



**January CEO Search Committee Meeting**  
**January 14, 2026, 9:30 a.m. – 11:00 a.m.**

**1. Welcome and Introductions**

Meredith Chartrand-Frisch, Co-Chair

Lawrence Dennis, Co-Chair

**2. Recap of last Meeting**

Meredith Chartrand-Frisch, Co-Chair

**3. Approval of December Minutes**

Meredith Chartrand-Frisch, Co-Chair

**4. Interim Candidate Update**

Leah Hayes, Employee Services

- Candidate(s) – Resume attached

Lawrence Dennis, Co-Chair

- Priorities and Qualifications of Interim CEO

**5. Search Process**

- Job Posting
- Budget
- Sites (attached)

**6. Workshop**

- Supplementary Questions for interviews (attached)

**7. Next Steps**

- Next meeting

**8. Adjourn**



## **December CEO Search Committee Minutes**

December 3, 2025, 9:30 a.m. – 11:00 a.m.

### **1. Welcome and Introductions**

Meredith Chartrand-Frisch, Co-Chair  
Lawrence Dennis, Co-Chair  
Cynthia Nixon  
Carson Tranquille

Ms. Chartrand-Frisch commenced the meeting at 9:30 a.m. by extending a warm welcome to all participants and outlining KHA's mission, vision, and purpose. She emphasized the role of the CEO in promoting these core concepts. Mr. Dennis highlighted the significance of fostering open dialogue and maintaining transparency, while also noting that effective leadership requires a balance between being task-oriented and people-oriented.

Board Members Present – Marsha Oliver

Others Present – Terrance Freeman, City Council, Leah Hayes - COJ Director of Employee Services and Tara Johnson - COJ Chief of Talent Management

### **2. Search Options Discussion**

The Board members reviewed the recruiting process previously shared by Employee Services. They expressed their trust in Employee Services to lead the search for the next CEO, recognizing their capability to conduct a national search and effectively promote the job opening. The Employee Services team outlined their responsibilities, which include verifying references, advertising the position, and creating a ranking matrix to categorize candidates as Highly Qualified, Qualified, or Minimally Qualified. This information will be compiled in a notebook for presentation to the Board. Consequently, the Board proposed a motion to engage Employee Services for the national search for the CEO role. The Board will meet on December 10<sup>th</sup> at 10:00am to formally vote on this recommendation.

Motion: Lawrence Dennis

Second: Cynthia Nixon

Approve: 4-0

### **3. Goals of the Search Discussion**

#### **a. What does success look like?**

The Board reviewed the previous CEO's Job Description and Supplemental Questions. Ms. Hayes presented a list of 17 platforms previously used to advertise the CEO position, which was shared with the Board. This list includes notable sites such as the Nonprofit Leadership Center, Indeed, and United Way Worldwide. Additionally, Ms. Pitts noted that KHA's travel budget has been eliminated this year, necessitating justification and approval from the Mayor's Office for any travel expenses.

Ms. Oliver will reach out to Reese Wilson, from OGC, to confirm that there are no shade meetings/processes to keep candidates names from public record. The Board has indicated that they do not wish to make any changes to the CEO Job Description but would like to revise the Supplemental Questions; these revisions will be sent to Leah Hayes for her approval and compilation after the December 10<sup>th</sup> meeting and no later than January 1st.

Additionally, Ms. Pitts, the Finance Director, agreed to investigate the funding amount used in the 2018 CEO Search, while Leah Hayes will conduct a similar inquiry on her side. Following a discussion, the Board decided that the Finance Committee, chaired by Carson Tranquille, will make a recommendation for the CEO recruitment budget. The Finance Committee will take up this discussion on December 10<sup>th</sup> at 11am.

