

MINUTES OF VIRTUAL SPECIAL MEETING
DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY
FRIDAY, SEPTEMBER 25, 2020 – 4:00 P.M.

1. Call to Order/Roll Call

Chair Lewellen called the special meeting to order at 4:04 p.m.

Present:

Chair:	Lori Lewellen
Vice-Chair:	Lauren Odman
Board Members:	Chickie Brandimarte
	Bill Harris
	Tamara James
Executive Director:	Rickelle Williams
City Attorney:	Thomas Ansbro
CRA Secretary:	Thomas Schneider

2. Executive Director Recruitment

Director Williams noted the Subcommittee met yesterday and finalized the list to 13 candidates. Also, a memo and PowerPoint were sent to the Board. The Board should discuss candidates today, and set a timeline and process.

Vice-Chair Odman said everyone on the Subcommittee contributed greatly. Her effort was to get the Board a well-rounded list of qualified candidates and she felt all of the names recommended met this. She summarized the PowerPoint presentation regarding the suggested process; one takes us to after Thanksgiving and the other takes us to the end of October.

Board Member James felt each of the Board Members should sit down with the Human Resources Director to discuss the interview procedure and the process rather than presenting the PowerPoint at this meeting.

Linda Gonzalez, Director of Human Resources, gave the PowerPoint presentation regarding the suggested process/steps to hire, which is attached to and incorporated into these minutes.

The Board Members then gave the top names each had chosen.

Board Member Brandimarte chose Glendon Hall, Kemuel Cox, Michael Chen, and Shane Corbin.

Commissioner Harris noted he did not have a list in mind as he was unable to thoroughly review all of the applications and he needs more time.

Discussion ensued regarding the expectation that the Board would be prepared for today's meeting.

Chair Lewellen suggested we should move on to get the other Board Members' choices.

Board Member James chose Roderick Wallace, Shane Corbin, Glendon Hall, Stephen (Kemuel) Cox, and Michael Chen.

Vice-Chair Odman chose Glendon Hall, Kemuel Cox and Shane Corbin.

Chair Lewellen selected Patrick Brett, Michael Chen, Shane Corbin, Kemuel Cox, Glendon Hall, Allison Justice, Ricardo Noguera and Samuel Blatt. She would like to get more information on all of them. She would like to have some sort of pre-screening questions; she is not comfortable eliminating people as this is a very important position, and she needs more information.

Board Member James wanted to vote on what the Board wanted to do. We appointed the liaison and they did their job. She is ready to get the process going and does not want to stall until after the election. We should consolidate this list to four and that would be her motion.

Chair Lewellen said she just wanted to make sure we hire the right person and they understand what the goals are of the CRA. Some of the people on the list do not have any executive director experience, but they have a lot of CRA experience. There are a mix of different people here. By looking at applications and resumes, more information is needed. She wants to be sure we are doing the right thing. She addressed the hiring of the City Manager. She cannot eliminate people without knowing more about them; this would not be best practice.

Vice-Chair Odman commented if we wait longer than a week or two, some will leave the pool. She suggested we all make our meetings with Human Resources Director Gonzalez this week and then divide this into a two-day interview process.

Board Member James requested that Roderick Wallace be removed from her list. She would like to motion to narrow the list down to four or five people.

Vice-Chair Odman said she understands what Board Member James is saying. She has to be consistent, and has always allowed additional time for Board Members, but we need to nail down a time because these applicants will drop out if not.

Chair Lewellen noted she had a couple of yes's and a couple of maybes. We should have more time to investigate. She would like to know what the applicants' top three accomplishments are; this is an important position and she does not want to just pick anybody.

Vice-Chair Odman said we will interview this list of people and look at the two dates to do it.

Chair Lewellen commented we have a really good pool of candidates who applied. We need to do our due diligence and be sure we have looked at everybody.

Vice-Mayor Odman wanted to pick two dates to divide the list up for interviews.

Human Resources Director Gonzalez said out of courtesy, we should give them a week's notice.

Discussion ensued regarding the first scheduled date for interviews to be held.

Board Member James wanted to know if we are going to add more people to these eight names.

Chair Lewellen said there are certain people who overlap.

