




CHILDREN'S TRUST
OF ALACHUA COUNTY

MEMORANDUM

TO: CHILDREN'S TRUST OF ALACHUA COUNTY BOARD OF DIRECTORS

FROM: COLIN MURPHY, EXECUTIVE DIRECTOR 

SUBJECT: EXECUTIVE DIRECTOR EVALUATION

DATE: FEBRUARY 7, 2022

CC: CHILDREN'S TRUST OF ALACHUA COUNTY STAFF & CONSULTANTS

I would like to thank the Board for taking the time and effort to review my self-evaluation and complete the evaluation tool. I found the ratings and the comments helpful, and I receive them with encouragement.

While each member provided opportunities for improvement in every area of the evaluation tool, I will use this opportunity to address areas where an obvious consensus emerged. All feedback is valued. If specific feedback from a particular board member is not addressed in this memo, I promise to consider and address those concerns in the coming months.

Community Relations and Advocacy, Operations Management, and a general theme of *more and better communications* are concerns expressed by a consensus of the board members. Below I will provide a brief plan on how those items will be improved in the coming year.

Community Relations and Advocacy

2.78 Average Rating

General Comments: Board members (and CTAC supporters) are put in an awkward situation when confronted with constituents and stakeholders who feel unheard. The perception that the organization is not meeting the needs of all its communities is demoralizing to everyone, including the staff. Meaningful and actionable two-way feedback takes time, and the push to put \$5,000,000 in funding into the community has

come at the expense of “limited stakeholder input from organizations that are closest to our communities systemic problems,” as one board member noted.

To address concerns, the Executive Director will:

1. Present the Board with a plan for a community engagement campaign. The campaign would include different methods for engaging with youth, parents, providers, and community stakeholders throughout the county (such as, surveys, focus groups, listening sessions, etc.). The campaign’s driving questions can be informed by the board retreat with a general theme around how to best invest new dollars and accumulated fund balance in the coming years.
2. Present the Board with a plan for ongoing and continuous feedback from youth, parents, community providers, and stakeholders.
3. Present to the Board a communications plan that builds upon what has already begun through our newsletter, social media, earned and paid media, and provides for consistent messaging around CTAC goals and strategies.

Operations Management

2.89 Average Rating

General Comments: The “Below Expectations” rating in this category was primarily driven by an outlier score from one board member, motivated by the results of the Gallup Employee Engagement Survey. For context, the size of the average company that uses the GEES is 9,000 employees. The GEES classifies “small” organizations as 100 employees. CTAC has 9 employees. The problem this presents is that when very small organizations are compared with large organizations, any score for a small organization short of a “5” (the highest score) in any category skews the average to a degree such that there is a disproportionate impact on the percentile score. Without specific information on the distribution of individual scores, *the percentile ranking has little to no value.*

The Board has adopted the Results-Based Accountability (RBA) Framework. One of the principals of RBA is that when presented with population-level data (in this case, the population employees in the organization), one must not draw conclusions prior to uncovering the “story-behind-the-story”, or the reasons that the data exists. The data from the GEES has stimulated internal conversations on how to improve the organization, however, it would be a mistake to assume that the data is entirely internally-driven. The Executive Director can only keep employees informed and engaged if organizational priorities are clear and well communicated.

To address concerns, the Executive Director will:

1. Work with the Board Chair and the facilitator to ensure a successful board retreat.
2. Continue to benchmark employee engagement with the Gallup Employee Engagement Survey (or another similar survey) and develop strategies to improve the lowest rated areas.
3. Survey contracted providers yearly to benchmark satisfaction with being a CTAC contracted partner.
4. Continued expansion of soliciting participant and parent feedback on their experience in funded programs. Ensure all funded services provide the opportunity for participants to express their opinion on the services they've received.
5. Include a "No-Bid" survey in funding solicitations to ascertain why potential providers may decide to not submit a proposal.

Communication with the Board

General Comments: One area that was consistent across domains was communication with the Board. Some board members feel ill-informed; others receive feedback that staff has not been responsive. Specific concerns include board member who are "no clear whether we have plenty of money or not", that "a better job needs to be done to communicate our strategies, or that funding limitations, and requirements in a consistent manner." One board member suggested better visuals.

To address concerns, the Executive Director will:

1. Invest time with certain board members who have requested additional consultation on agenda items and board governance.
2. Revise the Executive Director report to more clearly communicate how the CTAC staff is implementing the strategies approved by the Board. Included in the report will be a section updating the Board on pending action items and Board member requests.
3. Seek clarification on the desired level of financial reporting to inform what types of visualizations would be helpful.
4. Include notes or minutes from significant meetings that may rise to the Board level and any actions taken by the CTAC staff to address community concerns.
5. Follow up on suggestions from the monthly board survey.
6. Remind the Board that they can talk amongst themselves so long as the meeting is properly noticed.

I thank the Board of the Children's Trust of Alachua County. It is a pleasure working for you. I look forward to this coming year.