



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## Annual Performance Evaluation - Colin Murphy

Please rate the Executive Director's performance out of five stars and provide comments in the boxes below.

- ★ 1. Needs Improvement
- ★ 2. Below Expectations
- ★ 3. Meets Expectations
- ★ 4. Above Expectations
- ★ 5. Exceptional

### 1. Name

### 2. Planning

- Work with the Board to develop a Strategic Plan and update as appropriate.
- Direct the activities of the CTAC based on the strategic plan.
- Institute mechanisms to ensure community involvement in planning processes.
- Work with other local planning bodies to ensure coordination and consistency of efforts.
- Develop benchmarks to track progress toward strategic goals.

Comments

### 3. Financial and Program Management

- Preparation, management and oversight of annual budget and funding recommendations for Board approval.
- Preparation and oversight of budget model forecast for planning purposes.
- Establishment of policies and procedures related to the evaluation of funding requests.
- Oversight of program and fiscal monitoring of funded programs.

Comments

### 4. Operation Management

- Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
- Establish work environment that fosters a productive work culture.
- Prioritize a dynamic workload.
- Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
- Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.

- To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
- Participate and oversee emergency planning and responses to emergency situations when required to do so.
- Other administrative duties as required.

Comments

## **5. Community Relations and Advocacy**

- Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
- Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
- Build and foster effective relations among a diverse array of individuals.
- Representation of the CTAC to the community.
- Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
- Work with local legislative delegation and local elected officials to advance the interests of the children and families.
- Communicate the CTAC's positions to providers and the community.

Comments

## **6. Board Relations**

- Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
- Develops and maintains positive and open relationship and communication with the Board.
- Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
- Preparation and oversight of agendas and supporting materials for Board meetings.
- Preparation and oversight of recommendations as requested by the Board.
- Assists the Chair in matters relating to Board member participation and meetings.

Comments

## **7. Strategic Leadership**

- Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.
- Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission and goals.
- In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.
- Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

Comments

## **8. Any other comments?**



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### **Comments**

**1. Name**

**Chair Lee Pinkoson**

**2. Planning**

**3. Financial and Program Management**

**4. Operation Management**

Without actually being in the building to see the interactions with staff, my evaluation is based upon the results we have been presented. The Trust has accomplished many objectives this year and I believe it could only happen through a team effort.

**5. Community Relations and Advocacy**

Covid has severely impacted the Trust's ability to have the desired interactions with the community. After getting the required administrative functions accomplished and with the recent additions to the staff (and, hopefully, allowing more social interactions as the vaccine is given) building the bridges with community will be a priority.

**6. Board Relations**

**7. Strategic Leadership**

**8. Any other comments?**



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## **Annual Performance Evaluation - Colin Murphy Comments**

### **1. Name**

**Dr. Maggie Labarta**

### **2. Planning**

Colin has quickly developed community relationships and partnerships, including with United Way and the Community Foundation to more efficiently address needs.

### **3. Financial and Program Management**

Colin completed many administrative tasks necessary for set-up and management of the Trust, seeking assistance and consultation from the County as needed and with few (initially no) staff.

### **4. Operation Management**

From what I can observe, he seems to be fostering good communication with grant recipients. Has not yet had the opportunity to manage the grants process from development, to solicitation and funding. This is a function of timing, not any deficiencies on his part.

### **5. Community Relations and Advocacy**

Colin has quickly developed outreach, has spoken at the CFNCF and other venues, coordinated joint meetings.

### **6. Board Relations**

Has established good communication, seeking individual input and providing information on key issues. I think he strikes a very good balance between providing the Board needed information and the tools (industry knowledge) to make good decisions. A particular example is his bringing forward Results Based Accountability as a framework for priority setting and evaluating impact.

### **7. Strategic Leadership**

### **8. Any other comments?**

I think Colin has hit the ground running and provided good structure and leadership.