Board Member James said we agreed to eight and to add more does not seem like a fair process to those Board Members who came prepared.

Chair Lewellen noted she does not want to tell Board Member Harris he cannot pick someone not already on the list. She asked if he would be willing to agree to the eight people chosen.

Board Member Harris said yes.

Further discussion ensued regarding the date. The Board agreed to Monday, October 12th at 9:30 a.m. for the first day of interviews and Wednesday, October 14th at 2:00 p.m. for the second day of interviews.

Board Member James said the Board should decide on someone on October 14th.

Chair Lewellen noted we should see what happens with the interviews.

Discussion ensued regarding a tentative third date, if needed, to select a new director. The Board agreed to Saturday, October 17 at 12:00 p.m.

4. Adjournment

Chair Lewellen adjourned the meeting at 5:22 p.m.

ATTEST:


THOMAS SCHNEIDER, CMC
CRA SECRETARY

COMMUNITY REDEVELOPMENT
AGENCY


LORI LEWELLEN
CHAIR – CRA

Approved: November 10, 2020

Minutes of Virtual Special Meeting
Dania Beach Community Redevelopment Agency
Friday, September 25, 2020 – 4:00 p.m.

Recruitment and Hiring Process

COMMUNITY REDEVELOPMENT AGENCY (CRA) – EXECUTIVE DIRECTOR

Linda Gonzalez, SPHR, SHRM- SCP, IPMA-SCP
Director of Human Resources and Risk Management



Agenda:

- The Recruitment Process
- Suggested Process and Timeline for Hiring (discussion)
- Interviewing techniques, legal aspects, preparation
- Subcommittee submission of Highly Qualified Candidates
- Next step: Schedule Board Meeting to review/confirm short list of candidates
- Questions?



The Recruitment Process (summary)

- City Website
- NeoGov/Government Jobs
- Florida Redevelopment Agency American Planning Association
- International Economic Development Council
- American Planning Association
- Indeed
- Monster/Google Jobs

104 applications/Resumes



DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

Subcommittee Review of Resumes

Minimum Requirements:

- Bachelor's Degree
- Five years of related work experience
- OR
- Equivalent combination of training, education and experience

Desired Requirements:

- 7 years of related work experience , including 3 years of CRA management experience
- Master's Degree
- Florida Redevelopment Association, AICP and/or CECd certification
- Knowledge of Fl. Statutes, experience with policy creation, knowledge of economic development, redevelopment, capital projects, finance, marketing, real estate, urban planning and/or underwriting

Other factors:

- Years of experience in a Director level position
- Years of experience as an Assistant Director, Manager, Administrator



"Any other people skills, besides 400 Facebook friends?"

Suggested Process/Steps to hire: Option 1

Item	Approximate timeframe
1. Board discusses recommendation for hiring process, interviewing class is conducted, subcommittee submits short list of applicants for review by Board (PowerPoint review)	9/25 <i>BOARD MEETING</i>
2. Board discusses the recommended candidates – makes suggested changes to short list, short list established (about 10 candidates based on requirements/desired qualifications)	Week of 9/28 - 10/9 <i>BOARD MEETING NEEDED</i>
3. Board Interview questions are determined for short list - HR/CRA drafts questions to be sent to Board for feedback and HR schedules interviews with candidates	Week of 10/5
4. Board conducts interviews with short list candidates (open to the public, not televised). Candidates are notified they may remain during other candidates' interviews but may absent themselves if they choose to do so.	Week of 10/19 – 10/30 <i>BOARD MEETING(S) NEEDED</i> (may need 2 meetings depending upon number of candidates)
6. Board reconvenes to discuss interview results and determine final candidates to be interviewed (about 3 candidates)	Week of 11/2 <i>BOARD MEETING NEEDED</i>
7. Board Interview questions are determined for finalists - HR/CRA drafts questions to be sent to Board for feedback and HR schedules interviews with candidates	Week of 11/9
8. Interviews are conducted with final list candidates (open to the public, not televised). [Could be televised – in person interviews –candidates are notified they may remain during other candidates' interviews but may absent themselves if they choose to do so. Could also consider asking for presentation Note: Consider 8 and 9 OR 8 or 9 as interview steps	Week of 11/16 <i>BOARD MEETING(S) NEEDED*</i>
9. Individual interviews may be conducted by Board members (discussion)	Week of 11/16-11/20
10. Board reconvenes to discuss interview results and makes recommendation for hire	Week of 11/23 – Thanksgiving Week Week of 11/30 <i>BOARD MEETING NEEDED</i>

