

YOU WANT DOERS NOT DIRECTORS: Crafting the Perfect Organizational Board

Presented by
Roger Brooks



Destination Development
Association



The tail wagging the dog



Board infighting | different agendas | personality conflicts



There but not really there | The “whatever” syndrome



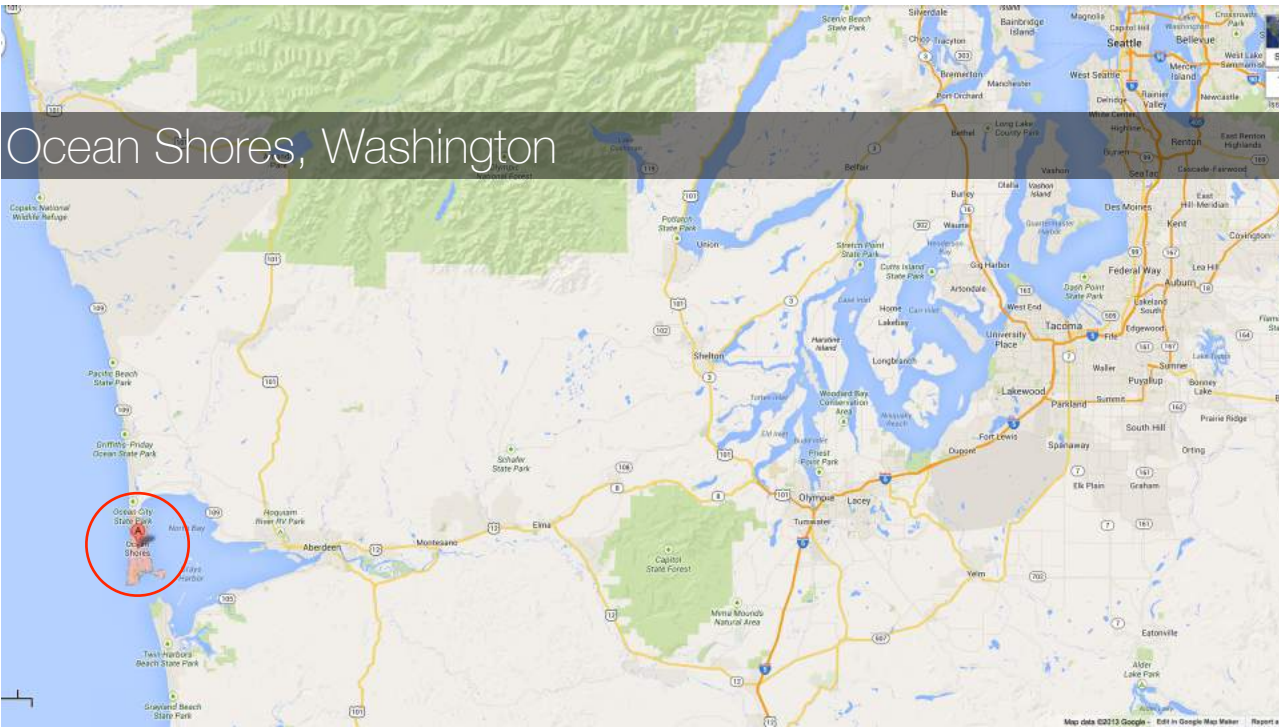
Most common:

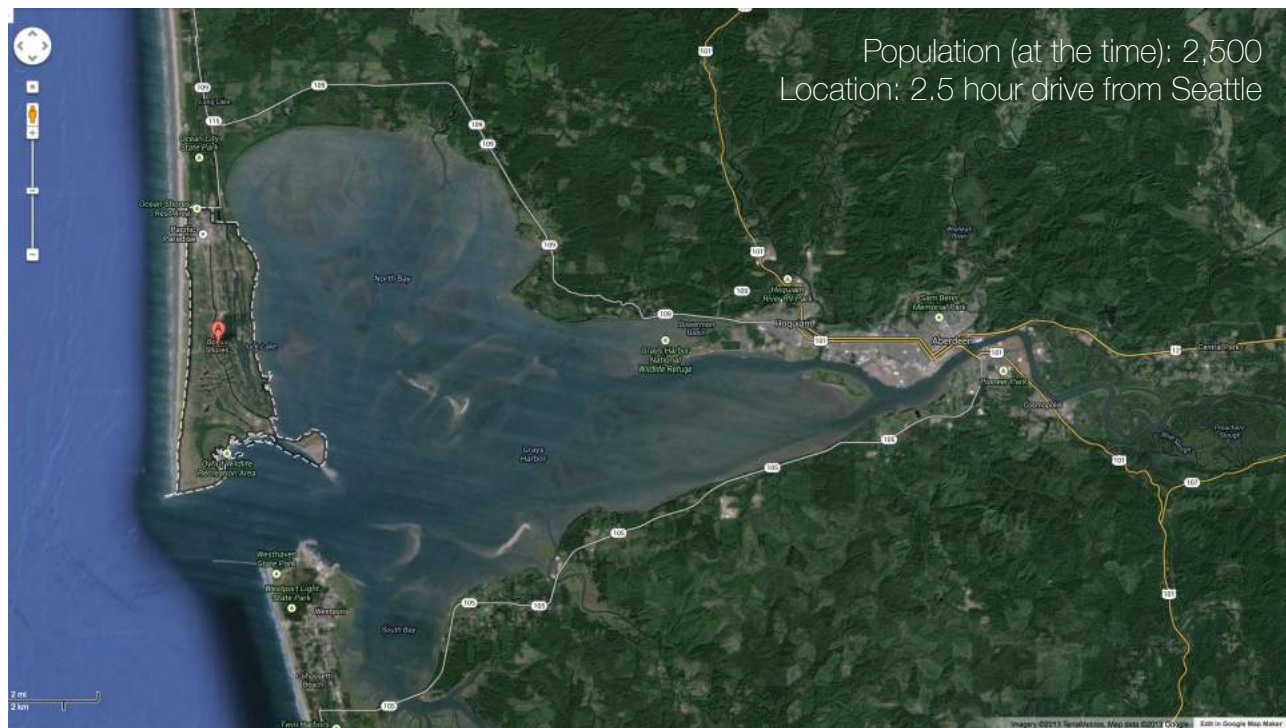
Boards running organizations with no solid goals or objectives and no real “direction” other than survival of the organization:

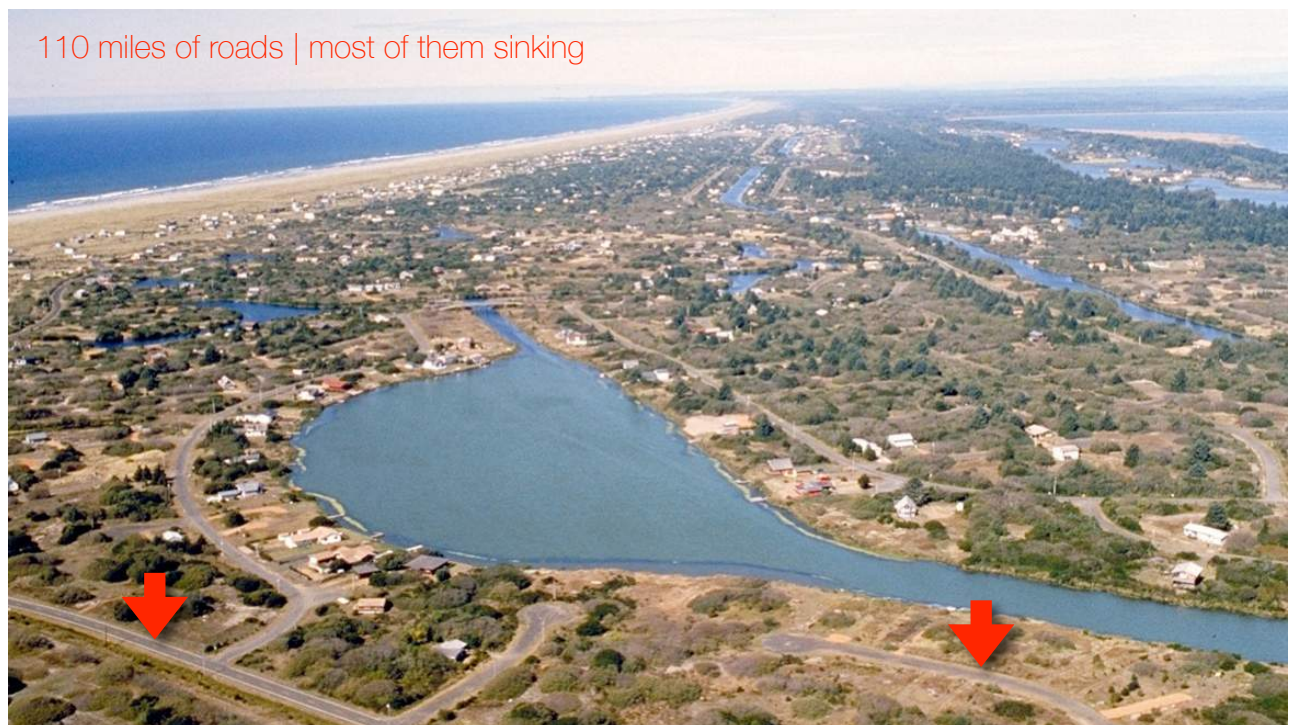
Business as usual, same old, same old.



Amazing teams all about “getting it done”









The city needed tax base

What was
needed

- \$10 million in street repairs & replacement
- \$2 million in bridge replacement
- \$60 million city-wide sewer system
- Additional fresh-water sources (wells)
- Lakes and canal system worst in the state
- Fire equipment, schools, public facilities in desperate need of assistance
- Oceanfront erosion and jetty repairs

\$100 million



The Ocean Shores Development Association (OSDA)

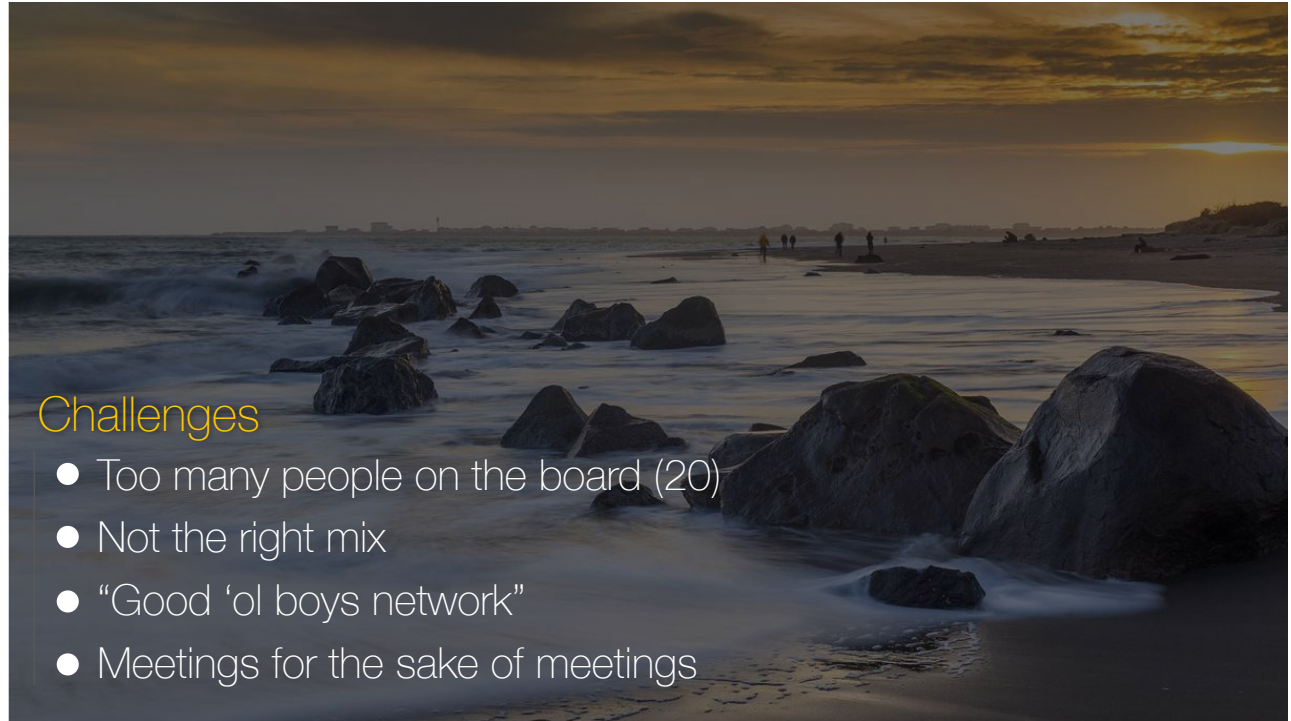
- All volunteer organization 501(3)(c)
- Spent \$7,000 to \$20,000 running ads
- Success: Minimal, if at all
- Realized they needed help and pronto

