



# Strategic Planning Committee's Board Governance Workgroup CHARTERS & ACTION PLANS

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# Background

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- The Strategic Planning Committee (SPC) is an adhoc committee of the OTTA Board of Directors, which began its work in August 2022, under the leadership of OTTA Treasurer Brad Neuman.
- An outside consultant, John Engman, was hired to do an assessment of the Old Town Triangle Association, which included 22 interviews, postal mailing survey postcards to 4000+ Triangle residents (netting 315 respondents). Much of John's assessment work was conducted pro bono.
- On December 10, 2022, John presented the Board with his Assessment Report, which includes 9 Strategic Issues, neighborhood demographics and an overview of the survey results – including that 50% of the residents of The Triangle are 22-39 years old .
- The SPC expanded its base with additional volunteers to work in 4 Workgroups, tackling the issues presented in the Strategic Issues, to develop Smart Goals / Action Plans.
- This deck is about the work of the Board Governance Workgroup. There are five Board members and one volunteer member in this Workgroup.

# 9 Strategic Issues (12-10-22) (Bolded are the focus issues of Board Governance Workgroup)

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1. Review and gain alignment on its mission / vision – should OTTA grow, maintain or shrink? What are the priorities over the next five years?
2. Create a strategic plan and, moreover, a strategic mindset that honors the past but continually looks to achieve future goals.
3. Define and communicate a re-established “brand” to promote a better understanding of how it serves and supports the Triangle community.
4. **Review the Board structure and terms of office to provide better continuity and support for Board work.**
5. **Create a Board / leadership development / succession plan to build its bench strength and avoid leadership / volunteer burn-out and recycling.**
6. OTTA needs to improve and diversify its programming and marketing capacity to increase the participation and membership from a broader range of residents.
7. **OTTA needs to determine the role of paid staff** and volunteers in its business model and organization and build a volunteer development program that will ensure that it can build a future corps of volunteers as committed and talented as the current group.
8. OTTA needs to make targeted investments to improve its organizational infrastructure and systems (facilities, policies & procedures, technology, training, management, communication, etc.) to assure the organization operates efficiently and effectively and can support future growth.
9. OTTA needs to reframe and rebuild its role as a responsible and effective steward of the Triangle’s “living environment” and expand civic engagement through information, education and collaboration.

# Governance Workgroup: Goals & Resource Requirements

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## Smart Goals

- 1. Review Board structure, size, composition and terms of office and, if needed, develop a plan to enhance continuity, succession and sustainability and support goals for growth (including an assessment of current and possible future needs).**
- 2. Create a leadership development plan to build bench strength and avoid leadership/volunteer burn-out and bring in fresh ideas.**
- 3. Develop a plan to assess and document existing Board policies, procedures, processes and practices, as well as how they are documented/communicated and identify needed changes/additions to help ensure consistently effective results.**

## Resources Required & Timing

**Workgroup of five board members plus one volunteer over the next 6-8 months period to achieve near term priorities for Goals 1 & 2. Staff assisted by consultant to achieve Goal 3 (time & timing TBD).**

# Near Term Priorities Resulting from Strategic Issues

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After a lengthy analysis and consideration of the strategic drivers by the Board Governance Workgroup, the following Strategic Priorities have been established to guide our Action Plans and promote the growth of the Old Town Triangle Association:

## Team 1 (Aneta/Beth/Chris/Zac)

- Areas of expertise needed on Board & Nominating Committee process/inputs (Sept/Oct)
- Board Orientation Program with Implementation Plan (Oct/Nov)
- Board Member job descriptions, responsibilities, expectations (Nov/Dec)

## Team 2 (Ray/Brad)

- Committee structure/roles, number of Committees, consolidation, reporting structure (Oct/Nov)
- Term(s) of Officers and Directors, Board size, structure (requires Bylaws amendment) (Nov/Feb)
- Process for election of Board Officers (by the Board or Membership) (Nov/Feb)
- Decision-making process, authority, rules, group process (Nov/Dec)

# Longer Term Priorities Resulting from Strategic Issues

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- Self-evaluation(s) and Board evaluation processes
- Board “Learning Plan” that facilitates continuous Board member edification
- Communications Plan(s) for Emergencies and to address questions and issues
- Review Board of Directors-Art Fair-Art Center integration, direction, reporting and decision making
- Board Meeting Structure & content

# Board Governance - SMART Goal #1

## PROBLEM STATEMENT & GOAL #1

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

**Review Board structure, size, composition and terms of office and, if needed, develop a plan to enhance continuity, succession and sustainability and support goals for growth (including an assessment of current and possible future needs)**

## GOALS/OBJECTIVE(S) OF SPC

- Become more relevant to more people
- Create a sense of community and belonging
- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

## SCOPE OF GOAL #1

### In Scope:

- Board structure, size, composition, terms of office, incl. any requirements under Bylaws
- Committee delegations, charters, size, roles, composition and term of office for chair, incl. number of committees and their purposes
- Board meeting frequency, process, agenda, minutes and external reporting
- Committee meeting frequency, process, agenda, minutes and external reporting
- Bylaws review in longer-term

