



Jack London Improvement District - Meeting of the Board of Directors

April 20, 2015 – 9:00 a.m. Jack London Headquarters – 333 Broadway

Agenda

1. Call to order and introductions- Bill 9:05
 2. Public comment and announcements- Bill 9:10
 3. Approval of minutes- Sara 9:15
 - a. Board Meeting: March 9, 2015 (Attached) **Action Item**
 4. Executive Update- Bill & Savlan 9:20
 - a. Report from Nomination Task Force on two nominees to fill vacant Board of Director positions **Action Item**
 - b. Approval of recommended Competitive Bidding Procedure **Action Item**
 - c. Approval of recommended Board Training Day(Description and outcomes attached) **Action Item**
 5. Financial Review- Barry & Savlan 9:25
 6. Land Use and Transportation Committee update- Vivian 9:30
 - a. Regional Land Use Issue: What is the potential impact to Jack London if crude oil by rail transport increases, and if the San Luis Obispo/ Phillips 66 Permit is granted? Community Forum to be held April 20th, 10 AM at 333 Broadway. **Discussion**
- Next committee meeting: April 16th, 3:00 p.m.
7. Next regular meeting: April 13, 2015, 9:00 am 9:59
 8. Adjournment 9:00

BROWN ACT: Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. The Corporation posts agendas with the City at 1 Frank H. Ogawa Plaza, #101. Action may not be taken on items not posted on the agenda. Copies of the agenda are available from the Jack London Improvement District at 333 Broadway, Oakland, CA 94607 or at jlid.org. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, please notify our office at info@jlid.org at least 48 hours prior to the meeting. The public will be provided with an opportunity to address the board on any item described in the meeting agenda under agenda item number 2.

**Jack London Improvement District - Meeting of the Board of Directors
Minutes of March 9, 2015 – 9:00 a.m. Jack London Headquarters – 333 Broadway**

Present: Bill Stotler, Vivian Kahn, Barry Pilger, Paul Thyssen, Sam Nassif

Absent: Sara May, Michael Carilli, Meredith Melville, Peter Gertler

Staff: Savlan Hauser/Executive Director, Fiona Simms/Marketing & Administrative Assistant

Guests: Naomi Schiff, Saied Karamooz, Jennifer Koidal, Gary Knecht, Greg Pasquali, Greg Christopher

Discussions held and decisions made by the Board of Directors

<i>SUBJECT</i>	<i>DISCUSSION</i>	<i>ACTION?</i>
1. Call to order and introductions	The meeting was called to order at 9:14 a.m.	
2. Public comment and announcements	Gary requested that the board consider granting him an official position and title to facilitate his work to collect unpaid assessments.	
3. Approval of the minutes a. Regular Board Meeting: February 9, 2015	The minutes of February 9, 2015 were presented to the board for review.	Paul moved and Sam seconded the motion to approve the minutes of February 9, 2015. The motion was approved unanimously.
4. Executive Committee update a. Should a task force be formed to investigate feasibility and benefit of fiberoptic infrastructure in Jack London District?	Savlan explained that staff would like to initiate small tweaks to meeting procedures to enhance meeting efficiency. Agenda items will focus on governance issues and move away from management. An Executive Update will always be included in the packet for review. Agenda items will focus on actions and questions from staff and committees that the board must consider, not informational updates. Bill added that board meetings are not intended to include detailed discussion of any project. a. Bill explained that months ago Deborah Acosta introduced him and staff to Paxio, a company that has some fiberoptic network infrastructure and is working to connect buildings in Jack London to the network to roll out this technology throughout the district. There has been some discussion of forming a marketing partnership with Paxio which would include working with building owners to reduce costs by packaging together buildings for the development of the infrastructure. Bill stipulated that this is an important project for the district to consider because it will encourage manufacturing on west side of Broadway and keep it industrial per Estuary plan, and because it will encourage residential and retail east of Broadway. Vivian noted that her husband would be interested in working on the proposed task force and brings his experience recruiting Webpass in their building. She suggested that the task force have a broad scope that includes the exploration of all	Barry moved and Sam seconded the motion to form a task force to investigate the feasibility and benefit of fiberoptic infrastructure in Jack London District. The motion was approved unanimously.