I got the call



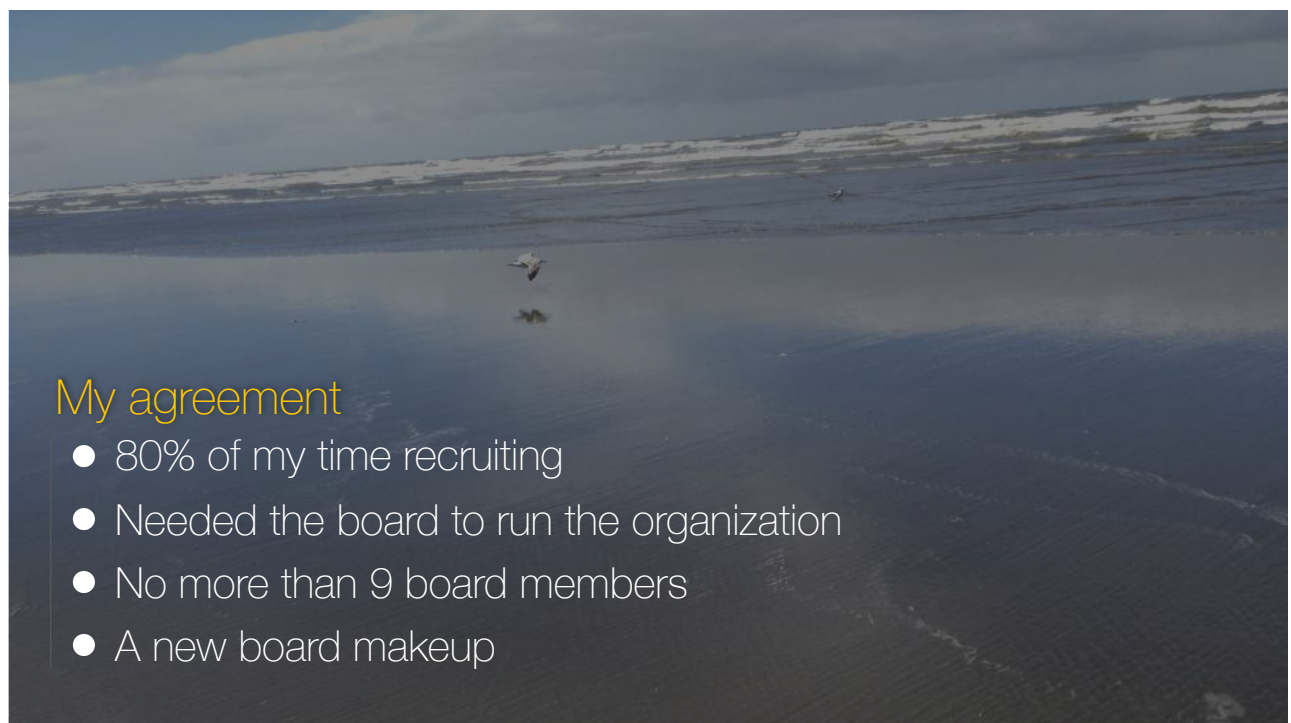
The other Mike Pence





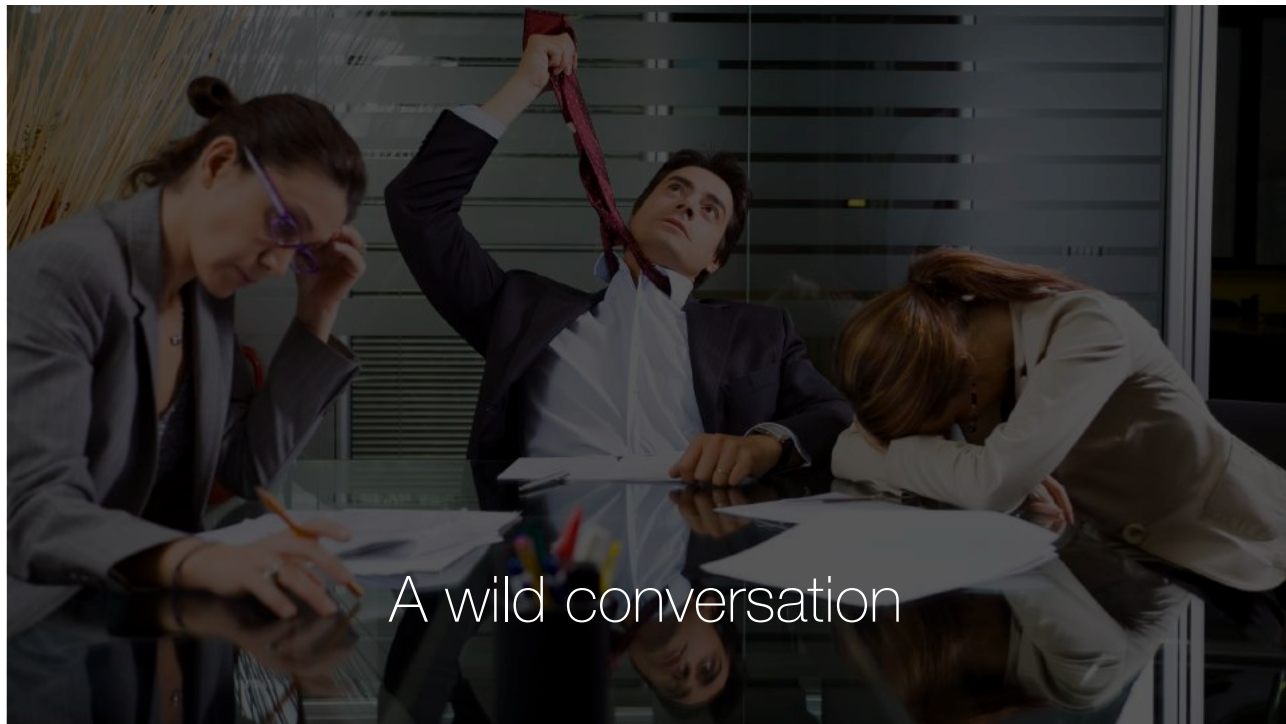
Challenges

- Too many people on the board (20)
- Not the right mix
- “Good ‘ol boys network”
- Meetings for the sake of meetings



My agreement

- 80% of my time recruiting
- Needed the board to run the organization
- No more than 9 board members
- A new board makeup



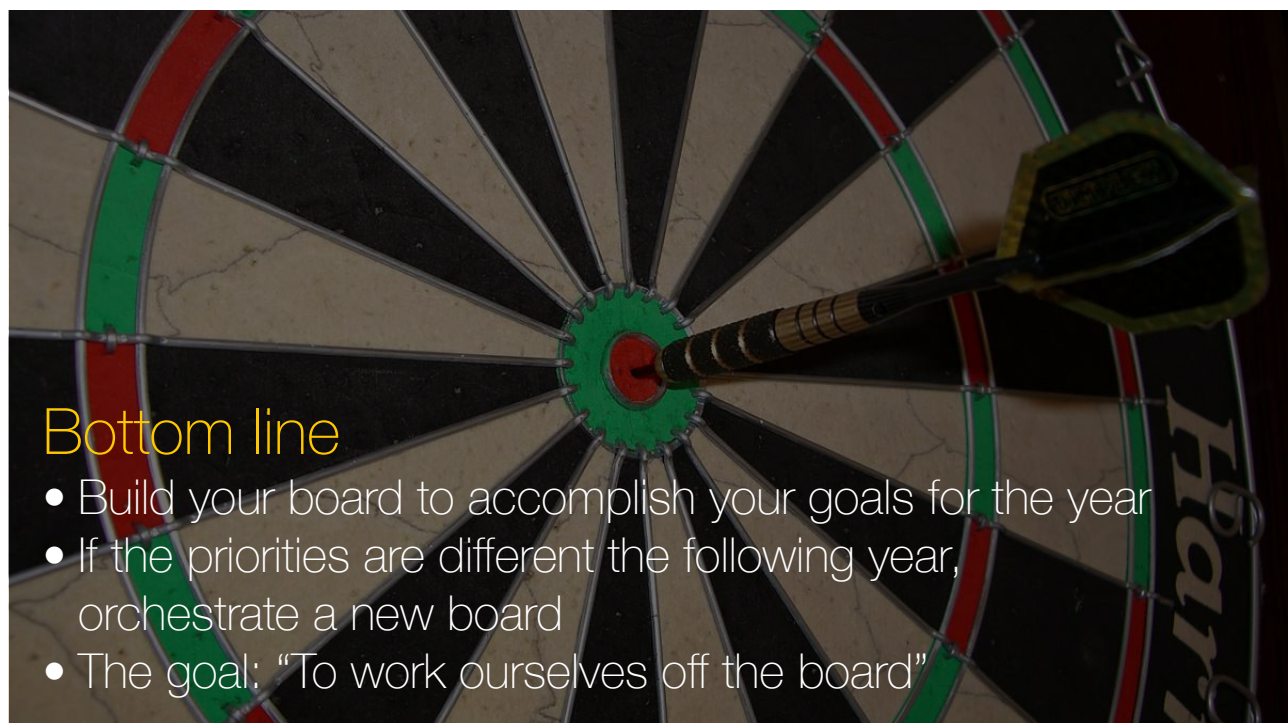
The board

- City manager
- Mayor
- City council liaison
- Planning director
- Local bank president | branch manager
- Two hoteliers
- Convention center director
- Chamber of commerce director



Rule #1: Bring your enemies into camp

Rule #2: Keep your friends close, your enemies even closer
Put a “Citizen at large” on your board



Bottom line

- Build your board to accomplish your goals for the year
- If the priorities are different the following year, orchestrate a new board
- The goal: “To work ourselves off the board”



Development team

- City manager
- Mayor
- Planning director
- Finance director
- Fire chief
- Police chief
- Bank president
- Real estate representative

Organizations run by paid staff:

20% - Very satisfied with their boards

48% - Somewhat satisfied

The Chamber conundrum

- Lobbying organization for local business
- Networking events | Annual meetings
- Visitor information services
- Producing & marketing local festivals and events
- Economic development
- Tourism marketing & promotion
- Working with other local non-profits



The truth

- The average chamber director lasts 30 months.
- The average chamber director spends 80% of his or her time raising money & dealing with membership issues.