### Out of Scope:

- Volunteer Corps
- Membership Initiatives
- Fundraising Diversification
- Operations Initiatives
- Bylaws review in short-term

## RISKS / INTERDEPENDENCIES

- Other Work Groups will generate action plans that may require us to revisit Board Governance Goals
- Organizational distractions, like the Old Town Art Fair
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

## PROPOSAL / APPROACH OF SPC

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

## SUCCESS CRITERIA OF SPC

- Strategic Plan created, presented and adopted
- Action Plans created and presented, targeting implementation in 2024
- Top 3 Initiatives are approved for implementation in 2024
- Double stakeholder engagement over the next 3-5 years

## WORKSTREAMS / PHASES

- Assessing/auditing the current state and develop recommendations for continuity and sustainability and to support growth goals
- Develop list of 5-7 Initiatives, and prioritize Top 3; develop Action Plans for them
- Identify governance policies, processes, strategies, systems and, if needed, bylaws revisions for this Smart Goal and those of other Work Groups

## DELIVERABLES

- Defined and prioritized list of issues
- Recommended steps or direction(s) with pros/cons
- Plan for further evaluation or development
- Implementation plan that tests new approaches and manages risk

## CORE TEAM OF SPC AND THIS GROUP

**OTTA Board Committee:** Strategic Planning Committee

- **SPC Leads:** Brad Neuman, Chairperson, SPC; John Engeman, Consultant/Facilitator
- **Workgroup Lead:** Brad Neuman

**Board Governance Workgroup Team:**

- Brad Neuman, Lead, BOD Director
- Zac Bleicher, BOD, Director
- Ray Clark, BOD, President
- Aneta Tomaszewicz, BOD, VP
- Beth Burk, BOD, Director
- Chris Nelson, Co-Chair OTAF

## KEY STAKEHOLDERS

- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43<sup>rd</sup> and 2<sup>nd</sup> Wards
- City of Chicago



# Board Governance - SMART Goal #1, Action Plan

Initiatives + Descriptions	Resources Required, Timeline, Measures
1. Consider Board terms of Officers/Directors, Board size and structure	<p><b>Resources:</b> Four members with Board/Officer experience.  <b>Time:</b> Initial study, research, recommendations to GovWG – 60 days; Final recommendations to Board – 30 days.  <b>Cost:</b> None.</p>
2. Establish Board Member job descriptions, responsibilities, expectations	<p><b>Resources:</b> Three members with Board/Officer experience.  <b>Time:</b> Initial study, research, recommendations to GovWG – 60 days; Final recommendations to Board – 30 days.  <b>Cost:</b> None.</p>
3. Review Committee(s) purpose, structure	<p><b>Resources:</b> Four members with Committee experience.  <b>Time:</b> Initial study, research, recommendations to GovWG –90 days; Final recommendations to Board – 30 days.  <b>Cost:</b> None.</p>
4. Review Committee(s) roles, responsibilities, expectations	<p><b>Resources:</b> Three members with Board/Officer experience.  <b>Time:</b> Initial study, research, recommendations to GovWG – 60 days; Final recommendations to Board – 30 days.  <b>Cost:</b> None.</p>

# Impact Statement - SMART Goal #1

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What is the impact on OTTA Governance by the reconsideration of existing requirements for the Board of Directors size, composition, terms of office and establishing new requirements? What is the impact of defining the Board Committee structure, size, roles and responsibilities?

- Continuity of roles
- Clarity of responsibilities
- Improved balance of expertise available to address Board matters
- Accountability of individuals to the responsibilities and mission of the Association

# Board Governance - SMART Goal #2

## PROBLEM STATEMENT & GOAL #2

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

**Create a leadership development plan to build bench strength and avoid leadership/volunteer burn-out and bring in fresh ideas**

## PROPOSAL / APPROACH OF SPC

After conducting a first-time survey of 4000++ Old Town neighbors (using the USPS households addresses) and doing a SWOT Analysis, the OTTA updated/modified its Mission, created a Vision Statement and identified its Core Values. From there, the Strategic Planning Committee (SPC) created workgroups focusing on 3 organizational areas and recruited additional volunteers to explore capacity and growth potentials.

