

2020

Superintendent
CANDIDATE REPORT

— *for* —

Flagler County School District

presented by

EPAC | ESE Parent Advisory Council



About the Superintendent **CANDIDATE REPORT**

The Flagler ESE Parent Advisory Council (EPAC) reviewed 33 candidates who submitted applications for the Superintendent position for Flagler Schools.

This report is designed to help the School Board, parents, district staff and community members make an informed decision about their preference for the next Superintendent.

While EPAC is typically involved in issues related to ESE, we went to great lengths to recommend candidates who, we feel, will be the best fit for all students and all staff.

This report will cover:

- **EPAC'S PREFERRED CANDIDATES**
- **CANDIDATES NOT RECOMMENDED BY EPAC**
- **EPAC'S PROCESS -VS- COMMUNITY ADVISORY COMMITTEE PROCESS**

EPAC'S PREFERRED *Candidates*

EPAC recommends the following candidates to be interviewed by the Flagler School Board:

- **CATHY MITTELSTADT***
- **JANET WOMACK***
- **WAYNE ALEXANDER**
- **ANTHONY PACK**
- **RON WAGNER***
- **RAYMOND BRYANT**

The next three pages will describe in greater detail why these candidates were chosen by EPAC.**

*Candidate was a finalist selected by Community Advisory Panel.

**To avoid conflict of interest, EPAC's School Board liaison, and the members of District-level administration did not participate in the review or selection of these candidates. One school-based administrator and two teachers did participate in portions of the selection process.

EPAC'S PREFERRED CANDIDATES



CATHY MITTELSTADT

Palm Coast, FL

LEADERSHIP HIGHLIGHTS

- Described as “likely candidate for St. Johns Co. next Superintendent if it became available”
- Worked directly for two Superintendents, sits on district admin problem solving “cabinet”
- Decisive leader with the fortitude to make change where needed
- Colleague reported that she would have no reluctance to work under Mittelstadt if appointed Superintendent

ESE HIGHLIGHTS

- Supportive of ESE Community, makes sure ESE is included on any material decision making
- Was Principal of two Title I schools housing EBD and Access Points clusters with positive outcomes
- Advocates teacher training and collaboration to support ESE Inclusion

[Link to Ms. Mittelstadt's Response to the EPAC Questionnaire >>](#)



JANET WOMACK

Prosper, TX

LEADERSHIP HIGHLIGHTS

- Described by a former colleague as a “visionary leader who makes things happen”
- Unusual seven-year tenure as Superintendent at Florence City Schools, respected by staff
- Expert on leadership mentoring, innovation, leadership
- Reference described her as a strong leader with solid moral compass

ESE HIGHLIGHTS

- Students-first management style
- Committed to ESE Students
- Focus on instructional and leadership development
- Builds proactive relationships with stakeholder groups

[Link to Dr. Womack's Response to the EPAC Questionnaire >>](#)

EPAC'S PREFERRED CANDIDATES



ANTHONY PACK

Warner Robins, GA

LEADERSHIP HIGHLIGHTS

- Student's-first leadership style
- Involves community in important/controversial decisions.
- Avoids top down decisions impacting classroom teachers without input from instructional staff
- Long history of education leadership and consulting

ESE HIGHLIGHTS

- Collaborates with parent stakeholders, including the hiring of an ESE Director
- Has a child with an IEP and one on a 504 plan, understands the journey of ESE parents
- Has implemented inclusion and co-teach models and understands that training is the key to success

[Link to Mr. Pack's Response to the EPAC Questionnaire >>](#)



RON WAGNER

Brooklyn Park, MN

LEADERSHIP HIGHLIGHTS

- Associate Supt for large district with 36,000 students, \$650 mil. Budget
- Chosen to serve as an interim superintendent
- Substantial depth of experience in teaching, principal and admin positions with longevity in one district
- National leader in principal supervision best practices and innovation

