



Board Retreat

March 1, 2017

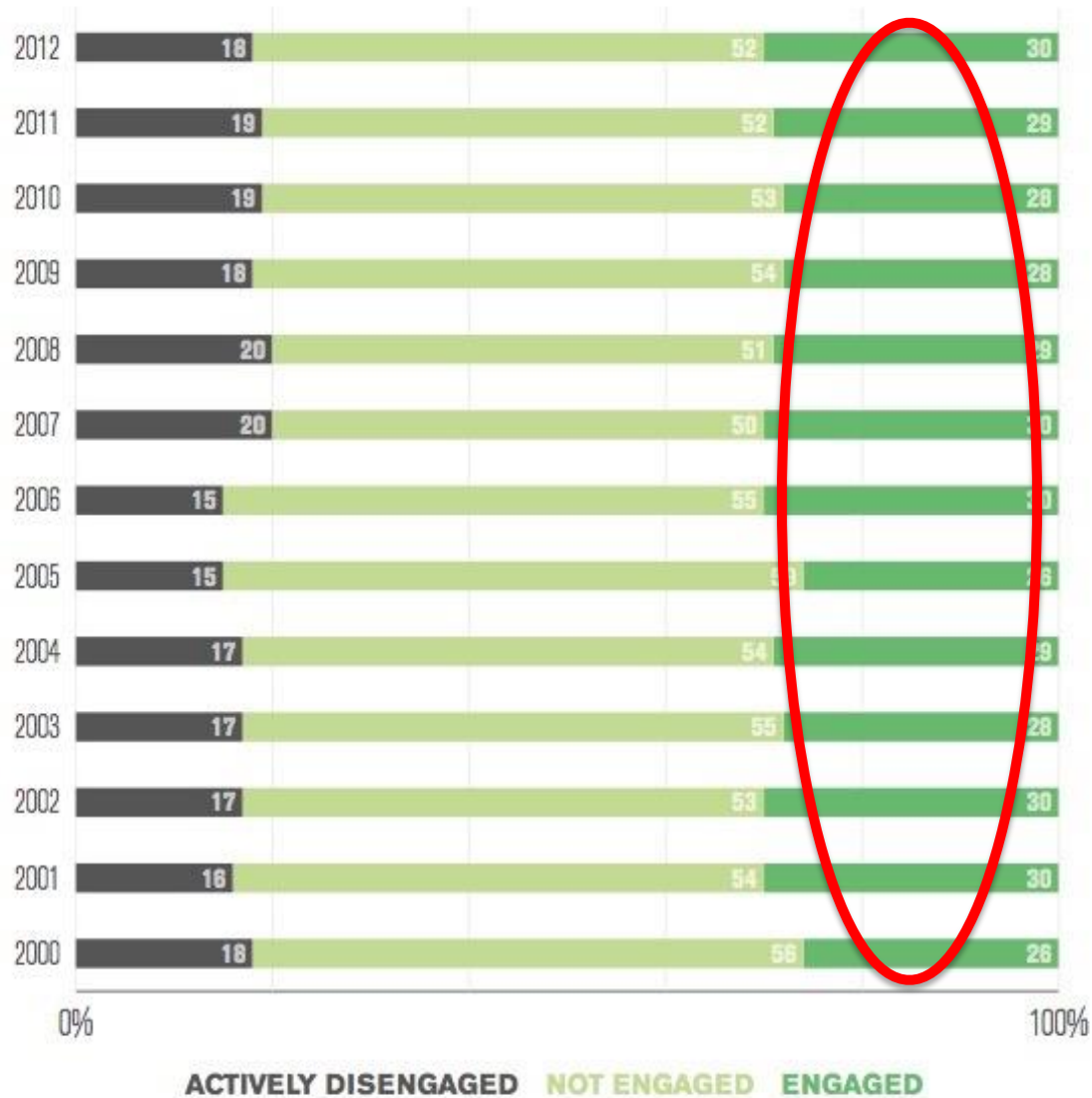
Facilitated by Lisa Whited, Founder/CTO, *wtf*

wtf workplace transformation facilitation

Session Objectives

- Team building
- Participate in Vision Clarification
- Review status of current initiatives
- Share survey results
- Set priorities for 2017
- Begin drafting initiative workplans for 2017

EMPLOYEE ENGAGEMENT AMONG THE U.S. WORKING POPULATION





WTF REVOLUTION!