One day a week for:

- Lobbying organization for local business
- Networking events | Annual meetings
- Visitor information services
- Producing & marketing local festivals and events
- Economic development
- Tourism marketing & promotion
- Working with other local non-profits



Destination Marketing Organizations:

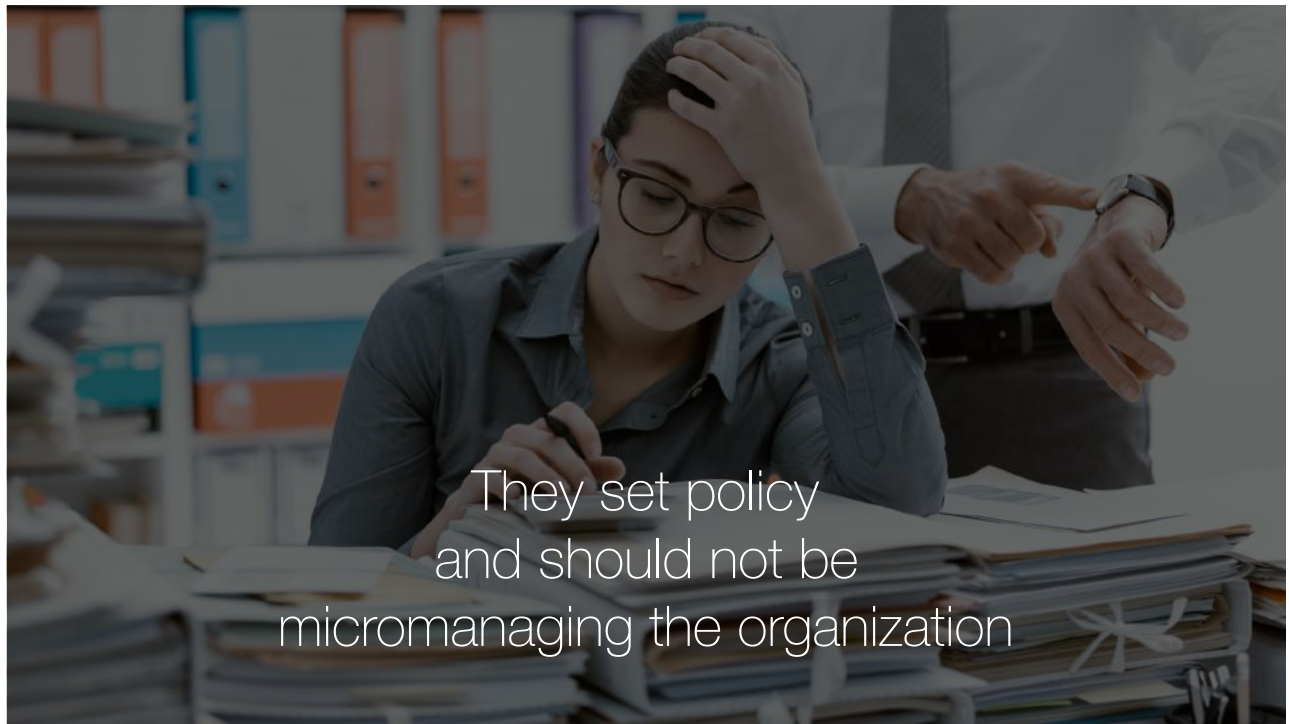
If at all possible, eliminate memberships.

Spend your time making something happen

The role your board members play



- Public face of the organization
- Chief cheerleaders
- Fundraisers
- Strategic planners



They set policy
and should not be
micromanaging the organization



*"Leaders are people who do the right things;
managers are people who do things right."*

- Warren G. Bennis in "On Becoming A Leader"

Expectations

- Passionate: An active & vocal **advocate**
- **Work** with other board members
- Regularly **attend** board & committee meetings
- **Prepare** for meetings
- Help **support** charitable contributions
- Use personal **contacts** for expertise
- **Serve** as committee chair or member
- Work with leadership staff
- Step down if unable to do these things

Coming in, they should expect to spend four to eight hours a month dedicated to the organization.



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All boards need to develop a policy like this – adopt it and then enforce it. This document uses the terms “board member” and “board of directors,” referring to the governing group. Other organizations use other terms, e.g., trustee, governor, board of trustees, board of governors... whatever. The intent is the same.

Performance expectations of you, the individual as a board member

Each Board member of our organization affirms the expectations outlined here and strives to perform accordingly. We treat all Board members the same when it comes to these expectations.

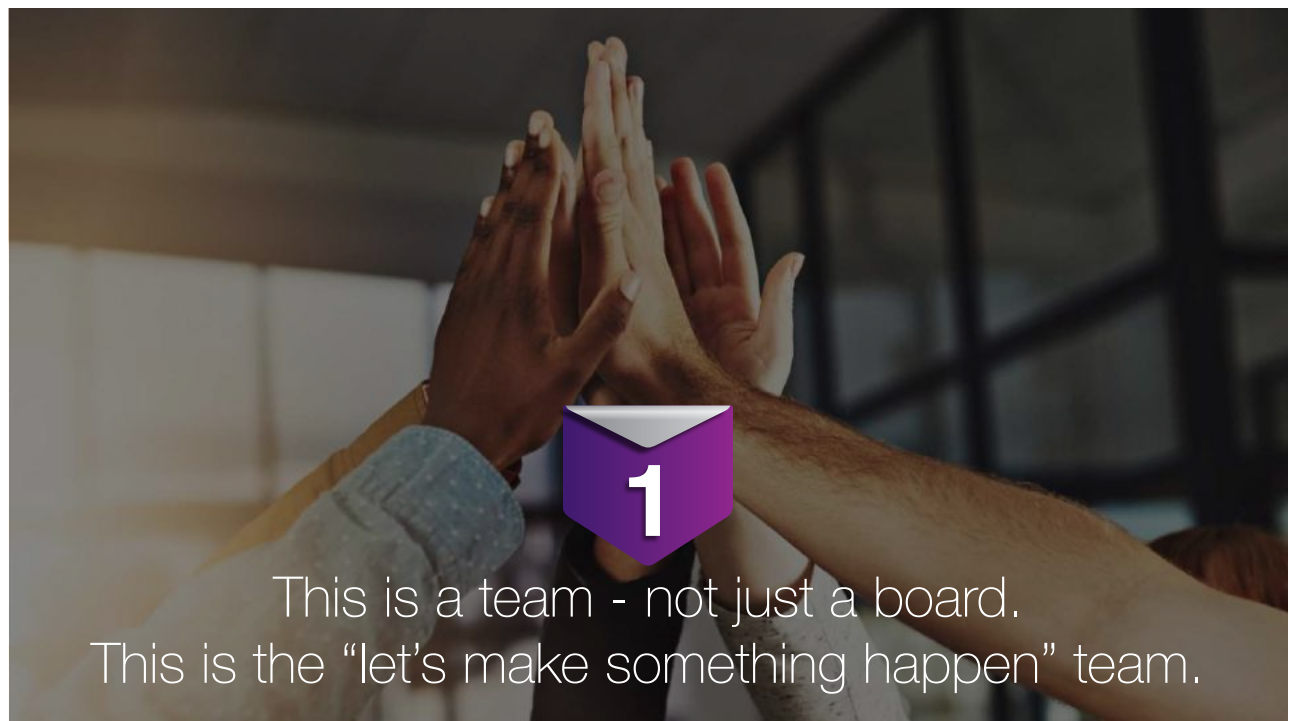
These expectations are clearly articulated during the recruitment process. We accept the candidate as a nominee or appointee only after s/he has agreed to fulfill these expectations. And, by accepting nomination or appointment, the individual confirms that this board service is one of his / her top volunteer and giving commitments.

Specific performance expectations are:

1. Believe in and be an active advocate and ambassador for the values, mission and vision of the organization.
2. Work with fellow Board members to fulfill the obligations of Board membership as articulated in the job description of the Board of Directors, in these performance expectations, and in keeping with all other policies.
3. Act in a way that contributes to the effective operation of the Board – and work with fellow Board members and staff to assure that the Board functions well. This includes – but is not necessarily limited to the following:
 - a. Focus on the good of the organization, independent of personal agenda, self-interest, or the influence of others.
 - b. Maintain confidentiality of committee, board, and organization work unless authorized otherwise.
 - c. Support Board decisions once these are made.
 - d. Participate in appraisal of own performance and the performance of the Board and its committees.
 - e. Support the organization's policies and procedures for conducting business.
4. Regularly attend Board and committee meetings. Prepare for these meetings by reviewing materials and bringing the materials to meetings. Use conversation as a core business practice, asking strategic questions and participating in dialogue.
5. Keep informed about the organization, its issues, and its connection to the community through active participation within the organization and conscientious connection outside the organization.
6. Help support the charitable contributions operation of the organization. Specifically:
 - a. Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
 - b. Give an annual financial contribution to the best of personal ability. Consider this organization one of your top 2 – 3 charitable commitments. If the organization launches a capital program, give to that, too.
 - c. Participate in the fund development by taking on various tasks tailored to your comfort and skills.
7. As appropriate, use personal and professional contacts and expertise¹ to benefit the organization, without compromising ethics or keeping on relationships.
8. Be available to serve as a committee or task force chair or member. Be a prepared and active participant.
9. Inform the Board of Directors of the organization of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
10. Respect the authority of the chief executive officer and staff; and, adhere to the limitations of the Board, its committees and individual Board members.
11. Agree to step down from Board position if unable to fulfill these expectations.

¹ Each candidate is invited to join the Board in order to provide specific expertise to the governance process. The individual is informed of this need – and agrees – prior to nomination or appointment.

The perfect board



This is a team - not just a board.
This is the “let’s make something happen” team.

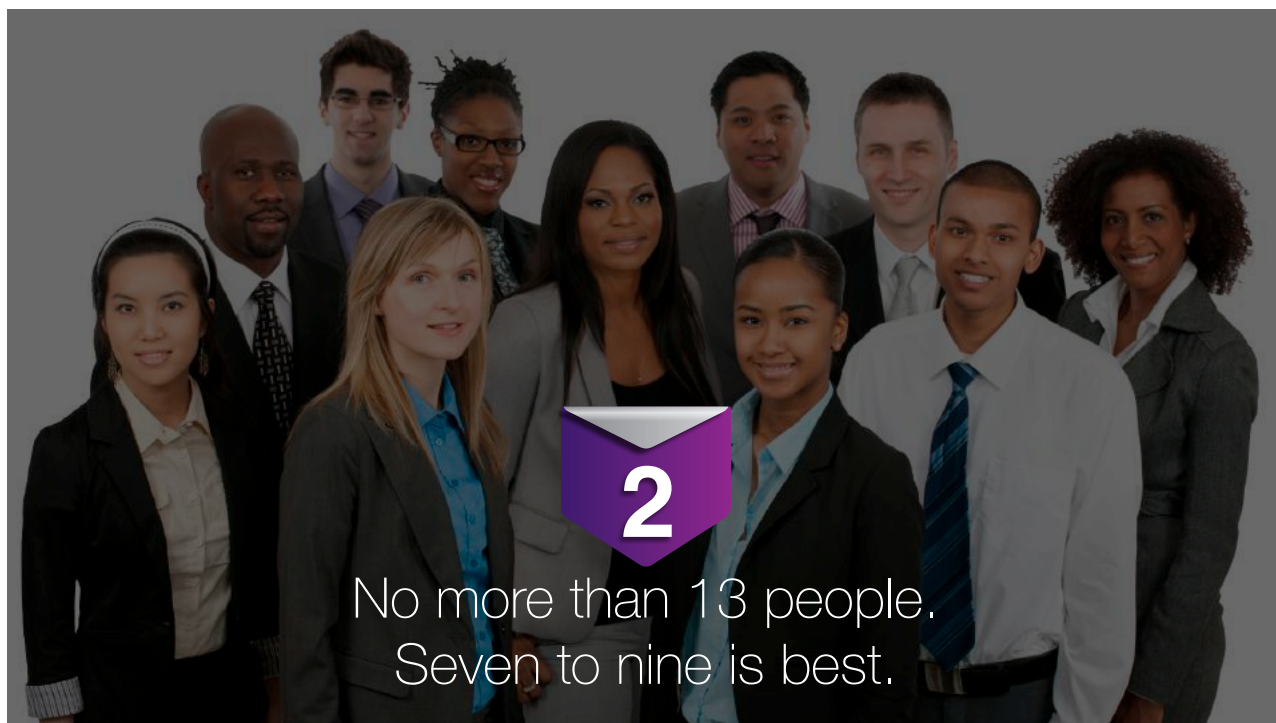
Unity is strength.. When there is teamwork and collaboration, wonderful things can be achieved.
Mattie Stepanek

”