Suggested Process/Steps to hire: Option 2

Item	Approximate timeframe
1. Board discusses and decides on hiring process	9/25/2020 <i>BOARD MEETING</i>
2. Board discusses the recommended candidates submitted by subcommittee– makes suggested changes to short list, short list established (based on requirements/desired qualifications)	
3. Board Interview questions are determined for short list – this should not be discussed in detail but rather provided to the Board in advance with the qualification that the Board may add their own questions.	
4. Brief PowerPoint review of appropriate interview procedures	Week of 9/28 or Week of 10/5
5. Board conducts interviews with short list candidates (open to the public, not televised). Candidates are notified they may remain during other candidates' interviews but may absent themselves if they choose to do so.	
6. Individual interviews may be conducted by Board members (Prior to Board meeting). 7. Board reconvenes to discuss interview results and makes recommendation for hire. 8. Board determines compensation offer.	10/13/2020 <i>BOARD MEETING</i>

Guide to Interviewing

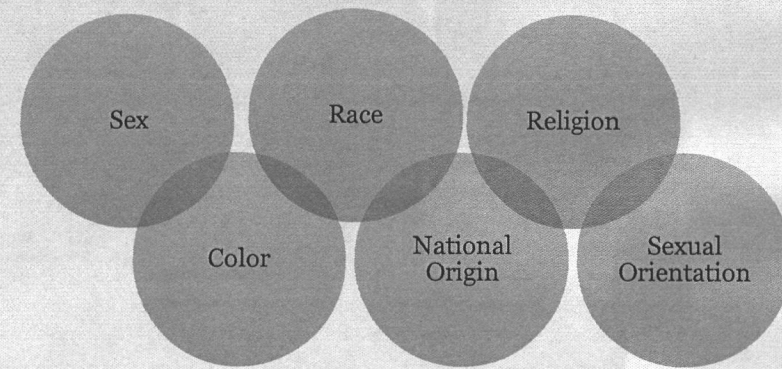
- **Start with the end in mind** – Goal is to hire the best qualified candidate based upon the knowledge, skills and abilities that we advertised for
- Understand the minimum and desired requirements, have a copy of the resume
- Practice legally defensible behaviors and questions
- Use active listening skills
- Treat all candidates the same (ensure the candidate has a positive and fair experience)
- Do not give the candidate any unfair or unrealistic expectations
- Have your interview questions ready and know what answers are you are looking for
- Interview questions should be “behavioral based”
- Allow time for the candidate to ask questions
- Be clear on the next steps in the process



Legally Defensible Behaviors

Under Title VII of the Civil Rights Act of 1964, and a variety of other Federal and State Laws, it is unlawful to discriminate against job candidates.

Questions and comments should always be job related.....

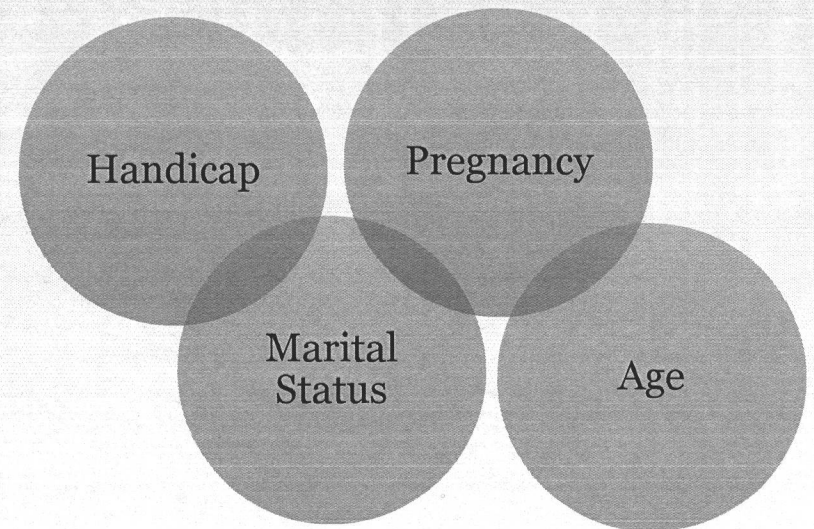


This law makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, or sex. The law also requires that employers reasonably accommodate applicants' and employees' sincerely held religious practices, unless doing so would impose an undue hardship on the operation of the employer's business