	<p>internet infrastructure.</p> <p>Saied asked if there will be a public internet component to this. Bill responded that it has been a part of the discussion, but this is very preliminary and that he is asking for one committee to explore this option further and present a proposal to the board for the creation of a task force. The board agreed that this falls under the MED Committee and they will need support from the LUT Committee.</p> <p>Savlan reported that she will be speaking on a SPUR panel this Thursday in Hearing Room #3, City Hall, at 12:30 p.m.</p>	
5. Financial review	<p>Savlan noted that the financial report is included in the packet. She noted that there is a nominal 2014 carryover which is being spent before 2015 assessment funds.</p> <p>Bill noted that he and Savlan spoke with Pam, the Port’s Commercial Real Estate Director. He reported that the Port Share Plan will be reviewed by the Port Commission in April. There were some changes to the Port’s property that changed their assessments, but otherwise the Port Share Plan remains the same as last year. Bill noted that the district will reimburse the Port for services in the Square.</p>	
6. Land Use and Transportation Committee update (LUT Committee) a. Proposed Project, Carmel Partners, 200 4th Street—What aspects of the early phase project should be championed by the Jack London Improvement District to ensure development that contributes to economic vibrancy and quality-of-life?	<p>Greg and Greg of Carmel Partners introduced themselves and shared some background information about their development firm, Carmel Partners. They explained that the firm is proposing a new 330 unit apartment building in Jack London at the corner of 4th Street and Madison Street. They have just begun the entitlement phase and they reported that they are planning own and operate the building when completed. They are hosting a community meeting on Thursday at the Overland House to meet neighbors. Savlan asked what aspects of this early phase should the district champion to make sure that this materializes as a complete project that contributes to our mission of vibrancy. The Carmels Partners representatives noted that they want to activate the street in between the two spaces and that the best way the district can be involved is to help facilitate the community conversation. Savlan offered to collect questions and send them to Carmel Partners prior to the Thursday meeting.</p>	
7. Marketing and Economic Development Update (MED Committee) a. Website “Spotlights” will feature Architectural Landmarks, as well as individual Maritime Constituents, Residents, Business Owners, Jack London Staff, and Food-makers, and will rotate on a schedule. What	<p>a. This item was tabled.</p> <p>b. Paul and Savlan explained that the district has received formal and informal proposals for pop-ups in the office. Bill noted that the board had previously discussed and approved pop-ups in the parking lot but now needs to consider this activity in the office. Savlan explained that many different options have been pitched recommended that the MED Committee be given the authority to review and approve pop-up proposals. Barry noted that he would be more comfortable if the MED Committee brought an outline of the parameters by which they will judge pop-up proposals. The board asked for that additional information before a decision is made.</p>	<p>Bill moved and Sam seconded the motion to approve the MED Committee to spend an amount not to exceed \$17,000 on building signage. The motion was approved unanimously.</p>

<p>would you like to write a story about?</p> <p>b. Is it possible for the right pop-up to co-occupy our office at 333 Broadway? Authorize Marketing Committee to review/approve applications for in-house popups</p> <p>c. Competitive bids for fabrication/installation of signage at office have been received. Should Marketing Committee be authorized to approve a signage expenditure of \$5-17,000?</p>	<p>c. Paul and Savlan explained that the committee has been collecting bids to install signage on the building. Savlan explained that the quotes ranged in price so widely because there were varied approaches to the signage considered. Jenny noted that there are many options available for signage. Vivian noted that she has recently worked on signage ordinances and can help navigate the regulations.</p>	
<p>8. Maintenance and Beautification Committee update (MAB Committee)</p> <p>a. Train Quiet Zone Phase 1 might be swifter and more economical than previously estimated. Do we wrap up fundraising efforts early—or proceed to our goal and allow the funds to stretch towards the Train Quiet Zone project further than we thought possible?</p>	<p>Savlan posed the question. Saied reported that approximately \$8,000 has been raised but it was discovered that instead of paying for the consultants to refresh the study, they can simply draft a letter stating that the study findings are still relevant and no significant changes have been made. Savlan explained that now the district must decide whether to continue fundraising as planned using the funds for phase 2, or to stop fundraising now. Saied explained that there is no obligation or expectation that the funds raised through Indiegogo be returned, but there is outreach planned to all who donated to inform them of the change. Sam recommended that a new timeline be set for phase 2.</p>	<p>Vivian moved and Paul seconded the motion to continue fundraising and explore alternative uses for the funds and expansion of the project contingent upon the review of an update process and timeline at the next board meeting. The motion was approved unanimously.</p>
<p>9. Next regular meeting</p>	<p>Monday, April 13, 2015 – 4:00 p.m.</p>	
<p>10. Adjournment</p>	<p>The meeting adjourned at 10:18 p.m.</p>	