The intersection of leadership vision, HR and facilities is the sweet spot of WTF.

To transform culture, all three aspects are involved: vision + people + place = transformation.



Personal Writing Reflection: What might get in the way of your full participation today? (Think/Write)

Long Term Goal: Build a strong Staff-Board partnership culture where board members are given meaningful and consequential work that advances Portland Downtown's mission.

Today's Goal: Facilitate a conversation that builds a stronger connection between board and staff, clarifies the important and critical role of board members, and identifies opportunities for the board members to directly support ongoing staff initiatives.

Three Modes of Governance

Type I/Fiduciary - appropriate use of resources, legal compliance, fiscal accountability

Type II/Strategic - setting priorities, reviewing/modifying strategic plans, monitoring performance against strategic plans

Type III/Generative - cognitive process for deciding what to pay attention to; a source of leadership as a “sense maker”

Generative Governance

Healthy boards engage in all three types of governance, with Type I/Financial and Type II/Strategic being the most common modes.

To successfully engage in Type III/Generative work, the board needs more opportunities to interact with, and understand, the staff work. This allows the board and staff to create a more balanced partnership which allows both to do their best work.

Connection to Purpose

In non-profit organizations there is a lot of discussion around clarifying board roles and responsibilities.

However, research shows that *connection to purpose* is the overarching key to enhancing board members' satisfaction with their respective roles.

Interestingly, connection to purpose is also one of the basic intrinsic human motivators that drives people in their day (paying) job.

Board Members: Why do you do this work? What is it about Portland Downtown's work that compels you to volunteer your time and talent?

Staff: What is it about Portland Downtown's work that keeps you here? What is most rewarding about your work and/or what is your biggest challenge?

(Think/Pair/Share)

Think/Pair/Share

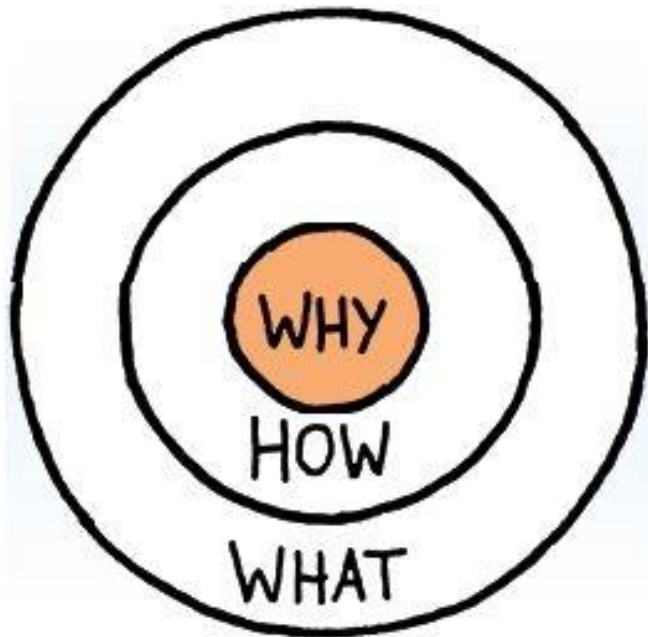
Report your partner's response.

Reflection - reactions - surprises - new information?

