

**M E M O R A N D U M**

To: CSAH Executive Director Search Committee  
Date: March 25, 2021  
From: Charles McMillan, Sr.  
McMillan and Associates

Attached are the results of the survey taken among staff and board members. A total of 17 responses were received, 7 from board members and 10 from the staff. Respondents answered six (6) questions related to:

- Organizational competencies the executive should possess
- Main challenges the new executive will face
- Where the new executive should place emphasis in the first 90 days
- The current challenges facing the agency
- The agency's main stakeholders
- The greatest concerns as leadership transcends

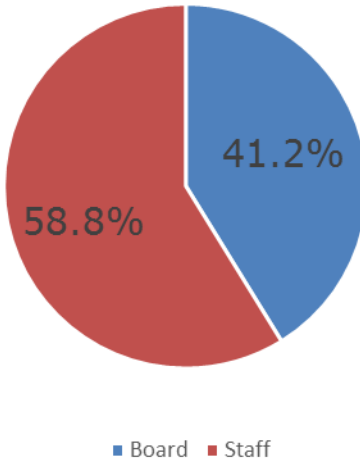
**Highlights**

- There is a strong feeling that the new executive should have good communication skills and be a relationship builder
- The main challenge facing the new executive is that of managing relationships with service providers
- There are three areas where emphasis should be placed during the first 90 days: become acquainted with staff and their roles; understand the politics of homelessness in the area and focus on the five-year strategic initiative
- Most agree that the clients are the main stakeholders
- According to the responses, there are three main challenges the agency faces, each ranking equally: relationship with city and county government; budget and finance; and relationship with service providers
- The last page of the survey results speak to the concerns as leadership transcends

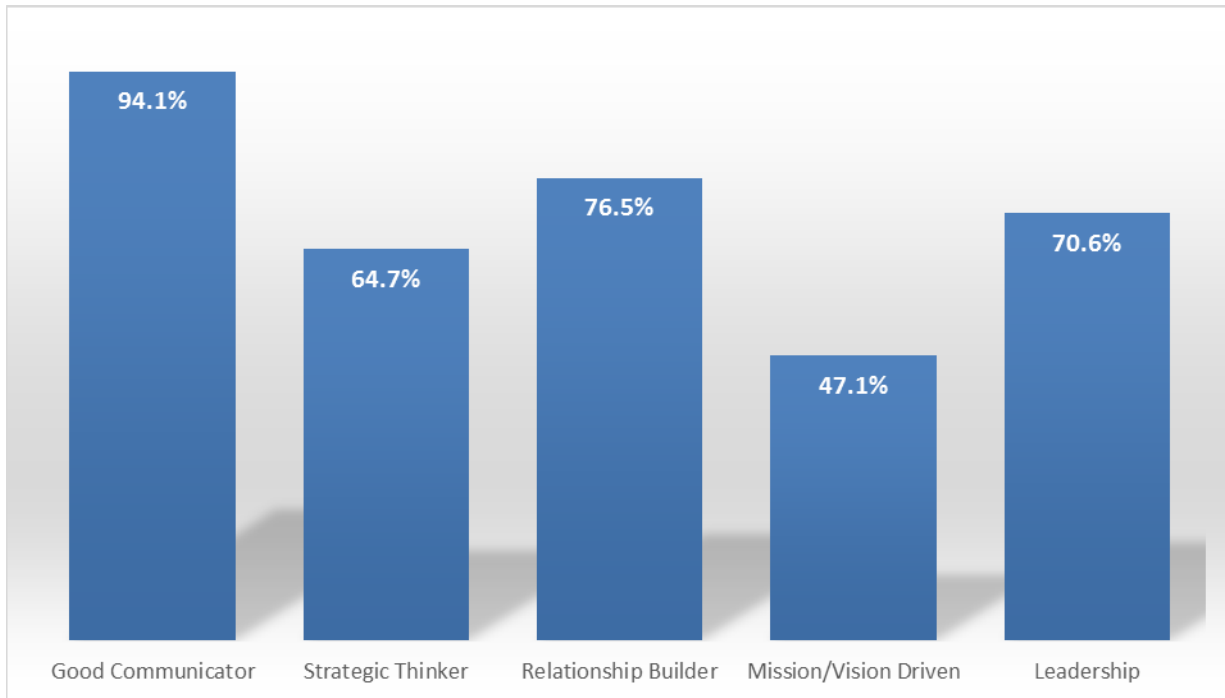
As noted in a recent communication with you, a survey is going to agency heads and other stakeholders of CSAH. The results of both surveys, in addition to interviews, will help form the core contents for the executive director profile. You will get a similar communication once we have collected data from the survey with agencies and other stakeholders.



