

Contractor's Statement

As the completion of this project, I hereby submit the following information to be complete and whole, as required by the contract I had to complete it. For any additional information, considerations, or insights, please contact me directly.



Adam Fletcher

(360) 489-9680

adam@commonaction.org

Products

- Olympia Downtown Ambassadors Core Values
- Program Recommendations

Appendices

- Leadership Assessment
- Training Plan
- Data compilation (interviews, workshops, meeting notes, etc)

Olympia Downtown Ambassadors Core Values



Core Values

1. Be Respectful and act with Integrity.
2. Engage deeply and take Ownership.
3. Be flexible, take Action, and make it work.
4. Ensure our work is the highest Quality.
5. Let Fun happen.
6. Educate, Empower, and Equalize.
7. Recognize we are part of something Bigger.
8. Build community by Bridging gaps.
9. Meet people where they're at.
10. Be Excellent to each other!

Introduction

The best thing about the Olympia Downtown Ambassadors is our unique culture. As we grow, we don't want to lose that culture, and we want a way to share it with all employees and anyone else who interacts with us. We named these ten core values to more clearly define what exactly the Olympia Downtown Ambassadors culture is. They are reflected in everything we do and every interaction we have. Our core values are always the framework from which we make all of our decisions. When searching for potential employees, we are going to look for people who both understand the need for these core values and are willing to embrace and embody them.

To help us along, every day, in every situation we ask ourselves, *What does the Olympia Downtown Ambassador do?*

1. Be Respectful and act with Integrity.

The Olympia Downtown Ambassador thinks anything worth doing is worth doing with respect and integrity. To respect itself and others, The Olympia Downtown Ambassador differentiates itself by doing things in an proven and trustful way. They act with integrity by going above and beyond the average level of service to create an emotional impact on the receivers and to give them a positive story they can take with them to represent downtown Olympia effectively.



2. Engage deeply and take Ownership.

The Olympia Downtown Ambassador handles constant challenges by expecting them and embracing them with open arms. The Olympia Downtown Ambassador never accepts or becomes comfortable with the status quo but is always thinking of ways to change processes, perspectives, and opinions, hopefully for the better. Without challenges, The Olympia Downtown Ambassador can't continue to provide the superior service that is the trademark of the Olympia Downtown Ambassadors.

3. Be flexible, take Action, and make it work.

The Olympia Downtown Ambassador is bold without being reckless. Our not afraid to make mistakes because, after all, that's often the best way to learn. The Olympia Downtown Ambassador is flexible and is open to it's friends taking being flexible too, as long as we learn from them as a team and use them to make better decisions in the future. The Olympia Downtown Ambassador believes in a gut feeling. Everyone can develop a gut feeling about Ambassador decisions as long as they are open to new ideas and willing to make it work.

4. Ensure our work is the highest Quality.

The Olympia Downtown Ambassador is always on the lookout for how to improve the operations of the Olympia Downtown Ambassadors. There is always room for improving our work ethic and outcomes, and The Olympia Downtown Ambassador always feels a sense of urgency when making those improvements. The Olympia Downtown Ambassador wants us to not only be great cleaning and customer service representatives, but become key to downtown Olympia's success! We strive to set and exceed our own high standards for getting more done every single day.

5. Let Fun happen.

The Olympia Downtown Ambassador has a sense of humor: It knows that it's good to laugh at itself every once in a while. Work shouldn't be filled with toil all the time. The Olympia Downtown Ambassador can find fun even when the rubber meets the road and we're getting lots done. Being a little innovative, the The

Olympia Downtown Ambassador is always looking for a chance to fully engage in its work and bring out the fun side of it.



6. Educate, Empower, and Equalize.

The Olympia Downtown Ambassador S-T-R-E-T-C-H-E-S itself both personally and professionally. It never feels stuck in a rut, as there are no dead-end attitudes with the Olympia Downtown Ambassadors. The Olympia Downtown Ambassador knows that inside himself and every person downtown has more potential than we even realize. The Olympia Downtown Ambassador works to constantly unlock that potential, both in himself and the people we serve. We'll never fix it all, but that's a challenge we gladly accept by leveling the relationships among downtown Olympia's people. The only way The Olympia Downtown Ambassador can solve new problems that arise is by learning and growing himself to meet them head-on.