Clarify Vision
Engage Stakeholders
Transform Culture

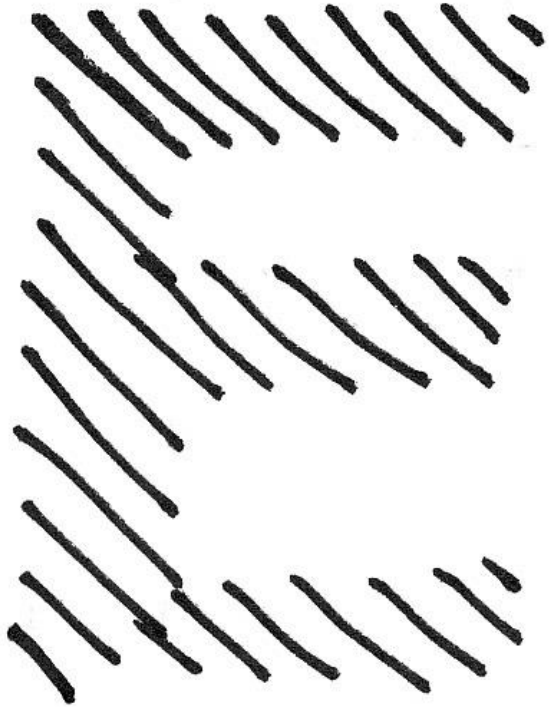
One of the key intrinsic human motivators is a **connection to the purpose** of the organization where we work. Often the root of **challenges that groups face can stem from fuzziness of vision**. WTF's visioning session is not a replication of strategic planning, but does complement that process and helps **people rally around an idea that is larger than themselves**.

North Star

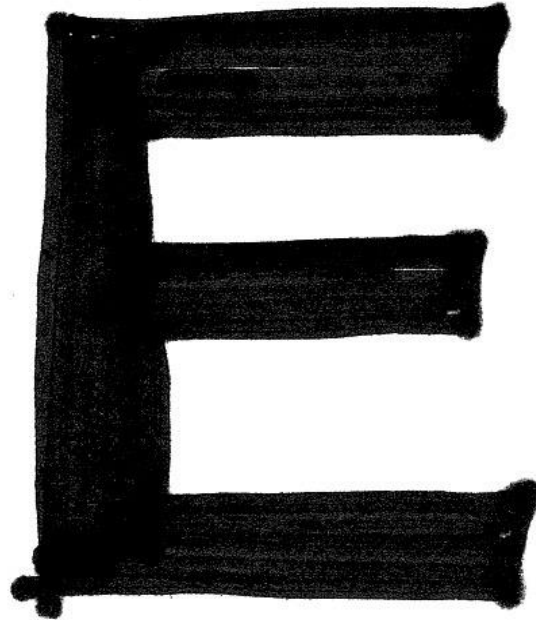


Community
Autonomy
Mastery
Purpose

Is the vision clear? If not, then....

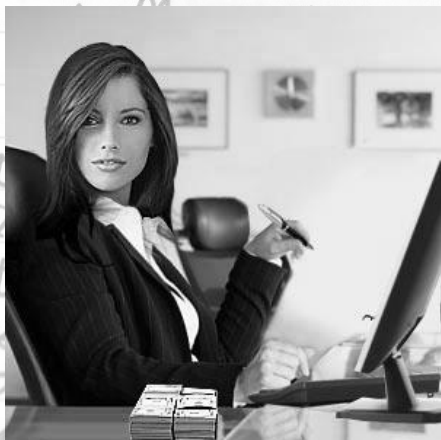


Clarify the vision.

A large, bold, black letter 'E' is centered on the page. The letter is drawn with a thick, slightly irregular stroke, giving it a hand-drawn or chalk-like appearance. It is positioned in the lower half of the page, below the main heading.

My Ideal Day in 5 Years

I'd wake up in the morning
(maybe 5:30) and
side on for
5 m for
30
brea
ver
I'd drive to work in my
moderately expensive sports
car. I'd ~~not~~ then make
sure I had
I had
have
client
& Tex
have
busine
decorat
busy
have time for lunch. When
I finally went home, after
working a couple hours at
everyone else had left, I would



fix dinner for myself (or
my husband would already
have it ready.) I would
exercise for a half hour
~~before going to bed~~ and
perhaps work on some creative



before
9:00.
my
ft off into
; not
the next
morning; ~~ready~~ refreshed &
ready for another full day.
no children in this
day - perhaps they
along in my life yet &
have an excellent
first!!)

