

Fort Scott Council
April 23, 2013 San Francisco, CA
Meeting Notes

The Fort Scott Council (Council), chartered under the Federal Advisory Committee Act (FACA) held a meeting on April 23, 2013, in San Francisco, CA at the Observation Post – 211 Lincoln Boulevard in the Presidio.

Summary of Decisions

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.

Introductions

- Ernestine Fu, new member of the Fort Scott Council.
- John Kelly, attending the meeting on behalf of Fort Scott Council member Wendy Spencer.
- David Smith, new Chief of Programs and Strategy for the Center.

Director's Report – Greg Werkheiser

The first 100 days

1. Honed the focus of the National Center for Service and Innovative Leadership to solving major societal challenges with leadership development as the method.
2. Completed a Case Statement for the Center.
3. Identified a broad range of team members to support the effort.
4. Met with 173 leaders since January.

Next 100 days

1. Broaden representation on the Council.
2. Connect with community of mission-aligned tenants at the Presidio.
3. Develop a unified plan.
4. Secure funding for the next building rehabilitation as a lodging facility.

Communications Report – Joshua Steinberger

The Presidio Trust has reached the financial self-sufficiency mandate set out by Congress. The organization has now embarked on a Strategic Direction exercise that prioritizes the following:

- Welcoming the Public
- Creating Broad Impact
- Stewarding the Presidio

Fort Scott will be at the forefront, leading the organization in the “Creating Broad Impact” goal. The External Affairs department is deeply invested and will provide the project support in the way of staffing, guidance and continuity.

Three main areas of attention going forward:

1. Understanding the audiences that we aim to connect with;
2. Focusing on impacts to communities; and
3. Developing a robust online platform for engaging a variety of constituencies.

We are working on print materials, web content and presentations like the following PowerPoint.

Visual Presentation and Feedback – Greg Werkheiser

The Center Director delivered a PowerPoint presentation – (Attachment A)

Comments from the Council

Diversity & Constituents

- Traditions of Service will be controversial – people will look to see if they are represented. For example, what is the role of higher education?
- Faith-based communities should be represented in the ‘traditions of service’.
- Slides need more diversity and more people to bring them alive.
- Let tenants and participants be your spokespeople with videos and more dynamic images.
- We should be proactive about the tenants that are recruited.
- We should host events to bring target audiences out to the site.
- We need to find ways to make programs affordable to achieve the accessibility and diversity that we desire.

Funding

- Some people invest in places and programs, but most people invest in people. We should explore opportunities for scholarship programs.
- Can we work with financial advisors on planned giving? Is the Trust capable of managing this?
- We must articulate to a potential funder why money for programming is better spent here than at a university or other program.
- If we are raising \$150 million, a slice of our campaign should be an endowment or scholarship fund.
- People love naming opportunities.

Site

- As a potential tenant, what is in it for me, what can I expect from it, and why should I come here? How is it going to serve my mission in terms of moving things forward?
- Environmental sustainability could be a part of the model that we call out. Can Fort Scott be differentiated and unique in this way – even beyond LEED?
- One building could be an experimental lab where new environmental things are being tested.
- What is unique about the location? Technology, bells and whistles?
- Pre-empt the questions about amenities that will be here, e.g. dining
- Images depict large fields/parade grounds – there is an existing process for using space inside the Presidio, but how do you relate to the access to those spaces and views distinct from the buildings?
- When we talk about a unique piece of land with potential tenants, the problem is that it is remote. Even our first tenant is saying they their employees drive to work more. We need to be mindful of hypocrisy with sustainability issues.
- Cal Endowment has free use of space. We should consider this model, even if we designate just one space, because it sends a great signal. Look at their agreement sheet.

Program

- This needs to feel less academic if we are going to appeal to the general public.
- We need more detail in the leadership program so it doesn't sound so generic. Recognition programs should be discussed in more detail - there are good fundraising opportunities associated with this idea.
- Hollywood stars - we should have something similar with service that is worked into the sidewalk.

Presentation

- We need to gear slides towards:
 1. Donors – regarding the benefits of giving
 2. Potential tenants – regarding benefits of locating here
 3. Public – regarding accessibility
- The point of these presentations is to differentiate. Lead with the reasons investors tell us they are interested in supporting Fort Scott. Make a dense set of proof points about our benefits and drill down to particular audiences as needed.
- The storytelling could be done in a more accessible way. Bring in communities to say 'how we have collaborated' successfully.
- If there are tenants with a great story to tell, it will help people understand our intended impacts. There are charismatic individuals who tell a compelling story.