**b. Group reflections on leadership qualities**

The ideal CEO should possess the experience and commitment to the mission of the organization. Essential qualities include sound judgment, trustworthiness, transparency, and an understanding of risks, challenges and priorities. A strong commitment to the organization's mission is crucial, along with a focus on building relationships within the community, particularly with children and families. Additionally, the CEO should have a solid understanding of Board governance and be comfortable navigating the board's structure. It is important for the Board to take a leadership role and work in partnership with the CEO, emphasizing a proactive approach. Furthermore, the CEO should leverage data to inform strategic decision-making for the organization. Many of these qualities and priorities were identified in the Strategic Board retreat and information outlined by the GUIDE committee. These materials will be provided to the Board and Leah Hayes. Councilman Terrance Freeman praised the Board for their outstanding efforts in taking the time to establish the parameters and guidelines for the CEO position.

**c. Communications and commitment to transparency**

Ms. Chartrand-Frisch emphasized the necessity for the CEO to foster open communication and maintain transparency with the Board, employees, and the community.

**4. Next Steps**

Ms. Hayes asked the Board to consider the salary range that should be posted for the CEO position. After some discussion it was determined that the Board would advertise the salary range for this position as \$160,000 to \$220,000.00. Ms. Chartrand-Frisch asked for a motion to agree to the salary range.

Motion: Cynthia Nixon  
Second: Lawrence Dennis  
Approve: 4-0

Ms. Hayes inquired about the number of candidates to be presented to the Board. The Board concluded that they would prefer to review all candidates who fulfill the eligibility criteria for the position. Furthermore, they agreed to keep the position open for a duration of 60 days, aiming to hire a candidate to begin working by June 1<sup>st</sup> and at the latest August 1<sup>st</sup>.

**a. Interim Position**

The Board discussed the Interim CEO role and the need for leadership during the search process. It was clarified that Mr. Darity is currently assuming some of the CEO duties as outlined in the delegation of authority policy. It was discussed that the CAO role would be vacated if moving Mr. Darity to the Interim role. This would also make him ineligible for consideration of the permanent CEO role, which board members expressed the desire to follow the practices of the interim not being considered for the permanent role. It was further discussed that

past practices have included an outside person being appointed as Interim (Jill Dame). Employee Services agreed to confirm this process and the one that JHA recently followed in identifying an Interim CEO. It was further proposed that Mr. Darity receive additional compensation for the time in which he is leading these additional responsibilities. This salary adjustment will be determined by Employee Services. It was advised that there are registries for higher education of persons/retirees who may be interested in temporary roles. It was suggested that there are retired educators, nonprofit executives and school superintendents and college presidents who may have an interest. Board members have been encouraged to advise/share names of candidates who could be considered for the Interim role.

#### **b. Process and Timeline Overview**

Ms. Chartrand-Frisch summarized the hiring process and timeline, establishing June 1st as the target date for appointing a new CEO, with the latest possible hire date set for August 1st. The Committee is recommending that Employee Services be engaged for a national search for the position (to be voted on by entire board on December 10<sup>th</sup>). Additionally, the proposed salary range for the CEO is between \$160,000 and \$220,000 which will also require vote. The Finance Director will investigate the expenses incurred during the 2018 CEO search and share the findings with the Board and Employee Services. Board members will submit their revisions of the Supplemental Questions directly to Employee Services, which they will compile and share with the Board. Ms. Sibley will resend the GUIDE Committee and Board Retreat documents to both Ms. Hayes and the Board.

It will be recommended to the Board for approval on Dec. 10<sup>th</sup> that an Interim CEO be appointed until a permanent CEO is selected.

#### **5. Next Meeting**

Ms. Sibley will poll the CEO Search committee members to determine the date of the next meeting. The meeting was adjourned by Meredith Chartrand-Frisch at 11:05 am.

# D A N A K R I Z N A R

## OBJECTIVE

To serve in a leadership position that supports increased student academic and social success through strategic decision-making and collaboration with internal and external stakeholders

## EXPERIENCE

2023-2024 Duval County Public Schools Jacksonville, FL

*Superintendent*

- Leader of the 20th largest public school district in the nation, encompassing 130,000 students and 13,000 employees in 197 K-12, charter, alternative, and exceptional education center schools
- Managed a multi-billion dollar budget, resulting in returning \$60 million to the reserve budget
- Improved academic performance in every accountability area

