

Deciphering our organization's culture at The United States Presidential Service Center, and associates of The United States Presidential Culinary Museum, DBA's of Mongiello Holdings, LLC and tenants of The Inn of the Patriots, LLC.

A Required Annual Review Process

As a leader in several industries ranking in the top 3% of independent judging bodies, and global reviews the continuing need to spend time deciphering culture enables us to be sure it is supporting our mission, strategy, vision, goals, and value. Our present statement was verified and last reviewed February 16, 2018. It is available to the public at <http://www.PresidentialServiceCenter.org>, and a complete copy is in this policy. We do not think it is perfect, so we look for help to update and change it over time, as societal needs change. Organization culture can be a strong enabler or an insurmountable obstacle to implementing change in organizations. Most organization change efforts require some degree of culture shift (Levin & Gottlieb, 2009).

Steps taken throughout the year are planned accordingly to understand our culture better and effectuate change. All reports go to managers, directors, owners, unofficial board of advisors, and our board of trustees. The organization's culture develops in large part from its leadership while the culture of an organization can also affect the development of its leadership (Bass & Avolio, 1993).

1. We issue an unnamed review of culture, safety, and management sporadically to provide a climate analysis. Always done without names of individuals – the final report is tallied with a report to leadership and team. The questions on review are direct, pointed, and explicit when it comes to the environment, sexism, harassment, joyfulness, celebration, awards, leadership, management, treatment, attitudes, feel of the workplace, security, and safety.
2. Since we do not use or allow written performance reviews under Dr. Deming's principles, we instead conduct verbal surveys of members of a team. These are set aside for specific periods and followed by each team member reviewing managers. It is a two-way review process.
3. We promote an open door policy for 16-year-olds doing mail room duty to address the 90-year-old leader. No chain of command is required to walk in and request to see any leader. If it helps define our culture, shape it, or decrypt it – we welcome it without retribution.
4. Part of our bi-annual fact-finding mission is to request all team members write or type a paper with no name about our culture. We invite any suggested changes and no names needed for the paper. We have a diamond box for this that is on the enormous silver chair for team members. Drop off is voluntary and to keep the process fair, we request that all team members place at least a blank piece of

paper in the diamond box. Bringing to the awareness of all employees the “unwritten ground rules”(UGRs) that operate in an organization. UGRs can be used to transform an organization's culture to a new set of ground rules that directly reinforce behaviours (Simpson & Cacioppe, 2001). Allowing everyone to know dropping a piece of paper into the box is required (but no one has to write or type anything), keeps things fair.

Mission and Values Statement: The Presidential Culinary Museum®, US Food History Museum®, The Inn of the Patriots® and Presidential Service Center™ continue to collect, preserve and interpret history. Through exhibits, educational programs, tours, digital means and web-based instructional methods we foster a deeper understanding of the history of America's First Families likes and dislikes towards food. We also showcase the culinary arts, banquets at Camp David, US State Dinners at the White House, everyday family cooking and favorites, china collections, and china selections. For Officially verified Presidential Service Badge (PSB) wearers and holders (with a serial number controlled by the White House Military Office) we include and showcase all of the contributions of each office to the preservation of the Presidency. Via loyalty, honorable military and civilian service, courage, commitment, obedience, zeal, and fidelity with no party lines or political influence, we perpetuate our craft and legacy. Core attributes underlying our values are integrity, accountability, initiative, and toughness. We will always be ready to answer the call when needed.

Statement of Purpose: The purpose of The Presidential Culinary Museum® and Presidential Service Center™ is to educate the public about the social, political, military, economic and natural history of serving the Presidency and First Family in all capacities and to emphasize their historical significance. The PSB alumni additionally seek to care for one another in illness and health via contribution and scholarship awards.

Strategy: It has most often been our strategy to embrace the more significant work of the enlisted men and women of the White House Military Office, lower ranking civilians in service to the President, and staff itself at the White House, yachts, Camp David Resort, Air Force One, rail cars, motor pool, US Secret Service, White House Communications Agency, HMX-1, Marine Corp One, and several other units and offices. We do celebrate and honor high-ranking Generals and Admirals, Doctors and leaders but they do not represent the balance of power supporting the American Presidency. Our strategy is to focus on the average man and woman, the common clerk, and the unknown and unthanked worker. One of the many responsibilities confronting leaders is the creation and maintenance of organizational characteristics that reward and encourage collective efforts (Madu, 2012)

Additional strategies include how an ordinary supporter holding a Top Secret clearance, serving the Presidency feels about societal issues that the First Family engages. These can include racism, sex, immigration, ripping down statues, drug use, or other subjects of considerable speculation. This span includes controversial issues that typical museums will not cover, Trustees squelch, or wealthy board members complain about based on their private religion or belief systems. Our strategy also includes not allowing

Advisors or Trustees to donate their way onto our board, and those sitting in such capacity should not be requested to provide monies. Both strategies are often used in museums and associations to the detriment of each party.

Dedication: To Walter Scheib, III, Executive Chef of the American White House. Dedication occurred in 2015, posthumously.

Vision Statement: It is the vision of the Board of Directors to continue to expand on our outstanding facilities, holdings, and programs that preserve and promote the history of American Presidential service in all its forms. We have done so for ten years+ - across the world bringing our vision to the global stage. We are practitioners of Jeffrey Fox and his many books made available for all team members, Dr. Deming, Dr. Covey, Dr. Blanchard, and Dr. Ornish. Our vision comes from understanding their principles and expanding to a larger facility is our primary, future focus.

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public administration quarterly*, 112-121.

Levin, I., & Gottlieb, J. Z. (2009). Realignment organization culture for optimal performance: Six principles & eight practices. *Organization development journal*, 27(4), 31.

Madu, B. C. (2012). Organization culture as driver of competitive advantage. *Journal of academic and business ethics*, 5, 1.

Simpson, S., & Cacioppe, R. (2001). Unwritten ground rules: transforming organization culture to achieve key business objectives and outstanding customer service. *Leadership & Organization Development Journal*, 22(8), 394-401.