkids.org
3. No oral communications from any representative of the Chatham County Partnership for Children shall be considered in any way binding. Any changes or clarifications shall be issued in the form of formal addenda.
4. Firms should read and understand the circumstances and procedures under which this is let. A firm's response to the RFP signifies acceptance of the obligations and rights specified herein.
5. Exceptions or substitutions to any of the requirements or specifications must be detailed on a separate page entitled "Exceptions", indicating which specification is excepted and the scope of the exception or substitution.
6. Vendors unable to submit a proposal should so advise in writing to preclude being excluded from further requests.
7. Any costs incurred by the Vendor in preparing their response to this RFP are the sole responsibility of the Vendor. This includes samples and presentations.

Contact:

Genevieve R. Megginson, Executive Director
Chatham County Partnership for Children
220 Chatham Business Drive (currently working remotely; office location access is restricted)
P.O. Box 637
Pittsboro, NC 27312
919-548-4610 (email to request an appointment)
E-mail: genevieve@chathamkids.org
www.chathamkids.org

CHATHAM COUNTY PARTNERSHIP FOR CHILDREN

PROGRAM DIRECTOR

Job Description

Purpose

To promote quality child care and early education in Chatham County and Region 13 through provision of high-quality Child Care Resource & Referral (CCR&R) Services.

Essential Responsibilities

1. Lead, plan, promote and supervise these program areas to ensure effective service delivery and compliance with funding contracts:
 - Technical assistance & professional development for Chatham County child care providers
 - Consumer education and referrals through Child Care Search, a 5-county parent referral service
 - Regional Healthy Social Behaviors project
 - Regional Infant-Toddler project
 - Raising a Reader literacy initiative
 - Dolly Parton's Imagination Library
 - Day of the Books annual children's festival
 - Annual Child Care Professional Conference
2. Lead CCR&R Region 13 agencies:
 - Monitor and evaluate CCR&R Council-funded activities in four Local Agencies
 - Provide technical assistance and training for Local Agencies
 - Convene regular regional collaboration meetings
3. Ensure quality data collection, analysis, and reporting on CCR&R activities
4. Analyze child care availability and quality and conduct related public awareness activities
5. Supervise 6-10 employees
6. Provide direct services as needed including referral calls for Child Care Search and planning of professional development events
7. Fiscal and budgetary responsibility for assigned projects and grants. Assist the Executive Director with the overall financial management of the organization as needed and requested. Includes authority to authorize expenditures for assigned budgets and to prepare, sign and submit financial reports for assigned contracts and grants when requested by the Executive Director
8. Engage with community organizations and agencies to represent the Partnership and promote Early Childhood Education and Quality Child Care as well as early childhood Health and Family Support Services.
9. Other duties as required by program funding contracts or as needed and requested by Executive Director

Qualifications/Requirements

- Four-year degree in Early Childhood Education or related field, or equivalent combination of education and experience; Master's Degree preferred
- Five years of experience in child care, CCR&R or early education field
- Three years of supervisory and fiscal management experience
- Nonprofit Management training or certification preferred
- Knowledgeable about child development, quality child care and early education
- Knowledgeable about NC's child care system and community partners in child-related services
- Excellent written and oral communication skills

SUPERVISION: Reports to the Executive Director

PHYSICAL REQUIREMENTS:¹

- While performing this job the employee is:
 - Frequently required to sit; use hands to finger, handle or feel objects, tools or controls; reach with hands or arms; and talk or hear.
 - Periodically required to stand; walk, stoop, kneel.
 - Occasionally required to lift up to 25 pounds.
 - Routinely required to drive a vehicle for business travel and must have a valid NC Driver's License with less than 4 points.

- Specific vision abilities required by this job include: close vision and the ability to adjust focus to operate the computer.

- Travel and some evening and weekend work will be required.

Position Status: Regular, Full-time
Classification: Grade , Exempt
Salary Range: \$ 50,481.00 Hiring Rate, minimal experience
\$ 53,005.00 to 61,221.00; based on experience & qualifications

¹ Reasonable accommodation will be provided when needed for an otherwise qualified candidate to perform the essential functions of this position.