2019-2023 Duval County Public Schools Jacksonville, FL

*Deputy Superintendent*

- Serves as the acting Superintendent of the District in cases of the Superintendent's absence
- Monitors and evaluates the performance and effectiveness of division wide programs and services
- Interacts with community, government, and partner organizations in the development and implementation of collaborative initiatives
- Assists in the planning and resource allocations for schools and district departments

2016-2019 Duval County Public Schools Jacksonville, FL

*Chief of Staff*

- Assists in the daily operations of the Office of the Superintendent
- Provides support to cabinet members, communicating deadlines and expectations, responding to issues in a timely manner, and assisting with the resolution of constituent issues
- Works with the Board Office to prepare agendas and gather information for the Board
- Participates in strategic planning, and coordinates meetings and follow up actions
- Assists with the development and revision of policy, legislation and district lobbying efforts

2013-2016 Duval County Public Schools Jacksonville, FL

*Assistant Superintendent, Strategic Planning and Partnerships*

- Responsible for district's Community & Family Engagement, stakeholder feedback, grants, research
- Led departments including Grants, District Wellness, and Visual and Performing Arts

2008-2013 Duval County Public Schools Jacksonville, FL

*Executive Director, Multiple Pathways & Support Services*

- Responsible for alternative education, dropout prevention programs, pregnant and parenting teens, attendance & truancy, health services, foster care support, home education, health & physical education, extended day, driver's education, and community education
- Provided supervision for 11 district schools and 3 contracted provider schools
- Began and supervised Alternatives to Out of School Suspension program
- Opened and operated Duval Virtual Instruction Academy and Bridge to Success

2003-2008 Duval County Public Schools Jacksonville, FL

*Principal, Kirby Smith Middle School*

- Moved school from a C to an A and strengthened magnet program with the addition of STEM electives, including television production, robotics, and video game design

1701 PRUDENTIAL DRIVE • JACKSONVILLE, FLORIDA 32207 • PHONE (904) 390-2115 EMAIL:

kriznard@duvalschools.org

2001-2003 Duval County Public Schools Jacksonville, FL *Principal, Thomas Jefferson Elementary School*

- Moved school from a “C” to an “A” in two years and implemented America’s Choice as part of the organization’s second cohort

1993-2001 Duval County Public Schools Jacksonville, FL *School-based Administrator (Vice Principal & Assistant Principal)*

- Assisted in all facets of the opening of the new school
- Responsibilities included curriculum, student scheduling, operations, facilities, teacher evaluation, and serving as liaison with parent and stakeholder organizations
- Served in Student Services on a Multi-Track Year Round Calendar
- Responsible for the scheduling, teacher evaluation, and student services for five teams of teachers and students

1986-1993 Duval County Public Schools Jacksonville, FL *Mathematics Teacher (John Gorrie Junior High & Mandarin Middle School)*

- Prealgebra, Algebra I, Geometry teacher
- Served as Team Leader and Member of Shared Decision Making and Leadership Teams
- Served as swimming, volleyball, and cheerleading coach

#### EDUCATION

December, 2011 University of Florida Gainesville, FL *Ph.D. in Educational Administration, Research & Policy*

August, 1992 University of North Florida Jacksonville, FL *M.Ed. in Educational Leadership*

May, 1986 Iowa State University Ames, IA *B.S. in Mathematics*

#### PROFESSIONAL CERTIFICATIONS & ENDORSEMENTS

- Mathematics, Grades 6-12
- School Principal, All Levels
- Middle Grades Endorsement

#### PROFESSIONAL AFFILIATIONS, BOARDS & AWARDS

- National Association of Secondary School Principals
- Florida Association of School Administrators
- Jacksonville Children’s Commission/Kids Hope Alliance Board Member – district representative
- Communities in Schools – past board member
- Literacy Alliance of Northeast Florida - board member
- Early Learning Coalition of Northeast Florida – district representative
- American Heart Association – board member
- Campaign for Grade Level Reading – steering committee
- 2007 Sally Award for Outstanding Magnet Principal
- 2003-2004 Region 1 Principal of the Year
- 2000-2001 District Vice Principal of the Year