## CORE TEAM OF SPC AND THIS GROUP

- OTTA Board Committee:** Strategic Planning Committee
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### Board Governance Workgroup Team:

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## GOALS/OBJECTIVE(S) OF SPC

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- To develop long range plans that will enable OTTA to grow-with-purpose over the next 3-5 years, including 5-7 initiatives for sustainable growth
- Prioritize the 5-7 initiatives and develop short-term Action Plans for the top 3 prioritized initiatives

## SUCCESS CRITERIA OF SPC

- Strategic Plan created, presented and adopted
- Action Plans created and presented, targeting implementation in 2024
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## SCOPE OF GOAL #2

### In Scope:

- Review, revise and identify the elements in the Board orientation program, including training on Director and Officer legal duties and meeting rules
- Consider annual self-evaluation process for Board and Committees
- Review selection of and processes used by Nominating Committee and consider how best to widen net and/or target specific skills

### Out of Scope:

- Volunteer Corps
- Membership Initiatives
- Fundraising Diversification
- Operations Initiatives

## WORKSTREAMS / PHASES

- Assessing/auditing the current state and develop recommendations for goals
- Develop list of 5-7 Initiatives, and prioritize Top 3; develop Action Plans for them
- Identify governance policies, processes, strategies, systems needed

## RISKS / INTERDEPENDENCIES

- Other Work Groups will generate action plans that may require us to revisit Board Governance Goals
- Organizational distractions, like the Old Town Art Fair
- Lack of leadership continuity including only one-year terms for Board Officers
- Plans don't get actualized

## DELIVERABLES

- **Action Plans for Board/Leadership Development/Succession Plan**

## KEY STAKEHOLDERS

- OTTA Members
- OTTA Residents
- OTTA Businesses
- 43<sup>rd</sup> and 2<sup>nd</sup> Wards
- City of Chicago

# Board Governance - SMART Goal #2 , Action Plan

Initiatives + Descriptions	Resources Required, Timeline, Measures
1. Create a comprehensive Board orientation program, content and training	<p><b>Resources:</b> Two members with Board/Officer experience.</p> <p><b>Time:</b> Initial study, research, recommendations to GovWG –30 days; Final recommendations to Board – 30 days.</p> <p><b>Cost:</b> None.</p>
2. Establish a schedule for orientation program implementation	<p><b>Resources:</b> None.</p> <p><b>Time:</b> Final recommendations to Board – 30 days.</p> <p><b>Cost:</b> None.</p>
3. Establish a self-evaluation process, Board evaluation process	<p><b>Resources:</b> Four members with Board/Officer experience.</p> <p><b>Time:</b> Initial study, research, recommendations to GovWG – 60 days; Final recommendations to Board – 30 days.</p> <p><b>Cost:</b> None.</p>
4. Cultivation of relationships	TBD

# Impact Statement - SMART Goal #2

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What is the impact on OTTA Governance by the review and reconsideration of existing practices for the Board of Directors' orientation/onboarding process? What can be gained by establishing an annual self-evaluation process for the Board and Committees? How can the Nominating Committee be more effective in the selection of candidates for Board positions?

- Improve understanding of the Association's Mission, Vision and Values
- Prepare new Board members of individual and collective responsibilities
- Establish expectations for participation and governance
- Provide clear guidance on the purpose, goals and responsibilities in the nomination process
- Establish clear criteria for consideration in selection of candidates for nomination

# Board Governance - SMART Goal #3

## PROBLEM STATEMENT & GOAL #3

In an effort to explore potential increased capacity for the organization's growth, the OTTA needs to:

**Develop a plan to assess and document existing Board policies, procedures, processes and practices, as well as how they are documented/communicated and identify needed changes/additions to help ensure consistently effective results**

## GOALS/OBJECTIVE(S) OF SPC

- Become more relevant to more people
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## SCOPE OF GOAL #3

### In Scope:

- Collect relevant written materials, assess what is not written but exists in practice and develop plan to reduce all to writing
- Determine current & future written materials storage and access
- Determine materiality threshold requiring Board approval policies/processes and process for review/approval
- Consider external communication or reporting on key processes

### Out of Scope:

- Volunteer Corps
- Membership Initiatives
- Fundraising Diversification
- Operations Initiatives

## RISKS / INTERDEPENDENCIES

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## WORKSTREAMS / PHASES

- Assessing/auditing the current state and develop recommendations for goals
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- Identify governance policies, processes, strategies, systems needed

## DELIVERABLES

- Action Plans

## CORE TEAM OF SPC AND THIS GROUP

**OTTA Board Committee:** Strategic Planning Committee

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# Board Governance - SMART Goal #3 , Action Plan

Initiatives + Descriptions	Resources Required, Timeline, Measures
1. Audit all existing materials related to Board policies, procedures, practices	Staff supplemented by John Engman and other volunteers. Action Plan TBD
2. Identify current practices that have no written basis; prepare appropriate policy/procedure documentation	Action Plan TBD
3. Establish both hard and soft copy systems for storage and retrieval of all policies/procedures	Action Plan TBD
4. Determine access provisions for OTTA documents & dissemination plans & procedures for keeping up to date	Action Plan TBD

# Impact Statement - SMART Goal #3

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What is the impact on OTTA Governance of assessing and documenting all existing Board policies, practices and procedures?

- Provides an audit of existing documents and practices
- Creates an active archive of current operations
- Provides a procedure for developing policies, practices currently not defined
- Provides recommendations for the review and future modification, if/as required
- Establishes procedures for Board review/approval of policies, practices
- Establishes a central resource library for relevant materials