

Fort Scott Council

January 29, 2013 San Francisco, CA

Meeting Notes

The Fort Scott Council (Council), chartered under the Federal Advisory Committee Act (FACA) held its first meeting, January 29, 2013, in San Francisco, CA at the Golden Gate Club - 135 Fisher Loop in the Presidio of San Francisco.

Summary of Decisions

1. The Council adopted bylaws in this meeting.

Welcome and Opening the Meeting

- Craig Middleton, Executive Director for the Presidio Trust welcomed everyone to the meeting.
- Aimee Vincent, Designated Federal Official called the roll of Council members.
- Toby Rosenblatt, Chair of the Fort Scott Council introduced Greg Werkheiser, Director of the National Center for Service and Innovative Leadership (the Center) and Shirley Sagawa, consultant to the Fort Scott project.

Introduction - Greg Werkheiser, Director of the Center

Outlined three challenges

- Substance - How will our approach be innovative, cutting edge, and worthy of the space and resources we are prepared to dedicate to it?
- Fundraising – We need to raise roughly \$150 million for a capital campaign to renovate 11 core buildings up to 10 auxiliary buildings. A combination of philanthropy, real estate development strategies and earned revenue streams should be mission-consistent.
- Rehabilitation –We are taking on one of the largest historic renovation projects in the country – How do we rehabilitate in ways that are historically and environmentally sensitive while also ensuring technological sophistication? We will develop a unified plan for each of these challenges that is compelling for investors and stakeholders. We want this to be tied to measurable outcomes for which we hold ourselves accountable.

Overview of Case Statement

Greg Werkheiser provided a draft Case Statement for the Council to review during the meeting. Building on prior thinking around utilizing service to address the nation's most pressing challenges, Mr. Werkheiser enriched the existing framework with additional dimensions.

- Reposition leadership development from being a program to becoming a main objective for the National Center;

- Define programmatic strategies for leadership development as: education, convening, research, recognition;
- Service has been defined broadly – we need to articulate our specific approach that is accessible to the public and distinguishable from other efforts:
 - Cross-sector or multi-sector leadership development is defining
 - In addition we might focus on leadership development across ‘traditions of service’ that are equally important – volunteerism, military service, civic engagement, philanthropy, corporate social responsibility, social entrepreneurship, national service, and nonprofit service.

Council Feedback

There was support and enthusiasm for the articulation of the traditions of service. The continued recognition of the need for cross-sector collaboration along with the new challenge to learn and collaborate across traditions added a depth that seemed to resonate as being unique to this project. There was some concern about including ‘political engagement’ as a tradition, and interest in considering how to best represent public service. The group also brought up faith-based service and discussed various aspects of non-profits. There should be on-going conversation to define the traditions.

Uniqueness of the Center

The Council recognized the need to for a ground-breaking and transformative strategy to match the growing complexity of society’s great challenges. It is important to know what is already out there in the leadership development arena. We want to add value rather than compete with other programs. The Council responded to specific ideas in the draft Case Statement with the following comments:

- The leadership required is a way of thinking; there’s a soft skill that speaks to listening and understanding;
- Humility as an aspect of new leaders is important; we should emphasize that further in our materials.
- We need to create a distinctive experience related to the Presidio as a place.
- Cross-sector, collaborative work is still groundbreaking. Truly breaking down silos and creating an atmosphere of collaboration could be a focus that is unique and not being done particularly well elsewhere in the world. Cross-sector and cross-tradition collaboration should be explicit in the mission;
- A specific tactile experience that everyone who comes to the Center participates in could be a unique component - a physical participation aspect, and maybe something that symbolizes what we are in the process of building.
- Bring in the people that are driving the change and treat this as a laboratory. Everyone here should leave feeling connected to something bigger – the military history of this place, for example.

- The uniqueness seems to also be based in problem-solving with practitioners as the users. There are not strong competitors in this space. One of the biggest end games of the 'Renaissance' programs is in building relationships.

Entrepreneurial Approach

The idea of approaching the entire project from the posture as a start-up venture resounded with Council members and staff. It needs to feel entrepreneurial and experimental to generate excitement. Specific comments included:

- Right now it feels like we're government, we're historic, etc. What if it felt like SF and like a startup seeking venture capital?;
- When building a product in the tech world, one does a lot of market validation and meetings to screen the idea; this is a great tool for engagement, learning and marketing;
- Let participants know that this is being incubated and that it is not fully baked. There are all sorts of variables in how this will evolve;
- Everybody that comes through has a responsibility to inform the development of the Center;
- We might engage our first programmatic partners 80% for content and 20% for feedback—as sort of focus group—on the project, so they feel vested and help us judge the market;
- Building an entrepreneurial brand. We have to do as much learning as possible from our customers as we go along. 'Lean Startup' is a great example – begin humbly and develop an iterative process so we design something that is responsive to needs.

Participants

Audiences for the Center can be defined broadly. This should include not only program participants, but contributors to the vision, researchers, tenants, alumni and others.

- Practitioners are really important, but also those supporting practitioners, like foundations and policymakers;
- Military leadership is 24-hr leadership. National service is on-the-ground leadership. If we can capture best lessons like this and cross-pollinate, that could be really interesting;
- New veterans have a good foundation of experiences to draw from. We're looking at 1 million returning in the next four years, and they need greater lift in our Center's focus;
- Cross-generational leadership is a real void and an opportunity for us;
- We could have the brand say, 'we want people who don't care about status – people who have humility about the fact that they know they can learn from all sorts of people';
- In working with organizations, people wish they had done two things sooner: building an alumni model early on to be alumni-friendly and build alumni content, and finding a way to nurture that network for funding, future customers, etc.-- knowledge capture.