ESE HIGHLIGHTS

- Active in his district's ESE parent council (SEAC)
- As principal, shifted the mindsets re: inclusion of "those kids and your students" to "ALL educating ALL"
- Firm understanding of inclusion as an equal right, said "inclusion is essential to interrupt the institutional ableism that exists in our schools"
- Refreshingly frank and honest responses to difficult questions set Mr. Wagner apart from others

[Link to Mr. Wagner's Response to the EPAC Questionnaire >>](#)

NOTE ABOUT MR. PACK: In 2015, Mr. Pack was the victim of a vicious media attack regarding an item of the most personal nature. EPAC completed the same research about Mr. Pack as any other candidate and concluded that any dismissal of Mr. Pack's application on any other basis than his professional experience or performance potentially violates the district's anti-discrimination policies.

EPAC'S PREFERRED CANDIDATES



RAYMOND BRYANT

Locust Grove, GA

LEADERSHIP QUALITIES

- Well-rounded, deep history of high-level leadership in large school district (41,000 students)
- Consulting experience on leadership development for school administrators
- Colleagues describe him as an ethical leader who is responsive to the community needs
- Vast experience with different leadership styles, believes in leading by example.

ESE QUALITIES

- Described by peer as being “passionate about ESE”
- As principal, advocated and implemented an inclusion program in Henry Schools
- Collaborates with ESE parents, stakeholders
- Professional
- Focus on getting appropriate training and support to make ESE teachers successful

[Link to Dr. Bryant's Response to the EPAC Questionnaire >>](#)



WAYNE ALEXANDER

Old Lyme, CT

LEADERSHIP QUALITIES

- Former superintendent in Hernando Co., FL, a community with similar attributes to Flagler
- Earned “A” district rating in one year by collaborating with stakeholders
- Boots on the ground leader, with focus on transparency
- Puts leaders in the “right seats” based on strengths, focus on leadership training

ESE QUALITIES

- Says, “key piece to a district’s success is ESE”
- Transformed ESE in Hernando in one year.
- Two degrees in special education, was an ESE teacher and ESE director
- Has a child with an IEP, Alexander received ESE services as a child, empathetic
- Big on investing, preparing and training ESE students, teachers and parents

[Link to Mr. Alexander's Response to the EPAC Questionnaire >>](#)

EPAC'S IDEAL CANDIDATE *Characteristics*

EPAC's preferred candidates were chosen because they all possess the following characteristics. We request that any candidate who is ultimately chosen by the School Board also have these characteristics:



- *A background in ESE; has direct experience with students with disabilities.*
- *Demonstrates strong support for the ESE community.*
- *Answered the EPAC Questionnaire in a meaningful way.*
- *Welcomes engagement with parents, students or advocacy groups.*
- *Believes that groups like EPAC exist to better the educational outcomes for all.*
- *A strong belief in transparency.*
- *Not afraid to address difficult issues.*
- *Will set an example of ethical behavior.*
- *Will set and abide by an expectation of accountability for all.*
- *Can listen to and understand feedback. Good and bad.*
- *Able to manage collaboratively.*



COMMUNITY ADVISORY COMMITTEE RESULTS

compared to our finalists

A Community Advisory Committee was selected by the School Board, which narrowed down finalists to nine candidates (the Top 9). Here's a closer look at how EPAC's finalists compared to theirs:

EPAC FINALIST

- Cathy Mittelstadt*
- Janet Womack*
- Ron Wagner*
- Raymond Bryant*
- Wayne Alexander*
- Athony Pack*

COMMITTEE VOTES RECEIVED

- 14 (Top 9)
- 9 (Top 9)
- 8 (Top 9)
- 6
- 3
- 2

COMMITTEE FINALISTS ELIMINATED BY EPAC

- Vernon Orndorff*
- Colleen Conklin*
- Earl Johnson*
- Matthew Lutz*
- Eric Jackson*
- Jerffrey Reaves*

CANDIDATES NOT RECOMMENDED

BY EPAC

...AND WHY

In this section we will:

- Discuss EPAC's criteria for eliminating candidates
- Outline why Candidates from the Community Advisory Committee Top 9 were eliminated
- Identify candidates who were eliminated and why

CRITERIA

EPAC'S PROFESSIONAL *criteria*

EPAC's established a minimum-level professional experience criteria as follows:

1. Previous superintendent experience in a public school; or
2. Has district-level administrative experience in a position that reported directly to a superintendent at a school district exceeding 2,000 students.

