

Executive Director, Colin Murphy - Annual Performance Evaluation

Evaluation Period: February 1, 2021 - January 31, 2022

Children's Trust of Alachua County	Planning	Financial and Program Management	Operation Management	Community Relations and Advocacy	Board Relations	Strategic Leadership	
Board Member	Rating	Rating	Rating	Rating	Rating	Rating	Average
Certain	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Below Expectations 2	Meets Expectations 3	Meets Expectations 3	2.7
Cole-Smith	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Above Expectations 4	Meets Expectations 3	3.0
Cornell	Meets Expectations 3	Above Expectations 4	Needs Improvement 1	Below Expectations 2	Meets Expectations 3	Meets Expectations 3	2.7
Hardt	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Above Expectations 4	Meets Expectations 3	3.2
Labarta	Meets Expectations 3	Above Expectations 4	Meets Expectations 3	Below Expectations 2	Meets Expectations 3	Below Expectations 2	2.8
Pinkoson	Exceptional 5	Exceptional 5	Above Expectations 4	Exceptional 5	Exceptional 5	Exceptional 5	4.8
Simon	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Below Expectations 2	Meets Expectations 3	2.7
Snyder	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	3.0
Twombly	Meets Expectations 3	Above Expectations 4	Above Expectations 4	Above Expectations 4	Above Expectations 4	Above Expectations 4	3.8
Mean	3.2	3.6	2.9	2.8	3.4	3.2	
Median	3	3	3	2	3	3	3.2

Board Member Executive Director Evaluation

February 1, 2022

This report contains the detailed results of the Executive Director, Colin Murphy's Annual Performance Evaluation by the Children's Trust of Alachua County Board Members.

<u>Evaluation Period:</u>	February 1, 2021 – January 31, 2022
<u>Completion Rate:</u>	100% of Board members completed (9 of 9)

Evaluation Components:

Board members rated the Executive Director's performance on six job functions on a scale from 1 to 5. A rating of 1 = "Needs Improvement", 2 = "Below Expectations", 3 = "Meets Expectations", 4 = "Above Expectations", and 5 = "Exceptional". Board members are also provided space to comment on each component individually.

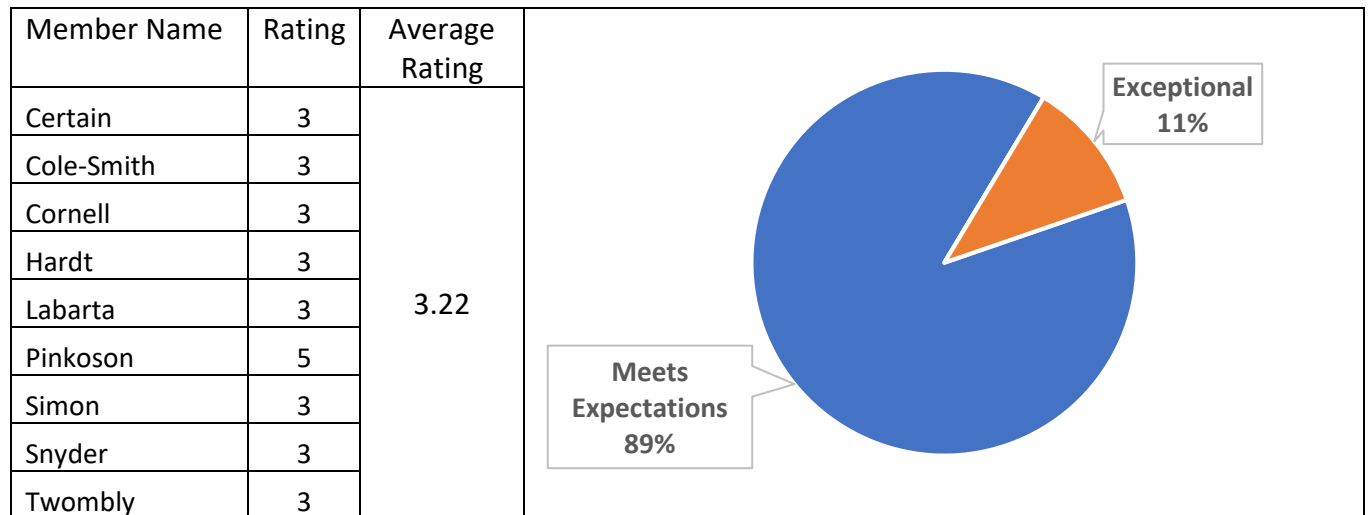
Evaluation components included the following:

- Planning
- Financial and Program Management
- Operation Management
- Community Relations and Advocacy
- Board Relations
- Strategic Leadership

Board members are also asked to provide their comments and input on the Executive Director's performance overall.