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## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Tina Certain**

#### **2. Planning**

First year with full board (statutory and appointed members) has been managed well by Colin. Colin along with consultant has helped Trust members develop areas of impact that coincide with Trust Mission, Vision and guiding Principles. I am pleased with how Colin led and adjusted operations for the Trust Board, staff and community partners through the pandemic.

#### **3. Financial and Program Management**

Good oversight of Trust finances; operating organization and staff. Moved Trust into its own leased space with eye towards purchasing in the future. Colin has projected staffing needs and presented options to the Board for approval; adding staff to meet the needs of the needs of the organization as it grows.

#### **4. Operation Management**

The pandemic made all of us shift. Colin managed virtual meetings that was readily/easily accessible Board and public participation. He has insured we are in compliance with State meeting guidelines.

#### **5. Community Relations and Advocacy**

#### **6. Board Relations**

Colin has kept us abreast of issues, prior to meetings. He is open and receives feedback/suggestions well.

#### **7. Strategic Leadership**

#### **8. Any other comments?**

Colin provided a good self-evaluation for each category.



**CHILDREN'S TRUST**  
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## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Dr. Karen Cole-Smith**

#### **2. Planning**

Worked with other local planning bodies and was collaborative with many community partners in the planning process.

#### **3. Financial and Program Management**

Kept the board and community informed about the budget and the budget planning process. Also invited us to give input freely and when called upon.

#### **4. Operation Management**

As a board member not able to visually observe most of the items posted under this subheading. Not able to fully respond in detail to these items. As director he did participate and oversee emergency planning and responses to emergency situations when required to do so. There were many emergencies this year, due to the covid 19 pandemic.

#### **5. Community Relations and Advocacy**

Actively involved in the community and with various community stakeholders. Showed commitment and compassion regarding the needs of children, especially the diverse youth populations that often needed additional focus, and resources in our community, Responded professionally to emergency situations in the community. Partnered with many agencies and organizations that had already established quality programs.

#### **6. Board Relations**

As a board member did an excellent job in Keeping me informed of policy issues and operational issues Soliciting any feedback, recommendations and constructive criticism related to the Children's Trust

#### **7. Strategic Leadership**

Stressed the importance of being guided by the research and data when making decisions about our funding, direction and policies. Stressed the importance of collaboration between agencies and institutions of higher education and the larger community

Solicited the beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

**8. Any other comments?**

It's been a pleasure working with Mr. Murphy. He has been very conscious about getting my feedback related to Children's Trust policies and plans. In the future, would like to hear more about new hires that are being considered and given an opportunity to give some feedback as well as it relates to their tasks and responsibilities. I would like to note however that Mr. Murphy was very receptive to my input regarding the importance of the community outreach and community engagement person and why that position was so important for the Children's trust. I appreciated him listening to my feedback and concerns.



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## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Ken Cornell**

#### **2. Planning**

Continue to work on instituting mechanisms to ensure community involvement at every level.

#### **3. Financial and Program Management**

Develop over site procedures to ensure all budgetary financial opportunities and obligations are fulfilled.

#### **4. Operation Management**

Continue building out your team and their related operational procedures.

#### **5. Community Relations and Advocacy**

#### **6. Board Relations**

#### **7. Strategic Leadership**

#### **8. Any other comments?**

Continue to build out your team and leverage the BoCC, SBAC, Library Governing Board, and other Municipal Governments to facilitate serving the Children in Alachua County.





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## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Dr. Nancy Hardt**

#### **2. Planning**

There is more to do in the areas of community involvement in planning and coordination with others. I think we developed benchmarks and we do have a strategic plan. I think! So this one is between meets and below.

#### **3. Financial and Program Management**

Pretty strong here but we missed an important funding deadline. That is quite unfortunate.

#### **4. Operation Management**

I really have no idea about customer service or work culture. I had no input into the hiring decisions and I don't feel acquainted with the new staff. I know Colin has been very busy building a team but I have been staying home due to COVID and have heard nothing about his participation in community. I have had no opportunity to chat with staff about Colin as boss and the work culture. I can assume he does his best to prioritize his workload, but keeping me informed as to details is not a priority. I appreciate that he does a good job keeping us in line with statute by finding lawyers who render opinions.