Candidates not meeting this criteria were eliminated by unanimous vote of EPAC members.

CANDIDATES WHO DID NOT MEET EPAC'S PROFESSIONAL CRITERIA

4-Andrei Ghelman

5-Matthew Liberatore

7-Eric Stair

9-David Schmittou

15-Eric Jackson*

16-Carl Moore

22-Jeffery Reaves*

25-Michael Winters

27-Jeffrey Alstadt

29-Colleen Conklin*

30-Peri-Anne Chobot

32-Erin McMahon

33-Nigel Pillay

34-Tenille Wallace

*Community Advisory Panel Top 9 finalist.

CRITERIA

CANDIDATE RESEARCH *conducted by us*

Seven EPAC board members researched a total of 13 candidates to get a better understanding of their leadership ability and fitness with respect to ESE. These candidates met (1) the EPAC Professional Criteria, and (2) returned complete responses to the EPAC Questionnaire.

These candidates included:

- | | |
|-----------------------|--------------------|
| 1-Anthony Pack | 18-Yaw Obeng |
| 6-Ron Wagner* | 19-Michael Raso |
| 8-Raymond Bryant | 20-Bruce Thomas |
| 10-Wayne Alexander | 26-Janet Womack* |
| 11-Jeff Williamson | 28-Kim Eger |
| 14-Cathy Mittelstadt* | 35-Randy Shearouse |
| 15-Eric Jackson* | |

*Community Advisory Panel Top 9 finalist.

PLACES EPAC

Searched

- Google; Google News
- Facebook
- News Articles
- Public comments to News Articles and Social Posts
- Advocacy Group Websites and Social Media Pages
- LinkedIn

PEOPLE EPAC

Spoke with

- Advisory panel leadership/PTO Community Members
- ESE Specific Council or committee they were on?
- Former principals worked under candidate
- AP in charge of ESE at school
- ESE Teachers
- Staffing Specialists
- ESE Director
- Private Advocates
- Local Reporters
- School Board Members

CANDIDATE RESEARCH *Outcome*

EPAC spent an average of four (4) hours researching each candidate. Upon the conclusion of our research:

- several candidates who EPAC viewed favorably (based on application materials) were eliminated; and
- a number of candidates who EPAC viewed less favorably (based on application materials) moved to EPAC's list of candidate finalists.

EPAC's research process highlighted for us the importance of intense background research on the candidates, and why the sole review of submitted application materials does not yield reliable results.

ELIMINATIONS

Why we chose to eliminate

6 OF THE COMMUNITY ADVISORY COMMITTEE'S TOP 9



The following pages discuss, in detail, why EPAC eliminated six (6) of the Top 9 candidates the Community Advisory Panel recommended to the School Board. These candidates include:

- Vernon Orndorff
- Earl Johnson
- Colleen Conklin
- Jeffrey Reaves
- Matthew Lutz
- Eric Jackson

ELIMINATED CANDIDATE 1:

Vernon Orndorff

The Accountability Rating for the District Orndorff Leads is an “F”

In 2018, Mr. Orndorff began serving as the Superintendent of Milford I.S.D. schools in Texas. He has served in leadership positions there since he left Flagler Schools in 2017. Under his leadership, Milford’s accountability rating moved to an “F”. The state accountability standard dropped by 27% from 79/100 (acceptable) to 58/100 (failing) during his leadership. Given that Flagler Schools is an “A” district, which has dramatically improved *after* Orndorff left a leadership position at the District, and the fact that Milford I.S.D. only has 270 students in one school, EPAC has serious concerns about the effectiveness of Orndorff’s leadership abilities and whether he is qualified to lead Flagler Schools.