Lisa M White
3-13-81

ALEXANDER'S
5TH GRADE CLASS
MAIL MAY, 2020

Stamp
goes
here



USGBC Idaho 2012 Initiative prepares the way for all existing and new homes in Idaho to become LEED certified

SIMPLOT MANSION TO BE RETROFITTED!
The last non-LEED home in Idaho will become the marquis LEED for Existing Homes project in the State of Idaho. This signifies the end of an era characterized by consumption under the reign of J.R. Simplot, potato magnate.
"Congratulations to my sons, Canyon & Rivier Woodruff in accomplishing the goals set forth by my legacy to the USGBC Idaho Chapter."
Charlie Woodruff, Former CEO of USGBC Idaho Chapter

Idaho #1 in LEED APs per capita due to concentrated effort to train Idaho youth on sustainable principles.



LAST FOSSIL PLANT IN US
LANDFILL RECLAIM PROJECT
↓
OFFSET 25%
FUEL NEEDS IN URBAN AREAS.....
LANDFILL GAS + RENEWABLE ENERGY SOURCE REACHES 30%

100% OF ALL NEW BUILDINGS + RETROFITS MEET 2030 Challenge! IN IDAHO.

- Urban + Rural - across the State.
- Embracing Sustainability
- 90% all industry professionals are USGBC members
- State req. all schools to include sustainability in curriculum

USGBC ID Becomes 1st net-zero State

GREEN GIANT ENERGY RISES TO THE OCCASION!
CONSTITUTION CONTINUOUSLY

CEO, COUNCIL NOTES:
WTF HAS ENABLED GREEN GIANT ENERGY TO INNOVATE THROUGH ELEVATING & CELEBRATING DIVERSITY
• GENERATIONAL
• ETHNIC / CULTURE
• GENDER
"THE WORKSPACE IS AGILE, FUN, AND STIMULATES EVERYONE TO COLLABORATE"



VISION + MISSION

WHAT IS THE DIFFERENCE?

VISION: Our envisioned impact on the world in the future. It is the **WHY**.

MISSION: What we do every day to help us reach our vision. It is the **HOW** or **WHAT** we do to get to the vision.

“Your vision of where or who you want to be is the greatest asset you have.”

Paul Arden

“Very few people or (organizations) can clearly articulate WHY they do WHAT they do. By WHY I mean your purpose, cause or belief - WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?”

Simon Sinek

Portland Downtown Mission:

“Portland’s Downtown District is in the business of maintaining a clean and safe downtown while building and promoting a vibrant business, residential and tourism destination.”

Portland Downtown Vision:

“
_____”

Headline Exercise

HEADLINE EXERCISE

It is the year 2032. An article has just been published in an international newspaper about a change that has happened in the world. You know that this change came about because of your involvement with Portland Downtown, 15 years prior. What is the headline? What would be on the front of the paper that would make you feel proud, that resonates with your own values? Working in groups of 3 people, create a cover image, headline, photos/drawings with captions and a short story. Use a piece of flip chart paper, TURNED SIDEWAYS, as your “newspaper.” (The following slide is a guideline/template for you to reference.)

HEADLINE ON INTERNATIONAL PUBLICATION

Side Bar

Cover Story

Quotes

Feature Article

Photos

VISION THEMES

Small groups are given 20 minutes to create their headlines. They then present their publications in front of the large group. After everyone is done presenting we look for common themes and threads that run through the pages.

Review Red/Yellow/Green Assessment Spreadsheet + Survey Results

Red/Yellow/Green Sheet

Connecticut Chapter Strategic Plan Assessment (2009-12 Strategic Plan)




February 3, 2011 Check-In

Instructions: Use the colored legend in the "status" box below to indicate where each objective stands to date. Write BRIEF notes if necessary to explain status. NOTE: this is more useful if whomever completes it is honest in his/her assessment. This is not a punitive tool; it is to help us realistically assess what has been accomplished and what we need to do to either stay on track or refine our strategic plan.

CTGBC Vision: Buildings and communities will regenerate and sustain the health and vitality of all life within a generation.




CTGBC Mission: The CTGBC is an efficiently-run non-profit organization that improves the quality of life in Connecticut by promoting the benefits of high performance energy efficient buildings. This work is done through education, community outreach and advocacy.

LEGEND:

	Objective completed
	Making progress on objective
	Not moving ahead

NOTE: The goals and objectives below are taken from the Connecticut strategic plan document dated December 4, 2009. This list was updated in September, 2010.