Chief Executive Officer - Kids Hope Alliance Matrix

Organization to Post Job Opening	Cost	Posting Period	Web Link	Date Posted	Expiration Date	Comments
Florida Non Profit Alliance w/Job Board	\$150.00	30 Days	<a href="http://www.flnonprofits.org/">http://www.flnonprofits.org/</a>			If a member, price drops
Florida Philanthropic Network	\$100	30 Days	<a href="https://www.fpnetwork.org/post-job">https://www.fpnetwork.org/post-job</a>			Members can post for free.
Indeed			<a href="https://www.google.com/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;source=web&amp;cd=1&amp;cad=rja&amp;uact=8&amp;ved=0ahUKEwiXxMqsqu7YAhWMzFMKHS04BfsQFggnMAA&amp;url=https%3A%2F%2Fwww.indeed.com%2Fq-Philanthropy-l-Florida-jobs.html&amp;usg=AOvVaw24QhJlFtgrQowxmpdZq2UB">https://www.google.com/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;source=web&amp;cd=1&amp;cad=rja&amp;uact=8&amp;ved=0ahUKEwiXxMqsqu7YAhWMzFMKHS04BfsQFggnMAA&amp;url=https%3A%2F%2Fwww.indeed.com%2Fq-Philanthropy-l-Florida-jobs.html&amp;usg=AOvVaw24QhJlFtgrQowxmpdZq2UB</a>			This is a link to Indeed's Philanthropy jobs. Need to sign up to post and see prices.
Foundation List	\$149.00	60 Days	<a href="https://www.foundationlist.org/news/list-of-nonporift-job-boards-made-for-the-nonprofit-sector/">https://www.foundationlist.org/news/list-of-nonporift-job-boards-made-for-the-nonprofit-sector/</a>			Three options 30 days \$109, 45 days \$129 and 60 days for \$149
Florida League of Cities	Free		<a href="https://www.floridaleagueofcities.com/jobs">https://www.floridaleagueofcities.com/jobs</a>			
Florida City and County Management Association	Free	30 Days	<a href="http://fccma.org/jobs/">http://fccma.org/jobs/</a>			
National Association of County and City Health Officials	\$375	30 Days	<a href="#">Available Offers   National Association of County and City Health Officials Career Center</a>			Member rate- \$275- Non Member rate- \$375
Florida Public Health Association	Free		<a href="https://fpha.wildapricot.org/job-board/">https://fpha.wildapricot.org/job-board/</a>			There are links to other job booards on this site.
Nonprofit Center of NE Florida			<a href="http://www.nonprofitctr.org">www.nonprofitctr.org</a>			Only members can post- amount of annual fee is based on annual budget of organization- lowest amount is \$100, highest is \$1500 per year
Chronicle of Philanthropy	\$ 275.00	30 Days	<a href="http://www.philanthropy.com/jobs">www.philanthropy.com/jobs</a>			
Council on Foundations	\$179.00	45 days	<a href="https://www.cof.org/">https://www.cof.org/</a>			Non-member price is \$399

**Yes/No Knockout Questions:** We will ask them to explain their answers as well, but answering “No” to certain questions can stop them from moving forward in the process. The board can determine which questions would stop a person moving forward.

1. Do you have a bachelor's degree or higher from an accredited college or university?
2. Do you have experience executing and working with contracts?
3. Do you possess a minimum of five to seven (5-7) years of experience in managing programs or operations with at least three (3) years in a leadership capacity in a business, agency or non-profit organization, specifically working with children?
4. Do you have experience as a CEO or board member of a non-profit agency?
5. Do you have experience speaking to boards, commissions, council members or elected officials?

### **Mission Impact & Strategic Leadership**

1. Provide a detailed description (at least 3-4 complete sentences) of your experience in managing programs or operations.
2. How do you balance immediate operational demands with long-term strategic priorities? Give one example.
3. Share a brief example of how you empower staff to innovate while maintaining accountability.

### **Oversight & Accountability**

4. Describe your financial management experience.
5. What two metrics would you prioritize to demonstrate CEO accountability to the Board and community, and why?
6. What is one policy or practice you would use to embed equity and fairness into grantmaking and performance management?