Together
WE
Achieve
More



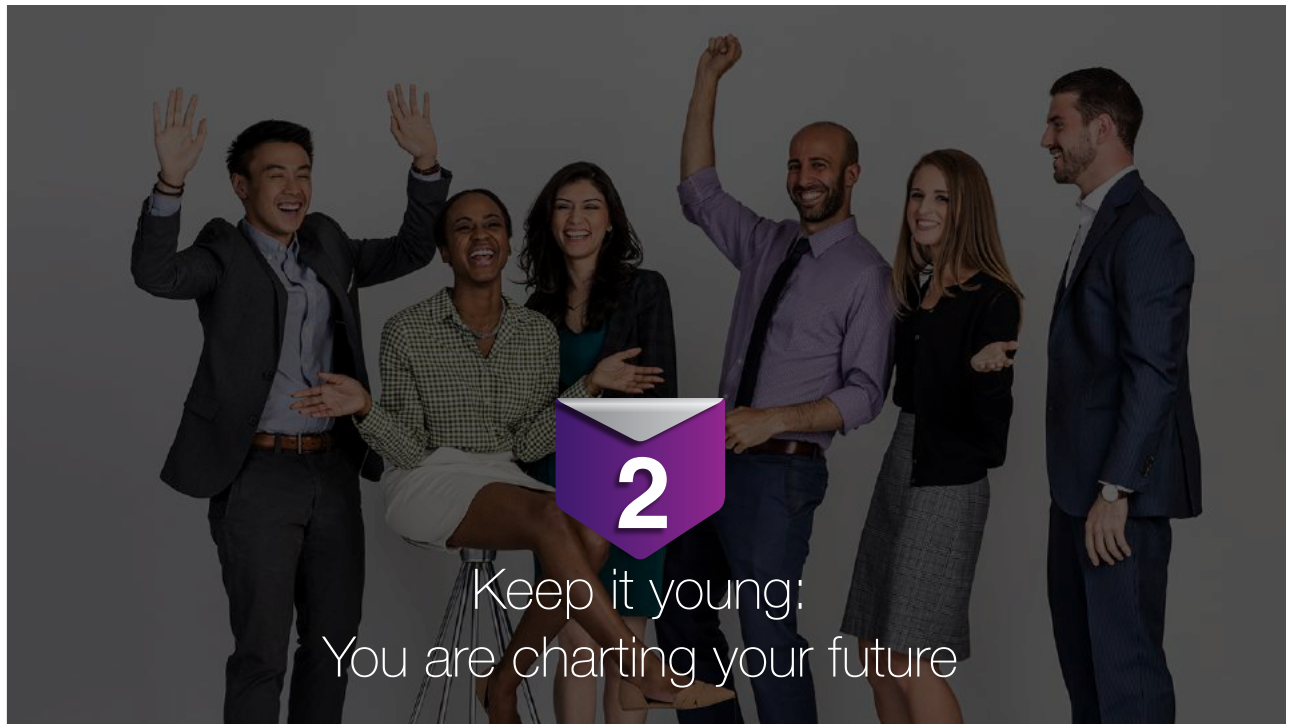


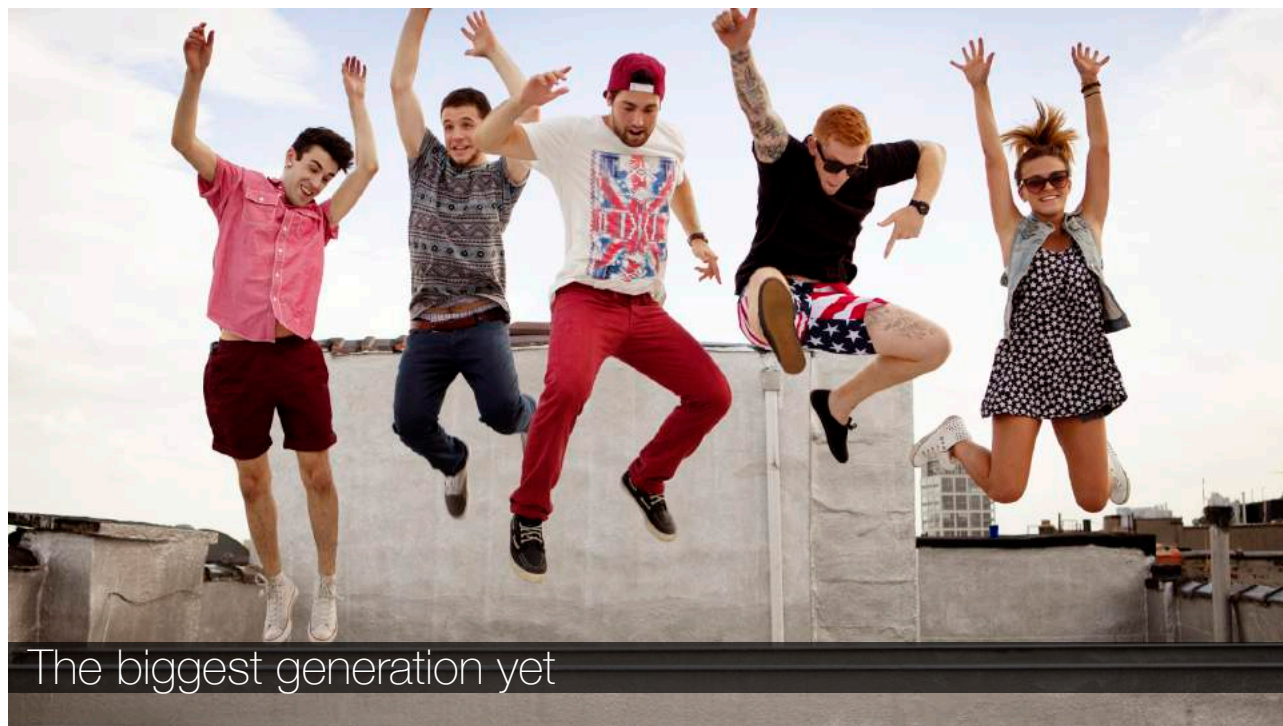
A sample list for a municipally-based organization

(Tourism, economic development, historical society, downtown, arts)

- (1) City Manager | CAO | Administrator
- (1) Mayor or council representative
- (3) Brand champions | Industry stakeholders
- (1) Someone from the press
- (4) One from each partnering organization
- (1) At large member (not directly tied to your mission)
- (2) Two to four with specific areas of expertise (no contracts with the organization)*

* Could be a volunteer or contracted (not on the board)





The biggest generation yet



Millennials are the best educated generation in history

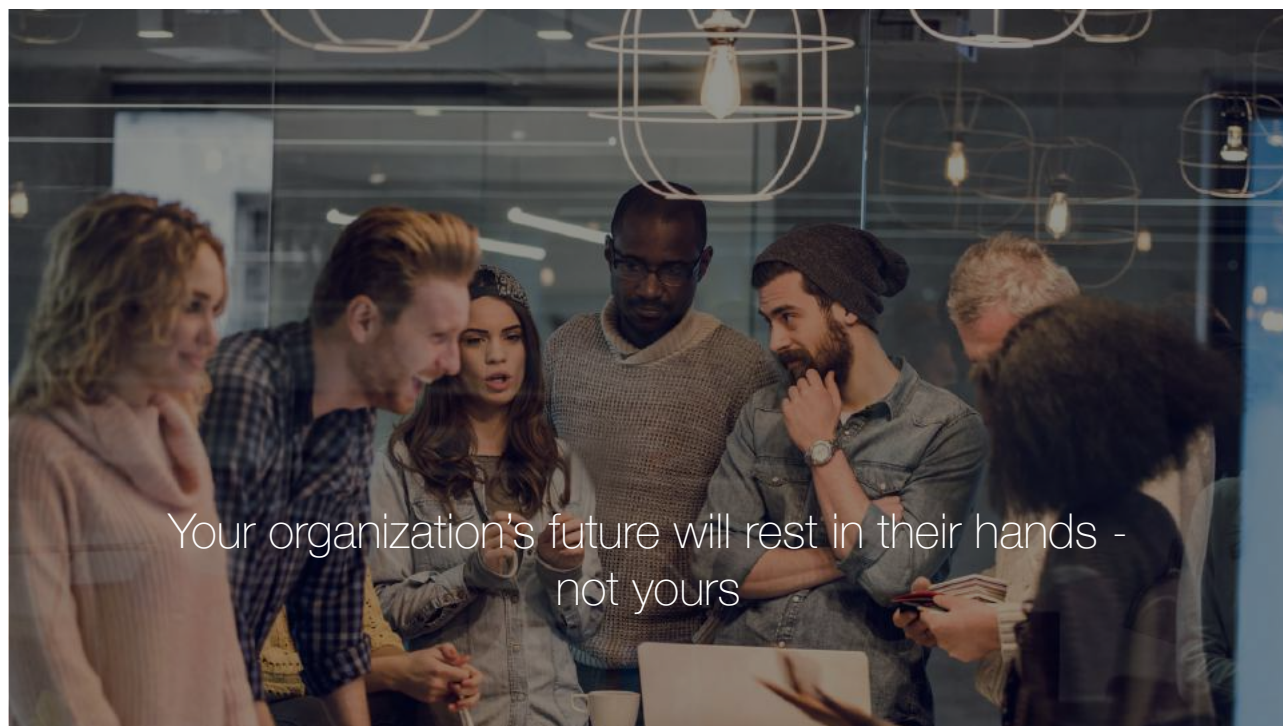
Millennials are the most diverse generation in history



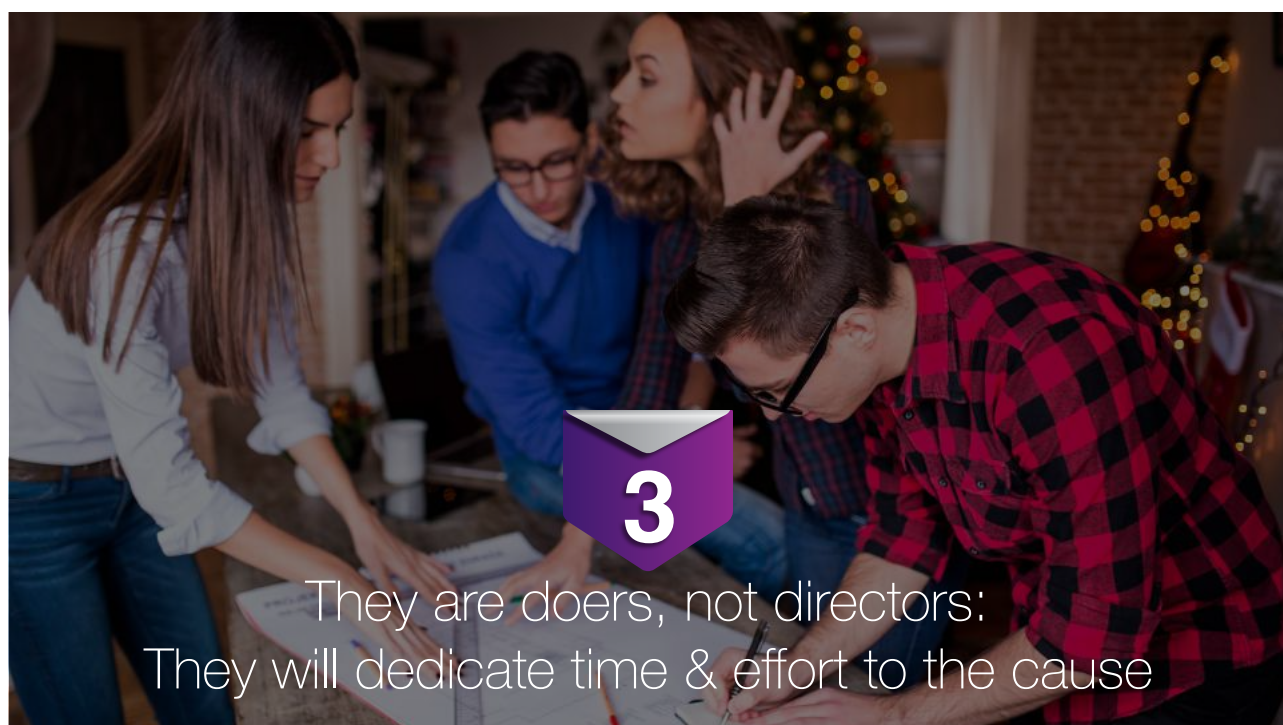
And the most civically minded generation in history