Tenants

Members recognized that the individuals and organizations that have offices and spaces, or hold convenings at the Center will become part of the 'brand', so it is critical that they be mission-aligned.

- We need to be very intentional about the piloting and early real estate pieces of this. Consider having a communications consultant or strategist to help think in a comprehensive way;
- There are a lot of big names and big offices, but what about those who are compiling info like Stanford Social Innovation Review (SSIR) and have large networks – Consider organizations that can bring a large impact with a small footprint;
- Is it something that the Presidential Libraries would want to collaborate on?;
- Consider museum-like experiences where you walk through history or the life of a person;
- An incubator space could be a very interesting approach to bringing partners together to collaborate (look at examples like the Hub).

Break for Lunch

Welcome to Afternoon Session, Craig Middleton, Executive Director

Craig Middleton introduced Council member General Mike Myatt.

Mr. Middleton set the context for the National Center project within the Presidio by explaining brief history and current strategic planning efforts underway with the Presidio Trust. The Presidio's history goes back to 1776 and before, but the Trust is only 15 years old and began as an innovation. Congress created the Presidio as a not-for-profit, federal, corporation, designed to combine the best efforts of government, non-profits and the private sector. Now, at the 15 year mark, the Trust is pivoting to see how to we can derive the most public benefit possible here. In addition to preserving and stewarding the park, there is a new focus on welcoming the public, and expanding our reach to achieve impact beyond the walls of the Presidio. Fort Scott is the ideal location, and the Center is the perfect project to expand our reach for public good.

Visioning Exercise

Craig Middleton introduced consultant Bob Tobin to facilitate a visioning exercise with the Council. Bob Tobin captured feedback from the Council on flip-charts.

- What's the first word you think of for the Center today?
 - Presidio
 - Potential
 - Problem-solving
 - Potential
 - Iconic
 - Distinctive
 - Impact
 - Service
 - Natural Beauty

- San Francisco
 - Eucalyptus
 - Necessary
 - Inspiration
- How do you think about the Center tomorrow?
 - Entrepreneurial
 - Vibrant
 - National Treasure
 - Transformative
 - Problem-solving
 - Inclusive
 - Essential
 - Center of Gravity
 - Special
 - Success
 - Optimistic
 - Community
 - Destination
 - Ah-ha
 - Symbol
 - Recognized
- Things we know to be assets of the Center?
 - Historical significance
 - New
 - Real estate
 - View
 - Fort Scott Council
 - Trust staff and board
 - Public
 - Big idea
 - Vision
 - San Francisco
 - Distance from DC
- At the end of the day, the Center is about:
 - Impact
 - Change
 - Solutions
 - Equipping leaders
 - Service
 - Human talent
 - Resources

- Future of our country
- New perspectives
- Learning community
- Inspiration
- Renewal
- Progress
- Challenge
- Courage
- Humility
- Servant Leadership
- Empowerment
- Integrity
- Most important audiences:
 - Emerging leaders
 - Public
 - Re-emerging leaders
 - Funders
 - Partners
 - Those led
 - Service zealots
 - Government
 - Media
 - Private sector
 - Nonprofits
 - Entrepreneurs
 - Philanthropists
 - Investors
 - Volunteers
 - National Service
 - Veterans
 - Historians
 - Trust board
 - SF
- What is most important for all audiences to know?
 - Startup
 - Nifty new place
 - Unique
 - Value
 - Solution oriented
 - Mission
 - Place of inspiration
 - History

- That there's a place for them
- International significance and impact
- Idea is grounded in the place
- SF
- New Leadership
- Change making
- Community Problem-Solving
- Future Oriented
- Commitment to Excellence
- Publicly Accountable
- Can help to build it
- Pragmatic
- Responsive to a need
- Misperceptions to address
 - We're ready to move (this will happen)
 - We're not fully baked – still room for involvement
 - We're not just for rich people
 - We're not exclusive
 - We're not rich
 - We're not about the military and environment only
 - We're national and local
 - We're not inaccessible
 - It's not just a conference center
 - Not just national service
 - Not all easy work
 - Not just a historical monument
 - Not in the distant future

Closing - Toby Rosenblatt, Council Chair

Toby Rosenblatt thanked the Council members, staff and the members of the public who came to the meeting. Staff members will consolidate the input from the meeting and will revise the Case Statement for Council review.

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Council Member Attendance

Council Member	Morning Session (9:00-12:00)	Afternoon Session (1:00-4:30)
Toby Rosenblatt, Chair	Present	Present
Karen Baker, Vice Chair	Present	Present
Seth Barad	Present	Present
AnnMaura Connolly	Present	Present
Stephanie DiMarco	Present	Present
John Gomperts	Present	Present
Sandra H. Hernández M.D.	Absent	Absent
Gloria Johnson-Cusack	Present	Present
Major General Mike Myatt	Absent	Present
Michelle Nunn	Absent	Absent
Wendy Spencer	Present	Present
Lester Strong	Present for first 30 minutes	Absent

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Members of the Public & Staff Attendance

Staff Members	Morning Session (9:00-12:00)	Afternoon Session (1:00-4:30)
Laurie Fox	Present	
Sarah Locher	Present	Present
Mollie Matull	Present	Present
Craig Middleton	Present	Present
Joshua Steinberger	Present	Present
Aimee Vincent	Present	Present
Greg Werkheiser	Present	Present
Shirley Sagawa – Consultant	Present	Present
Bob Tobin – Consultant/Facilitator		Present

Public	Morning Session (9:00-12:00)	Morning Session (9:00-12:00)
Deborah Hornberger	Present	Present
Evelyn Hymans		Present
Tom Long	Present	Present
Thomas McDonagh	Present	Present
Heather Newbold		Present
Angie Toussaint Billingsly	Present	Present
Mary Vargas	Present	Present