## Status with the Organization



## Organizational Competencies (Executive Director)



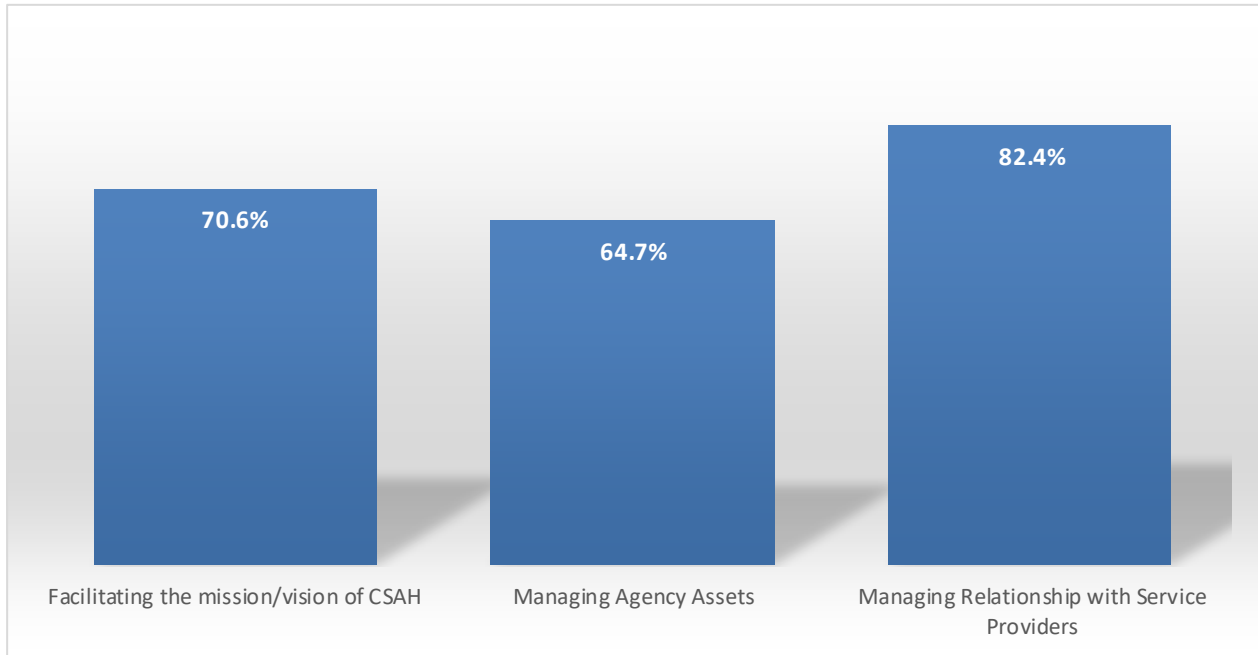
### Additional responses:

- Politically Savvy – 41.2%
- Empathy – 29.4%
- Change Agent – 23.5%



- Fundraising – 29.4%
- Visionary – 23.5%

**Three Main Challenges (Executive Director)**

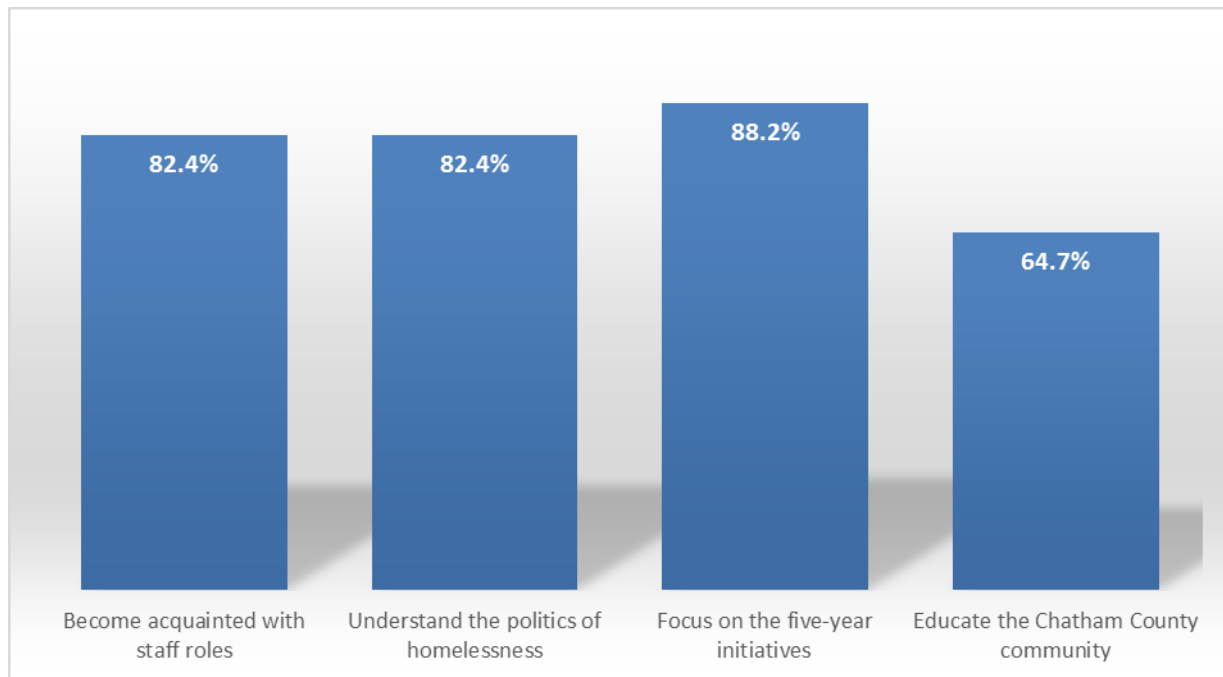


**Additional responses:**

- Succession Planning – 0%
- Fundraising – 23.5%
- Building Relationships with governing board - 52.9%