Goal 1: Become an efficiently-run organization.

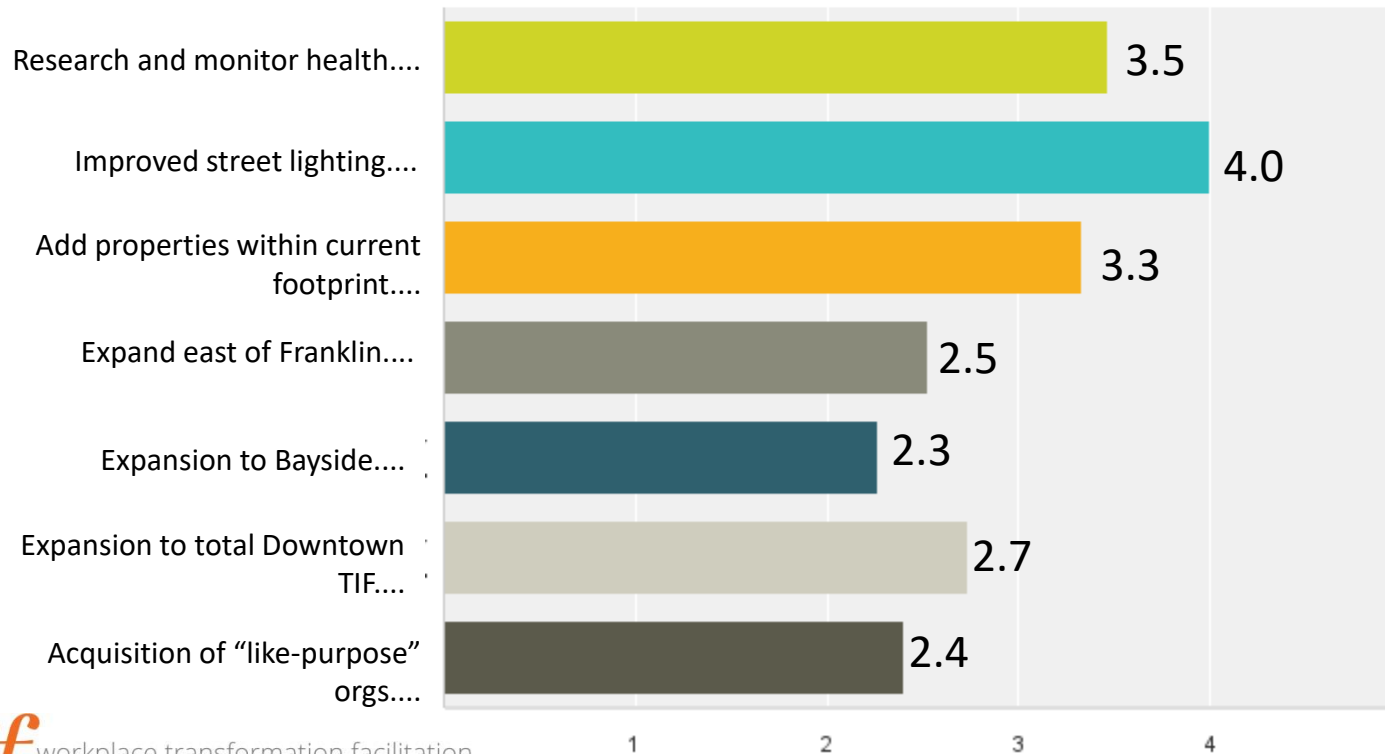
Signal	Objective	Status	Notes
	Objective 1: Conduct board training by February 28, 2010.	Done	Bob and Judy provided a Board Management Toolbox on chapter ftp site
	Objective 2: Establish policies & procedure committee by January, 2010 to conduct bylaw review and draft policies & procedures.	Done	By-laws have been revised, approved and posted on the chapter ftp site
	Objective 3: Review list of committees/taskforces needed for 2010; draft committee charge sheets outlining work and deadlines by February 15, 2010.	Making Progress	List of committees/taskforces completed. Job descriptions distributed. Discussed, searching for appropriate software tools to evaluate work and setting deadlines

SUMMARY OF SURVEY RESULTS

(15 responses)

Q1 Portland Downtown is on track with many of the initiatives in its five-year plan. However, there are a few items that are not moving forward for one reason or another. The following is a list of those initiatives. Please review them and indicate with a 1 through 5 (1 being most important and 5 being least important) how critical you think it is that these initiatives continue to be part of Portland Downtown's plan.