#### **5. Community Relations and Advocacy**

I'm being generous here, since I am not out in community as I usually am (due to COVID) and have had no opportunity to observe him in action or hear feedback from my community partners.

#### **6. Board Relations**

I think he works closely with chair but I don't have much opportunity to hear what is going on. Is that my problem or his? Can't blame him for a pandemic, but absent that, there is not an easy mechanism for us to keep in touch. I think his relationship with me is definitely cordial but is it really effective if I am feeling unable to assess many of the functions of his job description?

## **7. Strategic Leadership**

I appreciate his contacts with the other Children's Services Councils across the state. Again, I don't hear too much of what he learns there, but he alludes to these important relationships from time to time.

## **8. Any other comments?**

This isn't a very good evaluation, but this has been a set of very unusual circumstances. I would like the trust members to have more interaction with each other so that we can work harder together for our community. I don't just want to attend a meeting once a month and vote yay or nay. The campaign for this taxing authority was a lot of work and prior to and during that campaign the CSAB did a lot of work with county. I feel like this beast is lumbering along very slowly, which is due in large part to the limited communication between us. Can we be more interactive and collaborative within the trust and therefore more responsive for our community? for example, I don't have a good idea what our grantees (contractees?) did with the money allotted them. What is the perception of the community we are trying to assist? What happened with the pods money? How are contractees working together to improve the systems for children and young families?



**CHILDREN'S TRUST**  
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# Annual Performance Evaluation - Colin Murphy

## Comments

### 1. Name

**Cheryl Twombly**

### 2. Planning

Mr. Murphy has worked diligently to support the development of a strategic plan and funding priorities for the Board. Colin facilitated a summit where the board was able to better define current issues, goals and areas that with Board support can impact existing services gaps for children in Alachua County. Colin and I have had numerous conversations regarding the importance of ensuring that the voice of the community is heard regularly and is taken into consideration as we make decisions. I am pleased that he was able to contract with the Youth Development Research-Practice Partnership to conduct focus groups with parents and agencies to learn what needs around summer programming exist. Additionally, the recent formation of the "On the Way" Advisory Committee and the Youth Development Advisory Committee that will also serve as a direct connection with communities to incorporate their ideas and concerns. Colin has begun joining key community boards and should continue to partner with additional groups to support collaboration and cohesiveness between agencies/advocates working in the Alachua county system of care. Over the next few years, it will be critical that we further develop how data is being tracked and reported over time to ensure our focus is being effective or to identify when adjustments are necessary in the Board's funding priorities.

### 3. Financial and Program Management

Colin submits budget reports/updates at each Board meeting and shared any needs/concerns with current programs being funded. Colin has worked to develop and finalize policies and procedures on funding cycles moving forward. It has been a priority to establish these policies to ensure that programs in the community both understand the qualifications and process to request funding for their programs. I encourage continued work on establishing a uniform process for funded programs to report their performance data to ensure targets are being met and rolling this into an annual report to reflect collective impact on children in Alachua County. Over time, this data will help guide decisions made by the Trust moving forward.

### 4. Operation Management

Colin had the monumental task of building the operational side of the CTAC as our first Executive Director as well as build his new team to support the ongoing work of the Trust. This included creating an employee handbook, developing HR policies, and creating position descriptions and expectations for the staff hired to support the Executive Director and Trust. This would have been a huge endeavor during normal circumstances, but much of his first year's work happened during the unprecedented impacts of COVID-19. Colin exhibited flexibility and creativity to ensure the work of the Trust could continue despite program interruptions, business/organization/school shutdowns, and new social protocols put in place to ensure public safety. In the middle of a pandemic, Colin continued his work to secure and set up his physical office space, hire his team, and build and