7. Recognize we are part of something Bigger.

The work with do reflects the needs and desires of many people, and we understand those people comprise a larger movement for a more effective Olympia downtown. This movement supports a healthy, successfully functioning downtown that seeks to engage all people as equal partners in the community. We know that our customer service and cleaning activities are part of that movement, and we embrace our role as Olympia Downtown Ambassadors who are taking action and making a difference.

8. Build community by Bridging gaps.

The Olympia Downtown Ambassador wants to build community in downtown Olympia. We serve downtown by removing obstacles and enabling all people there to succeed. The best decisions and ideas are made from the bottom up, and The Olympia Downtown Ambassador feels that on the team. As a team member, The Olympia Downtown Ambassador takes initiative when it notices issues and collaborates with his team to address them. Beyond that, we watch out for downtown and care for everyone downtown. We work together and play together because our bonds go beyond the typical staff relationship.

9. Meet people where they're at.

The Olympia Downtown Ambassador is accomodating. Our honesty when interacting with others leads to strong relationships built on trust and faith. We can use these strong relationships to accomplish so much more than we can otherwise. Its not easy getting there! The Olympia Downtown Ambassador always acts with integrity, is compassionate and loyal, and is a good listener. At the end of the day it's not what we say or do, but how we make people feel that matters the most. The Olympia Downtown Ambassador cares about others, both personally and professionally.



10. Be Excellent to each other!

What keeps The Olympia Downtown Ambassador going? Our passion for Olympia's downtown. We're inspired because we believe in what we are doing and where we're going. We don't accept "that'll never work" for an answer. Instead, we act excellent, think excellent, and are excellent with each other every day! The Olympia Downtown Ambassador has a positive and optimistic attitude that inspires everyone downtown.

Program Recommendations



Summary

1. Monthly training for the team
2. Structured weekly reflection sessions for the team members
3. Quarterly professional development opportunities for the Team Leader and the Program Supervisor

#1. Monthly training for the team

In *My Philosophy*, the great Bronx emcee KRS 1 once wrote, “Teachers teach and do the world good things just rule and most are never understood.” Almost everyone who builds a program knows that staff are the most important asset. Programs place a great deal of emphasis on recruiting and the interview process in order to build their talent base, but unfortunately, often the investment in people stops there. Providing regular training opportunities for Olympia Downtown Ambassadors will continue the investment in an important and tangible way.

Training can happen through many ways. Activating the strategic partnerships with organizations and stakeholders that Olympia Downtown Ambassadors already have can foster growth in leadership, provide equity among staff roles, and ensure the enactment of core values. Partners can provide an abundance of training opportunities for members, and regular work can become more meaningful and sustainable. Towards this goal, I have developed a Training Plan that can be used (see Appendix Two).

This recommendation is to hold monthly team training opportunities. Monthly team meetings can serve to educate members about the communities they serve. Trainings revolve around core themes such as customer service and cleaning, but go in-depth around cross-cultural communication, problem-solving, community engagement, and everyday empowerment. Members of the downtown community can be invited to share their knowledge of these themes and to address the issues posed. Team members participate in active discussions about community engagement, diversity, poverty, and other topics to better understand who is being served through Olympia Downtown Ambassadors and how best to serve them. Downtown can be better understood by learning the Community Based Asset Mapping model for community development and social change.

Action Steps

- ✓ Working with Adam, complete and adopt the Olympia Downtown Ambassador

Training Plan

- ✓ Working with Adam, complete a training team identity
- ✓ Working with Adam, complete a training on team culture
- ✓ Working with Adam, complete a training on core values identification
- ✓ Working with Adam, complete a training on team identity and skills
- Working with Adam, complete a training on enacting core values in work
- Working with Adam, complete a training on maintaining personal engagement in work
- Working with Adam, complete a training on engaging the community
- Working with Adam, identify ongoing training activities for the remainder of the current program year.