Aja Brown
Mayor of Compton, CA
First elected at 31
Re-elected at 35



Your organization's future will rest in their hands -
not yours



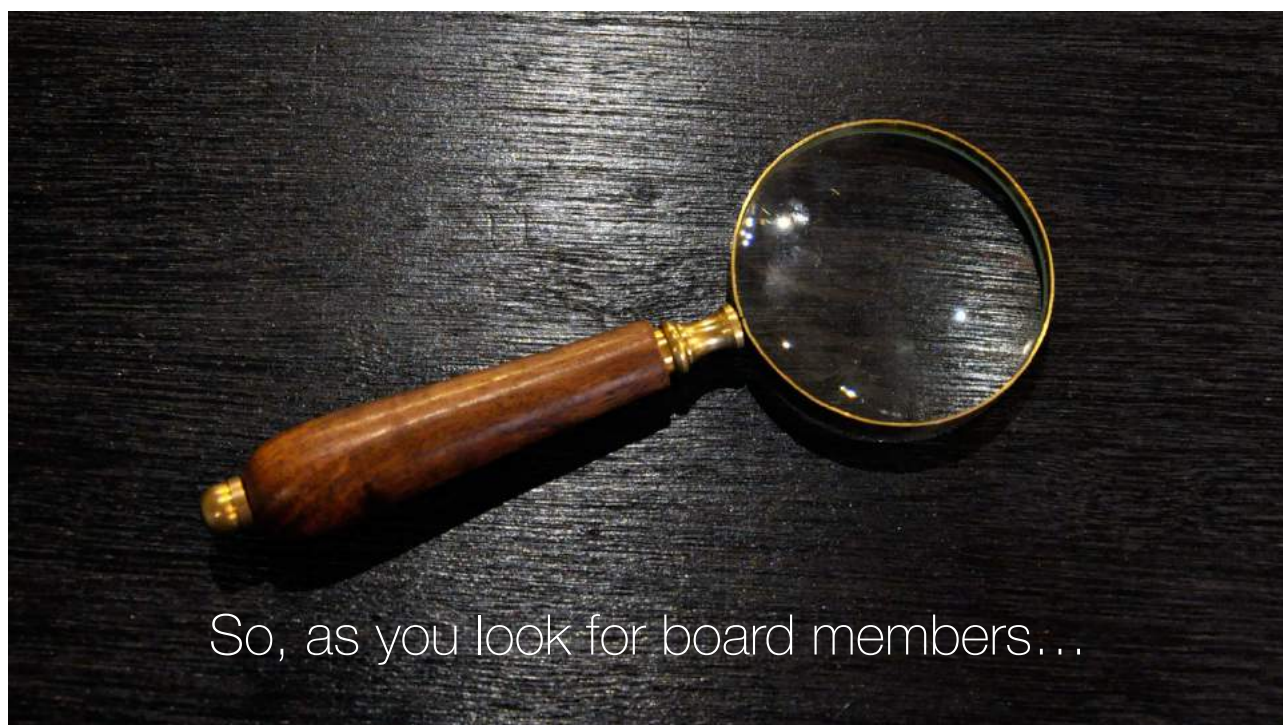
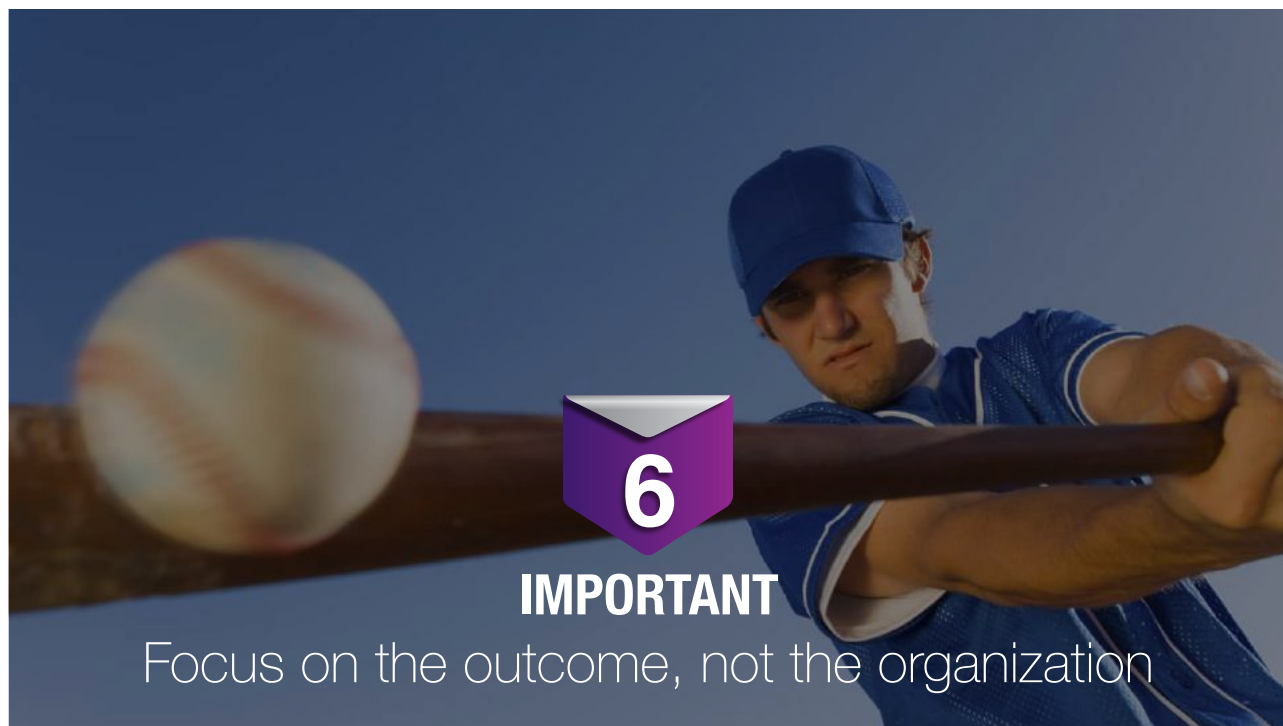
They are doers, not directors:
They will dedicate time & effort to the cause

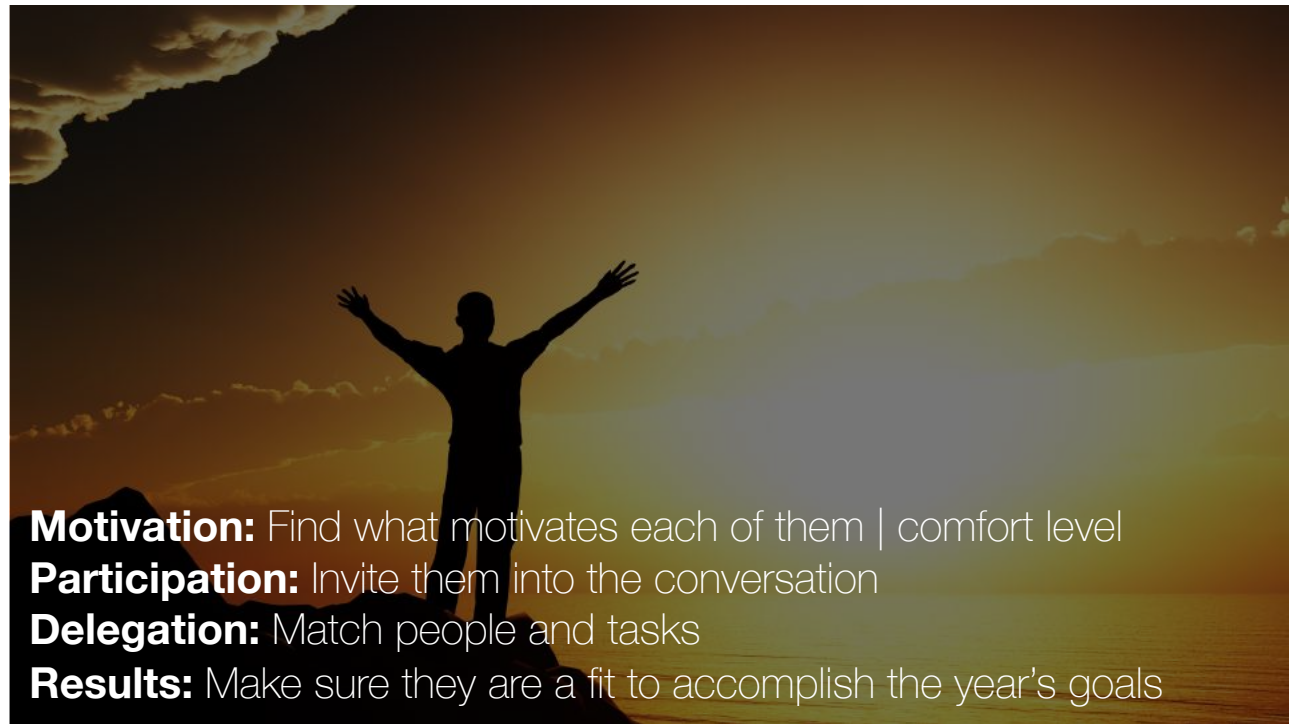


They are great ambassadors:
Your sales force



They are respected locally:
Carry some weight or influence in the community





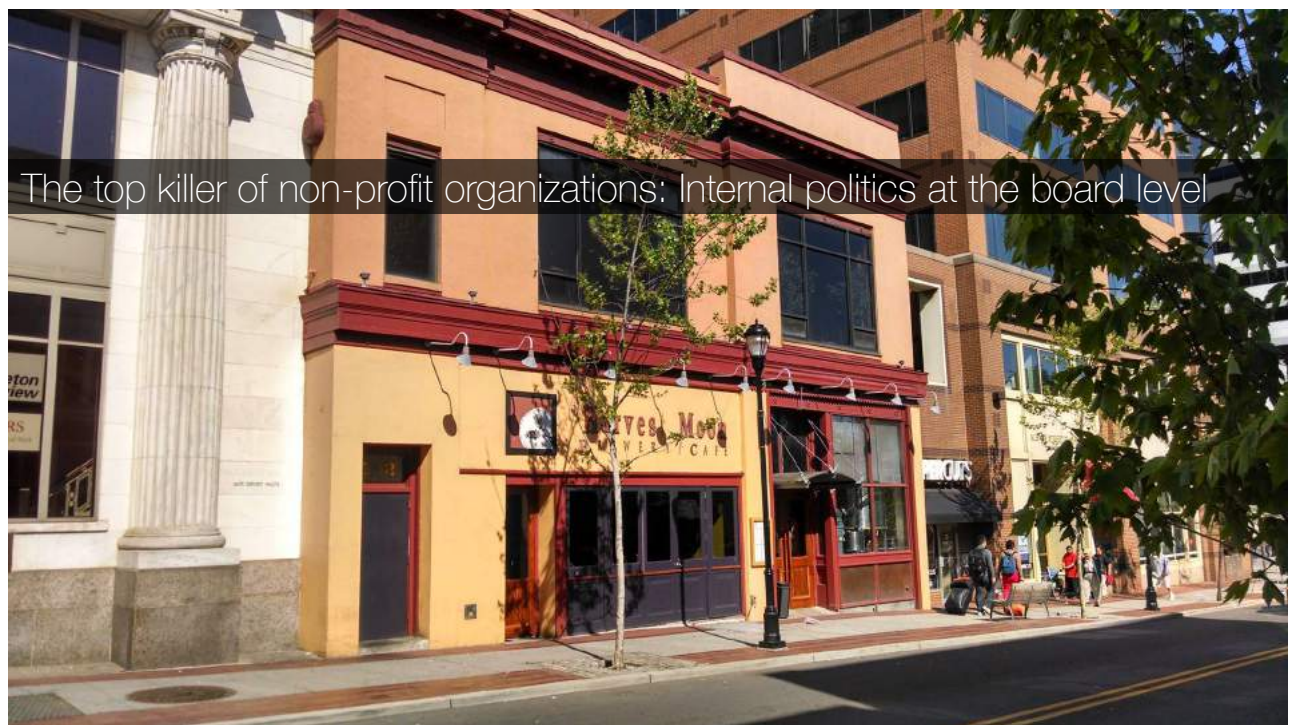
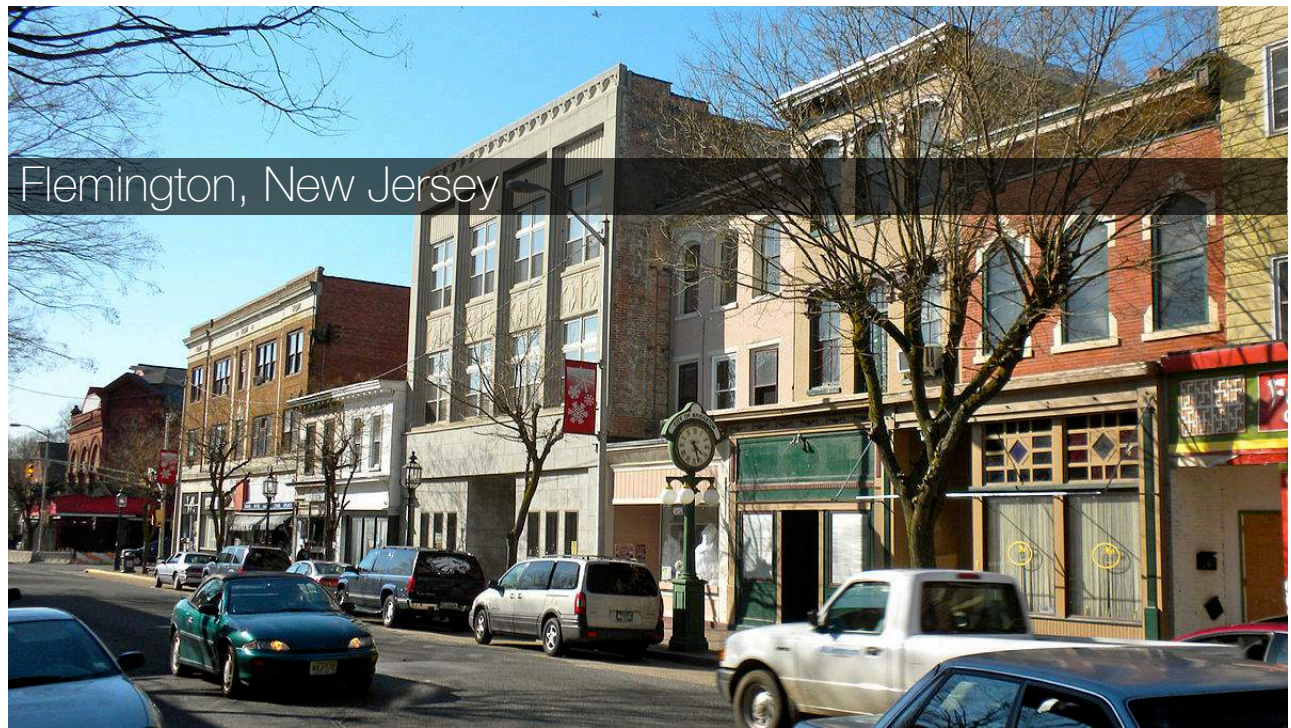
Motivation: Find what motivates each of them | comfort level