maintain relationships with advocates in Alachua County. As Colin was creating the operational policies of the Trust, he was also having to quickly respond to unexpected needs in the community and the impacts of the pandemic on our Board and our funded partners. Because so many economically disadvantaged children were adversely impacted by the school shutdowns and were unable to access alternative educational supports, Colin worked with advocates on the development of learning pods for the Trust's consideration to address this need. He was a strong advocate and proposed the development of reasonable expectations for funded programs until more normal operations could resume. While Colin was working on the necessary infrastructure for the CTAC, he also had to focus on the development of policies that allowed the Trust to safely meet during a pandemic that supported community involvement. Colin did a wonderful job adapting our work and meetings to a virtual platform so our work could continue seamlessly.

## **5. Community Relations and Advocacy**

Transparency on the work of the CTAC is key for building public trust, and the development of a CTAC website to highlight policies, post agendas/minutes, and advertise meeting schedules has been an important component. The website is still a work in progress, but I appreciate Colin prioritizing getting this up and running to reflect the work being done by the CTAC. Colin quickly made his presence known in Alachua County and has spent the last year developing relationships with key stakeholders in the county to hear their views, share information, and learn more about local initiatives. He has had discussions with City and County government officials as well as organizations who also financially support programs in the county. This knowledge helps Colin better advise the Board on existing gaps and funding priorities. Colin has done a tremendous job promoting the priorities of the Trust in Alachua County, and I am confident that as he finishes hiring his team, their ability to have even greater footprint in the community will follow.

## **6. Board Relations**

I appreciate Colin's ability to calmly and professionally respond as ten different board members with varying priorities who present differing ideas for him to sift through and make sense of. He always takes in everything that is said during meetings and responds with a sensible and reasonable answer based on researched policy. He keeps the board on track and if there is a question on policies/procedures that need clarification, Colin reaches out to experts to ensure our decisions are based on the best information available. He has been an integral partner in the Board's decision-making process. Whenever there is a topic that needs an immediate conversation or consultation, Colin will call each board member individually for input or to share information. He does an exceptional job putting together agendas that helps the board remain focused on priorities and meeting deadlines, keeps our work organized, and sets meeting schedules that maximize participation of the board and the community.

## **7. Strategic Leadership**

As previously stated, Colin saw that the Board needed a better-defined direction, and he partnered with Level Up Impact to facilitate a meeting to define our Mission/Vision/Values as well as our funding priorities and goals. This gave the full Board a strong starting place with which to focus our ongoing work. I am confident that as Colin keeps his finger on the pulse of our community, he will ensure that our focus remains relevant to the needs of the community. The success of the work of the CTAC is dependent on the collaborative work done by the office of our Executive Director. Colin continues to build a team that will actively seek community input, will work in an inclusive manner, and will ensure our Board is appropriately responsive to needs while building on existing community strengths.

## **8. Any other comments?**

Thank you Colin for finishing strong in your first year as the Executive Director. I look forward to seeing what you, your team, and the CTAC is able to accomplish with the support of our partners in the coming year.



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## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Judge Susanne Wilson Bullard**

#### **2. Planning**

#### **3. Financial and Program Management**

#### **4. Operation Management**

#### **5. Community Relations and Advocacy**

The pandemic has limited Colin's ability to engage in the community, but I have no doubt he will rise to the occasion when given the opportunity.

#### **6. Board Relations**

#### **7. Strategic Leadership**

#### **8. Any other comments?**

The Children's Trust has greatly benefited from Colin Murphy's wealth of experience, management, leadership, organizational skills, wisdom and measured demeanor. Colin has faced the challenges of working with a new Trust while navigating a pandemic with steadfast determination and a commitment to transparency, accountability and meeting the goals and objectives of the Trust. He has strong presentation and communication skills, a solid work ethic and a keen ability to identify and resolve complex issues. I look forward to the opportunity of working with Colin and the rest of the team and community to continue to bring the objectives of the Trust to fruition.