#2. Structured weekly reflection sessions for the team members.

Effective teams go beyond mere knowledge acquisition. The Olympia Downtown Ambassadors can be taught to interpret their experiences by actively reflecting on their successes, challenges, and frustrations. The team can foster a culture of open, regular evaluation at team meetings, encouraging reflective practice and self-awareness, investment in the quality of meetings, commitment to the community, and open communication.

Using reflection can be an essential step in connecting what Olympia Downtown Ambassadors are experiencing individually to the larger downtown community or the role of their work in life. Reflection activities emphasize the learning that comes from thinking about the things, rather than simply doing the activity. Research shows that reflection has some positive impact on the attitudes of civic workers regarding their service to the public. The lack of reflection has been shown to have a strong negative impact on the worker attitudes about service to the public and the individual activities they participate in.

It is reasonable to state that workers in publicly-oriented activities will also gain positive aspects by reflecting upon these experiences. Reflection, in general, allows people to look back on, think critically about, and learn from their experiences. It may include acknowledging and/or sharing reactions, feelings, observations, and ideas about anything regarding the activity.

This recommendation emphasizes the need for regular, structured reflection. The Olympia Downtown Ambassadors should gather together as a group once weekly in order to complete a facilitated group or individual reflection process, and that reflection should inform ongoing program operations in some fashion.



Action Steps

- ✓ Working with Adam, learn a concrete process for group reflection.
- ✓ Working with Adam, commit to a period of testing how group reflection can work.
- Working with Adam, assess the test period and plan reflection opportunities for remainder of current program year.

#3. Quarterly professional development opportunities for the Team Leader and the Program Supervisor

The Olympia Downtown Ambassadors supervisor and team leader are the kinds of people who make things happen. They are leaders to the team and a catalyst for the entire project. They work in exciting but demanding positions and form a critical communication link between and among the team, CRC executive director, program sponsors, and the community at large. To be truly effective, they need to learn to get things done through the team they supervise.

This recommendation focuses on the team leader and program supervisor specifically, and suggests they each participate in quarterly training activities. These activities should enhance their capacity to get their jobs done while engaging their personal imaginations and inspiration for their jobs. These trainings can be provided through partnerships with local organizations or be provided by the CRC or one of the Olympia Downtown Ambassador program partners. They can be formal or informal, but should definitely be accounted for through a written summary or other fashion.

Using my research-driven leadership self-assessment tool (see Appendix One), Renata identified herself as an Emerging Leader who is conscientious of her skills and knowledge, and aware of her need for continual improvement. She self-identified her primary areas of improvement as Collaboration & Teamwork, including building and sustaining the necessary group and cross-group cohesion and operations needed to maintain success; and Motivating & Empowering, including meaningfully engaging others in consistent, substantive, and sustainable ways. I recommend that her leadership training include an ongoing course of

training, professional coaching, and self-study. Her professional development should be actively pursued and supported by CRC.



Rob identified himself as an Active Leader who has highly developed skills and knowledge and regularly enacts them in his role. His self-identified areas for improvement include Training & Facilitation, focused primarily on successfully identifying and meeting the needs of Olympia Downtown Ambassadors through group training and individual learning; and Change Management, which is successfully helping staff, leadership, and constituents navigate through transitions and times of change. I recommend he pursue an active self-study in his areas for improvement, with optional training to ensure ongoing success.

Action Steps

- ✓ Working with Adam, identify current skill set and training needs by completing a leadership self assessment.
- ✓ Working with Adam, participate in Leadership skills training focused on change management, team leadership, and problem-solving.
- Working with Adam, discuss further leadership capacity development:
 - Skill-building topics include: Empowering diverse communication styles; Effective management habits; Addressing interpersonal conflict; Providing compassionate support for staff; and, Developing gender aware workplaces
 - Knowledge-sharing topics include: Fostering modern workplaces; Building positive practices in nonprofits; Establishing mindfulness as a workplace norm; and, Supporting diversity
- Working with Adam, identify professional development activities for remainder of current program year.
 - Consider giving program leaders individual learning time as part of their regular schedules

Appendix One

Leadership Assessment

This tool was used with the Program Supervisor and Team Leader to assess their self-perceptions of their leadership capacities. After completing the tool, each participated in a coaching session focused on their responses, and identified next steps according to their corresponding results.