### **Stakeholder Engagement**

7. In a few sentences, outline your cadence and channels for communicating with the Board, staff, partners, and the community.
8. Give one example of engaging elected officials and community partners to advance youth outcomes while preserving organizational independence.

### **Skills & Attributes**

9. Please briefly share an initiative you supported but for some reason it failed to provide the expected outcome. What was the lesson learned?
10. How do you communicate underperformance or adverse findings to the Board and the public while maintaining trust?
11. Describe a time you changed course after receiving new data or stakeholder input. What did you change and why?



# KHA - Chief Executive Officer Performance Appraisal Process and Assessment Form

## DESCRIPTION OF THE PROCESS

1. The Chairman of the Board initiates the CEO performance by asking each Board member to appraise the CEO's performance using the performance assessment form. (If a board member needs additional information to fill out the appraisal and would like to meet with the CEO, a meeting will be scheduled with the individual board member.)
2. Once complete, each board member will send their appraisal to Human Resources, who will compile responses and averages scores.
3. The average scores will be sent to the Chair, who will present a summary to the Board for approval. The Chair incorporates modifications requested by the Board and prepares final documentation of the appraisal. The final appraisal will be signed by the Chair and CEO.
4. The CEO will schedule meetings with each Board member to discuss their evaluation and obtain any further feedback.

This process meets all public records and sunshine laws.

**Employee Name:**  
**Job Title:** Chief Executive Officer

**Review Period:**  
**Department:** Kids Hope Alliance

**Board Member:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Assessment of Key Accountabilities

Please evaluate the CEO's performance for each Key Accountability. You may provide comments for each as you see fit or leave the comments section blank. If you feel you do not have enough information or have not been on the Board long enough to observe a particular Key Accountability, you may mark N/A.

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
<b>Organizational Effectiveness</b>	1	2	3	4	N/A
Builds and fosters relationships with KHA partners, schools, City Council, and community organizations.	Comments:				
<b>Thinks Strategically &amp; Communicates the Vision</b>	1	2	3	4	N/A
Demonstrates critical thinking, strategic planning, implements the plan to action, and communicates the vision.	Comments:				
<b>Leads Organizational Change</b>	1	2	3	4	N/A
Acts as a change agent, encourages innovation, adapts to change, and manages through change.	Comments:				

## Assessment of Key Accountabilities *(continued)*

<b>Key Accountabilities</b> Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
<b>Personal Effectiveness &amp; Development</b>	1	2	3	4	N/A
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:				
<b>Team Development</b>	1	2	3	4	N/A
Builds trust among team members and creates a positive, productive atmosphere that fosters co-operation, teamwork and interdependence.	Comments:				
<b>Essential Services Plan</b>	1	2	3	4	N/A
Oversees, implements, and manages the essential services, incorporating research on children and youth to identify and implement best practices and models.	Comments:				
<b>Budget Oversight</b>	1	2	3	4	N/A
Directs the preparation and monitoring of the annual budget ensuring that spending is within appropriate guidelines established by the City.	Comments:				

## Summary Evaluation and Comments

Record any additional comments about the CEO's performance you wish to mention. You may also comment on any circumstances that may have influenced the CEO's performance during the year.

# Kids Hope Alliance Board Retreat Executive Summary

December 11, 2024 9:00 AM - 12:30 PM

The Kids Hope Alliance Board of Directors conducted a comprehensive retreat focused on strategic planning, board effectiveness, and organizational priorities for 2025. The retreat featured discussions on board performance, CEO evaluation processes, and establishing key priorities to better serve children and families in the community.

## Priorities in 2025

The Board discussed four key priorities for its work together moving forward into 2025:

1. Better engage and understand the needs of children, providers, and the community.
2. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.
3. Update and improve the CEO evaluation process.
4. Develop a framework for data-driven decision making and program evaluation.