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.
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Comments:

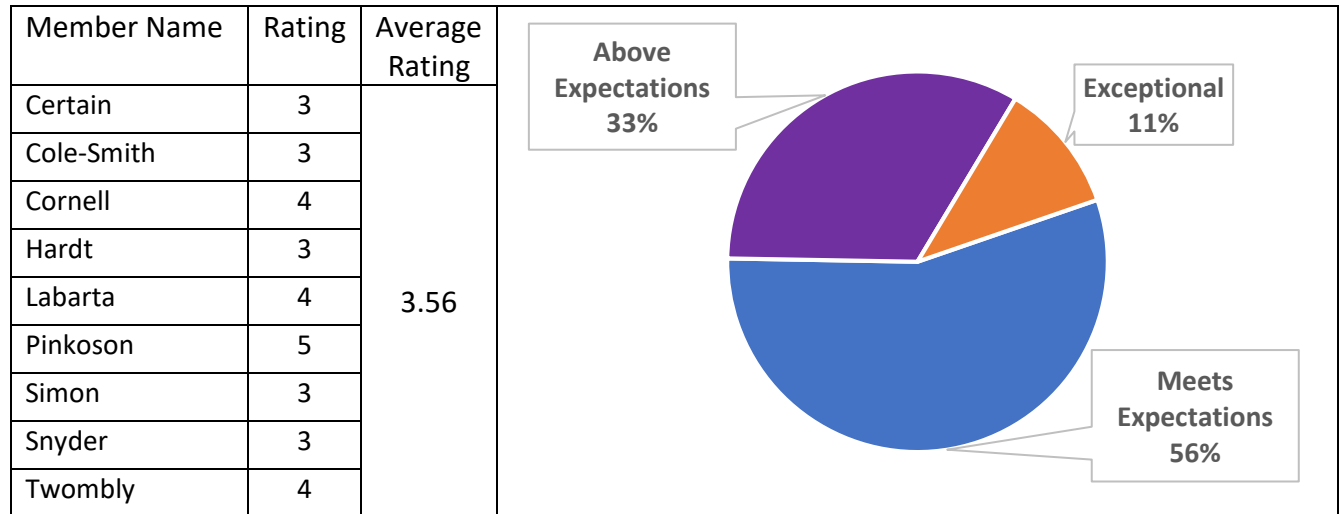
- While the ED has met the first two bullets and the last bullet, I believe improvement is necessary for the third and fourth bullets - Institute mechanisms to ensure community involvement in planning processes and work with other local planning bodies to ensure coordination and consistency of efforts. (Cornell)
- I am pretty sure these things are going on but, in some categories, there could be improvement. For example, I think Colin and staff "absorb" a bunch of issues from community, but, some version of the issues need to be made known to us so that we do not appear tone deaf when voting. (Hardt)
- The Board has not asked for a Strategic Plan beyond the establishment of goals and strategies. Those were based on the Technical Advisory Committee's review of data. We need to consolidate these with public input as part of a needs assessment we discussed but, as a Board, did not pursue once we accepted the recommendations of the Technical Advisory Committee. Mr. Murphy has directed the organization and developed projects and RFP's using those

priorities and strategies, I believe he needs to lead an effort to obtain more direct community input. (Labarta)