Other relevant laws:

FLORIDA CIVIL RIGHTS ACT

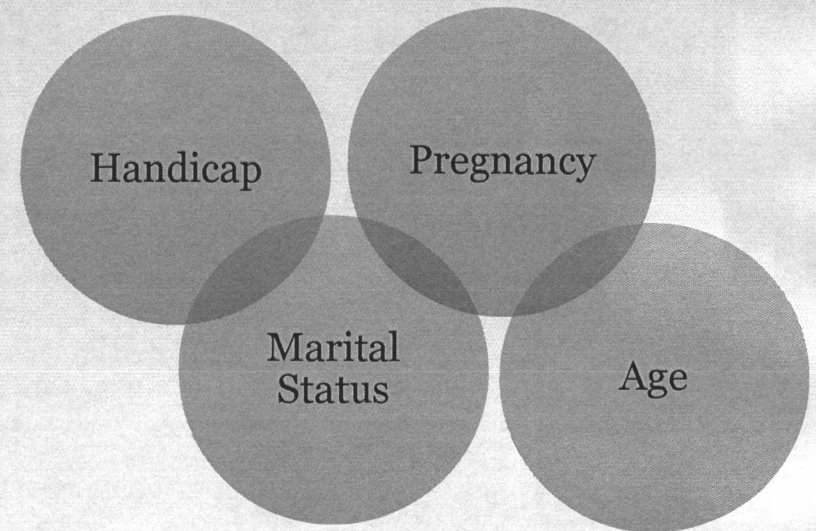
The general purposes of the Florida Civil Rights Act of 1992 are to secure for all individuals within the state freedom from discrimination because of **race, color, religion, sex, pregnancy, national origin, age, handicap, or marital status** and thereby to protect their interest in personal dignity, to make available to the state their full productive capacities, to secure the state against domestic strife and unrest, to preserve the public safety, health, and general welfare, and to promote the interests, rights, and privileges of individuals within the state.



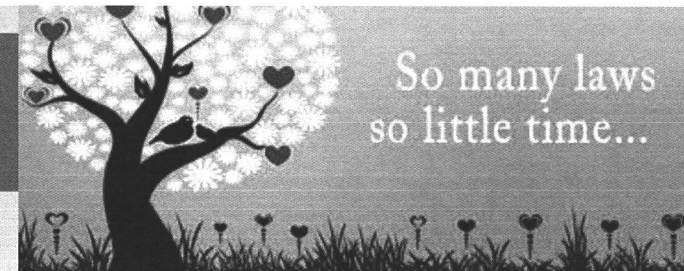
Other relevant laws:

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Other laws:



The Pregnancy Discrimination Act

This law amended Title VII to make it illegal to discriminate against a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit

The Equal Pay Act of 1963 (EPA)

This law makes it illegal to pay different wages to men and women if they perform equal work in the same workplace. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

And many others.....



Still other employment laws:

The Age Discrimination in Employment Act of 1967 (ADEA)

This law protects people who are 40 or older from discrimination because of age. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

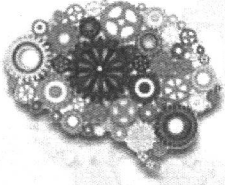
The Genetic Information Nondiscrimination Act of 2008 (GINA)

Effective - November 21, 2009.

This law makes it illegal to discriminate against employees or applicants because of genetic information. Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about any disease, disorder or condition of an individual's family members (i.e. an individual's family medical history). The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit



TEST YOUR KNOWLEDGE



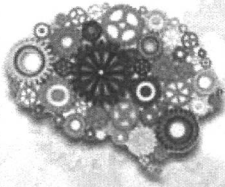
Sometimes applicants offer information during an Interview that may or may not be job related.....