## Board Norms and Values

The board reaffirmed its commitment to the following core values:

- Open-mindedness
- Transparency
- Candor
- Open communication
- Confidence
- Patience
- Understanding
- Regular breaks
- Maintaining a sense of humor

## Current Trends and Challenges

The board identified several key trends affecting their work:

- Rising housing costs
- Truancy concerns
- Need for balanced extracurricular experiences

- Mental health and technology impacts
- Decline in parent involvement
- Climate change implications
- Increasing childcare costs
- Community engagement challenges

## Self Assessment Results

The Board reviewed and discussed the results of the self-assessment questionnaire. Some of those included:

### Strongest Areas of Performance

- Overall board effectiveness in advancing mission (4.14/5.0)
- Financial oversight and resource allocation (3.86/5.0)
- Establishing and enforcing policies for children's needs (3.71/5.0)

### Areas Identified for Improvement

- Community and youth voice in decision-making (2.43/5.0)
- Board decisions informed by program evaluation data (2.86/5.0)
- Essential Services Plan implementation and oversight (3.00/5.0)

## Themes

Themes from the retreat included several aspects of the board's roles that emerged as priorities from the self-assessment questionnaire.

Data-driven decision making and program evaluation	Increased board engagement in strategic direction
Better understanding the needs of children, providers, and community	CEO evaluation and oversight
Provider engagement and support	Internal process and practice review (contract approvals, etc.)

## Discussion and Board Priorities for Its 2025 Work

The board discussed the results of the evaluation and their overview of trends, and from that emerged priorities for its work together in 2025:

### Data and Evaluation

- Implement comprehensive program evaluation systems
- Strengthen alignment between data and program performance
- Enhance understanding of Duval County children and families' needs
- Incorporate community and youth voice in decision-making

### Governance Enhancement

- Increase board engagement in strategic direction
- Develop clear metrics and goals for 2025
- Improve board-staff partnership
- Strengthen CEO evaluation process

### Provider Support and Engagement

- Ensure inclusion of small providers in growth opportunities
- Conduct regular provider presentations at board meetings
- Build provider capacity
- Review the board's role in resource allocation procedures

### Internal Process Improvement

- Refine contract approval procedures
- Enhance accounting process transparency
- Improve communication with KHA managers
- Strengthen board member orientation and development

From these themes, the board discussed four key priorities for its work together moving forward into 2025:

1. Better engage and understand the needs of children, providers, and the community.
2. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.
3. Update and improve the CEO evaluation process.
4. Develop a framework for data-driven decision making and program evaluation.

## Immediate Next Steps and Commitments

1. Schedule workshop on Essential Services Plan
2. Consultant to roll up full notes and suggestions for an action plan regarding the discussion themes.
3. Align activities with budget season
4. Develop calendar for provider presentations
5. Implement new CEO evaluation process
6. Create framework for enhanced data-driven decision making

# Leading for Impact: Next Steps and Recommendations



KIDS HOPE ALLIANCE  
BOARD RETREAT

Governance Committee  
January 5, 2025

## **Board Retreat Key Takeaways**

- Strong participation and alignment among the board members and between board, liaisons and staff
- Consensus on key action items for board's work in 2025
- Follow up discussions and resources needed to make progress

**“A traditional board asks: ‘What is best for our organization?’**

**A purpose-driven board asks:  
‘What is best for the desired  
social outcome we seek?’”**

- Anne Wallestead. CEO  
BoardSource

# Board Retreat Agenda & Goals

- ☒ Connect with each other and the mission outside the regular meetings

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- ☒ Create shared understanding of board strengths and areas for development

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- ☒ Understand the board's collective priorities for action in 2025

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- ☒ Discuss and commit to board work for the upcoming year

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- ☒ Ensure alignment between board work and KHA's strategic direction

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# **Governance Committee: Care and Keeping of the Board**

- Keeper of the action plan and agendas
- Per bylaws, review and make recommendations regarding:
  - Board assessments;
  - CEO evaluations;
  - Review of policies related to governance matters (i.e., CEO delegation authority);
  - Hiring of CEO
  - Grant Requests for Submissions
  - Program Proposals (i.e. Request for Proposals, Sole Sources)
  -