Minutes taken by: Fiona Simms



Executive Update:

Welcome to springtime in our first year of operations. Last Thursday's presentation before the Port Board of Commissioners brought an opportunity to reflect on the year's milestones—we shared, among other statistics, that the ambassador team has logged over 60,000 interactions with visitors, residents and workers in the District—an indication of the growing popularity of our urban waterfront district. The Port Share Plan for 2015 is approved, as we continue another year of delivering services, and partnership with our stakeholders.

As our organization continues to grow and take on ever-more projects and partnerships, I was fortunate to attend a three-day intensive Executive Director training last month with CompassPoint Nonprofit Services in Oakland. I found it so rewarding that we are working with the coaching team to develop a half-day coaching session for our Board of Directors. Our Staff has also led the effort around the formation of Oakland-wide BID leadership, and targeted outreach to Mayor Schaff's new staff members, and new Economic Development Director Mark Sawiki, to convey our organization's goals and establish partnerships.

In our Land Use work,

- We convened a community forum on April 15th to learn more about a new proposed mixed-use multifamily development project proposed at 201 Broadway by The Austin Group.
- We are engaging with community leaders at a regional scale and will convene a community forum with City of Berkeley District 1 Councilmember Linda Maio on April 20th at 10am about the potential impacts to our neighborhood of rail transport of crude oil and tar sands shipments.

In our Maintenance and Beautification work:

- We are working with our ambassador team in evaluating and implementing a more systematic approach in dealing with our homeless and street population. This work is part of a regional Bay Area coordinated effort.
- We have assigned an ambassador as point-person dedicated to outreach,
- We are coordinating with Joe DeVries, Assistant to the City Administrator at City of Oakland, and Rob Gallinatti, our Community Resources officer to address the encampments on Webster.
- Staff is leading the re-establishment of our Beat 1X Neighborhood Crime Prevention Council

In our Marketing and Economic Development work:

- Thanks to the dedicated expert working contribution of MED Committee Chair Paul, we are looking forward to our new user-friendly, content-rich original website with a go-live date in the next few days.
- A successful meeting of public art stakeholders and potential advisors was held and a project RFP is soon to be drafted based on their valuable input.
- Staff is providing support for the implementation of electric bike share pods slated to be installed by Sungevity in the next few months. The bike share pods have the potential to be a highly visible, innovative, interactive neighborhood amenity.
- We are partners in coordinating and marketing the "Oakland Finish-Up" event hosted at the Port Workspaces, supporting our tech and entrepreneur community.
- We are providing support for establishment of a fixit clinic as a neighborhood meetup and forum for engagement with our maker community.

I hope to see you all at this month's community events and committee meetings.

Savlan Hauser, Executive Director



Staff Recommendation

To: Board of Directors

CC: Staff

From: Savlan Hauser

Date: 4/13/15

Re: Bidding Policy and Procedures

Staff recommends establishment of the following:

JLID competitive bidding policy

- Jack London Improvement District will use a competitive bidding process for all contracts over \$5,000. Contracts in effect at the time this policy is adopted such as contracts for administration and ambassador programs are exempt from this requirement.
- A Request for Proposal (RFP) is initiated by the Executive Director or a committee to which the Board has delegated the project. The RFP is drafted by staff and brought before the Board for approval.
- Jack London Improvement District will post the RFP on its website for at least 10 calendar days before the due date for bids and have copies of RFPs available at its office. Jack London Improvement District will make a good faith effort to receive and compare three (3) proposals of qualified vendors in each RFP process.
- Jack London Improvement District may reject any proposals and waive informalities or minor irregularities in the bids. Staff shall review all proposals and recommend approval or rejection to the Board or to the committee to which the Board has delegated the decision. Details of the selection process and criteria for selection will be defined in the RFP.
- Records regarding the formal bidding RFPs shall be kept in accordance with the requirements of the JLID Disbursement Agreement with the City of Oakland, and provided to property owners or to the City upon request.
- In instances wherein the Executive Committee determines that an urgent need to engage and contract with a vendor, including contracting with a sole source vendor, will be hindered by following the above competitive bidding policy, the matter shall be placed before the board. The board, by 2/3 vote of those present (a quorum must be present) may vote to suspend this policy as to that particular vendor.