Scenario:

An applicant starts talking about their children during the interview process and mentions how time consuming it is to care for them, especially now with COVID-19 and home schooling. You are concerned the applicant may not be able to get the job done. Is it ok to ask, “what do you do for child care” on an interview?

A: No, but you can ask, “Are you willing and able to put in the amount of time this position requires?”

TEST YOUR KNOWLEDGE



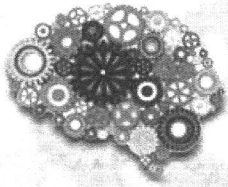
Sometimes applicants offer information during an Interview that may or may not be job related.....

Scenario:

An applicant mentions during a job interview that they speak another language. Can you ask the applicant what Country they are from to determine what language they speak?

A. No, unless language is a relevant job requirement, we cannot. If it was relevant to the job you could ask, what other languages a candidate might be able to read, speak or write fluently.

TEST YOUR KNOWLEDGE



Sometimes applicants offer information during an Interview that may or may not be job related.....

Scenario:

An applicant appears to you to be “overqualified” for a position because they have a very long work history or perhaps previously held a higher level job, (ex. Director applying for a Manager position), can you ask when did you first start working?

A. If an applicant is applying for a job, you should assume they are genuinely interested in the job, and not take a position that they are “overqualified.” Applicants are in different life stages, and a qualified candidate may be looking to “step-down,” for a number of personal reasons that won’t be discussed during an interview.

Other factors to consider when interviewing:

- Veteran's preference - gives preference to an already qualified applicant who meets requirements, has an honorable discharge and produces DD214

Applicants who meet this criteria must be included in the interview process, (in this case) as a means to give preference.



What is behavioral based interviewing?

A technique used in which the job candidate has the opportunity to demonstrate their potential for succeeding in the new job by providing specific examples of how they handled similar situations **based** on their past experience.



Focuses on the candidates past experiences

Tests the candidates knowledge, skills and abilities by asking about specific examples

Candidate demonstrates the proficiency of the identified skill or value

Interview Questions:



When developing interview questions:

- A. Ask only for information that will serve as a basis for the hiring decision
- B. Understand how the information/response will be used to evaluate the hiring decision
- C. Do not ask for information that will not or should not be used to make hiring decisions

Develop questions based on each major task and responsibility in the position description and on knowledge, skills, and abilities required by the position.

Because research has shown that past behavior is predictive of future behavior, the questions should be mostly behavioral based. They will prevent a supervisor from missing important information, overlooking job motivation and organizational fit, and asking illegal, non-job-related questions.

The same set of questions should be used to interview all candidates.

Behavioral based interviewing tips

Steps you can take to help every candidate perform at their best, and create a supportive interview process

ALLOW TIME TO ANSWER

- Give the candidate a moment to reflect on a question and resist the temptation to interrupt when they're speaking. Make a note of what you want to say so you'll remember to bring it up later

ASK FOR SPECIFICS

- When you ask behavioral questions, make sure to focus and probe for real-world examples, not hypotheticals

FOLLOW-UP

- If a candidate's answer seems incomplete, try to avoid making assumptions. Instead, ask follow-up questions to fill in the blanks and gain a better understanding.



Example: Collaboration/Teamwork

1

Give an example of when you had to work with someone who was difficult to get along with. How did you handle interactions with that person?

What to listen for → A willingness to try to see things from the other person's perspective by identifying the cause of the tension and finding ways to improve the relationship.

2

Tell me about a time when you were communicating with someone and they did not understand you. What did you do?

What to listen for → Patience. Great collaborators take the time to make sure they're being understood and can adjust their style to align with others.

3

Tell me about one of your favorite experiences working with a team and the contributions you made.

What to listen for → Energy and motivation via teamwork. A healthy mix of "I" and "we" statements to communicate both individual and team contributions.

4

Describe the best partner or supervisor you've worked with. What part of their management style appealed to you?

What to listen for → An understanding of their own working style and what kind of personalities they work best with.

