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Review period: January - December 2013

Compiled responses from all board members:

1. Patrick Endres (President)
2. Dave Miller (Interim Vice President)
3. Barb Tyndall (Secretary)
4. Brad Johnston (Treasurer)
5. Sarah Finnell
6. Kathryn Birch
7. Meryem Kugzruk

1) Operations, Planning and Program Development

a. Works with the board and staff to develop strategies for achieving mission, goals and financial viability.

6-Outstanding **1-Very Good** Fine Needs Improv. Don't Know

b. Networks and seeks guidance from similar, like minded organizations skilled and experienced in endeavors similar to the current programs and goals of the organization.

7-Outstanding Very Good Fine Needs Improv. Don't Know

c. Builds respect and profile for the organization in its various constituencies. Supports the overall field in which the organization works.

7-Outstanding Very Good Fine Needs Improv. Don't Know

d. Works responsibly to develop, implement and achieve program goals, and adapt programs as necessary.

7-Outstanding Very Good Fine Needs Improv. Don't Know

e. Comments on overall operations, planning and program development:

1. Good progress on all fronts. Very positive input from community members that I hear from.
2. You have gleaned from Covenant House, state programs, FRM to continually improve the direction of the youth shelter. Developing a method of recruiting church financial support for our house parent was a wonderful idea. Someday a 40 hour week will be a reality?! Sooner rather than later.
3. Marylee actively maintains connections and seeks guidance from other like-minded

organizations, especially with the Rescue Mission. She perseveres in all that she does for FYA. She is a great role model.

4. As a start up organization and work-in-progress, Marylee has excelled in all of the areas described above. She has made multiple connections for counsel and advice from the Covenant House and Fairbanks Rescue Mission. Both of which are organizations that can provide wise direction. That the organization is respected has been verified by the many comments I've heard from the community. As president of the board I have worked extensively with Marylee on collaborative documents, policy development, budgets, public communication, strategies, business plans and so on. Her work has been outstanding.
5. Marylee has been the driving force behind this organization. The Door is open today because she has sought out those who can educate her and work with her to achieve the goals of this organization. She has consistently worked with the board to lay out goals and directions we needed to go. She has many peers in the community who give her guidance and direction.
6. Marylee has done an outstanding job in all of these areas- I'm continually impressed by how well she works with other organizations, as well as within our organization to develop and implement programs for FYA.

2) Public Relations, Communication Agency Representation

a. Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.

7-Outstanding Very Good Fine Needs Improv. Don't Know

b. Establishes and makes use of working relationships with organizations and individuals in the field.

6-Outstanding Very Good Fine Needs Improv. **1-Don't Know**

c. Sees that communication vehicles (social and public media) are developed and utilized well.

4-Outstanding **1-Very Good** Fine Needs Improv. **2-Don't Know**

d. Jointly with designated board officers, conducts official correspondence for the organization and executes legal documents appropriately.

3-Outstanding **2-Very Good** Fine Needs Improv. **2-Don't Know**

e. Comments on public relations, communication and agency representation:

1. ED is excellent in representing FYA in all areas.
2. We are so blessed with support from a variety of organizations. You make a great effort to publicly thank and recognize all. When you have missed anyone you are johnny on the spot to correct the omission. It is a fluid and growing process and I admire how you adjust! You are an informative and compassionate person who represents our mission

excellently. I appreciate the confidential update on how the youth and staff are progressing. It keeps us focused on our mission.

3. Marylee represents this organization wonderfully! Her good character and love communicates the heart of the organization.
4. I have limited knowledge of Marylee's overall work in the community. She is the face of FYA and FYA is known and apparently respected in the Fairbanks community. I encounter people discussing FYA frequently with no prompting from me or knowledge that I am on the board.. Don't know how the word gets out but it does. I know we work with the Rescue Mission, Covenant House and other agencies but don't know about relations with other agencies.
5. As a board member, I feel both lucky and proud to have an ED with such a high regard and value for effectively communicating the organization's mission. I've worked with Marylee on the Public Information Committee and her communication efforts have been truly outstanding. It is my opinion that the excellent reputation that FYA currently has in a large part is due to the way the organization has been presented to the public, and more specifically, the way in the ED has interacted and networked with like minded organizations and supportive individuals in the community.
6. Marylee is a familiar face in Fairbanks. She has been on television, radio, and in the newspapers. She has met with folks from local agencies and organizations throughout Fairbanks and the surrounding areas. She is the face of homeless youth in Fairbanks. It is because of her constant vigilance in keeping our homeless youth in the public eye, that there has been amazing support from the community to get The Door open. Every day individuals and organizations drop by to make donations at The Door. The momentum she has generated for this organization has never lagged or stopped since she first began to speak of this project in the community. She uses every available means to get the word out and her passion for this work is contagious.
7. The support we have received from the Fairbanks community is a testament to Marylee's outstanding job with PR. She is the perfect face for our organization. I love hearing about and seeing FYA in a variety of places online, in public, and in the media.