prepared by **Genevieve Megginson**

BACKGROUND: Erin Suwattana will vacate her position as Program Director effective no August 31, 2020. Her exit has been planned for over 2 years. The position of Program Director was created in 2016, at the time of the merger with Child Care Networks (CCN). Erin Suwattana was serving as Executive Director for CCN for the 4 years prior to the merger. The new position of Program Director with Chatham County Partnership for Children (CCPC) was created with the intention that the success of the merger was contingent on continuation of the CCN ED in a key leadership role with the new organization. Oversight of Childcare Resource and Referral Services was a new to CCPC and therefore we required experienced leadership for that critical component of the new organization. Due in great deal to Erin's competence and generous spirit, the merger has been incredibly successful. However, during the initial year of the merger Erin herself came to realize that she did not want to continue in an administrator role; she had set her sights on a new endeavor to become a licensed clinical social worker. She has worked collaboratively with Genevieve as she has pursued her personal goals. While in school she has continued in her position at a reduced level of 75%, 30 hours per week. Erin notified Genevieve in the summer of 2019 that her training and education would require her full time attention starting in September of 2020. Genevieve accepted Erin's request to remain employed at .75 fte until the end of August. Erin was asked to begin compiling a detailed operation guide for her successor and to make suggestions for updates to her job description. This work is in progress with ongoing updates to Genevieve.

During the Board led Strategic Planning process of 2019 it was recognized that succession planning for the Executive Director needed to be a priority. Genevieve Megginson has served as Executive Director since September 1995. Prior to that Genevieve led the effort to set up the organization and worked with a steering committee/initial Board to accomplish incorporation as a nonprofit 501(c)(3) in June of 1994 and secure the Smart Start grant for Chatham County which was awarded in November of 1994. Genevieve has not announced a plan to retire but is very aware of the necessity of transition planning for her inevitable and eventual departure. She is committed to working with the Board to plan for her retirement in the not-too-distant future.

ANALYSIS: Replacement of a founding director of a nonprofit organization requires special attention and careful planning. A recommended key practice is to ensure that the organization has a strong individual in a top staff leadership role that works directly with the founding Director for 12 to 18 months to affect the transfer of knowledge and expertise needed to optimally sustain the organization. The timing of the vacancy of the organizations key staff leadership position of the Program Director provides the opportunity for the Board to work together with the Executive Director to fill the position with an individual that could train for and potentially step up to the Executive Director role upon Genevieve's retirement. ***This is a time sensitive and key decision point.***

Genevieve has participated this year on the Search Committee of the NC Partnership for Children for replacement of their recently retired President (state-level Smart Start Executive Director). She has also recently experienced the retirement of several close associates who were also long-serving and/or founding directors of nonprofit organizations. These experiences have shown her the value of a search consultant for filling key leadership positions and transition planning. The process involves much more than simply advertising and reviewing applicant resumes. A key step in the process is engaging the key stakeholders (Board & staff primarily, community partners secondarily) in developing a clear sense of the critical skills, attitudes, and capacities needed for the position. Careful attention to this aspect has been shown to result in a much better outcome of the search process. Facilitation of the recruitment and interview process is also a key success strategy.

Smart Start has approved funding a search consultant in the CCR&R activity. The current budget has funds available to support the cost. Other funder may also approve part of the cost; a request is in process to Child Care

Resources, Inc (CCRI) for approval to support part of the cost. An initial estimate received from one possible search consultant is under \$6,000.00 for the Program Director search.

Due to the COVID pandemic, the following funds are projected to unspent in current Smart Start budgets:

CCR&R (travel, employee training, materials grants):	\$ 5,753.00
Program Coordination (travel, employee training, meetings)	\$ 1,814.00
Raising a Reader (travel, employee training, expansion red book bags)	<u>\$ 4,746.00</u>
SMART START TOTAL PROJECTED UNSPENT	\$12,323.00

Smart Start funds unspent in the current year can carry forward to the next year. A request for bids with at least 3 verbal quotes is required per Smart Start Cost Principles for contracts over \$5,000 but less than \$15,000.

RECOMMENDATION: The Executive Director should immediately finalize and release a request for bids for bids. The Executive Director will select 1 or 2 staff members to serve on the search committee. The Board should immediately solicit volunteers and appoint 2-3 Board members (including the Board Chair) to serve on the Search Committee to work with the Executive Director (ED) to select the Search Consultant and then to work with the selected consultant and the ED to develop the job description, key skills and attributes, and complete the recruitment and selection process. The Search Committee should be chaired by the Executive Director because the position will report directly to her and not the Board. The Search committee should report to the Board of Directors at each meeting and provide written updates via email as needed. Since the hire date is after the end of the current fiscal year, only part of the cost should be paid as a deposit to the selected consultant, up to 50%. Final cost for the search consultant should be included in the CCR&R Smart Start activity budget for FY 2021 using available carryforward funds.

ACTION: Motion to approve the Program Director Search Consultant proposal and process as described herein and to authorize the revision of current Smart Start CCR&R activity budget to move up to \$5,753.00 in available funds to the consultant line in the current FY for initial payment (if required) to the selected Search Consultant.