# 2025 Priorities and Action Plan

# Performance-Priority Alignment

Area	Collective	Priority	Difference
Overall board effectiveness in advancing our mission	4.14	4.43	0.29
Essential Services Plan development and management	3.14	4.00	0.86
Collective understanding of the needs of providers and children, and program outcomes	3.29	4.29	1.00
Board meetings' focus on strategic priorities	3.14	4.29	1.14
Financial oversight and resource allocation, including contract approval and delegation	3.86	4.57	0.71
Establish and enforce policies that ensure that providers and the organization meet the needs of children	3.71	4.43	0.71
Select, evaluate, and support the Chief Executive	3.43	4.57	1.14
Essential Services Plan implementation, measurement and oversight	3.00	4.14	1.14
Review, develop, and approve budgets consistent with the Ordinance and the Essential Services Plan	3.43	4.14	0.71
Government and political relationship management	3.00	3.57	0.57
Community and youth voice in decision-making	2.43	4.00	1.57
Partnership development and oversight through intra-agency agreements and other initiatives	3.00	3.57	0.57
Proactive public transparency and communication (outside of required adherence to laws)	3.14	4.29	1.14
Board decisions are informed by program evaluation data and performance metrics	2.86	4.43	1.57
Board meetings' productivity and and participation	3.43	4.29	0.86
Board member development, engagement, and learning	3.14	4.14	1.00
Board meetings are addressing the most important and pressing issues facing children and communities	3.00	4.29	1.29

# Final Action Plan Areas

**1. Better engage and understand the needs of children, providers, and the community.**

Urgency: 5+, Importance: 5+, Difficulty: 3

**2. Develop a framework for data-driven decision making and program evaluation.**

Urgency: 5, Importance: 5, Difficulty: 5

**3. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.**

Urgency: 4, Importance: 5, Difficulty: 4

**4. Update and improve the CEO evaluation process.**

Urgency: 3, Importance: 5, Difficulty: 3

# Action Area 1: Better engage and understand the needs of children, providers, and the community

## RECOMMENDATIONS

- Discuss and approve a timeline for a new needs assessment and gap analysis; appoint an ad-hoc committee or task force to guide the process with a focus on having opportunities for providers to participate.
- Prioritize doing a provider survey as an early part of or even separate from the needs assessment and gap analysis process using existing format.
- Discuss and direct staff to bring forward an annual cadence for gathering and reviewing youth, community, and provider feedback.
- Schedule opportunities for provider presentations, site visits, and youth feedback for the board.

# **Action Area 2: Develop a framework for data-driven decision making and program evaluation**

## **RECOMMENDATIONS**

- Schedule workshop to take a deep dive into the status of the current Essential Services Plan and most recent gap analysis and needs assessment to develop a strong baseline for evaluation.
- Gather feedback through future provider survey on evaluation to learn more about provider expertise and capacity gaps.
- Consider connecting overall goals for the ESP to Catalyst Northeast Florida to strengthen city-wide understanding of goals for children.
- Charge staff with bringing forward current and future evaluation processes and data, as well as recommendations to include in the future ESP.

# **Action Area 3: Drive the strategic direction of the Kids Hope Alliance through board governance process improvements**