Jack London Improvement District YTD Cash Available Summary as of March 31st 2015

Cash Available	Annual Budget	Actual	Variance	Notes
Assessment Income	\$780,793.00	\$325,387.90	\$455,405.10	
2014 Carryover	\$76,824.00	\$76,824.00		
Other Income	\$0.00	\$218.32		Bank interest and recycling
Less Contingency	\$45,727.00	\$0.00		
Total Cash Available	\$811,890.00	\$402,430.22	\$409,459.78	
Expenses	Annual Budget	Actual	Remaining	Notes
Maintenance and Beautification	\$424,575.68	\$100,167.99	\$324,407.69	
Marketing and Economic Development	\$174,625.00	\$17,316.59	\$157,308.41	
Administration and Gov't/Community	\$195,806.32	\$45,285.93	\$150,520.39	
Collection Fees	\$16,737.00	\$5,308.56	\$11,428.44	
Total Expenses	\$811,744.00	\$168,079.07	\$643,664.93	
Cash Remaining	\$146.00	\$234,351.15		



Jack London Improvement District- Budget Report (as of March 31, 2015)

	BUDGET				ACTUAL	
					Period ending 03/31/15	
	ASSESSMENTS		2014 carryover	TOTALS	YTD Actual	Remaining
Revenue	Non-Port	Port Share approved on 7-24-14				
4000 Assessment Income			\$76,824.00		\$325,387.90	
4100 Assessment Income:Port of Oakland Assessment		\$109,891.47			\$0.00	
4200 Assessment Income:State of California Assessments	\$26,322.00				\$0.00	
4210 Assessment Income:Tax Exempt Property Owner Assessment	\$53,146.00				\$0.00	
4220 Assessment Income:Private Property Owners Assessment	\$591,433.53				\$0.00	
Total 4000 Assessment Income	\$670,901.53	\$109,891.47		\$780,793.00	\$325,387.90	\$455,405.10
4500 Other Operating Income					\$218.32	
Total Revenue	\$670,901.53	\$109,891.47	\$76,824.00	\$857,617.00	\$325,606.22	
Total Cash Available					\$402,430.22	
Expenditures						
7000 MBSSI Maintenance, Beautification, Safety, etc.						
7100 Ambassador Services (Block By Block)	\$298,180.00	\$89,891.00		\$388,071.00	\$97,017.75	\$291,053.25
7200 Services on Tidelands Trust Lands		\$20,000.00		\$20,000.00	\$0.00	\$20,000.00
7300 Public Right of Way (Special Projects)	\$1,075.00		\$5,377.68	\$6,452.68	\$24.00	\$6,428.68
7400 Public Right of Way (Maintenance Operations)	\$10,052.00			\$10,052.00	\$3,126.24	\$6,925.76
Total 7000 MBSSI Maintenance, Beautification, etc.	\$309,307.00	\$109,891.00	\$5,377.68	\$424,575.68	\$100,167.99	\$324,407.69
7700 MED Marketing & Economic Development						
7710 Marketing Coordination (ED 0.30 FTE)	\$25,853.00			\$25,853.00	\$8,617.72	\$17,235.28
7720 Marketing Assistance (MAA 0.15 FTE)	\$8,618.00			\$8,618.00	\$2,872.56	\$5,745.44
7750 Marketing / Branding / Public Relations	\$50,871.00			\$50,871.00	\$3,445.88	\$47,425.12
7800 Special Projects	\$50,871.00		\$38,412.00	\$89,283.00	\$2,380.43	\$86,902.57
Total 7700 MED Marketing & Economic Development	\$136,213.00		\$38,412.00	\$174,625.00	\$17,316.59	\$157,308.41
8000 AGCR Administration & Govt/Community Relations						
8010 District Management (ED 0.70 FTE)	\$60,324.00			\$60,324.00	\$20,108.04	\$40,215.96
8020 District Management Assistance (MMA 0.35 FTE)	\$20,108.00			\$20,108.00	\$6,702.68	\$13,405.32
8050 Training & Professional Development	\$4,070.00			\$4,070.00	\$182.64	\$3,887.36