Answered: 15 Skipped: 0



What are some of the initiatives or programs we currently offer that you think are strong and moving us in the right direction?

Events (6) (Merry Madness, Old Port Fest, Window Decorating)

Clean & Safe (4)

Cadets (3)

Advocacy on noise and panhandling (3)

Parking study initiative (2)

Guides

Overall Marketing

Downtown Experience

Vitality

Home Team

First Fridays - coordinating to close Congress Street

Plowing sidewalks

Click Fix

Public Forums with mixed constituency input

Graffiti clean up through Learningworks

Information distribution

Are there places where we are not being efficient with our resources? Are there programs or events that you think we should eliminate, change or grow?

Graffiti removal program (4)

Encouraging the city to increase tree planting in certain areas and help gain constituent support (financial from landlords) for those efforts.

City marketing, looking forward to parking/transportation marketing campaign.

Grow cleanliness and general overall appearance and "welcome" both to locals and visitors.

There are aspects of the Experience and Vitality initiatives that have not been implemented or finalized yet (graffiti, wayfinding, street lighting, Park & Shop).

More direct involvement with cruise ship traffic, tourism and hospitality.

Revisit all events and establish measurable outcomes for each so board can evaluate effectiveness, including cost of staff time, beginning w 2018 OPF.

One item deserving of serious evaluation...why do we devote such resources to spotlighting out of town fried dough and sausage when we have such outstanding local cuisine to showcase? Elsewhere.... Make composting visible.

Bring back free summer concerts to the downtown but w a more universal selection of music. A few years ago leadership concluded that PDD should have fewer of our own events and to help facilitate and promote the many events already taking place here. We seem to have done a good job w the first part of that, maybe now time to really ramp up the 2nd part?

How about putting some money in next year's budget to offer coffee and something to eat at board meetings? Retailers get them-- board doesn't?

Bigger better annual meetings...good speaker on a relevant topic. Last year's was disappointing compared to many of the past, although it was a great new idea to showcase candidates. Why aren't we recognizing people in the district who are making/have made a difference at the annual meeting?

I think the incorporation of a greater footprint as listed above, specifically India Street and Bayside as they are so close in proximity and are growing at a significant rate.

Change Cultural Affairs committee to define purpose and gather that constituency input on issues.

Clean and safe should join with groups such as Take Action Portland to achieve some very visible community projects (i.e. trees) to show purpose more publicly than through City contract,

Advocacy positions should be more vocal given city dynamics, evaluate contributions to non-profits and see if we should rotate funding annually as opposed to contributing to certain ones.

I would like to see PD more active in educating folks about better options, than just giving to panhandlers.

Additional comments, suggestions or thoughts?

Always concerned about keeping property owners happy and worried that we compensate the City for Supp Contract that they should already be doing. We are a value add.

Most of the survey questions encompass growth of the district. Were Board members (Executive or other) involved in creating the survey questions?

More visits to local business by staff and board leadership?

Portland Downtown was founded on the principal of pooling resources for the betterment of the district. We must always answer how does what we do benefit the district, and are we using the proper amount of resources to do it?

Goal Work Sheet

Goal # ____ : _____

SMART Objectives

What steps do you need to take to achieve the above-stated goal? Write your objectives in the "SMART" format. (Specific, Measurable, Achievable, Realistic and Timebound.)

Example of a SMART Objective: "Decrease smoking rates among teenage girls in 5 states by 10% by 2014."

Example of an objective that is not SMART: "Reduce teenage smoking."

Objective	Who is accountable?	Deadline/ Timeframe	Benchmark How will you know if successful?