3) Human Resources, Staff and Volunteer Development

a. Recruits, hires and retains an effective staff.

3-Outstanding **1-Very Good** Fine Needs Improv. **3-Don't Know**

b. Maintains appropriate balance between programs and administration.

Outstanding **1-Very Good** Fine Needs Improv. **6-Don't Know**

c. Ensures that procedures and organizational culture maximize volunteer involvement.

3-Outstanding **1-Very Good** Fine Needs Improv. **3-Don't Know**

d. Ensures compliance with relevant workplace and employment laws.

4-Outstanding **3-Very Good** Fine Needs Improv. Don't Know

e. Sees that employees are licensed and credentialed as required and that appropriate background checks are conducted.

4-Outstanding 1-Very Good Fine Needs Improv. 2-Don't Know

f. Ensures that job descriptions are developed and that regular performance reviews are completed and documented.

1-Outstanding 2-Very Good Fine Needs Improv. 4-Don't Know

g. Leads staff in maintaining a climate of excellence, accountability, and respect.

2-Outstanding Very Good Fine Needs Improv. 5-Don't Know

h. Comments on human resources, staff and volunteer development:

1. I like the "eat and meet" sessions at The Door. Problem solving and recognizing the good work that the staff is doing helps to maintain a successful and intuitive team. You have communicated when there were 'issues' with a staff person. Since we are so new, I am not sure if job descriptions and performance reviews are 'due'. Balancing administration and programs is a huge responsibility. Are enough aspects being delegated?
2. This is an area that I am less familiar with. I know Marylee is working hard to help and encourage the staff.
3. Only work with Marylee on payroll issues. We work together on issues of vacation, overtime, comp time for employees. Marylee spends an enormous amount of time on FYA. Averaging 60 hours a week. Since she is paid 100% as program director we really don't place a lot of emphasis on tracking admin/program breakout.
4. My direct knowledge of Marylee's interaction with employees is limited. What I do know is from some brief discussion with her. In addition, when any significant staff issue occurred, Marylee initiated an email to me so I was informed. I am aware that she has been very actively involved in hiring staff, which has included compliance with credentials and background checks. I've also assisted her in the development of some job descriptions, in which she has done an excellent job, but I'm unaware of any employee evaluations. The staff questionnaire should shed more light these questions.
5. I have not spent a great deal of time with staff hired by Marylee, but those I have been in contact with have been excellent. I know that when you are dealing with people, anything can happen. It takes time to screen, hire, train, and season staff members. I know that Marylee desires the very best for our clients at The Door and am confident she will continue to pursue the hiring of excellent staff into the future. Her recruitment and utilization of volunteers has been phenomenal. This work has generated thousands of dollars in matching funds. It is not easy to keep volunteers motivated, but Marylee has done an outstanding job in making them a part of something very worthwhile in our community.
6. The fact that we have been able to staff an overnight shelter with minimal employees, but plenty of volunteers shows that Marylee is doing an excellent job in this area. Not being involved in the day-to-day operations means that it is hard to judge some of these areas. As far as I know, everything is excellent. If not outstanding, it's something that is still new to us as a young organization and I know Marylee is working towards meeting these needs.

4) Fundraising, Donor Development and Fiscal Sustainability

a. Assures adequate control and accounting of all funds, including maintaining sound financial practices.

6-Outstanding Very Good Fine Needs Improv. 1-Don't Know

b. Works with the staff and the board to prepare budgets, monitor progress, and initiate changes as appropriate.

6-Outstanding 1-Very Good Fine Needs Improv. Don't Know

c. Sees that official records and documents are retained; sees to compliance with federal state and local regulations.

4-Outstanding 2-Very Good Fine Needs Improv. 1-Don't Know

d. Develops realistic, ambitious plans for acquiring funds.

2-Outstanding 3-Very Good Fine Needs Improv. 1-Don't Know

e. Successfully involves others in fundraising efforts.

3-Outstanding 3-Very Good Fine Needs Improv. 1-Don't Know

f. Establishes positive relationships with institutional funders such as foundations, government agencies, churches, corporations, and so forth.

2-Outstanding 3-Very Good Fine Needs Improv. 2-Don't Know

g. Establishes positive relationships with individual donors.