8080 Annual Stakeholder Meeting	\$4,578.00			\$4,578.00	\$0.00	\$4,578.00
8110 Accounting & Taxes	\$3,052.00			\$3,052.00	\$384.91	\$2,667.09
8130 Computer Service & Support	\$2,035.00			\$2,035.00	\$60.00	\$1,975.00
8150 Consulting & Legal Expenses	\$5,087.00			\$5,087.00	\$0.00	\$5,087.00
8200 Fees & Permits	\$254.00			\$254.00	\$120.00	\$134.00
8410 Insurance (D&O)	\$616.00			\$616.00	\$600.00	\$16.00
8420 Insurance (General Liability & Auto)	\$3,322.00			\$3,322.00	\$2,787.00	\$535.00
8430 Membership Fees	\$1,750.00			\$1,750.00	\$0.00	\$1,750.00
8450 Special Projects	\$509.00		\$33,034.32	\$33,543.32	\$6.00	\$33,537.32
8510 Office Rent	\$28,500.00			\$28,500.00	\$9,000.00	\$19,500.00
8520 Office Improvements	\$13,000.00			\$13,000.00	\$1,850.00	\$11,150.00
8530 Office Furniture & Equipment	\$2,500.00			\$2,500.00	\$351.58	\$2,148.42
8540 Postage, Shipping, Delivery	\$1,017.00			\$1,017.00	\$30.00	\$987.00
8550 Printing & Copying	\$2,035.00			\$2,035.00	\$426.91	\$1,608.09
8560 Supplies	\$2,035.00			\$2,035.00	\$423.53	\$1,611.47
8570 Telephone & Telecommunications	\$2,220.00			\$2,220.00	\$703.41	\$1,516.59
8580 Utilities (Office Expenses)	\$4,380.00			\$4,380.00	\$1,204.23	\$3,175.77
8590 Utilities & Rent (Offsite Expenses)	\$1,380.00			\$1,380.00	\$345.00	\$1,035.00
Total 8000 AGCR Administration & Govt/Comm Relations	\$162,772.00		\$33,034.32	\$195,806.32	\$45,285.93	\$150,520.39
8600 CFC Collection Fees & Contingency						
8610 Collection Fees	\$16,737.00			\$16,737.00	\$5,308.56	\$11,428.44
8680 Contingency Allowance for Uncollected Assessments	\$45,727.00			\$45,727.00	\$0.00	\$45,727.00
Total 8600 CFC Collection Fees & Contingency	\$62,464.00			\$62,464.00	\$5,308.56	\$57,155.44
Total Expenditures	\$670,756.00	\$109,891.00	\$76,824.00	\$857,471.00	\$168,079.07	
Cash On Hand					\$234,351.15	

PRIORITY Project Dashboard- APRIL 2015

See committee documents for detailed project updates

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Land Use & Transportation	Master Encroachment Permit	[Light Blue Bar]											
	Forums on economic and land development (Joint MED + LUT project)	[Green Bar] ONGOING, BIMONTHLY											
Marketing & Economic Development	Brand and Graphic Identity Implementation	[Light Blue Bar]											
	Website Redux	[Light Blue Bar] SITE GO-LIVE DATE 4/12											
	Coordinate Building Art Program (Joint MED + MAB Project)	[Green Bar] RFP TO BE RELEASED 5/15											
Maintenance & Beautification	880 Underpass Improvement	[Light Blue Bar]											
	Establishment of Neighborhood Crime Prevention Council	[Green Bar] BEAT 1X NCPC OFFICIALLY ESTABLISHED AFTER 3RD MTG MAY 26											
	Train Quiet & Safe Zone	[Light Blue Bar] P 1 FUNDRAISING COMPLETE P2 PLAN COMPLETE											





OVERVIEW OF COMPASSPOINT'S
APPROACH:
**GOVERNANCE & BOARDS OF
DIRECTORS**

MARLA CORNELIUS
SENIOR PROJECT DIRECTOR
APRIL 13, 2015



TRAINING OVERVIEW

The agenda for a 4 hour session with the Jack London District Improvement organization would be structured as follows (specific date TBD):

