



May KHA Board GUIDE Meeting

May 14, 2025, 9:00 a.m. – 10:00 a.m.

1. Welcome and Introductions

Lawrence Dennis, Committee Chair

2. Public Comments

Public comments will not be considered as there are no actionable items on the agenda.

3. Items for Discussion

Lawrence Dennis, Committee Chair

- a. Board Evaluation
- b. CEO Evaluation
- c. Employee Feedback
- d. Provider Feedback

4. Next Steps

5. Adjourn



KIDS HOPE ALLIANCE

The Jacksonville Partnership
for Children, Youth & Families

Board Assessment

The annual Board self-assessment is an approach to improving *governance* --- with the intent to maintain a high performing board. Input will be shared anonymously in an aggregated format.

Indicate your understanding of and offer recommendations for these governance aspects.	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not Sure N/A
Mission and Strategic Direction					
1. Board efforts advance the mission, vision, values and goals.					
2. Meetings and agendas are organized to achieve the mission and goals (and avoid operating matters.)					
3. Board ensures its priorities and actions align with the Essential Services Plan and participates in its regular review and refinement.					
Comments:					
Governing Documents					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Comments:					
Leadership, Succession and Transparency					
6. Board leadership selection process is transparent and fair.					
7. New ideas and people are respected.					
Comments:					
Budgeting, Finances and Infrastructure					
8. Board adopts an annual budget that is in line with the goals of the essential services plan.					
9. Financial reporting is clear, accurate, and timely, with regular Board engagement in reviewing and monitoring finances.					
Comments:					
Professional Staffing and Structure					
10. Board delegates authority, policies and resources for CEO to manage organization.					
11. Staff relations are professional and collegial.					
Comments:					

KHA Board Self-Assessment

Risk Management – Protection					
12. Discussions and documents are held and shared within the Sunshine law requirements.					
13. Board receives proper training on ethics policies (every two years) and understands how to adhere to them.					
Comments:					
Committees, Counsels and Task Forces					
14. Committee structure benefits board productivity, diversity, and advances strategic goals.					
15. Board does not conduct committee work at board meetings.					
Comments:					
Programs and Services					
16. Board is provided opportunities to visit programs funded by KHA.					
17. Programs and services are periodically reviewed to ensure compliance and impact.					
18. The Board effectively represents the interest of stakeholders.					
Comments:					
Overall					
18. Serving on the board allows me to make a meaningful impact in the community.					
19. Meeting times and location are convenient for Board members to attend.					
Comments:					
Optional Open-Ended Questions					
20. What do you believe is working well in how the Board functions and fulfills its responsibilities?					
21. Are there any changes or improvements you would recommend to help the Board be more effective or impactful?					



KHA CEO Evaluation Process

The Kids Hope Alliance CEO evaluation process is designed to foster open dialogue, provide meaningful feedback, and support the continued growth and success of the CEO and the organization. This collaborative process ensures alignment with strategic goals while celebrating accomplishments and identifying opportunities for growth and accountability.

Pre-Meeting Preparation

To ensure a well-informed and constructive discussion, the following materials will be provided to the Board prior to the evaluation meeting:

- **CEO Accomplishments Overview**

A summary document prepared by the CEO that includes:

- Key accomplishments from the past year, with quantifiable results where possible
- Challenges addressed and lessons learned
- Strategic priorities and proposed goals for the upcoming year
- Supporting visuals or data to illustrate impact

- **Provider Feedback Survey Results**

Aggregated responses from KHA-funded providers regarding the CEO's support, communication, and leadership.

- **Employee Feedback Survey Results**

Staff feedback related to the CEO's leadership, communication, culture, and accountability.

- **Board Evaluation Rubric**

Each Board member will complete a formal evaluation rubric in advance.

Results will be compiled and shared in aggregate during the meeting.

Evaluation Meeting Agenda

- **Welcome and Overview**

Introduction to the purpose and flow of the evaluation discussion.