Participation: Invite them into the conversation

Delegation: Match people and tasks

Results: Make sure they are a fit to accomplish the year's goals

What to do with ineffective boards

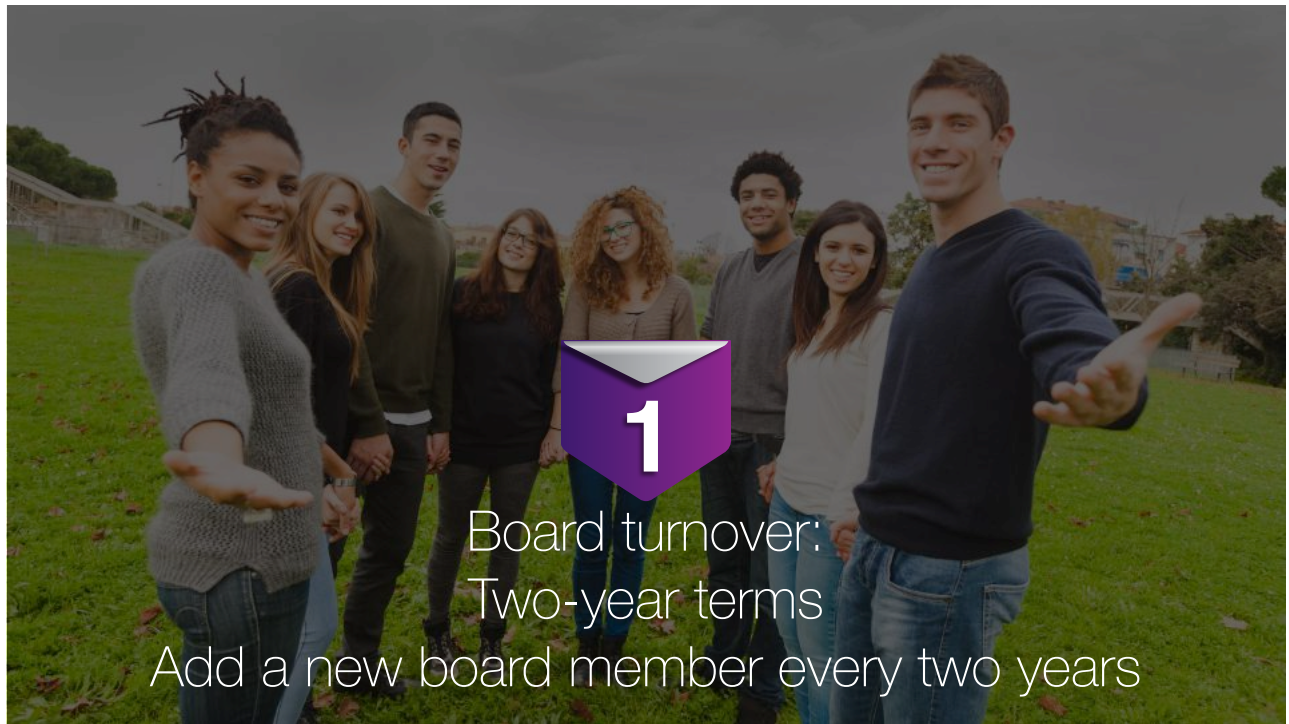


If you need to



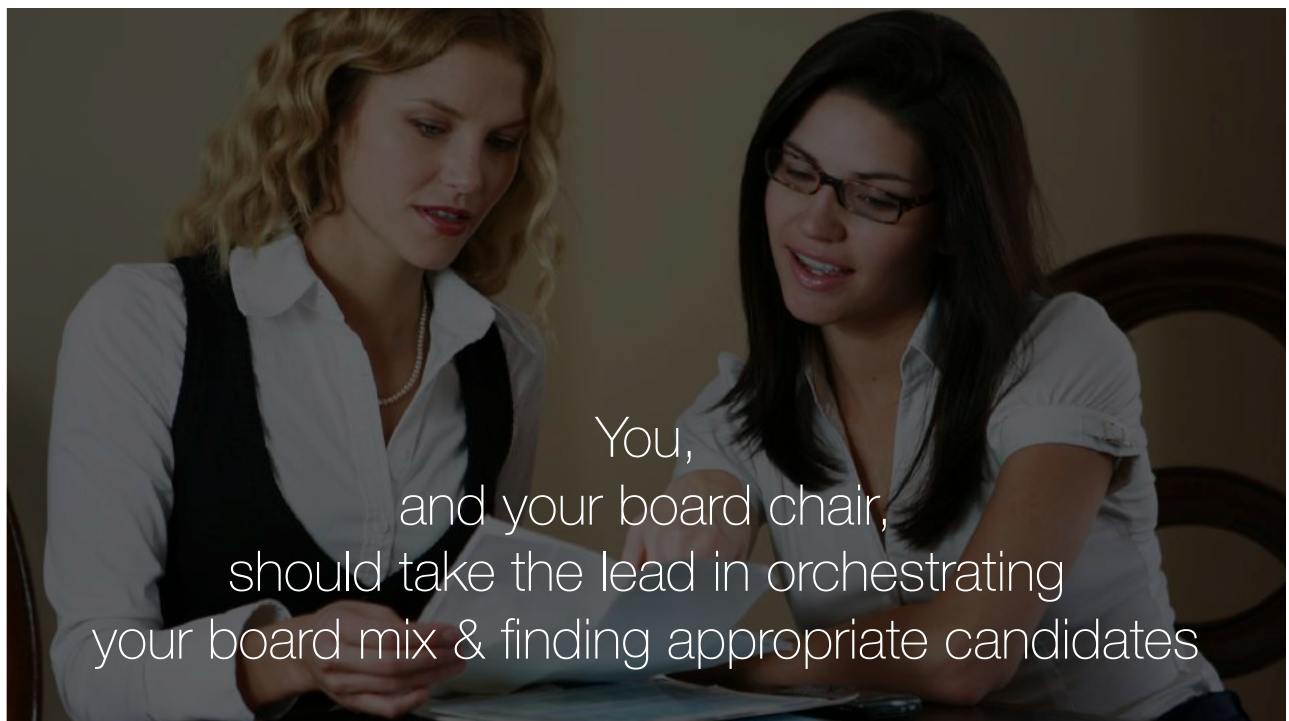
Get someone, with no skin in the game,
to reorganize your board from the ground up

You've got 'em:
Now what?



Board turnover:
Two-year terms

Add a new board member every two years



You,
and your board chair,
should take the lead in orchestrating
your board mix & finding appropriate candidates



Ask if anyone would like to resign their position



2

Define the roles



Board positions

- Secretary
- Attendance chief
- Finance director
- Annual events director
- Fundraising director
- Outreach director (PR)

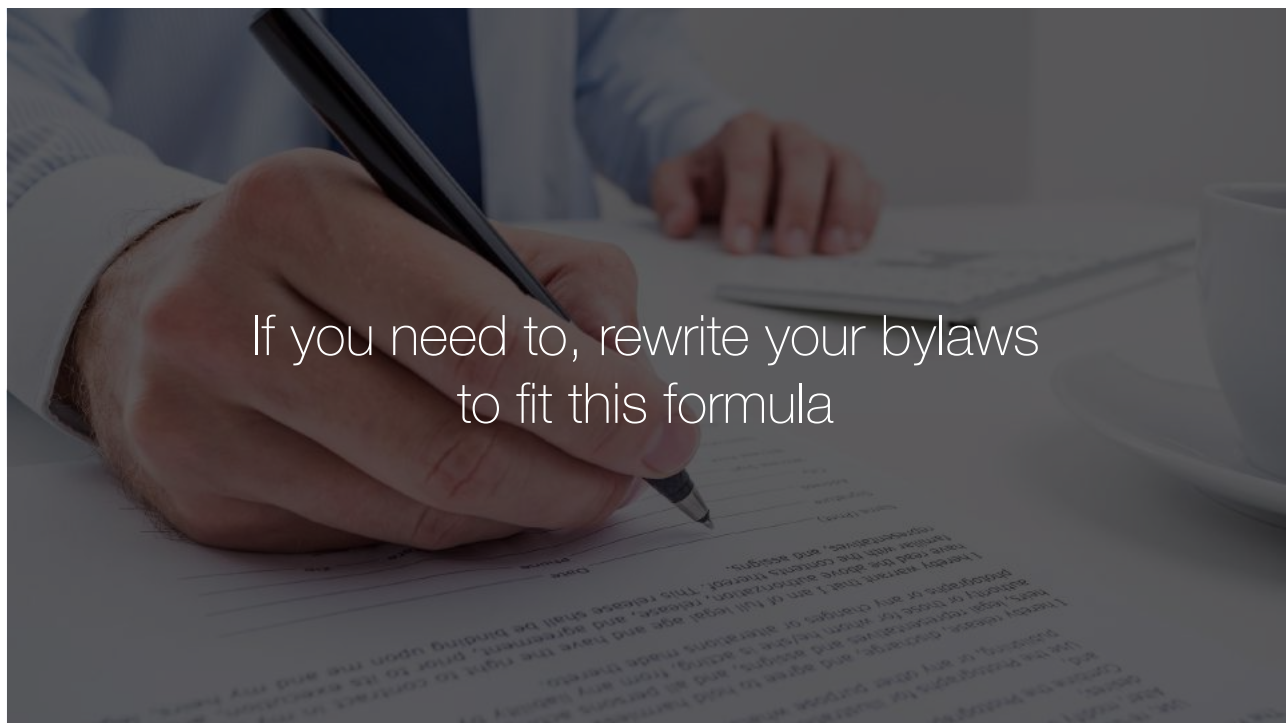


Committees

- Marketing
- Product development
- Brand ambassador



Once a year:
Strategic Planning Retreat




If you need to, rewrite your bylaws
to fit this formula



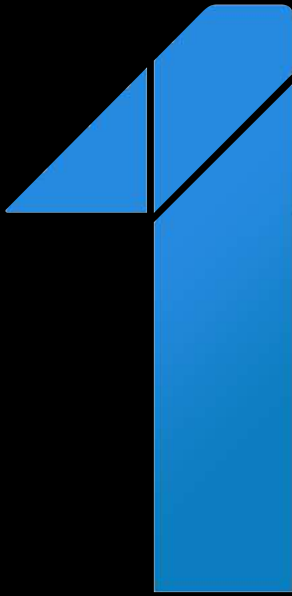
Team building fun

“Boards that are able to function effectively as a team have an 800% greater impact on profitability than any one well-qualified board member - in other words, and consistent with Aristotle’s observation, the whole is greater than the sum of its parts.”