2-Outstanding 2-Very Good Fine Needs Improv. 3-Don't Know

h. Comments on fiscal management and fundraising sustainability:

1. ED appears to be very detail oriented about finances.
2. Marylee works tightly with our treasurer and finance guy to maintain accountability and legal regulations. The board receives monthly reports, and you adjust/inform about the finance report where needed. I like that you suggest new ways to thank folks, and are delegating the IRS donation recognition notes. You challenged our OHN fundraising event by suggesting that we include corporations!
3. Marylee does an excellent job managing and using the funds we have. I am amazed at what FYA has been able to do with all of our resources.
4. I have not inspected our paper files so don't know if all official records/documents are retained. We do maintain federal and state payroll reporting electronically. I only see the results of fundraising. She is very ambitious in grant writing. Cannot speak for the relationships. Assume they are positive.
5. Marylee has worked extensively at trying to build a sustainable cash revenue.

Establishing the temporary shelter and getting the Door open and operable has been a monumental task and an epic achievement. She has secured many grants through successful grant proposals, and I know a lot of time has been spent in that area. We have discussed that the work of a sustainable revenue source will be a main goal in the coming year. I'm not well informed about Marylee's direct relationships with donors, but she has initiated the process of directly thanking all donors through written, email, nor telephone communication.

6. Brad Johnston has provided excellent oversight to FYA's finances. Marylee works constantly with Brad to see that all financial goals and requirements are met. They are an excellent team and we are grateful to have this covering. Marylee is constantly looking for ways to thank our donors and to recruit more. She has gotten local churches on board and some are giving monthly donations. Board members and community members are involved in creating and expediting fundraising projects.
7. Marylee does an amazing job reaching out to donors and establishing positive relationships in the community. I'm less aware of how "official" record-keeping goes, but assume that it's working well because of our monthly financial reports.

5) Board Development, Relations, and Governance

- a. Appropriately involves board members in decisions.

7-Outstanding Very Good Fine Needs Improv. Don't Know

- b. Carries out the policies, procedures, strategic plan, and objectives adopted by the Board

7-Outstanding Very Good Fine Needs Improv. Don't Know

- c. Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.

7-Outstanding Very Good Fine Needs Improv. Don't Know

- d. Works with the board officers to ensure that the board is effective as a body and that recruitment, involvement and departures of individual board members are effective.

5-Outstanding **1-Very Good** **1-Fine** Needs Improv. Don't Know

- e. Comments on Board development, relations and governance:

1. Board needs to broaden. This is the responsibility of all board members as well as ED.
2. As per policy you direct board approval for appropriate decisions and input. Board recruitment is a team effort, and having a delineated direction is good. You encourage us all to be fundseekers.
3. Marylee does an amazing job keeping the board well-informed. She is prompt at answering emails, phone calls, and texts. She is diligent at carrying out policies, etc. and staying on track to the organization's mission and goal.
4. Work with Marylee almost daily on financial matters.
5. From the beginning Marylee has provided the board with detailed descriptions of her work and progress, keeping the board well informed. In the last year, the board lost some critical members due to personal reasons, and we are trying to establish a more diverse

board member matrix to fill some of the gaps. This is also a goal that the board as a whole seeks to achieve this year.

6. The board meets monthly and Marylee keeps us up-to-date on the day to day events and concerns. She is frequently in touch with the board president as deadlines and issues come up. Policy and procedure has been developed by the board and Marylee is diligent to carry out their goals and objectives. Recruitment of new board members is something both Marylee and the existing board members are always working towards.
7. I feel very well informed and aware of how things are going. Marylee does an outstanding job of keeping us in the loop.

6) Additional Comments or Encouragement for the ED?

1. Keep on shining!
2. I am inspired by your openness to the holy spirit's direction and commitment to the 'holistic', non judgemental welfare of homeless youth. You take on tasks with vigor. You give credit to God, and to others. The Door is not just a house, but a home because of your compassion.
3. Marylee, you are a beautiful role model to me. Your perseverance and humility is a blessing to the community. I pray that you stay strong in the Lord and wait patiently for him to lead you, as you lead the staff, volunteers, and youth who come in the doors of The Door. Thank you for all that you do!
4. Marylee, if brevity was held as the highest standard, it would be easy to miss that mark by rambling on about how lucky we are as a board to have you as our ED, and how fortunate I am as a friend to have shared this journey with you thus far. There is a power that is magnified by your mixed passion of vision and dedication. Stay close to the core of what motivates you deeply. Keep delegating appropriately and come to the board with any specifics that you feel you need help with, in order that you can do best what you do best! I don't want your awesome talents to get bogged down in tasks that others could be doing. You are a treasure that should be guarded appropriately. And, you're one of my heroes. Keep up the humble and powerful work!
5. Marylee, you have done a fantastic job as our executive director. Much of the work has been a learning curve for you. But you have done an outstanding job of gathering information, contacts, and resources and running with them towards our primary goal, which was to open The Door. We are now open and we owe the lion's share of that victory to you. I personally know that you have spent many nights supervising youth at the shelter after some long daytime hours. There have been too many very long days and my prayer is that the resources in dollars and in personnel will alleviate much of that pressure. We want you to be rested and joyful in this endeavor; not exhausted and burnt out. Working with and launching these homeless youth is your passion and that passion has touched the community of Fairbanks profoundly. This is so evident in the way this town has responded to our every need. So often, we have received before we even asked. This is the Lord's doing and you are his very willing vessel. Thank you for laying down your life for these youth. It will not go unrewarded. God bless.
6. Marylee, you are an incredible person and doing a fantastic job! I can't imagine a better fit for FYA's leadership. Thank you for everything you do, for your dedication, professionalism, patience, and attitude. You are a joy to work with.