Left a Multi-Year Problematic Legacy with ESE Inclusion

Mr. Orndorff held an executive level leadership position at Flagler Schools during the transition to “full ESE inclusion”. While EPAC overwhelmingly supports inclusion, and the decision to make the transition was the morally correct thing to do, the conversion itself was grossly mismanaged and underfunded. The transition was made without adequate training for teachers and staff resulting in hundreds of children not meeting FAPE standards, conflicts between parents and staff, parents and administration, and staff and administration. That decision left a multi-year legacy that, only recently, has begun to improve. A generation of student's education suffered as a result of this poorly managed decision.

Fluff Responses to EPAC’s Questionnaire

EPAC seeks a Superintendent who will communicate information, good or bad, in a direct manner. EPAC intentionally included difficult, even provocative, questions on the EPAC Questionnaire, not only because we wanted to know the details of each candidate’s response, but also, EPAC considered how each candidate answered questions as a measure of their approach to dealing with community advocates. Among all the complete responses EPAC received, Mr. Orndorff’s response was the most politically correct, indirect and, to EPAC, amounted to fluff.

Flagler Connection is a Negative to EPAC

EPAC believes that Flagler County and our school district are at a crossroads. As the population in Florida, and Flagler County in particular, rapidly grows, the leadership and practices of the past must constantly be re-evaluated and adjusted to make sure that it best meets the needs of our students. It has been years since Flagler Schools has been led by someone who does not have connections to Flagler or Volusia Counties. EPAC seeks a leader who can objectively analyze staff and practices, and make difficult changes that are in the best interest of students, without being affected by personal relationships and loyalties. Flagler Schools has received applications from many other candidates who have better leadership experience and performance results than Mr. Orndorff -- candidates who have no previous connection to Flagler Schools.

EPAC does not endorse Mr. Orndorff’s application for Superintendent.

ELIMINATED CANDIDATE 2:

Earl Johnson

Grossly Negligent Management of Administrators

According to Dr. Johnson's resume, he "[s]upervises the administration of the elementary, middle, high schools and FTI." In our view, it is fair to say that he failed in this capacity as a supervisor, particularly with respect to the management of Dr. Terrence Culver, the former Principal of Belle Terre Elementary School.

It is a sad commentary that under Johnson's supervision it was an "open secret" that Dr. Culver had sexually harassed multiple members of the staff, engaged in other abhorrent behaviors and is currently under criminal investigation by the Florida Department of Law Enforcement for misappropriation of funds, among other things.

Through the entire course of Dr. Johnson's tenure in his current position, complaints were made by staff to the District about Culver, they were not addressed sufficiently, and/or teachers quit or transferred to other schools to avoid the abuse. Details of these issues will come to light once the current investigation being conducted by the District about Culver is completed.

(Please note: The conclusion of the District's investigation continues to be delayed, which enables the District to delay the fulfillment of requests for public documents about the investigation under Florida's Sunshine Laws).

We expect that when the details of the Culver's disgusting behavior (and Johnson's ignorance or complicity thereof as his supervisor) are revealed, there will be public outrage that will undermine Johnson's effectiveness to lead – even in his current position.

As noted in recent newspaper publications, Culver's behavior was not new, it preceded his employment with Flagler Schools, and it went on for years.

See, for example: <https://www.news-journalonline.com/news/20200206/belle-terre-elementary-ex-principal-terrence-culver-investigation-continues>

As Culver's supervisor, Johnson would have been one of several leaders to which staff complaints were sent. As former colleagues in Volusia County Schools, EPAC believes that it is unlikely that Johnson was unaware of Culver's history of abusive behavior. The public wants to know why Culver's behavior was tolerated by Johnson. Flagler Schools' students and teachers do not want leaders who tolerate sexual harassment or the abuse of students with disabilities.

According to his resume, Johnson is the lead negotiator for District's labor unions. It is notable that the president of the teachers' union, who served on the Community Advisory Panel, did not endorse Johnson's candidacy for the Superintendent position.