Get Grounded: Board Fundamentals

- Governance definition; the boards' fiduciary role; legal obligations (duties of care, loyalty, obedience)
- Board roles and responsibilities: the distinction between governance (board as collective) and management support (individual volunteerism); and staff and board partnership
- Come to shared understanding of board work and understanding of fundamentals

Application to Jack London Improvement District

- Explore specific issues facing the organization using the concepts above; in-depth discussion of 2 or 3 real-life scenarios:
 - Identify a good process for framing the conversation
 - Identify the boards' role in addressing these issues
 - Discuss how the board and staff will work together on issues going forward

Implications for Board/Governance Structure and Process

- What structures/practices do we have in place to facilitate these conversations effectively?
- What needs to change within our current structures/process to better facilitate and support these conversations?
- Identify next steps for implementation/adaptations to current structure.

Cost: Half-day trainings are provided at a flat rate of \$2,400. Any customization time is assessed and agreed to in partnership with the client and lead project director during contracting; additional customization is billed at \$250/hour.

ABOUT COMPASSPOINT

CompassPoint is a national, nonprofit leadership and strategy practice headquartered in Oakland, CA. Our mission is to intensify the impact of fellow nonprofit leaders, organizations, and networks as we achieve social equity together. For 40 years, CompassPoint has worked to carry out this purpose by guiding nonprofits as they become better managed and continuously adapt to changing constituent needs and economic realities.

We believe that nonprofit organizations and leaders need relevant support that builds on their strengths, experiences, and achievements and that those individuals and organizations that invest in

increasing their leadership and management capacities are better poised to achieve meaningful impact and progress. We are a 22-person, integrated staff practice offering the strongest teaching, coaching, consulting, and facilitated peer learning—all grounded in our staff's deep nonprofit leadership and governance experience. Learn more: www.compasspoint.org

OUR TEAM

We use a team approach to our consulting projects. Unlike many other consulting firms, CompassPoint is a staff practice, with 22 people deeply committed to the nonprofit sector who work together on a day-to-day basis in our central hub in Oakland. Our practice represents a wide range of capacity-building expertise in many content areas (for example, succession planning, board development, and fund development). We actively draw on each other's experience and knowledge as we work with our clients, and often bring other colleagues into a project to help meet specific capacity-building needs. The proposed consultant for this engagement would be Marla Cornelius:



Marla Cornelius

Senior Project Director, CompassPoint
500 12th Street, Suite 320, Oakland, CA 94607
(415) 541-9000 ext. 315
marlac@compasspoint.org

Marla supports nonprofit organizations by designing, managing, and delivering cohort leadership programs; by developing and delivering training programs; and by consulting. Marla also does considerable research and writing, primarily focused on executive and next generation leadership, personnel and performance management, and governance and boards. She co-authored a series of CompassPoint reports: *Ready to Lead? Next Generation Leaders Speak Out*, *Daring to Lead 2011*, and *UnderDeveloped: A National Study of Challenges Facing Nonprofit Fundraising*.

When she first began in the nonprofit sector, Marla was a rape crisis counselor, advocate for survivors of sexual assault and a community volunteer working on issues of gender equality and violence prevention. Early in her career, she also worked in the corporate sector where she developed skills in management, training and consulting. These different yet complementary experiences sparked her interest in organizational development and led her to CompassPoint, where she's been on staff for 14 years. At CompassPoint, she appreciates the opportunity to work at the intersection of governance, leadership, strategy and management as she partners with others addressing issues of social justice.

Marla is originally from Los Angeles and moved to the Bay Area 25 years ago to attend UC Berkeley and now lives in Oakland. She's currently the Chair of the Board of DataCenter; a research justice organization that unlocks the power of knowledge through community based participatory research. In her volunteer role, she feels fortunate to be able to bridge her love of information with her commitment to community.

OUR APPROACH TO GOVERNANCE AND BOARDS OF DIRECTORS

Our approach to governance is highly focused upon answering the questions of an organization’s desired impact, board leadership potential, and optimal structures to support the work of the board and the work of staff in board matters. Our practice incorporates the following:



Boards can be Greater than the Sum of their Parts

Nonprofit organizations (staff and board members) are frequently frustrated with the performance—however defined—of their boards of directors. Board members are rarely incapable, uncaring, or unskilled people. On the contrary, boards are usually comprised of talented, expert, passionate, and dedicated individuals. The problem lies in the nature of whole—not problems with individuals: when this collection of people is brought together to act as a body on behalf of the organization, there is something inherent in the structure and defined purpose that frequently renders boards lesser than the sum of their parts. To avoid this pitfall, organizations need to redefine board expectations, practices, and strategies so that they are in synch with organizational priorities and supported by strong leadership.