- Colin has worked diligently to implement the Trust's Strategic Plan and to fund organizations based upon the Board's Plan. He has listened when issues have been raised and sought direction from the board when the solution might deviate from our previous directions. (Pinkoson)
- I believe we could benefit from more coordination with the school district. I think it would be helpful to have monthly meetings with representatives from the school district. At this point, there is not a formalized strategy to engage with the district. I also feel that we have received feedback from some of our non-profit providers. I think we would benefit from an advisory committee as well. (Simon)
- Several planning expectations have been met, including working with the board to develop a strategic plan, working with other local planning bodies, and tracking progress toward select strategic goals. Instituting mechanisms to ensure community involvement in planning processes could be strengthened. (Snyder)
- I appreciate Mr. Murphy's support to ensure the CTAC funding decisions align with the goals and priorities defined in our strategic plan. Colin has continued to expand the involvement of his staff in key community planning bodies so that the work being done by the CTAC is either complimenting existing programs or supports active discussions on how to fill gaps in areas identified with service needs. I continue to encourage regular opportunities for community listening sessions with the families our funding serves to ensure they feel heard and a partner in the decisions being made by the Board and the ongoing work of the CTAC staff. Data collection became a point of contention but is an important component when determining if funding decisions are having positive impacts on children in Alachua county. I am pleased with the suggestion to form a data collection sub-committee to identify a secure mechanism to collect data, define what data to collect and ensure our community understands why this is needed to confirm the efficacy of programs being funded. (Twombly)

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.



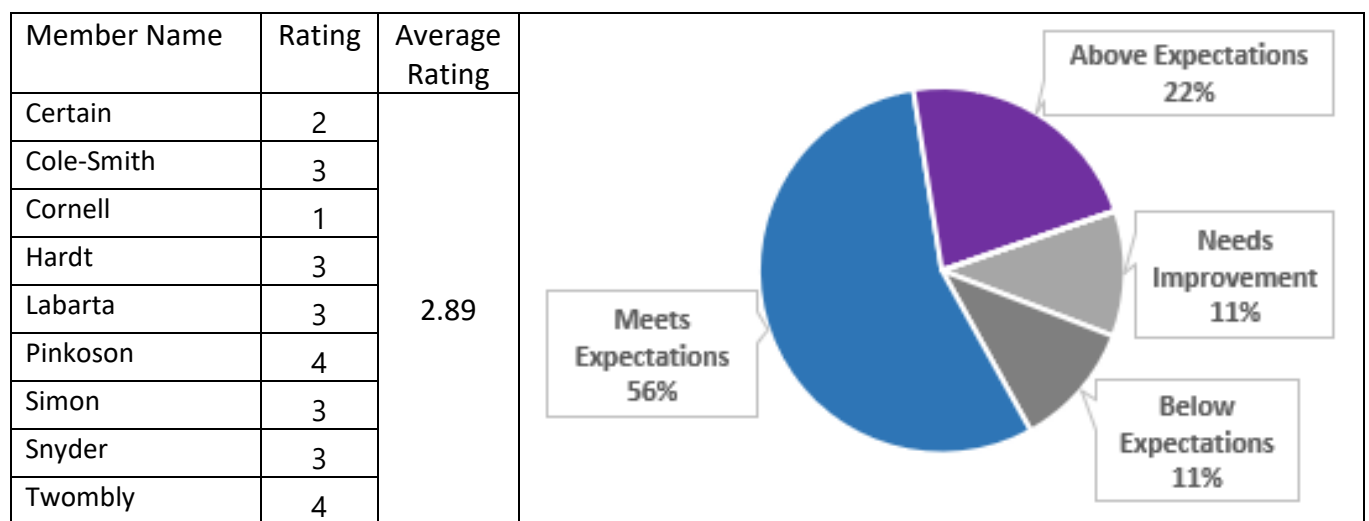
Comments:

- It has been communicated to ED and me that reimbursement process is cumbersome and time consuming to copy and attach required documentation to an email sent to CTAC in order to facilitate reimbursement. Also, of concern is timing of funding RFP's. RFP's opened with short response window and restrictive criteria exclude some providers from applying slow/delayed process hampers budget planning for providers. (Certain)
- More transparency with the community about finances so as to avoid miscommunication. (Cole-Smith)
- Well done in this area. (Cornell)
- Not clear whether we have plenty of money or not. Again, I think that Colin and staff absorb a lot of knowledge and perhaps shield us from many of the requests and feedback they get through their community meetings. I am also aware that other Children's' Trusts around the state have information and experience to share that comes to Colin and staff, and he does not burden us with us. I for one, feel the need for more information. (Hardt).