- **CEO Presentation**

- **Accomplishments:** A review of achievements and progress from the past year
 - **Challenges and Opportunities:** Reflection on significant challenges and potential areas for growth
 - **Strategic Priorities:** Goals and initiatives for the year ahead, aligned with the Essential Services Plan and strategic vision
 - **Board Discussion**
 - **Q&A and Observations:** Board members offer feedback and ask clarifying questions
 - **Survey and Rubric Review:** Discussion of themes from employee and provider feedback surveys and the Board's formal evaluation
 - **Strategic Alignment:** Feedback on the CEO's proposed priorities and any suggestions for refinement
 - **Summary and Consensus:** Key takeaways captured to guide goal setting and follow-up
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Post-Meeting Follow-Up

- **Formal Evaluation Summary**

A document summarizing Board feedback and key findings will be prepared and finalized in consultation with the Board Chair.

- **CEO Development Plan**

Based on the evaluation, the CEO will create a personal development plan to support continued growth and leadership effectiveness.

- **Check-Ins**

Regular progress updates will be scheduled to track movement toward established goals and to support ongoing dialogue throughout the year.



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
Organizational Effectiveness	1	2	3	4	N/A
Builds and fosters relationships with KHA partners, schools, City Council, and community organizations.	Comments:				
Thinks Strategically & Communicates the Vision	1	2	3	4	N/A
Demonstrates critical thinking, strategic planning, implements the plan to action, and communicates the vision.	Comments:				
Leads Organizational Change	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)*

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
Personal Effectiveness & Development	1	2	3	4	N/A
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:				
Team Development	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:				
Essential Services Plan	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:				
Budget Oversight	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.

KHA CEO Evaluation – Provider Feedback Survey

Instructions:

Please rate your agreement with the following statements about your experience working with the CEO of Kids Hope Alliance. This survey information will be provided to the Board of KHA to help inform their understanding of CEO performance.

Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly Agree
- N/A = Not Applicable

Communication and Collaboration

1. The CEO communicates effectively with our organization when appropriate.
2. The CEO facilitates or supports collaboration between our organization and Kids Hope Alliance as needed.

Support and Responsiveness

3. The CEO is responsive to the needs and concerns of our organization when they are brought to her attention.
4. The CEO provides support that helps our organization achieve its goals when appropriate.

Leadership and Vision

5. The CEO promotes the mission and vision of Kids Hope Alliance to external partners.
6. The CEO demonstrates leadership that contributes to positive outcomes for children, youth, and families.

Transparency and Accountability

7. The CEO communicates expectations clearly and works with our organization to help meet them.
8. The CEO holds herself and the organization accountable to high standards.

Optional Open-Ended Questions

9. Please share an example of a time when the CEO supported your organization, demonstrated strong leadership, or helped facilitate collaboration.
10. Is there anything the CEO could do differently to better support or meet the needs of your organization?

KHA CEO Evaluation – Employee Feedback Survey

Instructions:

Please rate your agreement with the following statements about your experience working with the CEO of Kids Hope Alliance. Your responses will be shared anonymously and provided to the Board of KHA to help inform their understanding of CEO performance.

Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly Agree
- N/A = Not Applicable

Leadership and Vision

1. The CEO promotes the mission and vision of Kids Hope Alliance.
2. The CEO demonstrates strong leadership that inspires and motivates our team.
3. The CEO communicates a clear direction for the agency.

Communication and Support

4. The CEO communicates effectively with staff.
5. The CEO is accessible and responsive to staff concerns or questions.
6. The CEO supports professional growth and development among staff.

Workplace Culture

7. The CEO fosters a positive and inclusive workplace culture.
8. The CEO encourages collaboration and teamwork.
9. The CEO shows appreciation for staff contributions and accomplishments.

Accountability and Transparency

10. The CEO models accountability and professionalism in her actions.
11. The CEO is transparent in decision-making and organizational updates.
12. The CEO provides clarity around expectations and organizational priorities.

Optional Open-Ended Questions

13. Please share an example of a time when the CEO demonstrated strong leadership, supported your work, or positively impacted the culture at KHA.
14. What do you feel the CEO does particularly well that contributes to your success or the success of the organization?
15. Are there any areas where you feel the CEO could improve to better support staff or the organization?