## 90-Day Emphasis (Executive Director)

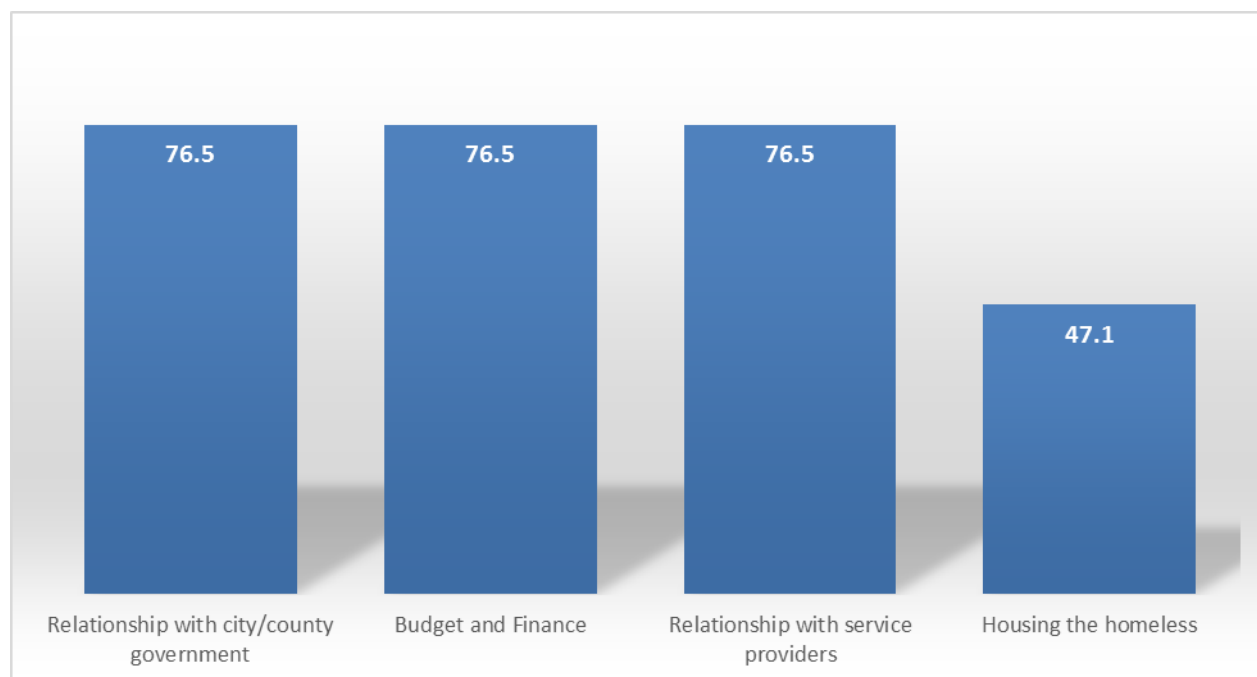


### Additional responses

- Focus on budget and finance – 47.1%
- Foster an effective relationship with service providers – 58.8%
- The role of the city and county government as it relates to homelessness and the Authority – 11.8%
- Enlighten the public on the role of Chatham Savannah Authority for the Homeless – 23.5%



## Current Challenges (Agency)



## Additional Responses

- Sustainability – 41.2%
- Defined mission/vision – 17.6%
- Increasing homeless population – 35.3%
- Succession Planning – 0%
- Role of the governing body (policy vs operations) – 29.4%



## Main Stakeholders (CSAH)

Agency	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
HUD	5	5	1	1	1
The Homeless	10	4	1		1
Local Government	1	2	4	6	2
Service Providers		3	6	4	2
Donors		1	1	1	2
General Public		2	1	2	1
Other Funding Sources				1	2
Business Community			1		1
Medical Facilities					1
Board and Staff	1		2	2	4

o responses

The data table clearly indicates that of the 17 respondents, 58.8% agree that the homeless are the main stakeholders of CSAH.

## Greatest Concerns as Agency Leadership Transcends (CSAH)

### Respondent Remarks

- The transition should be as seamless as possible. There is going to be a great deal of change within a short amount of time. The new director will have to integrate quickly and be open to meeting as many people as possible, so everyone feels comfortable with the new leadership, and the board needs to be solidly behind the new candidate.
- Finessing the path between strong consensus building and bold leadership.
- That given multiple external challenges and a 'hang the leader out to dry' mentality, it may be difficult to secure a long-term leader (turnover - once person understands the big picture)
- What is our best and highest purpose? How to meet the immediate needs of homeless, create a compassionate system to solve those needs long term for most folk, and a system to deal daily with the ones we cannot solve.



- None
- Will anyone be affected by this change.
- None at this time
- Revamping the City 54 program guidelines and qualifications. To have one individual who is responsible for Human Resources duties, who is not in a management position of agency staff members. It is greatly needed to have someone to properly manage payroll and staff leave time. Also defined job duties that match the job title in which we were hired to do. Address the issue for remote staff not having supplies and equipment needed to properly do their jobs remotely, or reimbursement for out-of-pocket expenses (internet usage, computers, paper, ink, etc. Once staff can return safely to work, to ensure proper PPE is supplied and social distances measures are in place to ensure safety the safety of our staff and the clients we serve.
- Understanding the overall homeless issue in the county and using resources to transform existing structures into housing.
- The greatest concern is positive relationships with providers.
- Communicating the mission and vision of CSAH
- That the agency will be the victim of a hostile takeover for less than noble reasons
- Having effective communication with staff so that the agency operates as one unit, and everyone is on the same page
- Smooth transition
- Better health benefits for staff, transparency with staff on choosing leadership roles
- Fostering a workable relationship with Local Government and CSAH
- That HUD will cut off funding to our community because we can't come together and develop a cohesive plan to move forward to better serve our homeless population.



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