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- Fiscal policies and reporting were developed quickly and were thorough, despite the complexity of these tasks and the lack of staff of his own to do so.. Mr. Murphy brought issues of concern to the Board's attention, and working with the Governance Committee, revisions were approved by the Board to streamline the process for granting funds. Work remains to be done on setting allocation priorities for funds to be assigned to goals and strategies, and a plan approved for the spend-down of the reserve. Mr. Murphy has worked to develop scenario testing for various ways the Board could spend-down the reserve over time. (Labarta)
 - Colin and his staff have done an excellent job in this area and while I, as one board member, would like to see more in the monitoring of the programs, it hasn't been the will of the board. (Pinkoson)
 - I think we would benefit having more visuals of our funds, like tableau graphics. This will help with transparency. I think we also need an explanation for the public about our finance goals. For example, how much funding do we want to have in reserve each year? (Simon)
 - Several financial and program management expectations have been met, including preparation and oversight of budget model forecasts for planning purposes, revisions to established policies and procedures related to the evaluation of funding requests, and oversight of the program and fiscal monitoring of funded programs. Iterative processes for examining and clarifying, modifying, or enhancing policies and procedures related to the evaluation of funding requests as well as program and fiscal monitoring of funded programs and gathering CTAC Board and stakeholder input could be strengthened. (Snyder)
 - Colin provides a clear budget report monthly to the Trust Board and has exhibited flexibility over the last year to identify and develop additional funding opportunities that support community needs. Colin has ensured the Board was on track with development of the proposed and final budget for the new fiscal year and that compliance with TRIM requirements were met. Colin provides solid guidance on projected budget trends and has continued a focus on resolving or removing barriers identified by community advocates seeking funding. (Twombly)

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:

- The data collection issue should've been handled differently. It was raised by a provider/citizen in November meeting, Board was told it would be on December agenda. What was on December agenda did not address the concerns raised by community members. (Certain)
- Responded well to emergency situations with funding in the community. (Cole-Smith)
- I am most concerned about this area, specifically the first two bullets - customer service and establish a work environment that fosters a productive work culture. The Gallup survey results

highlights this concern and call for an immediate action plan to address these deficiencies.

(Cornell)

- How does he get it all done? I think a really good staff is essential, and I hope he has that.
(Hardt)
- Mr. Murphy has done an excellent job of reaching out to governmental and larger community entities, as evidenced by the significant array of meetings, presentations, and events attended either by himself or designated staff. There is some concern, based on feedback to the Board at meetings and in contacts with individual Board members that are brought to the Board, a better job needs to be done to communicate our strategies, funding limitations, and requirements in a consistent manner. In discussions with other like entities, this is not uncommon in the first years of a new CSC and we can and should expect better feedback around this critical issue.

Internally, the staff and the job functions are relatively new and there is a need to create greater engagement and clarity within the organization, as reflected in some of the Gallup Survey Scores. I take these as an area for development, but am cautious about interpreting the survey based on a very small sample size (compared to the typical Gallup Survey user) wherein one very low rating will skew the scores dramatically and the lack of information about the distribution of the scores. (Labarta)