ELIMINATED CANDIDATE 2:

Earl Johnson (continued)

Lack of Trust by Staff Risks District's "A" Rating

Any new superintendent must earn the trust of teachers and staff to enroll their support in the execution their vision for the District. In the past year, dozens of District staff have reported to EPAC their distrust in Dr. Johnson, particularly as it relates to retaliatory management practices at the District and engaging in management by nepotism. In every conversation members of EPAC had with district staff who complained about a fear of being retaliated against, Dr. Johnson's name (among others) was mentioned as someone who was protecting in-school administrators engaging in this practice.

Whether or not these staff claims are founded, many members of District staff do not trust Johnson, and unlike candidates with no previous history with the District, Johnson will have an uphill battle earning the trust of Flagler District's staff, if he can at all. If chosen as Superintendent, we believe, this will make the execution of his vision for the District impossible to accomplish and will put the District's "A" rating at risk.

Makes Problems Disappear Without Resolving Systemic Issues

Members of EPAC expressed that, through direct dealings with Johnson, they believed that he was adept at making written complaints from parents or staff disappear for the benefit of the District, but avoided resolving the difficult, systemic issues that underlie those very problems.

This sentiment was echoed by District staff who have spoken with EPAC members about ESE and managerial challenges. EPAC seeks a strong leader who is unafraid to admit to stakeholders when there's a problem and has the fortitude to resolve systemic issues that underlie chronic problems. We do not believe Johnson has demonstrated these skills in the various positions he has held with the District.

Submitted Incomplete Responses to the EPAC Questionnaire

As a high ranking member of Flagler Schools' executive cabinet, Johnson should have first-hand knowledge that a significant portion of Flagler's students receive ESE services, that EPAC is a proactive advocacy group for this student population with routine contact with the Superintendent, and that EPAC will insist that the Superintendent work with EPAC to continue to improve ESE. Notwithstanding, Dr. Johnson submitted a one-paragraph response to EPAC's questionnaire that did not directly respond to any of the five questions asked.

Unequivocally, EPAC does not endorse Dr. Johnson's application for Superintendent.

ELIMINATED CANDIDATE 3:

Colleen Conklin

Professionally, Not Qualified for the Superintendent Position

As a well-liked School Board member, EPAC believes that Dr. Conklin is proficient with School Board Policy and is aware of the challenges faced by Flagler Schools. However, EPAC members agreed unanimously that Dr. Conklin does not have the professional experience to serve as the chief executive officer of a public institution with more than 2,000 employees, over 13,000 students and a budget of over \$100 million.

EPAC reviewed Dr. Conklin's application as if her name was not attached and it was the submission from any other candidate of whom we were unaware. While there were other factors that EPAC considered, based on professional experience alone, EPAC unanimously removed Dr. Conklin from consideration - same as we did for more than a dozen other candidates.

EPAC believes that Dr. Conklin may one day make an excellent superintendent, and that if this is an avenue she wishes to consider professionally, EPAC would encourage her to gain some direct experience in junior leadership positions at a public school district.

Makes Well Intentioned Decisions That Lead to Unintended Consequences

EPAC was perplexed by Dr. Conklin's decision to apply for the Superintendent position while serving as an active member of the School Board. By the time her application was submitted, 28 other applications were available for public review, many of which from candidates who are eminently more qualified for the position than Dr. Conklin. For any candidate, the chances of securing the Superintendent position is statistically remote, and this is particularly the case for someone like Dr. Conklin who does not have the same direct professional experience as other candidates.

To apply for the Superintendent position irrespective of these obvious facts led EPAC to conclude that Dr. Conklin's decision was rooted in best intentions that did not outweigh the many consequences of the decision. This included the removal of four community representatives from the Community Advisory Panel (including EPAC's parent-representative); disqualifying herself from the School Board function of choosing the next superintendent; creating a power shift in the School Board that was not anticipated by voters; putting School Board members in the very difficult of having to review an application by a colleague and being accused of self-dealing; and, to the extent that another person is ultimately chosen for the Superintendent position and Dr. Conklin resumes her position on the School Board, putting that person in the awkward position of being supervised by a competitor for that very position.