<p><i>Adam Fletcher</i> Leadership Capacities Self-Assessment</p> <p>Instructions: Give yourself a score for each capacity below. See the <i>Adam Fletcher Leadership Capacities Self-Assessment KEY</i> for more information.</p> <p>Leader Name: _____</p> <ol style="list-style-type: none"> 1. How well can you successfully move other leadership, and the public, through transition? 2. How well can you build and sustain the necessary group and cross-group cohesion and operations needed to maintain success? 3. How well can you identify and successfully navigate conflicts and problems from an operational, day-to-day perspective? 4. Do you know how, when, where, and why others make decisions, both on a micro- and meta-level scale? 5. How well can you acknowledge, embrace, and enable all sorts of differences as powerful motivators and assets? 6. How well can you guide, transition, and mentor others through their daily professional and personal challenges without attempting to teach or lead them? 7. How well can you meaningfully engage others in consistent, substantive, and sustainable ways? 8. How well can you recognize your own goals and their relevance to your position or actions, as well as help others do the same? 9. How well can you effectively, consistently, and realistically identify, address, critique, and re-imagine challenges? 10. How well can you successfully identify and meet the needs of staff through group training and individual learning? 11. How well can you engage people through customer service and imaging? 12. How well can you foster your own connection to the work you're doing, maintain that connection, and sustain the relevance of the work you're doing throughout your own life, as well as help others do the same? <p>Key Capacities: Write down corresponding numbers</p> <p>Highest Scores: _____</p> <p>Lowest Scores: _____</p> <p>Total of all Scores: _____</p> <p><i>See the Adam Fletcher Leadership Self-Assessment KEY for more information.</i></p> <p>© 2014 Adam Fletcher. All Rights Reserved. Learn more at adamfletcher.net</p>	<p><i>Adam Fletcher</i> Leadership Capacities Self-Assessment</p> <p>KEY</p> <ol style="list-style-type: none"> 1. Change Management—Successfully move staff, leadership, and constituents through transitions and times of change. 2. Collaboration & Teamwork—Build and sustain the necessary group and cross-group cohesion and operations needed to maintain success. 3. Conflict Management—Identify and successfully navigate conflicts and problems from an operational, day-to-day perspective. 4. Decision-Making—Discern how, when, where, and why to make decisions, and how to help others make decisions, both on a micro- and meta-level scale. 5. Diversity & Cultural Competency—Acknowledge, embrace, and enable all sorts of differences as powerful motivators and assets. 6. Coaching—Guide, transition, and mentor others through their daily professional and personal challenges without attempting to teach or lead them. 7. Motivating & Empowering—Meaningfully engage others in consistent, substantive, and sustainable ways? 8. Personal & Professional Goal Development—Recognize your own goals and their relevance to your position, as well as help others do the same. 9. Problem-Solving—Effectively, consistently, and realistically identify, address, critique, and re-imagine challenges. 10. Training & Facilitation—Successfully identify and meet the needs of staff through group training and individual learning. 11. Verbal & Written Communication/Public Presentation—Engage the public through customer service and imaging. 12. Personal Engagement—Foster your own connection to the work you're doing, maintain that connection, and sustain the relevance of the work you're doing throughout your own life, as well as help others do the same. 13. Humility—Develop and maintain a modest view of your own importance in public and personal perspectives regarding your efforts. 14. Compassion—The ability to establish and foster empathy with people and places outside of your own personal or professional sphere. <p>Score Key</p> <p>12-24—Developing Leader. By engaging in immediate training and ongoing coaching, you can ensure your leadership effectiveness by intentionally growing your capacity.</p> <p>25-36—Emerging Leader. Your leadership training should include an ongoing course of training, professional coaching, and self-study should be actively pursued and supported by your organization.</p> <p>36-120—Active Leader. An active self-study in your areas for improvement will likely be effective, and optional training may be effective in order to ensure your ongoing success.</p> <p>© 2014 Adam Fletcher. All Rights Reserved. Do Not Use or Reproduce Without Permission. Learn more at adamfletcher.net or email info@adamfletcher.net.</p>
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Olympia Downtown Ambassadors Training Plan