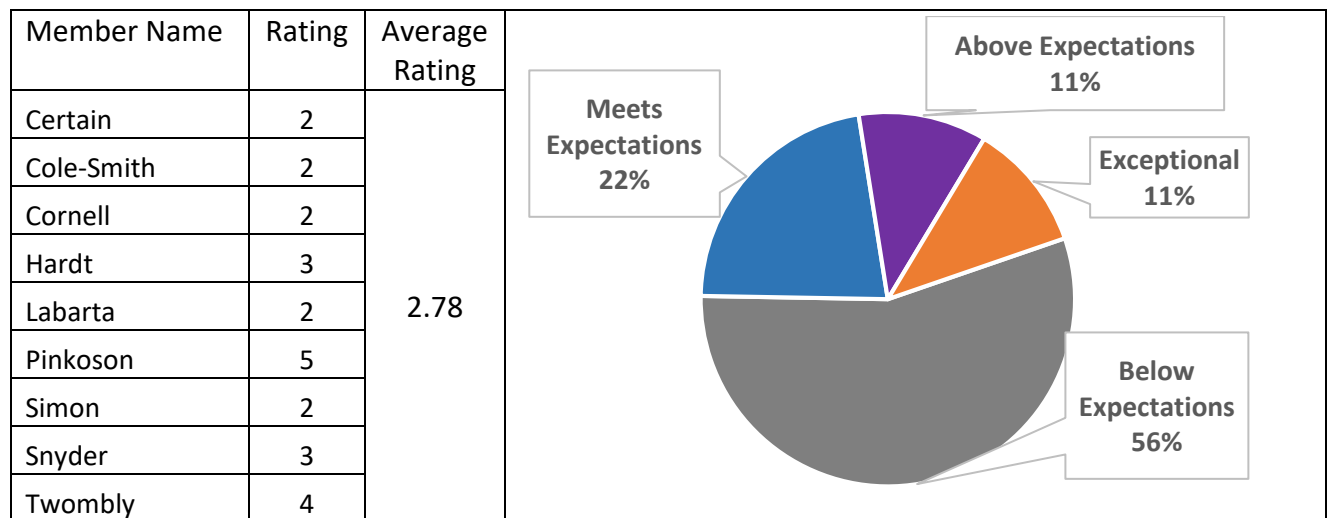
- Based upon some of our meetings and the employee feedback, this is an area where some of the kinks could be worked out. I do believe that there is an element of resistance to change by some of the providers which has created issues and the director is caught in the middle of the statutory obligation of accountability and bringing providers along to meet that obligation so our children can participate in programs which can help our children. While the employee's evaluation was helpful, some of the individual questions were not. "Best friend at work"?? What should have been asked was a question about being treated with respect. Colin by his own admission is not a warm and fuzzy individual and managers have differing styles. As a board member we must ferret out whether our manager is creating an environment where our organization will be productive, and the employees are content and willing to give the Trust their best effort. Obviously, some of the responsibility goes to the individual employee, but I think Colin is trying very hard to accomplish the goals of the board and expects his employees to do the same. It would appear some direction is needed in regard to job expectations. It would

also appear Colin gives recognition or praise, and the employees feel they have the opportunity for personal growth and development. I am not sure what to do with the question about personal opinions. Overall, I think Colin is doing an excellent job. (Pinkoson)

- See comments in other portions of the performance evaluation that extend to operation management. (Snyder)
- Colin has hired a highly qualified team of professionals who work to support the mission of the CTAC. He has added five members to his team during this evaluation period. Based on the Gallup Employee Engagement Survey results, his staff feel recognized for their work and that their manager cares about their well-being and professional development. They also affirm that they understand the importance of the work they do. This is a positive reflection on the Executive Director and his leadership. Board meetings are well organized, and agendas and materials are available for review in advance of each meeting. Colin ensures meetings are run in accordance to policies and accurate records are kept. He also promotes meeting attendance by the community by offering virtual viewing options through Facebook and YouTube. Colin and his team are always well prepared and promptly provide follow-up information, when requested. (Twombly)

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:

- Building and repairing trust within the community is needed after events leading up to and that occurred during the December 2021 meeting. (Certain)
- Improve connections with the community, build more trust, more transparency. (Cole-Smith)
- I am also concerned about this area as well. The ED's explanation and analogy of the CTAC and his marriage at the December meeting raised a number of red flags for me in this area. The first four bullets and the last bullet needs immediate improvement. The ED's self evaluation, highlights many of the programs that have begun to provide opportunities to help a number of children and families in our community. Unfortunately, much of this good work has excluded or

limited stakeholder input from organizations that are closest to our communities systemic problems. The recent public engagement is a step in the right direction, more leadership in this area is needed. (Cornell)

- He is out and about, which I appreciate. This takes lots of time and trouble. Again, I wish I heard some short version of what he hears in town. (Hardt)
- As noted above, CTAC is widely known, and there is considerable engagement with larger organizations and governmental entities about what we are doing. At the same time, there is an undercurrent of negative feedback that is creating a perception that there is a lack of community outreach, particularly among smaller organizations and those that are largely grass roots. Feedback is that meetings with staff from these groups does not always result in addressing the issue in a manner that either satisfactorily explains why an action is taken or changes the outcome. This has happened on more than one occasion.

There is a little communication about activities through social media.

Recommended activities to enhance this are developing a more community based needs assessment (using listening as rather than focusing solely on aggregate data) throughout our many communities. Then, refining our priorities and strategies as needed and developing a funding plan that addresses these prioritized needs and potential solutions.