ELIMINATED CANDIDATE 3:

Colleen Conklin (continued)

Many of the high profile, public disputes between the ESE Community and District administration have been the result of well-intentioned decisions made without a complete analysis of, or disregard for, the unintended consequences of those decisions. EPAC is interested in a leader who can think through difficult decisions critically, and who will engage a dialogue with affected stakeholders in advance of making a final decision.

By submitting her application under these circumstances, Dr. Conklin demonstrated that this is a skillset that needs improvement.

Did Not Respond to the EPAC Questionnaire

Particularly in light of FSBA's (the search consultants hired by the School Board) attempt to thwart EPAC's attempt to get honest feedback from candidates about ESE and leadership skills, EPAC will not endorse any applicant who did not respond to the EPAC Questionnaire.

Experienced candidates for the Superintendent position understand the value of a community advocacy group like EPAC, will use that group's enthusiasm to help achieve their vision for the District, and the vast majority of candidates responded to EPAC regardless of FSBA's warning.

Dr. Conklin did not provide a response to the EPAC Questionnaire.

Dr. Conklin has met with EPAC leadership, is familiar with the positive work EPAC does to support and improve ESE and should be aware about the importance of working with a community group like EPAC.

EPAC does not endorse Dr. Conklin's application for Superintendent.

ELIMINATED CANDIDATE 4:

Jeffrey Reaves

Professionally, Not Qualified for the Superintendent Position

While EPAC admires Mr. Reaves ambition to be part of Flagler Schools' executive leadership team, at this point in his career, he does not have the appropriate professional experience to serve as the District's Superintendent. Mr. Reaves does not meet the professional criteria selected by EPAC, nor did he meet the professional criteria chosen by the Community Advisory Committee (yet he was included in their top nine candidates anyway).

Did Not Respond to the EPAC Questionnaire

Particularly in light of FSBA's (the search consultants hired by the School Board) attempt to thwart EPAC's attempt to get honest feedback from candidates about ESE and leadership skills, EPAC will not endorse any applicant who did not respond to the EPAC Questionnaire.

Experienced candidates understand the value of a community advocacy group like EPAC, and will use that group's enthusiasm to help achieve their vision for the District. This is particularly so for an employee of the district, who should be familiar with the positive work EPAC does to support and improve ESE.

Mr. Reaves had direct communication with EPAC about the Questionnaire, he was advised that responding was voluntary but that EPAC would not endorse the candidacy of any candidate who did not respond. Mr. Reaves chose not to respond.

EPAC does not endorse Mr. Reaves' application for Superintendent.

ELIMINATED CANDIDATE 5: Matthew Lutz

Did Not Respond to the EPAC Questionnaire

Dr. Lutz is the only candidate who met EPAC's and the Community Advisory Committee's professional requirements who did not respond to EPAC's Questionnaire.

In fact, Dr. Lutz survived EPAC's first round of discussions based on his application materials and was considered a candidate EPAC would like to review, pending our receipt of his response to the Questionnaire.

As stated above, EPAC will not endorse any applicant who did not respond to the EPAC Questionnaire. Experienced candidates understand the value of a community advocacy group like EPAC and will use that group's enthusiasm to help achieve their vision for the District.

EPAC does not support Dr. Lutz's candidacy for Superintendent.

ELIMINATED CANDIDATE 6: Eric Jackson

Professionally, Not Qualified for the Superintendent Position

Overall, Eric Jackson's application and response to the EPAC Questionnaire was well-liked by EPAC members, enough to push him into the group that EPAC researched.

Responses from reference checks were favorable. However, Mr. Jackson has never held a position as district level administration and, in EPAC's final analysis of candidates, we felt that there were other, more professionally qualified, candidates and he was ultimately removed for not meeting the professional requirements determined by EPAC and the Community Advisory Committee.

We hope Mr. Jackson considers Flagler County as a Superintendent candidate as he progresses his career in education leadership.

