KIDS HOPE ALLIANCE
The Jacksonville Partnership for Children, Youth & Families

GUIDE Committee Meeting Agenda
August 5, 2026, 9:30 a.m. – 10:30 a.m.

1. **Introductions and Instructions**
   Lawrence Dennis, GUIDE Committee Chair

2. **Public Comments**
   Public comments will be taken at this time.

3. **Approval of June 2nd Meeting Minutes**
   Lawrence Dennis, GUIDE Committee Chair

4. **GUIDE Activities**
   Lawrence Dennis, GUIDE Committee Chair
   Cynthia Nixon, GUIDE Committee Member

   a. CEO Evaluation
   b. Employee Feedback
   c. Provider Feedback

5. **Adjourn**

GUIDE Committee Meeting Minutes
June 2, 2026, 10:00 a.m. – 11:00 a.m.

1. **Introductions and Instructions**
Lawrence Dennis, GUIDE Committee Chair

Mr. Dennis called the meeting to order at 10:00 a.m. and warmly welcomed all attendees. Following his opening remarks, he provided a recap of the 2026 Sulzbacher VPK End-of-Year Ceremony, which he attended on May 28th. He shared that the graduation ceremony featured former DCPS Superintendent Dr. Diana Greene as the guest speaker. The graduates proudly dressed in attire representing their future career aspirations, including a race car driver, surgeon, firefighter, nurse, and optometrist. Mr. Dennis also shared a personal reflection by showing a photo of himself and his mother at his Florida A&M University bachelor's degree graduation. He recounted the sage advice she gave him on that occasion, emphasizing the lasting impact her words have had on his personal and professional journey.

Board Members Present – Lawrence Dennis – Committee Chair, Cynthia Nixon - Vice Chair,
KHA Staff Present – Dr. Dana Kriznar – Interim CEO, Rodger Belcher – Chief Strategy Officer
Others Present – Reece Wilson, Office of General Counsel

2. **Public Comments**
Mr. Dennis explained that public comments will not be taken for today's meeting since there are no actionable items.

3. **Approval of April 30th Meeting Minutes**
Lawrence Dennis, GUIDE Committee Chair

Mr. Dennis asked whether there were any proposed revisions to the minutes from the April 30th meeting. Hearing none, he requested a motion to approve the minutes as presented.

Motion: Cynthia Nixon Second:
Lawrence Dennis Approve: 2-0

4. **GUIDE Activities**
Lawrence Dennis, GUIDE Committee Chair Cynthia Nixon, GUIDE Committee Vice Chair

   a. CEO Evaluation

   Mr. Dennis provided an overview of the key elements of the CEO Evaluation Instrument, which include the 10 priorities established during the 2024 Board Retreat, along with a grading system to assess performance. Employee and Provider feedback gathered through the surveys would be incorporated as a component of the CEO's overall evaluation.

Dr. Kriznar shared an overview of the DCPS Superintendent evaluation process as a potential model for consideration. Under that process, the superintendent developed a success plan and a portfolio aligned with the identified evaluation criteria. The portfolio was provided to each Board member, and the superintendent met individually with Board members to review the areas being assessed, discuss progress, and provide additional context. Because these were individual meetings, they allowed for more detailed discussion and dialogue between the superintendent and each Board member. Following the individual meetings, Board members provided their preliminary evaluations based on the established criteria. This process is similar to the Broward County CEO Evaluation sample. Mrs. Nixon emphasized the importance of incorporating community feedback as a component of the CEO's evaluation process.

b. Employee Feedback

Dr. Kriznar presented a draft of KHA's Staff Climate Survey, which is designed to help the CEO gather feedback to inform a success plan and identify opportunities for organizational improvement.

The survey consists of 10 Likert-scale questions followed by one open-ended question to allow staff to provide additional comments. The survey would be administered twice each year: once at mid-year and again at the end of the year. At the end of the year, the Board would use the survey results, in part, to evaluate the CEO's effectiveness in the areas measured by the survey.

The committee discussed several options for collecting and submitting the survey results. These included having the results submitted directly to the Board Chair or using an automated survey platform, such as SurveyMonkey, with access to the survey data restricted to Board members. Committee members asked Staff to finalize the draft and submit it to the Governance Committee for approval.

c. Provider Feedback

Dr. Kriznar explained that the provider's survey questions are designed to focus on provider perceptions regarding KHA's support for providers, rather than on opinions of the CEO personally. The survey consists of 10 Likert-scale questions, with response options ranging from Strongly Agree to Strongly Disagree, followed by one open-ended question for additional comments.

The survey results would be provided to the Board and shared with the CEO. The results, together with the staff survey, would be used to help evaluate organizational performance and inform ongoing improvement efforts. The committee also discussed the long-term goal of expanding the feedback process to include input from children and families, providing a more comprehensive view of organizational performance and stakeholder experiences.