Recommendation: The Olympia Downtown Ambassadors supervisor should provide or arrange for and track training to ensure the Ambassadors and Clean Team build the capabilities noted below. The supervisor and employee should use this plan to track the completion of training, noting the dates and training completed. The training plan should be kept throughout employment. The employee may ask for the progress on training during progress reports, performance evaluations and during staff meetings.

Core Training

	Competencies	Name of Trainer or Curriculum	Date Completed
Program Orientation	<ol style="list-style-type: none"> 1. Demonstrate knowledge of the structure of Olympia Downtown Ambassadors and Capital Recovery Center, and understand where they belong in the larger community building movement in Olympia. 2. Properly introduce themselves and the program as well as describe their role in the program. 3. Articulate and model a definition of ethic of service. 4. Demonstrate knowledge of the values and be able to communicate them to others. 5. Familiarize themselves with the goals and objectives of the program. 		

Effective Communication	<ol style="list-style-type: none"> 1. Know how to use effective communication skills, including active listening, to prevent and/or resolve conflict and build strong relationships. 2. Increase confidence in communicating formally or informally in public. 3. Demonstrate appropriate, effective digital communication (texting, social networking, record keeping) 		
Performance Measurement	<ol style="list-style-type: none"> 1. Become familiar with the concept of Performance Measurement and how it applies to Olympia Downtown Ambassadors. 2. Become familiar with how Olympia Downtown Ambassadors' performance measures fit into the CRC's mission and the larger Olympia community. 3. Understand data collection methods used by the program and be able to report data in the necessary reporting format. 4. Understand how the Ambassador's progress toward performance measurements impact the CRC and the larger city-wide collective impact. 		
Cultural Competency	<ol style="list-style-type: none"> 1. Know and recognize the components of cultural competency. 2. Treat others with respect, trust and dignity. 3. Be aware and be respectful in the community and with the people they serve. 4. Self-evaluate their knowledge of cultural/diversity issues. 5. Effectively serve and interact with people from diverse backgrounds. 		

Job Specific Training	Competencies	Training Plan
	(Expand table as needed)	List who provided the training and date received. Project sites must maintain training records. These may be reviewed during on-site monitoring visits.

<p>Team Leader Specific Development</p>	<ol style="list-style-type: none"> 1. Build and maintain constructive and supportive relationships; foster the building of collaborative partnerships. 2. Be able to express yourself professionally through various communication methods. 3. Organize resources to accomplish tasks with maximum efficiency. 4. Select the best course of action by identifying all the alternatives and then making a logical assumption. 5. Be proactive in developing strategies to resolve issues. 6. Know how to accept constructive feedback. 	
<p>Ambassador Specific Training</p>	<ol style="list-style-type: none"> 1. Communications: Addresses staff, community members, and others with appropriate language and custom diversity. 2. Map Skills: Ambassadors need to know downtown Olympia thoroughly, particularly their service area. 3. Computer skills: Computer skills are a necessity for Ambassadors. 4. Customer service: Ensure the Ambassadors understands and meets the needs of stakeholders, including staff, community partners, and community members. 5. Human service referrals: The Ambassadors need to be able to refer community members to various human service organizations in order to meet their needs. 6. Human relations: The increased stresses of the Olympia Downtown Ambassadors can include misunderstandings and conflict. Training can help staff to get along. 	

Clean Team Specific Training	<ol style="list-style-type: none">1. Equipment skills: Clean Team members need to know how to identify, obtain, utilize, and maintain equipment relevant to their job.2. Map Skills: Members of the Clean Team need to know downtown Olympia thoroughly, particularly their service area.3. Computer skills: Computer skills are a necessity for the Clean Team.4. Customer service: Ensure the Clean Team understands and meets the needs of stakeholders, including staff, community partners, and community members.	
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Appendix Three



Data compilation – This is data collected from conversations, interviews, workshops, meeting notes, etc., all compiled into loosely corresponding questions.