EPAC does not endorse Mr. Jackson's application for Superintendent.

Candidate review process...

EPAC

-VS.-

**COMMUNITY ADVISORY
COMMITTEE**

It has been suggested by FSBA and School Board members that, historically, significant weight is given to Community Advisory Committee candidate recommendations, but that the School Board can modify the Committee's findings.

Members of EPAC's leadership attended both Community Advisory Committee meetings as members of the public.

EPAC has significant concerns about the efficacy of the Committee's selection process and how much weight the School Board should allocate to its recommendations.

CHALLENGES WITH Community Advisory Committee Process

- Not enough time was allocated to reviewing individual candidates. It would be impossible for a committee of 20 members to sufficiently review 32 candidates in less than two hours, which is exactly what happened.
- There was no discussion about controversial local candidates and the effect (positive or negative) their selection would have on the community.
- Certain Committee members attended the second Committee meeting having not reviewed applications, were given an opportunity by FSBA to review applications on the spot, yet FSBA chose to allow the creation of a final list without a third meeting.
- There was little to no discussion by Committee members defending their candidate choices.
- Committee members overwhelmingly preferred “local” candidates, choosing them based on name familiarity or personal relationship, dismissing more qualified candidates from outside the Flagler/Volusia/St. Johns area and, in some cases, ignoring the Committee’s own professional guidelines.
- There is a large contingency of community members who want consideration given to candidates outside of the Flagler/Volusia network. Those community members were largely unrepresented in the Committee.
- Certain Committee members expressed more concern about paying for travel expenses for out-of-town candidates than finding the best candidate for the position.
- Several of the candidates included in the Top 9 did not even meet the Committee’s own criteria and do not have the professional experience to be superintendent, including Eric Jackson, Jeffrey Reaves, and Colleen Conklin.
- Little to no outside research was performed on applications (though advised by FSBA this was part of the process), and instead, significant weight was given to the name recognition of certain references.
- The Committee was not entirely representative of the Flagler Community. An overwhelming majority of Committee members were current or former employees of Flagler Schools or Flagler County. Parents who are not employed by local government were not adequately represented.

COMPARED TO EPAC'S

Review process

The EPAC review process for selecting our list of final candidates was thorough and organized. All voting members had ample information to make well-informed decisions. Here was our process:

- ✓ EPAC produced its final list of six candidates after a total of five hours of discussion over two Board meetings.
- ✓ All 32 candidates were discussed individually, with pros and cons debated for each.
- ✓ Extra time was allocated to controversial or local candidates to make sure those candidates were adequately discussed and their applications treated fairly.
- ✓ A criteria for professional qualification was established and strictly followed. All candidates recommended to the School Board met EPAC's professional criteria (and the Committee's criteria).
- ✓ No candidate was removed from consideration during the first voting round unless voted unanimously by members.
- ✓ Seven EPAC members cumulatively spent 52 hours researching 13 candidates and speaking to references.

At the final selection meeting:

- ✓ each remaining candidate was discussed in detail, and the result of the reference research for each candidate was presented to the Board.
- ✓ The list of 13 was narrowed to to seven candidates by unanimous vote, and
- ✓ an election was held on the remaining seven candidates.

At the conclusion of this lengthy process six (6) candidates were selected as EPAC's finalists.

CONCLUSION



For more info about EPAC, this report or individual candidates, contact EPAC's Chairperson at stephen@flaglerese.org:

PARTING *Words*

The next Superintendent will shape the lives of Flagler students for a generation. This decision will have a direct impact on your family, your kids and their future.

We hope you use this information to make an informed decision about your preferred candidates. and let the School Board members know who you would like to see interviewed.

We hope that the School Board gives this report and EPAC's recommended candidates serious consideration as they choose their list of finalists.

Contact your School Board representatives at:

Janet McDonald - mcdonaldj@flaglerschools.com

Trevor Tucker - tuckert@flaglerschools.com

Andy Dance - dancea@flaglerschools.com

Maria Barbosa - barbosam@flaglerschools.com