Goal Work Sheet

- **Set a clear SMART goal**
- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time-bound**
- **Write steps to get there – be specific**
- **Assign deadlines**
- **Assign person responsible**

Assessing Existing Programs

PROGRAM ASSESSMENT WORKSHEET

PROGRAM: _____

How to use this sheet: In your group, fill in as much hard information as you can. Estimates are okay for this exercise – but, ask those that might have more info than you for their knowledge. The last two columns are meant for discussion. At the bottom of the page add any other points that you think are worth considering regarding this program – for example, perhaps this program is an opportunity to partner with a group you've wanted to connect with, etc.

Estimated Staff Hrs x \$95/HR	Estimated Volunteer Hrs x \$22/hour	Other Expenses (venue, catering, marketing, drinks, awards, speaker fees, etc.)	Income (sponsorships, tickets, donations, sales)	People reached – how many? Are they the right ones to be reaching?	Vision/Mission alignment – will this get us closer to a sustainable community within a generation?

Comments: _____

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Assessing Existing Programs

License Plate Analysis (Analysis by Camden + Erin)

	Hours	\$/Hour	Extended	Comments
Staff Hours	333	\$50	(\$16,650)	
Volunteer Hours	167	\$23	(\$3,841)	
Expenses	\$2,000		(\$2,000)	
Income	\$0		\$0	
Sent to	10,000		(\$22,491)	Estimated Net Loss
Required to work	2000			Requires 2000 names by 2 years and have 4000 plates on the road
%	70%			

Pre-Commencement Analysis (Analysis by Betsy + Pam)

	Hours	\$/Hour	Extended	Comments
Staff Hours	40	\$50	(\$2,000)	
Volunteer Hours	0	\$23	(\$0)	
Expenses	\$1,000		(\$1,000)	
Income	\$0		\$0	
Invitation sent to	250		(\$3,000)	Estimated Net Loss
Attended	100			
% attended	40%			

Music Gala Analysis (Analysis by Eileen + Vicki)

	Hours	\$/Hour	Extended	Comments
Staff Hours	620	\$50	(\$31,000)	Includes Eileen, Music Director, Phinny, Marketing, Chris, Mel, Vicki, Staff attendance
Volunteer Hours	310	\$23	(\$7,130)	Student musicians (300 hrs), co-chairs (10 hrs)
Expenses			(\$22,000)	
Income			\$63,000	
Invitation sent to	6000		\$2,870	Estimated Net Profit
Attended	200			
% attended	3%			
Mission/Vision	Yes			Scholarship money, building communities, alumni participation/feature

Questions: What is foundation role now? Can we leverage best part that is "ours"? Could we move attendees into major giving category?

Team Recommendations:

- Have a functioning volunteer committee.
- Sit with Dean and Allan (director of School of Music + Advancement) and have a frank discussion; share the Program Assessment Form with Dean and Allan; highlight Eileen's role and how it has changed.

Commencement Golden Grad Analysis (Analysis by Betsy + Pam)

	Hours	\$/Hour	Extended	Comments
Staff Hours	40	\$50	(\$2,000)	
Volunteer Hours	0	\$23	(\$0)	
Expenses	\$2,500		(\$2,500)	
Income	\$400		\$400	
Invitation sent to	2,500		(\$4,100)	Estimated Net Loss
Attended	30			
% attended	1%			
Mission/Vision	Maybe			

Questions: There is president participation, alumni engagement, identify planned giving prospects and a philanthropy example for younger alums.

Team Reco

- Beg
- Rest
- Targ
- New
- Tar

USM Retirees Association Analysis (Analysis by Bonnie, Mel + Sue)

	Hours	\$/Hour	Extended	Comments
Staff Hours	65	\$50	(\$3,250)	
Volunteer Hours	10	\$23	(\$220)	
Expenses	\$600		(\$600)	
Income	\$0		\$0	
Invitation sent to	400		(\$4,070)	Estimated Net Loss
Attended	35			
% attended	9%			
Mission/Vision	No			

Questions: Is this the best way to reach out and contact faculty and staff? If coded properly, be communicated to with other methods.

Recommendations:

- Top Advancement involvement with newsletter and event
- Continue putting updates in Advance data base
- Include in communications strategy
- Circle back with HR (Natalie) – this was taken on as a favor to HR a while back
- Create an exit strategy
- Look at how other campuses do this

Closing Round

End