Clarity of Governance and Management Support

Responsibilities of nonprofit boards are of two fundamental types: governance and support. On one hand, the board, acting as the formal representative of the public, governs and provides oversight to the organization's affairs. At the same time, board members as individuals support the organization by volunteering, raising money, and advising. Confusion about board and staff roles and responsibilities in terms of governance and support functions are often the cause of difficulty within many organizations. Based on our experience in working with many board performance challenges, CompassPoint developed a framework that provides clarifies board roles, authority and decision making. We use this organizing framework to help board members and staff get on the same page of “who leads when” and to identify the key areas of decision making and implementation.

Purpose First, Structure Second

CompassPoint believes that the board is a means to an end, and not an end in itself. Therefore, the work of the board should be focused on organizational priorities related to its desired impact. From clarity of purpose comes an appropriate governance model designed to reach an organization’s unique impact. Too often a board first asks “what committees should we have? Who should we recruit? How big should we be? How should we structure our meetings?” Without first asking, “What kind of a board do we need so that we can better achieve our desired impact? How can we develop board leadership to connect us to our constituents and support the work of our staff? What is the right structure for us given

these current realities?” In our facilitation of group planning discussions and in coaching leaders, we focus on clarifying purpose in order to shape board structure.

Strengths-based

CompassPoint integrates strengths-based principles into all of its work. Research has shown that the best way to develop people is to identify the ways in which they most naturally think, feel, and behave as unique individuals, then build upon those talents to create strength and performance excellence. Using a strengths-based approach in board recruitment and in structuring how board members contribute can be a useful catalyst towards improved board engagement and therefore productivity. Board members who are recruited for their talents and strengths and then allowed to put them into practice on behalf of an organization are far more likely to be satisfied with their board experience and more likely to perform at a higher level.

Holistic

CompassPoint works primarily with community-based organizations and we have a deep understanding of leadership and management needs, challenges and promising practices of organizations. We understand that organizations are comprised of complex structures and culture requiring a whole systems approach to any consulting effort. Therefore, our work is integrative; we bring myriad strategies and methodologies to our client work. For example, we blend training, group and team facilitation, peer-networks, consulting, and coaching to foster a better learning environment that focuses on outcomes.

Integration of Theory and Practice

One of our strengths is the ability to synthesize the work of other practitioners and organizational management theory making it accessible and applicable. We understand that frameworks are only as useful as our ability to incorporate them into a particular environment. CompassPoint brings various frameworks into its work and helps its clients assess and adapt tools, strategies and ideas that are appropriate for them.

FACILITATION TECHNIQUES

As experienced facilitators, we draw on several methodologies and guiding beliefs that inform our approach as we support group learning, discussion and decision-making. Some of these include:

Adult Learning: We understand that there are many different learning styles and actively attend to various styles in our facilitation. This includes bringing the latest thinking in leadership and management theory and practice to participants, developing hands-on exercises which emphasize critical thinking and analysis and providing a creative space for optimal individual and group learning.

Our intent is to create a safe environment which encourages authentic participation and thoughtful connection. In doing so, we consider



meeting accommodations and location, the pace and format of the agenda, formal and informal peer learning opportunities and how we, as facilitators, model behavior and “show up” in the group process.

Multicultural Understanding: We recognize and value differences based on race, culture, language, class, gender, age, sexual orientation, ability, religion/spirituality, geography, and more. We also recognize and value differences in styles of learning and communication, which may be linked to one's culture, upbringing, or individual traits. We actively attend to these differences in group conversation, and design meetings that provide opportunities for engagement of all communication styles.

Innovation Frameworks and Design Thinking: As we continue to evolve our own practice as facilitators, we have begun to draw from other practices that emphasize hands on engagement and a visual representation of ideas. We have begun to use graphic recording in our facilitation, and draw from some principles of design thinking, specifically the ideas of “show don't tell” and a “bias toward action.” (See <http://dschool.stanford.edu/>)