KHA is also working to add parents' emergency contact phone numbers to SAMIS for emergency notification purposes and to facilitate requests for parent feedback through surveys. In addition, the contact information could be used to send text message notifications to parents when students are admitted to KHA's after-school programs.

Mr. Dennis stressed the importance of obtaining immediate feedback from participants. Mr. Belcher noted that KHA currently does not have a system in place to collect real-time parent feedback. He then proposed an interim solution which could be implemented quickly while the organization develops a long-term, continuous feedback system as part of its strategic innovation initiatives.

This proposed system would allow parents with children enrolled in KHA programs to submit feedback at any time, creating an ongoing process rather than a survey conducted during a limited timeframe. Feedback would be compiled into a data reporting pipeline, with summary reports provided to leadership and the Board on a monthly or quarterly basis. Mr. Belcher noted that, if the Board is interested, the organization can move forward with implementing this continuous feedback process and Mr. Dennis agreed.

d. Next Steps

Dr. Kriznar indicated that there are a couple of remaining decisions related to how the employee and provider survey results would be incorporated into the CEO evaluation process and the appropriate frequency for administering the employee and provider feedback surveys.

The committee discussed next steps for refining the CEO evaluation process, including consulting with the city's Human Resources department regarding evaluation timelines and best practices, as well as reviewing the proposed CEO evaluation instrument. Dr. Kriznar offered to consult with Human Resources and report back to the committee with additional information.

Dr. Kriznar agreed to develop a draft of the CEO Evaluation Instrument that incorporates the 10 priorities identified during the 2024 Board Retreat, as well as elements from the Broward and GUIDE Committee drafts.

The Staff CEO Evaluation Committee will meet on June 10th to refine and finalize the Employee and Provider surveys.

5. Adjourn

The committee requested that Ms. Sibley reach out to Board Chair Oliver to confirm her availability to meet with the GUIDE Committee on July 15th at 10:30 a.m. to discuss the CEO Evaluation. Mr. Dennis adjourned the meeting at 11:15 a.m.

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.

The annual CEO evaluation will be conducted each year, with the review process beginning in June and concluding in August.

Evaluation Process Summary

1. The CEO prepares a performance overview for Board consideration, provided together with stakeholder survey results.
2. Board members review all documentation and complete a preliminary evaluation rubric, submitting it to COJ HR.
3. COJ HR compiles all rubrics into a summary document for the Board.
4. The Board meets to receive the CEO's presentation, discuss performance, and provide feedback with COJ HR support.
5. A Formal Evaluation Document is prepared for Board approval and CEO signature.
6. The CEO develops a professional development plan based on Board feedback.
7. The CEO meets with Board chair or designee at scheduled intervals to review progress.

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 and/or data to illustrate impact

- **Provider Feedback Survey Results**

  Aggregated responses from KHA-funded providers regarding KHA's support, communication, and leadership, compiled by COJ HR.

- **Employee Feedback Survey Results**

  Staff feedback related to the CEO's leadership, communication, culture, and accountability, compiled by ~~COJ HR~~the GUIDE committee chair or the Chair's designee.

COJ HR will share these three documents with each Board member, who will use this information, along with their own observations of the CEO's performance, to complete the following task before the meeting:

- **Board Evaluation Rubric**

  Each Board member will complete a formal evaluation rubric in advance. Results will be compiled by COJ HR and shared in aggregate with the Board Members and the CEO.

Evaluation Meeting Agenda

- **Welcome and Overview by the Board Chair**
  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:** Preliminary ~~G~~goals, priorities, 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 goals, priorities, and initiatives, along with any suggestions for refinement

- **Summary and Consensus:** Key takeaways captured to guide goal setting and follow-up

Post-Meeting Follow-Up

- **Formal Evaluation Summary**
  A document summarizing Board feedback and key findings will be prepared and finalized [by whom?] in consultation with the Board Chair.

- **CEO Development Plan**
  Based on the evaluation, the CEO will create a ~~personal~~ professional development plan to support continued growth and leadership effectiveness.

Midyear Communication of Progress

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

- **Mid-Year Surveys**
  Midyear surveys for providers and employees will be implemented to help measure progress, identify areas for improvement, and guide ongoing action-planning efforts.

- **Mid-Year Conference**
  Meeting between the Board Chair and CEO to include a discussion of strengths and accomplishments, emerging challenges, progress toward established goals, and any areas in need of additional resources, board support, or adjustments for the second half of the year.

