

December 16, 2020



## New-hire Organizational Assessment Report

Prepared for:



**DOWNTOWN  
LONG BEACH  
ALLIANCE**



December 16, 2020

Downtown Long Beach Alliance,

First and foremost, we thank you for the opportunity to be of service to the organization. It has been wonderful to engage-with and learn from the newest members of the DLBA team!

Upon appraisal of initial conversations, as in alignment with the December 2019 organizational assessment reporting, the enclosed is provided in overview of 1:1 assessment outcomes during November 2020.

Within the document, please find reference to review and outcomes.

Again, we thank you for the opportunity and look forward to further dialog regarding the enclosed, as well as continuing our work in support of the organization.

With gratitude,

Fuller Management Corporation

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## Engagement overview

During November 2020, Fuller Management Corporation (FMC) conducted one-on-one interviews and evaluation with DLBA's newest staff hires, including full-time and temporary employees.

## Assessment structure

During 1:1 participant interaction, each individual was asked a series of questions relating to [their] perspective of the organization from a SWOTT assessment standpoint.

Consisting of:

- S - strengths
- W - weaknesses
- O - opportunities
- T - threats
- T - trends - \*Utilized as a tool for outside influence/recommendation

Each participant provided detailed feedback, as-to perspectives and suggestions in the above defined areas.

As provided below, please find the findings stemming from collective participant interactions related to the organization.

1. **Strengths** - Established organization, strong revenue sources, diversification of BID, strength in economic development, clean and safe department, diversity of experience, strong staff members, organizational size, team environment, communications, management structure, community, organized company

## Majority categories:

- Established organization - 80% of participants
- Strong staff members - 60% of participants
- Team environment - 60% of participants
- Community - 40% of participants

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2. **Weaknesses** - Several systems / [somewhat] confusing processes, crossover of roles / unclear on exact duty and expectation, internal communications, employee turnover, current use of technology, quick or incomplete training

**Majority categories:**

- Systems and processes - 80% of participants
- Internal communications - 60% of participants
- Technology - 60%
- Unclear expectations - 40% of participants
- Training - 40% of participants

3. **Opportunities** - Better use of analytics, grants for organization type, better / more efficient communication internal and external, technology: improvement in placement and programs / functions / usage, create special programs for support of groups, training of/on organization/operations, designated days for in-office work / interaction (shifts), digitize and print less

**Majority categories:**

- Technology improvement, programs, functions - 80% of participants
- Better / more efficient communication internal / external - 60% of participants

4. **Threats** - Need for technology advancement, improved internal functions, residents and business owner lack of understanding for organization role/duty, multilingual communication, Covid, PBID renewal, budget changes, opinions of businesses in downtown/licensing and fees, political climate and opinions, lack of knowledge/internal operations and structure/role of organization

**Majority categories:**

- Covid - 80% of participants

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- Lack of knowledge - 60% of participants
  - Technology advancement - 60% of participants

5. **Trends** - Plan to attract new business into downtown, engaging new business, ongoing media engagement, checking in with individual businesses, get to know business owners more, focus on office morale, monthly “gatherings”

**Majority categories:** NULL

\*This category is listed as feedback and is not placed in the majority category; each are provided as reference for external perspective of industry, including personal/professional relation/account

## Outcome focus

Of the feedback provided by participants, the following base categories; (Majority categories) are deemed priority focus, as in line with long-term organizational objectives, including the present state of the operation(s).

**Training and development** - Strengthening of internal product/service knowledge, structured training of new hires, ensuring proficiency in performance

**Clarification of organization role/duty** - Strengthen internal and external messaging, internal education on role/duty

**Technology** - Access to devices, centralized processes, simplification of systems and systems use

## Outcome recommendations

Of the outcome focus, the recommendations of Fuller Management remain in alignment with prior-provided assessment reporting, December

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2019, as in line with long-term organizational objectives, including the present state of the operation(s).



December 16, 2020

Downtown Long Beach Alliance,

During engagements with the newest DLBA team members, we found the participants to be motivated and willing to engage with changes in operation due to Covid. Staff are interested in making improvements and enhancing collaborations/ participation, communication, as well as eager to support the bottom line objectives.

Through the process of reviewing outcomes and discussing bottlenecks, as well as identifying opportunities during the assessment process, we believe implemented recommendations will serve as reinforcement of organizational sustainability and growth.

Upon review of the complete report, please do not hesitate to reach out directly, should there be any questions or requests of Fuller Management.

From the submission of the enclosed outcomes report, Fuller Management will contact DLBA with dates/times for comprehensive review of reporting.

From our team to yours, we thank you for the opportunity to be of service, and look forward to continuing our support of the organization.

To your success,

*Kena Fuller*

Executive Director

Fuller Management Corporation