- Solange Charas “The Key to a Better Board: Team Dynamics”

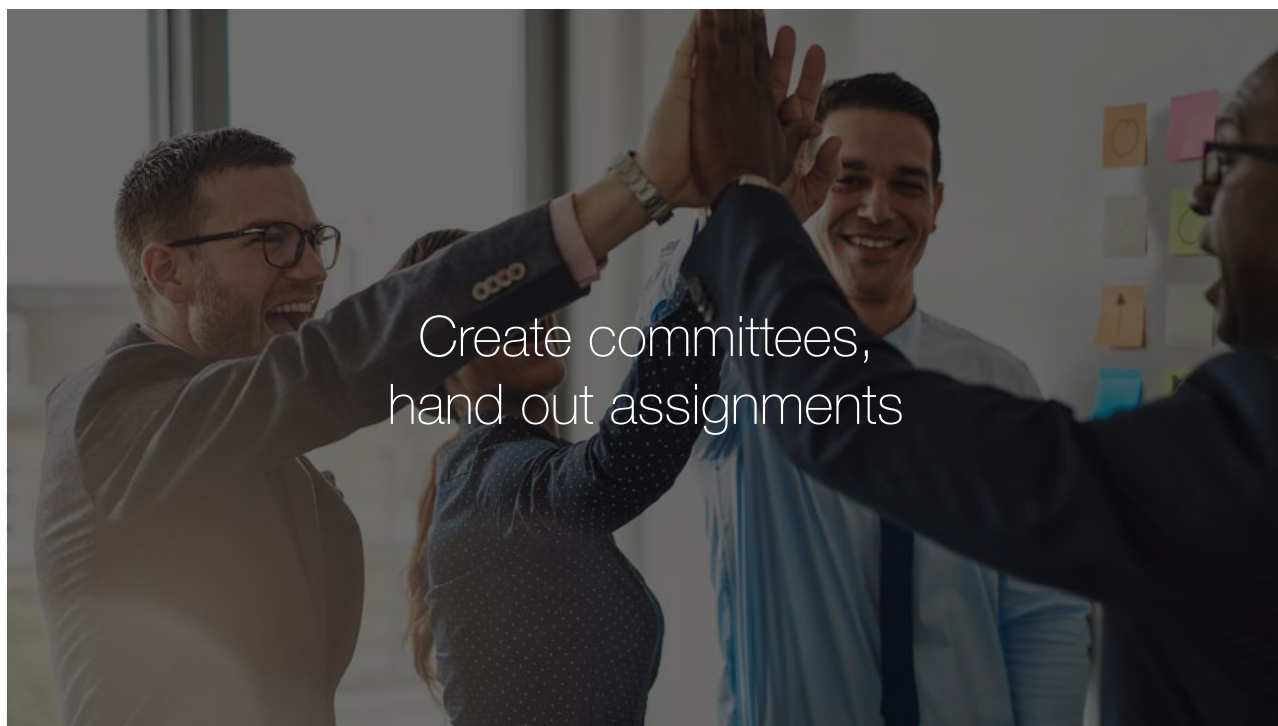


Top 10 things
to be accomplished this year

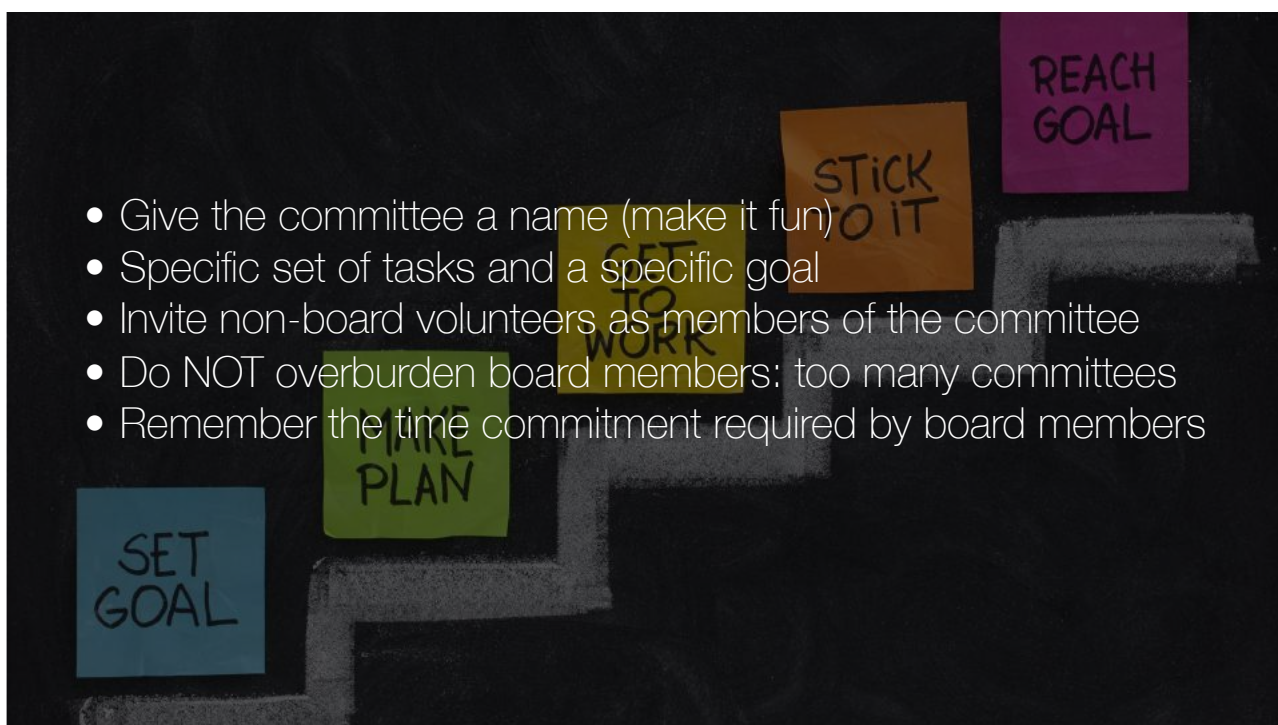


One major goal is just fine
Orchestrate your board to get 'er done



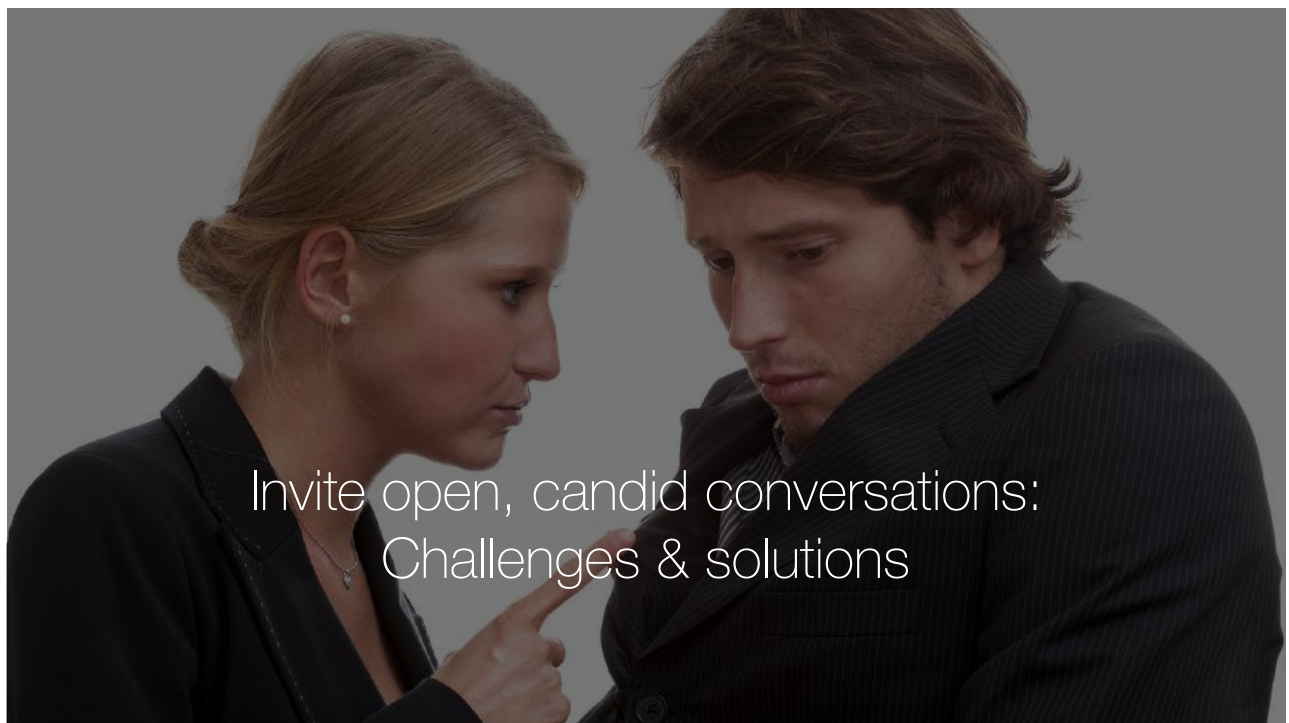


Create committees,
hand out assignments

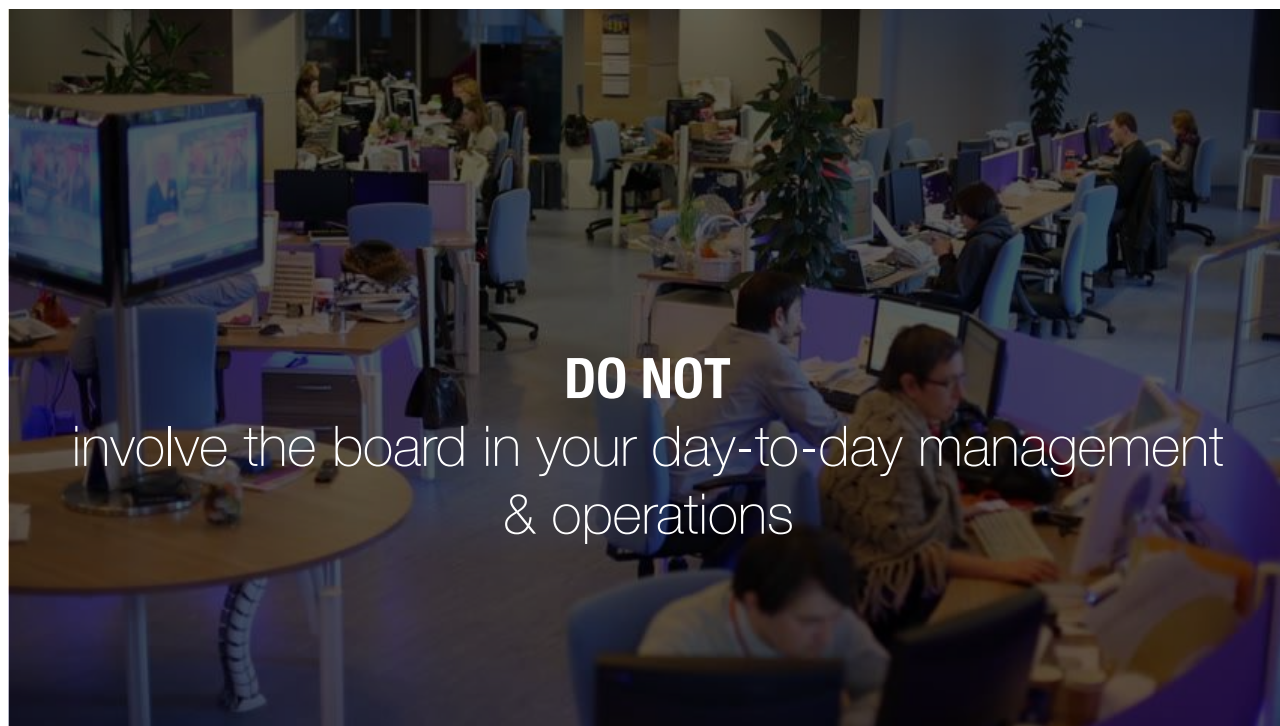




Bring in outside volunteers
to help get things done



Invite open, candid conversations:
Challenges & solutions



DO NOT

involve the board in your day-to-day management
& operations



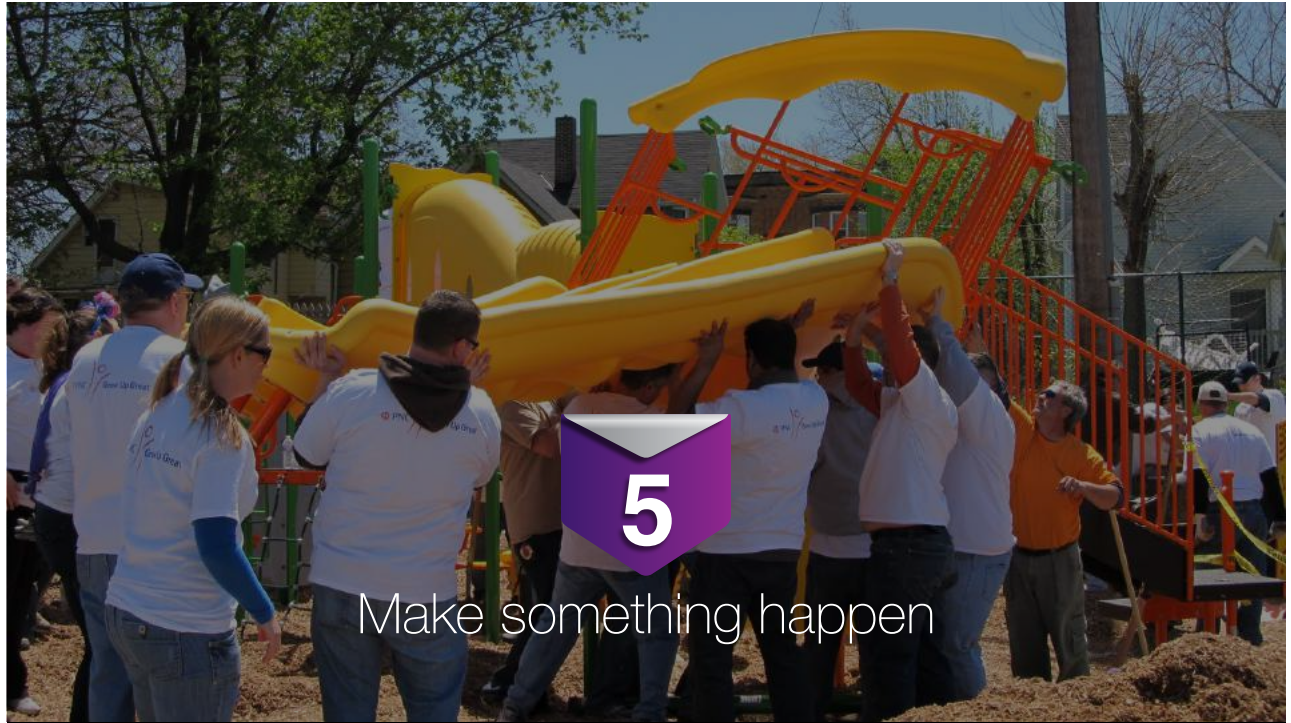
You and your board chair should be joined at the hip



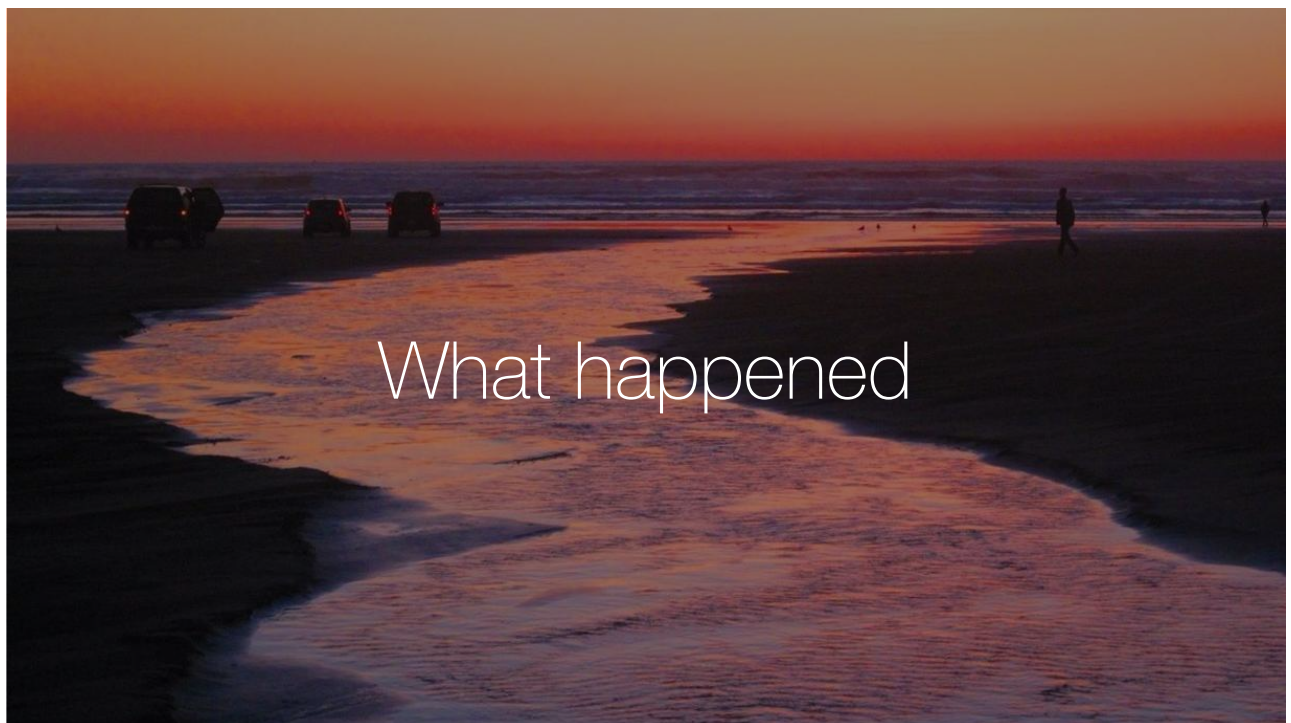
Hold effective monthly meetings

Meeting agenda

- **Brevity, brevity, brevity!**
- **How are we doing?**
Board position reports (minutes, finance, etc.)
- **What's new?** Executive Director report
- **Progress:** Committee reports
- **To do list:** What's coming this month (by person)
- **Pump up the troops:** Video, fun, case histories, new ideas, guest speaker...



Make something happen



What happened

In four years we recruited...

















Results



The City of Ocean Shores saw more new tax base in this four-year program than in the previous 25 years combined

The bottom line



- \$45 million city-wide sewer system
- New library
- New police station
- New fire equipment
