



MEMO

To: Board of Trustees
From: Randy Royster, President & CEO
Date: June 21, 2023
Re: Staffing Update

While staff management is outside the purview of the Board, I feel it is important you are aware of our plans to address staff turnover while centering staff support and growth and stabilizing the organization. Since Summer of 2022, the Foundation has experienced a turnover rate of 29%, based off 17 active positions. It is my desire to bring this to the attention of the full board for transparency around both the restructuring to fill vacant positions, and the culture and staff support necessary to ensure staff retention, organizational stability, and a commitment to our values.

While there are many factors for staff choosing to leave a position, we also realize that a supportive work environment, commitment to values, and creating a workplace that is competitive in our sector is critical to recruitment and retention. We are taking steps to prioritize this work, which is shared in the Culture & Change Support section of this memo, below.

In addition below, we've outlined the significant changes. As the Foundation's most important ambassadors and champions, we realize you may field questions from various stakeholders, so it is important that you are aware and feel confident about the efforts in place to manage these transitions.

If you have any questions, please feel free to contact Marisa, Nick, or me.

Culture & Change Support

In April, soon after Community Leadership Director Celia Yapita joined the ACF team, we determined that dedicating a portion of Celia's time to supporting change, culture and employees was critical given the tremendous growth the Foundation has been experiencing, along with our commitments to our values and dEi work internally. This shift proved more critical given the transitions the Foundation is now in the midst of. Celia brings a tremendous skill set to facilitate this work, including a background in dEi work, conflict mediation and facilitation, and experience in culture and change management.

Below are the details of this role.

Temporary title: Change Management Supporter, *to be used internally only*.

Time period: 6 months, beginning May 1.

Clarity *this is not HR*: Celia's role is not to hear complaints or take sides or follow any legal process – instead her role is to support the whole team, reminding us of our goal to work collaboratively and equitably. Celia has shared examples of how HR is different: In HR situations when there are challenges between employees, there is an expectation of confidentiality and a process of redress expected. In this work Celia is supporting, we

are all working collectively and collaboratively, focused on productive action steps to address challenges and in the spirit that we are all sharing transparently with each other. Here are the reasons this effort is critical now:

- Being thoughtfully proactive is how we care for our staff.
- We have repeatedly heard at all levels that internal support is the #1 issue right now – we want to take a clear step to center the people who do the work.
- We all know we are going through a lot of powerful, wonderful change – and we have to be humble in acknowledging that the effects of change need attention. We are on a “bridge” from the way things were to what they will be, and we want to bring all staff with us over the bridge.
- We know that we need a level of hierarchical structure to function with consistency, fairness, and clear communication – AND we need to be very thoughtful about power sharing and transparency so that we don’t fall into the inequity and power hoarding that hierarchy can bring.

Main Areas of Focus:

1. Have individual and group conversations to get a sense of the priorities for each staff member around culture/concerns so that we can develop a strategy on how to move forward at a pace that works for all.
2. Follow up and accountability: holding all staff accountable in moving this forward. While this seems simple, this is at the heart of this work, as Leadership need support in prioritizing this work. By utilizing Celia in this position, we are showing our commitment to supporting our staff through the changes.
3. Facilitate and mediate conversations around challenging topics on a regular basis. This will specifically include those topics that folks seem hesitant to bring up, and that *aren't* HR issues and that don't fall into the work we think should happen with an outside consultant.

During this period, Celia continues to work on Community Leadership in a limited capacity, overseeing the Housing Stability Project Manager, and beginning to support in Impact Investment and develop the Public Policy/Advocacy initiatives.

Philanthropic Advising

As was previously shared with the Board, Kate's impending departure has necessitated a restructure of the Philanthropic Advising Department. As you all know, Denise Nava Wyrick has accepted a new role within the Foundation that will commence in July, to oversee Marketing and Communications and Philanthropic Advising. As a reminder, Denise has been with the Foundation for nearly a decade and thus holds a great deal of institutional knowledge and experience through several different roles over the years, including development, scholarships,

grants, event management, giving circle management, and governance. Also, because of her tenure and vast experience, she has cultivated many relationships with donors, nonprofits, and Trustees. Once again, with this transition, we believe Denise can continue the collaborative effort that often happens between marketing and philanthropic advising, while also moving our work in diversity, equity and inclusion forward with our donors. Most importantly, Denise will provide a sense of stability for the Philanthropic Advising department with our staff, donors, and Trustees.

With Denise's new role, Clarissa Earl has agreed to accept a new position as Communications and Marketing Manager. She will be taking on more responsibilities that Denise will no longer have the capacity to manage. We will be creating new job descriptions for the other two open positions in the Philanthropic Advising department. Marisa, with over 15 years of development and fundraising experience, including her initial position at the Foundation in Philanthropic Advising, will oversee this department.

Staff Retention & Growth

Finally, we will take the opportunity with these significant changes within the organization to look at other opportunities for movement within other departments for internal growth. We are actively analyzing compensation, benefits and growth opportunities for existing staff, and will continue to keep the board informed as other changes are solidified in the coming weeks.