Leadership Development Presentation – Dave Smith

Leadership Development Experience Pilot – White Paper (Attachment B)

Comments from the Council

Cohort and Participants

- Cohorts should be diverse in terms of sector, service traditions, generation, issue, socioeconomic background, size and lifecycle of institution.
- Cohorts of 24 should be made up of individuals who:
 - Are current, emerging and re-emerging leaders;
 - Have an ability to get things done as civic entrepreneurs;
 - Would benefit from participation and who are willing to commit time and energy; and
 - Are ready to collaborate and lead.
- Can we target both C-suite and emerging leaders?
- These will need to be different cohorts.
- Emerging leaders might be 27-35 year old middle managers that have C-suite potential in the next few years.
- Emerging leaders take some work because defining emerging leaders in military service is very different from social entrepreneurship.
- Emerging leaders have fewer opportunities for training so this may pose greater opportunity.
- We want this to be a transformational experience – a somewhat more junior audience is more likely to say, “Wow, that made a difference for me!” and to try and change.
- For C-suite participants a more retreat-like experience could serve as a board gift to a C-suite individual.

Pipeline Partners

The White Paper identifies several types of partners who could send employees and constituents to the Leadership Development Experience. Have we identified the right pipeline partners? Who are others?

- The groups outlined seem more like ‘validators’ than pipelines.
- Look for social entrepreneurs - Fast Company.
- Graduate programs like recent MBA and MPP grads could be good feeders.
- Look for technology pipelines - Code for America types.
- Consider who has money to fund new ideas.
- Talk with foundations about what is cutting edge (and fundable).
- Independent Sector ‘changemakers’ could be good speakers.
- Think about a multi-dimensional pipeline and reaching the people who will be leading their organizations, but may not be the bright, shiny individuals that we see in every meeting.

Program Components

Have we identified the right distinguishing components?

- Models for collaboration. Collective impact is a buzzword that doesn't get at the difficulties and challenges of these multi-sector collaborations. The modeling of this work in a very experiential and practical way is the most distinguishing and different feature.
- I would not do Meyers-Briggs. It feels stale.
- Leadership by Learning is an organization in the Bay area that takes nonconventional approaches to learning that might provide an alternative to Myers-Briggs.
- Skills that are needed are at a sophisticated level – political advocacy, team building, negotiating
- At Leadership 18 the level just below the C-suite is focusing on 1) doing community based outreach, 2) operating in the grey – having political acumen, and 3) persuasion.
- Being clear about the aim is important – skill development, personal skills, transactional skills?
- Personal development can be done anywhere. Technology isn't focused on well anywhere. Even simple steps like providing a solid base for leveraging social media would be valuable. Being exposed to some of the innovations in Silicon Valley can be invigorating as it indicates the possibilities of the future. It may be helpful to visit Silicon Valley, or bring a speaker for the next meeting.
- A differentiator would be looking at how we live in a world with accelerated change and how we manage uncertainty. This dynamic of the current world is not going to change. We should focus on skills needed to navigate these dynamics.
- How can military leadership be unpacked and transferred to others?
- A nuance from the presentation was 'lessons we've learned' from the traditions. Note that they aren't all good. We need to make sure that we learn from things that we haven't done well.

Public Comments

Deborah Hornberger

- How these leadership development sessions will work? If these sessions were focused on one issue or topic area, it may be better than a generic experience. I personally work with non-profits locally focused on at-risk youth – that could be a unifying theme for a cohort.
- There was a lot of talk about C-suite type participants. What about the smaller organizations that have lots to share and lots to gain?

Closing

David Smith thanked everyone for input about the Leadership Development Experience Pilot. As you come across potential speakers, pipeline partners, etc. please send them our way. A next step will be to present the improved curriculum at the National Conference for Volunteering and Service in June 2013.

Shirley Sagawa gave a brief recap of the Future of Service meeting which was held at the Presidio on April 22, 2013.

Fort Scott Council Chair, Toby Rosenblatt closed the meeting.

Fort Scott Council
April 23, 2013 San Francisco, CA
Council Member Attendance

Council Member	Roll Call
Toby Rosenblatt, Chair	Present
Karen Baker, Vice Chair	Present
Seth Barad	Present
AnnMaura Connolly	Present
Stephanie DiMarco	Present
Ernestine Fu	Present
John Gomperts	Present
Sandra H. Hernández M.D.	Arrived at 9:30
Gloria Johnson-Cusack	Present
Major General Mike Myatt	Absent
Michelle Nunn	Absent
Wendy Spencer	Absent
John Kelly	Attended as substitute for Wendy Spencer
Lester Strong	Present

Staff Members	
Laurie Fox	Check-In
Sarah Locher	Present
Mollie Matull	Present
Craig Middleton	Present
David Smith	Present
Joshua Steinberger	Present
Aimee Vincent	Present
Greg Werkheiser	Present
Shirley Sagawa – Consultant	Present

Fort Scott Council
January 29, 2013 San Francisco, CA
Members of the Public in Attendance

Public	Comment?
Eric Bailey	No Comment
Deborah Hornberger	Verbal Comment in Meeting Notes
Norman Infusino	No comment
Amanda Saisselin	No comment