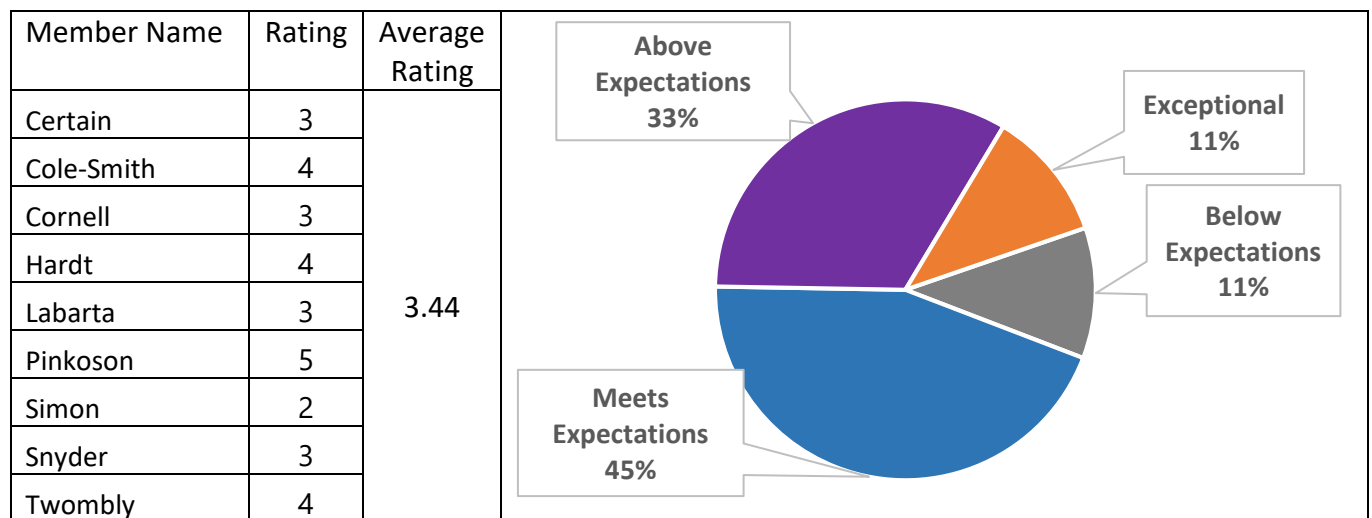
I recognize that much work has been done to put out funding - and indeed a great deal has - and that there has not been the staffing needed to conduct a broader community assessment until recently. I would, nonetheless, have expected more proposals regarding these types of approaches to be brought to the Board by Mr. Murphy (Labarta)

- Alachua County is a very diverse county from demographics to opinions and because of that the objective of making everyone happy is not easy. But making everyone happy isn't our mission. We are trying to do what is best for our children and sometimes those two objectives are at odds. Colin obviously has opened the lines of communication as we have seen at our meetings. He, as well as members of the Trust, have been able to go out into the community more this year and as a result, we have received community input and worked to become a better organization. We still have areas where we can improve, but the key is our organization is listening and I think Colin and company deserve credit for that. (Pinkoson)

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- This area needs improvement. I think an advisory group should be developed. We are continually receiving feedback that we have blind spots that need to be addressed. (Simon)
 - Several expectations related to community relations and advocacy have been met, including representing the CTAC to the community and at various local and state events that address issues related to the interests and mission of the CTAC and working with local elected officials to advance the interests of children and families in the community. Developing and fostering effective, collaborative external working relationships with community stakeholders to address key strategic issues facing the community could be strengthened. (Snyder)
 - Colin has done a great job promoting the work of the Trust through social media, press releases, newsletters, and by regularly attending a variety of meetings to discuss the CTAC focus and goals. I am always pleased when I join a meeting and see Colin is also present. He is always well spoken and presents a positive face for the CTAC at meetings with community partners. I again encourage Colin and his team to increase opportunities to meet with the consumers of programs being funded by the Trust and residents interested in sharing their ideas on the CTAC goals and objectives. (Twombly)
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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:

- Full Board needs to be made aware of issues (like the one that Nov/December) prior to meeting. (Certain)
- This is improving all the time, and I understand it is a challenge to herd these cats. (Hardt)
- The Results Based Accountability model Mr. Murphy brought to the Board has the potential to direct our efforts towards sound, evidence-based approaches to our community's problems and opportunities for enhancement. The process of using this approach will be hampered by challenges in data collection and evaluation, While the model was presented (and a book made available to the Board) it is not clear that there is consensus around its operationalization, and this becomes evident when there are complaints or concerns raised by the Board, based on feedback from community providers about certain requirements or practices. Rather than putting the concerns in context, at the Board meeting about these concerns or negative feedback, Mr. Murphy