FYA ED Self Evaluation Form for the year of 2013 - Marylee Bates

1. Overview:

- a. Please briefly summarize your performance over the past year of **2013** highlighting accomplishments, disappointments, changes in your work responsibilities, and any general feelings about your role at FYA. (Use bullet points and brevity is very acceptable).
 - i. Accomplishments
 1. Construction: city council - partnership with FRM - securing CDBG - construction of The Door
 2. Community relationships & connections - first name basis with Chief of Police, Fire Marshall, other ED's in town - not meant as a bragging point - but a good deal of effort has gone into keeping key people engaged
 3. Maintaining the relationship with FPC and working through the variety of things that came up
 4. Community support - though this needs to broaden and deepen - the community support has been amazing and has grown substantially
 5. Developing & managing a diverse workforce
 6. Securing funding streams and developing others
 7. Sheltering 160+ kids safely, thousands of bed nights & very few incidents
 8. Public relations - radio - tv - ads - timing of newsletters, etc.
 9. ground breaking + open house - were wonderful events
 - ii. Disappointments
 1. certainly feeling grateful does not equate to others feeling appreciated - greatest disappointment: FRM feeling unvalued
 - iii. Changes
 1. Everything has changed:
 - a. November 2012 - 2 employees (Dave and myself), December 2012 - 2 more, In December 2013 there were 8, now we are about to have 11.
 - b. going from 1 to 21 youth - two completely different ball games

- c. no policies to policies
 - d. no employee handbook to employee handbook
 - e. no budget to budget
 - f. working from home in silence (ideal) - to sharing a bathroom sized office with another, to having two offices - (both of which are shared with others)
 - g. less demand for financial support to a greater demand for financial support
 - h. rare public speaking events to regular speaking events
 - i. demand on time
- iv. General thoughts
- 1. Good job Board! What a year!
- b. Do you feel your management of employees, staff and volunteers is sufficient?
- i. Absolutely not - if something is taking a hit - it is this area - for the most part I'm counting on others to run on their own gas & fumes right now - frustrating for me - but that is my present reality.
- c. Are you happy with your time management and the hours worked to meet the expectations of your position? If not, what would you change?
- i. No. I would like to keep my hours at 50/wk or less and have 2 days on the weekends for personal care.
 - ii. Change? I would hire a Program Director, but I will have a better idea after we hire a Business Manager. A Business Manager will take a huge load off my shoulders (as well as Brad's) and will allow for more continual and smooth communications in the area of finances. This might be enough assistance at this time - we'll see.
- d. If you could change one thing about your position/responsibilities, what would it be?
- i. Presently - I realize that it is the way it is and will be for a little while - but I would like to shed some hats.

2. Strengths:

- a. Describe your principal assets/strengths as FYA's Executive Director.
 - i. teachable
 - ii. vision / big picture view
 - iii. public relations and community communications

3. Areas for Improvement:

- a. List the skills you would like to improve including any suggestions you may have on how FYA can help you increase these skills.

- i. Finances: learn more about Quick Books, and finances. I am too dependent on others in this area.
- ii. Human Resources: I would like more time to focus on this, & take back staff development from Nicole. I've delegated much of this to her but I need to be directing it.

4. Feedback to the FYA Board:

- a. How can the Board do a better job of supporting you in your role at FYA?
 - i. I have been thinking about this for months actually. I am responsible for making sure others are cared for. I need you to watch out for me. Even cheer leaders need cheering on.
- b. Are there things the Board could do differently that would improve the organization overall?
 - i. I would like to see the whole board be more assertive in leading. You are incredibly valuable. We've come so far and have done amazing things with God's help, and I know we are all growing and getting stronger together, but if there were 1 thing, it would be that the board continue to work toward walking into their roles on the board. Examples:
 - 1. setting the agenda for the meetings - this is primarily a Patrick and Marylee thing - but it should become primarily a board thing
 - 2. this is my first eval - ideally it would have taken place last year