5

Can you share an experience where a project dramatically shifted direction at the last minute? What did you do?

What to listen for → Focus on keeping the team aligned and comfort with tapping coworkers for additional help when a project demands it.

Example: Prioritization

1
Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What was the result?

What to listen for → A clear and proactive process for organizing their time, like blocking off their calendar, creating a to-do list, and confirming deadlines.

2
Tell me about a project that you planned. How did you organize and schedule the tasks?

What to listen for → A methodical approach to planning and strong self-discipline when meeting deadlines and driving a project through to completion.

3
Describe a time when you felt stressed or overwhelmed. How did you handle it?

What to listen for → Signs that planning and prioritization help the candidate to stay calm and focused, but that they also know how to lighten the load by delegating tasks.

4
Give an example of a time when you delegated an important task successfully.

What to listen for → An understanding of how to delegate and drive success. Candidates who are great at prioritizing make sure they're clear about deadlines and expectations.

5
How do you determine what amount of time is reasonable for a task?

What to listen for → Signs that they think carefully about how they're spending their time and that they seek a healthy middle ground between rushing and perfectionism.

Example: Leadership

1

Tell me about the last time something significant didn't go according to plan at work. What was your role? What was the outcome?

What to listen for → Thoughtful reflection and a strong sense of ownership. True leaders don't try to shift the blame to others, but consider what they could have done differently.

2

Describe a situation where you needed to persuade someone to see things your way. What steps did you take? What were the results?

What to listen for → Strong leaders establish credibility and use compelling evidence to reinforce their viewpoint, rather than acting like they know best.

3

Tell me about a time when you led by example. What did you do and how did others react?

What to listen for → Understanding of how their behavior impacts those around them. That they hold themselves to a high standard, and are an inspiration to their team.

4

Tell me about the toughest decision you had to make in the last six months.

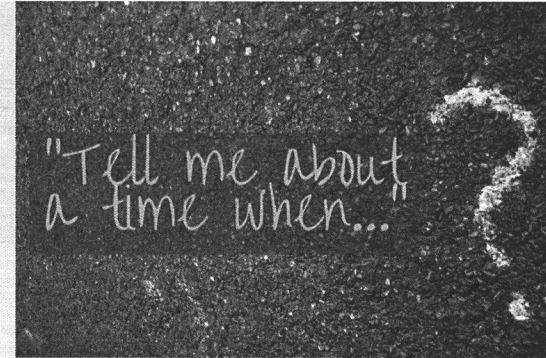
What to listen for → Careful consideration of outcomes. Great leaders seek advice when they need it—but they don't shy away from making the final decision.

5

Have you ever had to “sell” an idea to your coworkers or group? How did you do it? What were the results?

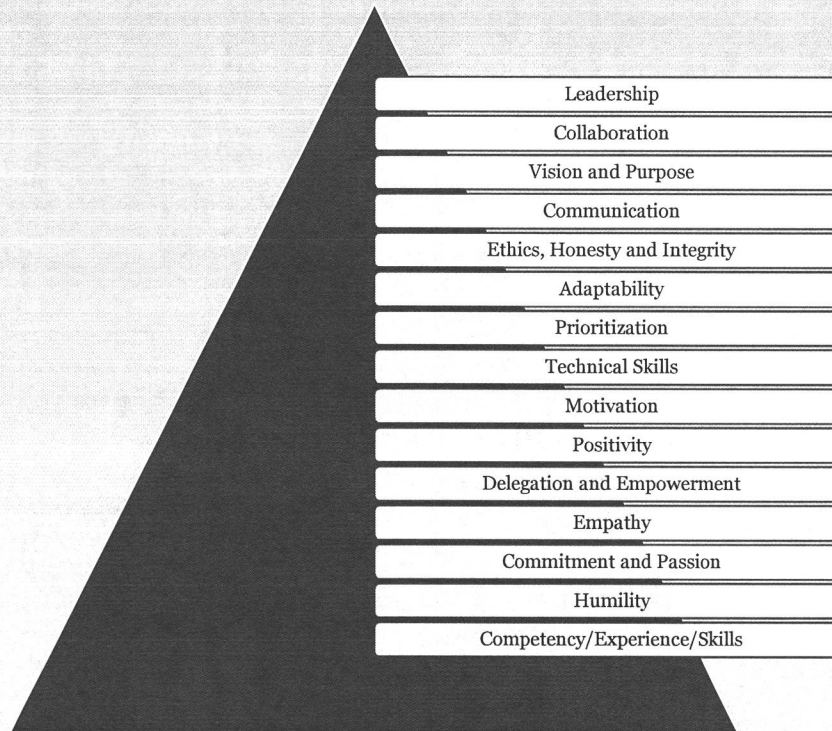
What to listen for → Assertiveness without being pushy; the ability to create a dialogue and listen to concerns, with the ultimate goal of making everyone happy with the plan.