- New multi-million \$ golf club house
- \$6 million in street and bridge replacement projects
- New \$14 million convention center
- One of the state's top-rated EMS services
- Millions \$ in other upgrades and improvements



Direct cash to the city (per year)

- Property taxes \$105,580
- Lodging taxes \$220,000
- B&O taxes \$ 17,000
- Sales taxes \$ 32,500
- Utility taxes \$ 20,000
- Total cash revenues: \$395,080
- ROI: 600% annually

All of this while maintaining...

...one of Washington's lowest tax rates



Why this worked #1

I (the executive director) was able to spend 80% of the time fulfilling the mission rather than running an organization

Why this worked #2

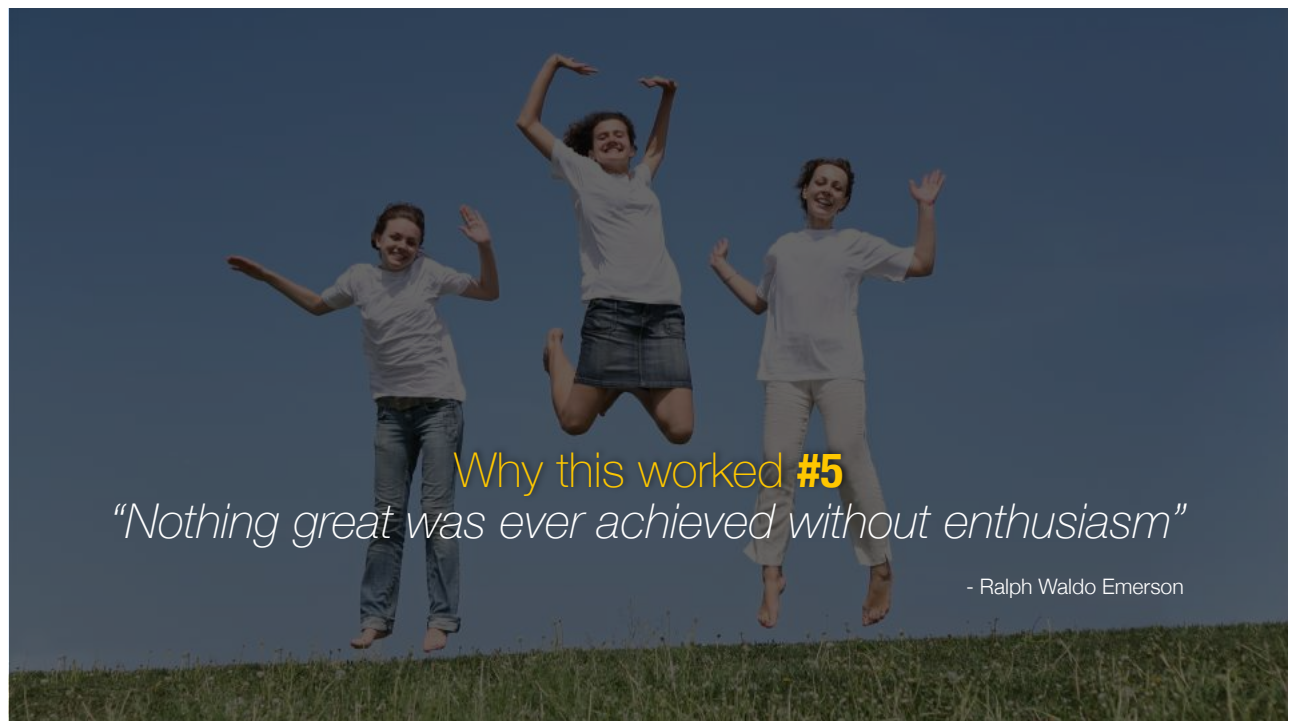
They trusted me to do my job:
“Just make it happen.”

Why this worked #3

- The board ran the organization
- They championed the cause - outreach, funding
- They were incredibly unified & focused
- Attitude: What can we do to help?
- Mission: To work ourselves off the board

Why this worked #4


We all believed 100% in what we were doing
We were a team, not a director and a board



Why this worked #5


"Nothing great was ever achieved without enthusiasm"

- Ralph Waldo Emerson



Here's to making your organization
an amazing success!

For more how-to resources join us at
— DestinationDevelopment.org

 Destination Development
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