Kids Hope Alliance Staff Survey

Please rate your level of agreement with the following statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I have a clear understanding of our organization’s priorities.	○	○	○	○	○
2. Communication within the organization is transparent, effective and timely.	○	○	○	○	○
3. ~~I feel that teams and departments collaborate well.~~The organization collaborates well across teams and adapts effectively to change.	○	○	○	○	○
4. I have the tools and resources I need to do my job effectively.	○	○	○	○	○
5. The workplace culture supports fairness, respect, and inclusion.	○	○	○	○	○
6. Innovation and new ideas are encouraged.	○	○	○	○	○
7. Workloads and expectations are manageable.	○	○	○	○	○
8. Decision-making processes are clear and understood.	○	○	○	○	○
9. Changes within the organization are communicated and managed well.	○	○	○	○	○
10. I feel confident in the overall direction of the organization.	○	○	○	○	○
11. Staff are supported in their professional growth and development.	○	○	○	○	○
12. Work processes are organized effectively and support staff productivity.	○	○	○	○	○

What is one action you believe KHA leadership could take that would have the greatest positive impact on our mission and/or daily work?

Is there anything else or any additional information you would like to provide?

Kids Hope Alliance Provider Survey

Please rate your level of agreement with the following statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. KHA staff are responsive when I reach out with questions or needs.	○	○	○	○	○
2. The guidance and communication I receive from KHA is clear and timely.	○	○	○	○	○
3. The program requirements and expectations set by KHA are clearly defined and easy to understand.	○	○	○	○	○
4. KHA provides useful training to help improve my program's effectiveness.	○	○	○	○	○
5. KHA provides useful resources and tools to help improve my program's effectiveness (eg: field trips, SAMIS, vendor fairs, etc).	○	○	○	○	○
6. KHA processes (reporting, invoicing, monitoring, etc.) are efficient and manageable.	○	○	○	○	○
7. Our working relationship with KHA staff is positive and professional.	○	○	○	○	○
8. Our organization is comfortable raising questions or concerns with KHA staff	○	○	○	○	○
9. Collaboration between KHA and my organization helps strengthen the services we provide.	○	○	○	○	○
10. KHA's leadership has my confidence in their ability to guide the organization effectively.	○	○	○	○	○
11. KHA's leadership clearly communicates changes, transitions, and policies.	○	○	○	○	○
12. Overall, I am satisfied with the support my organization receives from KHA.	○	○	○	○	○

What is one improvement Kids Hope Alliance could make that would strengthen your organization's ability to serve children and families?

Is there any additional information you would like to provide?

KHA CEO Board Evaluation Tool

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 Mark the Applicable Performance Factor and Write in Your Comments					
	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation	N/A
1. Communication and Stakeholder Engagement	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Communicates effectively with all stakeholder groups, clearly conveying goals, decisions, and organizational direction. Represents the agency with professionalism in public settings, engages meaningfully in community efforts, and keeps relevant parties informed about operations and changes.	Comments:					
2. Financial Stewardship and Resource Management	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Prepares and manages the annual budget proactively, aligning with City guidelines and priorities while keeping the Board appropriately informed. Plans and allocates resources effectively to support organizational goals.	Comments:					
3. Team Leadership and Workplace Culture	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Builds trust across teams and fosters a positive, collaborative environment. Promotes respect, fairness, and inclusivity, creates conditions for effective teamwork, and makes thoughtful hiring decisions that strengthen the organization.	Comments:					

Commented [DK1]: Additional rating scale consideration from Palm Beach CSC:
1 - Performance is unsatisfactory
2 - Performance needs improvement
3 - Fully achieved expected performance
4 - Frequently exceeds expected performance
5 - Consistently exceeds expected performance

Key Accountabilities Description of Accountabilities	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation	N/A
4. Personal Effectiveness and Development	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:					
5. Strategic Leadership and Vision	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Demonstrates critical thinking and strategic planning, articulates a clear vision, and guides the organization through change. Provides steady, confident leadership that inspires trust, motivates strong performance, and drives innovation.	Comments:					
6. Decision-Making and Accountability	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Exercises sound judgment by making timely, well-reasoned decisions, explaining the rationale, and involving the appropriate people in the process.	Comments:					
7. Essential Services Plan	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Works in partnership with the Board to oversee, implement, and manage essential services based on community needs and contract outcomes.	Comments:					
8. Values-Centered Leadership	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Demonstrates respect for others, keeps commitments, works ethically and in alignment with organizational values, and consistently earns the trust of colleagues and partners.	Comments:					

Key Accountabilities Description of Accountabilities	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation	N/A
9. Community Partnership and External Relations	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Builds and maintains strong relationships with community partners, schools, City Council, and other organizations. Stays informed about community affairs and actively participates in efforts that support children and families.	Comments:					
10. Board Collaboration and Governance	○ 1	○ 2	○ 3	○ 4	○ 5	○ N/A
Builds strong working relationships with individual board members and the board as a whole. Keeps the Board informed and supported in its decision-making role.	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.