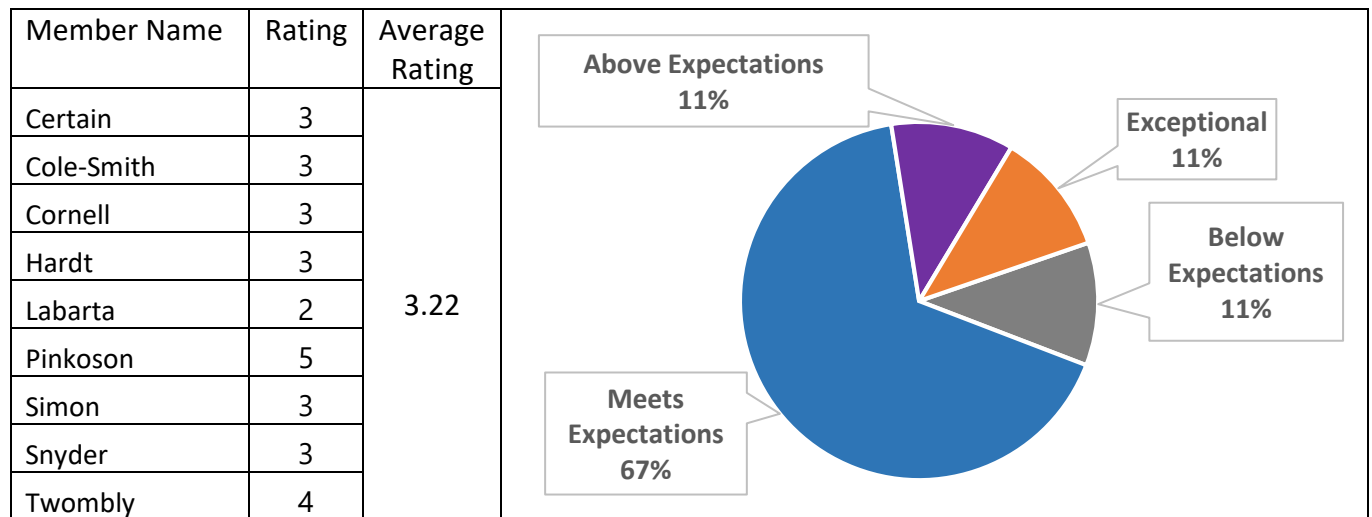
can become defensive in ways that are not conducive to a clearer understanding of his position or intent. Rather, it can seem that - as many of the organizations approaching believe - the CTAC is putting up unnecessary barriers.

The technical aspects of working with the Board are carried out very well - he is responsive to Board questions, seeks input, provides information, prepares meeting materials timely, responds to Board directives, and works with the chair effectively (Labarta)

- As the previous Chair, Colin did a great job letting me know what was coming up in the next agenda and helped me prepare to make the meetings as productive and efficient as possible. I found Colin's thoughts on issues to be sound and always what was best for our children and the organization. (Pinkoson)
- The material provided to the board is robust and clearly thought through. The concerns I have are focused on the relationships with board members. There are times if feels that the board and the ED are in tension. Many times, these tensions can occur with boards and executive leadership but it does feel like relationship building is in need and could improve our productivity and service to the community. I also would say that I would appreciate relationship building with board members too. We have many highly experienced individuals that are passionate for the mission and vision of CTAC. We could all benefit from getting to know each other better. As previously stated, I definitely feel the ED of CTAC and the superintendent of SBAC need to have a strong partnership. So many opportunities can come out of a healthy collaboration. (Simon)
- Several of these expectations are met, particularly those that focus on preparations for and oversight of agendas for Board meetings. (Snyder)
- Colin has always made himself available for questions/concerns between Board meetings and provides all Board packets and support materials timely for members to review in advance of each meeting. Colin always exhibits flexibility and has responded to each and every directive given to him during Board meetings. Colin is always responsive and guides the Board on correct policies/procedures to ensure we have the information needed to make sound decisions. (Twombly)

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:

- ED should focus on last 2 bullet points in upcoming year. CTAC has hired staff, collected funds, Board has adopted strategic priorities (HESS), CTAC needs to respond to community needs. (Certain)
- Suggests more quarterly group board meeting to ensure that we are all on the same page at all times. ((Cole-Smith)
- As noted above, as he assumed the ED role, Mr. Murphy presented a model for making funding decisions and evaluating outcomes that is robust and could lead to high accountability and a data-based approach to making decisions. The model was consistent with the guiding principles and values that the CTAC Board had established prior to his hire. It is not a model that has been routinely used in the community, and one that small grass roots providers may struggle with and perceive as barriers to implementing programs that have high perceived value in the community. When these barriers are not resolved at the operational level (e.g., through contact with CTAC

staff, or through technical assistance from staff), they make their way to the Board and there is often little information around how the actions were consistent with strategic focus or RBA. When the Board challenges the barriers, Mr. Murphy commonly becomes defensive and retreats, often saying "I'll do whatever you want." The interaction between how CTAC works and communicates with some organizations and the direction the Board provides after complaints come to the fore has not created a coherent strategic direction. To me, this is the most critical area for improvement for Mr. Murphy to address. (Labarta)

- Regarding the third bullet point, I think Colin has done a tremendous job listening to the concerns of the board and to community members. When an issue arose, he brought it to the board seeking direction and has always tried to create solutions to bring back to the board. (Pinkoson)
 - I am looking forward to the retreat. (Simon)
 - Over the last year, Colin hired the remaining members of his team and completed the task of developing operational policies for his staff and for the Board. He promotes opportunities for the Board to reevaluate our goals and strategies to ensure we can continuously improve our ability to respond to the needs of our stakeholders and children in Alachua County. We depend on Colin and his team to regularly seek community input and ensure the direction of the Board is aligned with community needs, and the programs we fund are having a positive collective impact. (Twombly)
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General Comments:

- (1.) Would like more board involvement in hiring process of staff, (2.) More immediate follow-up when board member provides suggestions and recommendations. (Cole-Smith)
- The ED has built a very strong team with sound financial and program management systems in place in order to serve the public and execute on the mission of the CTAC. Drastic and immediate Improvement is needed in operational management and community relations and advocacy in order for the ED to continue to effectively lead and serve in this role. The engagement of help from the Community Foundation is a positive step to ensure that we are continuing to look at programs through an equity lens and make sure that the CTAC continues its work to provide servant leadership in the most effective and efficient way to help children and families in our Community. (Cornell)
- I transmitted to Colin some issues with hiring people from out of town for important positions. People in Alachua County think there are a lot of smart people here to do things. But he pointed out something very important in defense of his hiring choices. Many of the out of town hires have relevant experience and contacts that can help a new Children's Trust get established. I understand now, and can better defend when these critiques are transmitted to me. (Hardt)
- The CTAC is still a new organization. Its first year saw a Board that had 50% of its seats. Mr. Murphy was hired two years ago and in the middle of an RFP that had not been based on any analysis of the data for children 6-18, without any strategic planning process. And, with considerable pressure to put money on the streets to addressing our many needs. As was recently said, we put operations before policy, and this is as much a Board responsibility as it is of the ED.

As a new organization, we are also experiencing growing pains - what has been referred to as "forming, storming, and norming." In many respects, we are still storming, trying to reach consensus as a Board about priorities and strategies to address the numerous needs of our children and being accountable, good stewards of public funding.

Despite the areas of underperformance noted above, I want to acknowledge that in two years Mr. Murphy has years accomplished quite a bit. Grants have been issued and many children have received services not previously available to them. A staff has been hired to carry out the work, and it, too, is in the process of building cohesion and engagement. A policy and structure have been laid out and will hopefully be reinforced and clarified at an upcoming retreat. I look forward to continuing to develop the CTAC and work with our ED to advance our goals. (Labarta)

- It has been a successful year and I believe the Trust has had difficulties resulting from the first funding cycle. Unfortunately, even though it was clearly stated future funding expectations would be very different, changing the status quo has been challenging. We are still working to become what is best for our children and I am sure will continue to do so in the future. I think Colin is the person who will give us the best chance to achieve our mission. (Pinkoson)
- Thank you, Colin, for all your efforts over the last year, for exhibiting flexibility as needed, and for responding to the many requests made by the Board. Continue the important work of building relationships with advocates and offering regular communication with those who can best articulate what is needed to strengthen their families. (Twombly)