Types of top skills (identified)



Interview questions
will be created for the
panel:

HR: Soft skills
CRA: Technical skills



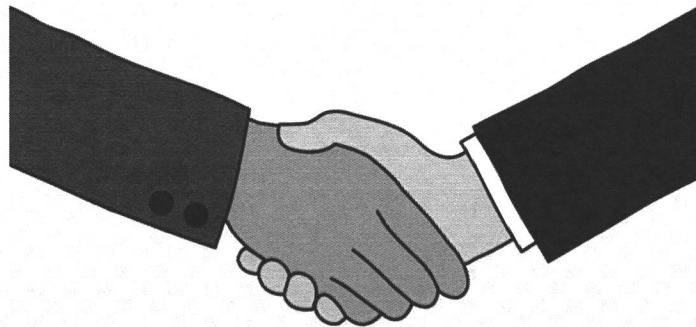
Other questions (be creative!)

- Why are you the best candidate for the job? (Vision and Purpose)
- When was the last time you had to deliver a negative message and how did you handle it? Who did you deliver the message to and what was the outcome? (Leadership)
- Provide an example of where your relationships/collaborative efforts led to a partnership or a major sponsorship for your City/organization. What was the monetary value and or benefits derived from such partnership? (Collaboration/Competency/Experience)
- If you were hired, what do you think would be a reason you may not stay in the position? (Motivation)
- What was the most useful criticism you've ever received? Was the context of the criticism, who delivered the message and how did you handle it? What have you changed because of the criticism you received? (Humility)
- Give us a summary of your work history and how it relates to this position. (Experience)
- Describe your management style. How would your colleagues, supervisors and subordinates describe your style? (Leadership)



Closing the interview process:

- Permit the applicant to ask questions or provide additional comments relevant to their professional experience
- Provide the candidate with a general timeframe for making a selection decision. Tell the candidate who will be communicating the decision and when
- Do not make any promises or inferences of a job offer
- Thank the applicant for the interview; their interest in the position



Candidate questions for you!

High-potential candidates are often highly curious and invested in learning more about their potential employer. Pay close attention the questions that they as you, as this can give you a good idea of their values, interests and priorities:

- What does success look like in this position?
- What's the biggest opportunity or challenge you see in this role?
- What time of person works well with this team?



Note Taking Tips – taking effective notes during a behavioral interview

- Use short-hand or key phrases to summarize the content and delivery of responses
- Balance your note taking and maintaining eye contact and engaging in conversation
- Avoid judgment in your notes
- Avoid rating a candidate's response until they have left the interview (but rate the candidate responses for yourself as soon as possible after the interview)
- Ensure that your notes support or justify your ratings (list actual answers along with how these answers apply to the competency being rated)

Example of how to record notes/track candidate responses:

Rating Values	Definition
Far Exceeds Requirements	Perfect answer. Demonstrates competency accurately, consistently, and independently. All points relevant. All good examples.
Exceeds Requirements	Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.
Meets Requirements	Demonstrates competency accurately and consistently on familiar procedures and needs supervisor guidance for new skills. Some good examples.
Below Requirements	Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples.
Significant Gap	Fails to demonstrate competency regardless of guidance provided. No good examples.

Competency:

Lead Question:

Response:

Probing Questions/Responses:



Significant Gap



Below
Requirements



Meets
Requirements



Exceeds
Requirements



Far Exceeds
Requirements

QUESTIONS