Team Members Responses

Who does the Ambassadors affect directly?

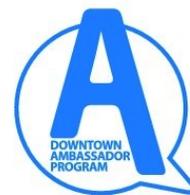
- Everyone
- The Public
- Daily contacts
- Ambassadors
- Business owners
- City staff
- Other staff
- Graffitists
- Downtown dwellers
- Downtown avoiders
- Protesters
- Street people
- Customers
- State government workers

What's good about the Ambassadors?

- Schedule
- Trash
- People (individual staff)
- Moral-driven
- Desire and motivation
- Paycheck
- Rules and guidelines
- Spoken and unspoken norms

What are the values of the Olympia Downtown Ambassadors?

- Take care of (your)self and others.
- Take care of each other
- Be excellent to each other!
- Equality
- The comfort of others
- Deep respect
- Love of diversity
- Encouraging respect from others
- Cleaning up
- Fun
- Community building
- Educating
- Bridging gaps
- Cleaning



- Thorough
- Welcoming
- Friendly
- Useful
- Informative
- Diverse
- Respect
- Respect
- Finesse
- Fun
- Finesse + fun = Funesse?
- Community
- Openness
- People
- Mutuality
- Sincerity
- Empowerment
- Presence
- Care for homeless
- Carefor your home
- Ability to be me
- Feelings of saftey, security
- Meet new people!
- Respect
- Feeling of self-accomplishment
- Changing the world
- Recognize we are part of something bigger
- Honesty
- Integrity
- Accountability
- Trust
- Hard work
- Fun
- Communication
- Empathy
- Compassion
- Magnamity
- Pride
- Engagement
- Mutuality
- Sincerity
- Solidarity
- Responsiveness, agility, flexibility, and dexterity
- Celebration, joy, pleasure, and fun
- Learning about self and community

What do you need around you to succeed?

- Teamwork
- Support
- Tools
- Community
- Communication
- Equipment

- Support
- Coworkers
- Friendly smiles
- Shoppers

- Businesses
- Street-dependent people
- To know people care
- Rapport



What do you need within you to succeed?

- Sleep
- Smiles
- Friendliness
- Heart
- Compassion
- Energy
- Happiness
- Clothing
- Coffee
- Heath
- “The Light”
- Self-confidence
- Ethic
- Open-mindedness
- Will
- Determination
- Humor

What are your greatest concerns?

- Process and lack of response
- There is no clear sense of imperative
- Balls get dropped
- Miscommunication about what’s happening
- Disconnection between teams
- Personal life gets in the way
- Routine – “They know what they’re doing”
- Feeling like it doesn’t make a difference
- People stepping on your shoes
- Knowing what social services are available
- Being told to do things in a round-about way
- Being bombarded
- There isn’t group cohesion around values
- Application and understanding of how to live our values
- Self-investment and ownership

- “You’re only as strong as your weakest link
- Morale can wane easily at times
- The “bro” culture
- Cliques within the team
- Anxiety about people dealing with problems indirectly

- The team does just good enough
- There is a sense of pity among team members
- Need tools



What are the highest ideals of the Ambassadors?

- Abundance thinking
- Understanding between each other and others
- Compassion
- Magnamity
- Ethic
- Respect for the environment and coworkers (find out what it means to me)
- Socialization
- Mutuality
- Equality -> Freedom
- Giving a damn!
- “All for 1 and 1 for all”
- Community engagement
- Kindness
- New experiences
- Listening
- Genuine connection with others

What do you recommend for the future of the Ambassadors?

- Love of downtown should be a hiring requirement
- Clarify all processes and remain consistent in them
- Maintain the role of the team leader as the compass of the group
- Constantly reinforce the sense of purpose of the team
- Maintain the positive relationships with stakeholders
- Foster cohesion between the team leader and the team
- Clarify the values and mission of the group