## **RECOMMENDATIONS**

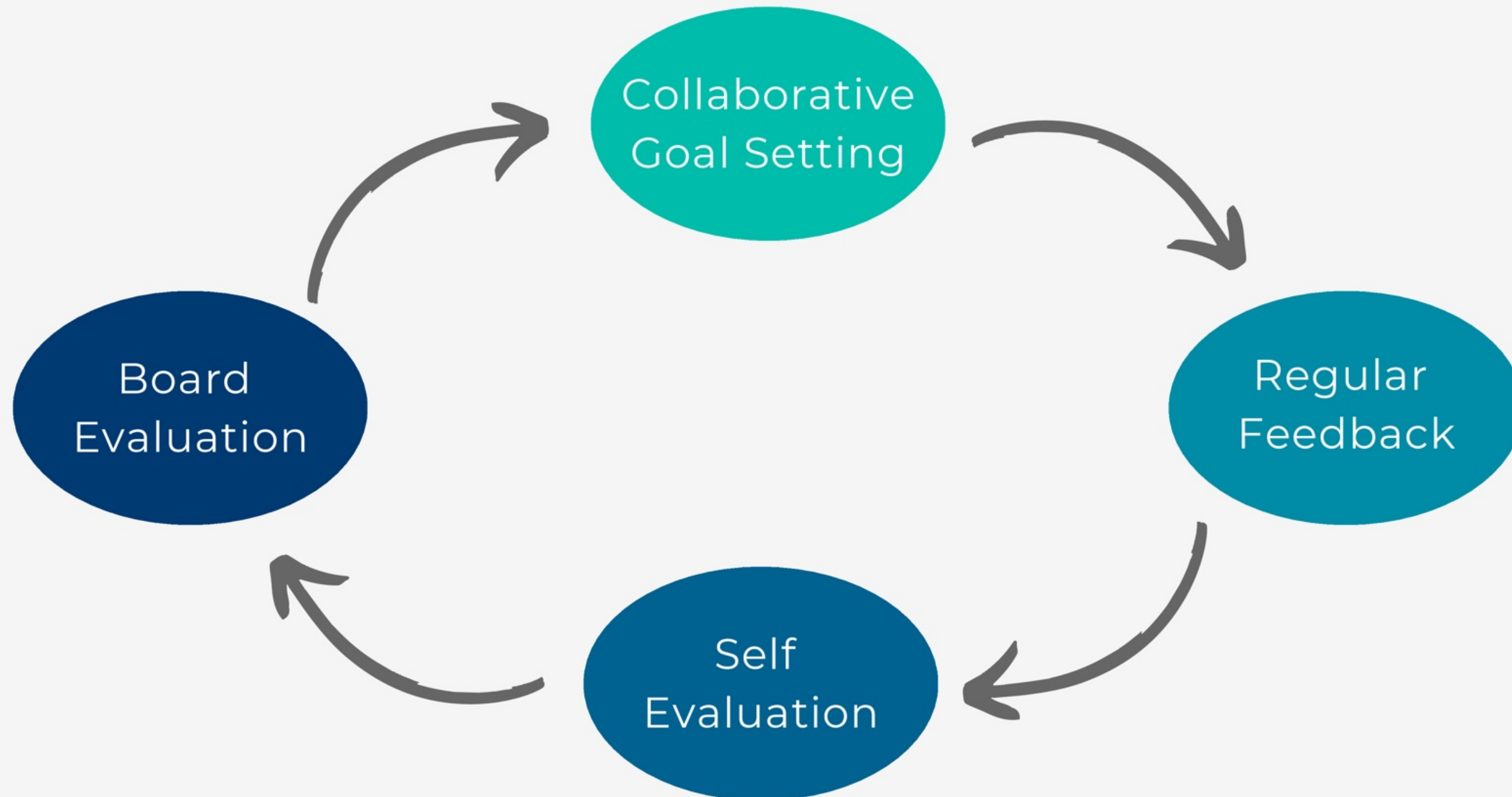
- Discuss and develop a cadence for board review of the Essential Services Plan and consider codifying in board handbook or other SOP document.
- Consider adopting routine workshops in February, April, June and December, with an annual retreat in October (to align with the organization's fiscal year).
- Conduct annual board self-evaluation to review at the October retreat to set priorities for the coming fiscal year.
- Consider aligning other annual activities (CEO evaluation, feedback gathering, contracts, etc.) with the organization's fiscal year to improve planning.
- Schedule time for board learning at each meeting on KHA procedures.

# Action Area 4: Update and improve the CEO evaluation process

## PROCESS AND NEXT STEPS RECOMMENDATIONS

1. Review CEO job description and annual goals (if any)
2. Develop rubric and share with the board
3. CEO to complete self-evaluation (and progress to goals if they exist)
4. Hire consultant for 360° evaluation process (includes feedback from board, direct reports, peers, and other stakeholders)
  - a. Variety of formats available
5. Share process with COJ HR
6. Final report and share with CEO; compensation adjustments
7. Review and approve CEO goals for the coming year

# Annual CEO Evaluation Process




Discussion

# CEO Evaluation Process

**Thank you!**

# RIPPLE EFFECT

STORYTELLING & INSIGHTS

 (904) 345-0597

 [deirdre@rippleeffectinsights.com](mailto:deirdre@rippleeffectinsights.com)