



NEWAYGO COUNTY ECONOMIC
DEVELOPMENT OFFICE

**Newaygo County Economic
Development Office, Inc.**

**Presentation to Fremont Area
Community Foundation**



August 28, 2013

Andy Lofgren, Executive Director
(231) 652-9298, e-mail: alofgren@ncedo.org

**NCEDO Board of Directors
As of Annual Board Meeting, April 2013**

Executive Committee

Doug LaFave, President	City of Grant	Per By-Laws
Jon Schneider, Vice President	City of Newaygo	Per By-Laws
Woody Bowman, Secretary	Independent Bank	Voted At-Large
Mary Shafer, Treasurer	Retired, FACF and State of Michigan	Voted At-Large
Tobi Lake	County of Newaygo	Per By-Laws
Todd Blake	City of Fremont	Per By-Laws

Other Board Members

Kay Cummings	MSU Extention	Per By-Laws
Bob Sullivan	City of White Cloud	Per By-Laws
Kirk Wyers	NCRESA	Per By-Laws (2)
Chris Ortwein	County of Newaygo	Per By-Laws (1)
Bill Johnson	The Berean Group	Voted At-Large
Lou Meeuwenberg	Harrington Inn	Voted At-Large
Kurt Lowdermilk	Re-Max	Voted At-Large
Terry Johnson	Nestle/Gerber	Voted At-Large
Yolanda Lewis	Consumers Energy	Voted At-Large
Stan Van Singel	Van Singel Farms	Voted At-Large
Ned Hughes	Retired, Spectrum Health/Gerber	Voted At-Large
Gordy Beemer (offered)	Bucher Hydraulics	Voted At-Large

(1) Appointed by the County Board of Commissioners

(2) Appointed by NCRESA

Other Business and Organizations Recently Represented on the Board:

Magna Mirrors
North American Refractories Company
ITC Power
5/3 Bank
Spectrum Health Gerber Memorial
Brooks Township
Grant Public Schools
Dayton Township
Choice One Bank
Newaygo County Commission on Aging
Grey Drake Lodge

NCEDO Strategic Plan

- * Retain Existing
Business and Jobs
- * Attract and Grow New
Businesses and Jobs
- * Enhance Tourism
- * Expand Awareness of
Newaygo County
and NCEDO





Some Recent NCEDO and Community Highlights

Strategy 1 – Retain Existing Business and Jobs

- ✓ Conduct retention visits with local companies with MEDC and local officials including E-Systems, Gerber/Nestle, Bucher Hydraulics, NARCO, Fremont Co-Op, Wilbur Ellis, Fremont Insurance, Michigan Produce Haulers, Magna Mirrors, Sanmold Systems, GM Wood Products, among others.
 - Manufacturing investment in Newaygo County totaling \$200 million since 2000.
 - Retained a minimum of 2,000 jobs and created a minimum of 400 new jobs.
 - Estimated tax revenue generated of a minimum of \$1.5 million per year.
- ✓ Agricultural Processing Renaissance Zone approved for Gerber Products in 2008. Retention of 1,100 jobs, create 200 new jobs and invest \$75 million at facility.
 - Economic impact of retaining 1,100 direct jobs and 3,600 direct and indirect jobs. Personal income impact of \$1.6 billion for Newaygo County and \$3.2 billion for State of Michigan over 15 years. Increase of 200 net new jobs at Fremont facility translates to over 500 direct and indirect jobs for the region and state.
 - Gerber Life has opened \$8 million, 35,000 sq. ft. facility to add 200 jobs. Governor Granholm attended ribbon cutting ceremony.
 - Over \$100 million in new investment already.
 - Working with partners, including the Right Place, on strategies and events to promote Gerber/Nestle in West Michigan and State of Michigan, including talent attraction.
 - Hosted Lou Anna Simon, MSU President at event at Gerber
- ✓ Post-Secondary Educational Initiative
 - Working with NCRESA, FACH and other partners to explore ways to expand post-secondary educational opportunities for Newaygo County residents.
 - Working on Newaygo County College Access Network (WE CAN).
 - Hosting dual enrollment and other post-secondary classes at the Stream.

Manufacturing Investments in Newaygo County, 2000 to 2012

Year	Company	Location	Investment
Industrial Facilities Tax Exemptions Grant (New Investment)			
2000	White Cloud Mfg.	White Cloud	\$ 526,640
2000	Lubecon Systems	White Cloud	\$ 118,550
2000	Gerber Products	Fremont	\$ 11,950,000
2000	Michigan Agricultural Commodities	Newaygo	\$ 837,297
2000	KARR Unlimited	Newaygo	\$ 163,906
2001	North American Refractories Co.	White Cloud	\$ 1,877,774
2001	Graphicus Signs	Newaygo	\$ 105,000
2002	Gerber Products	Fremont	\$ 39,863,300
2003	North American Refractories Co.	White Cloud	\$ 449,075
2003	Fremont Co-Op	Fremont	\$ 530,000
2004	Allied Machine	Grant	\$ 232,425
2004	White Cloud Mfg.	White Cloud	\$ 190,000
2004	Grant Rent-All	Grant	\$ 681,071
2005	Dura Automotive	Fremont	\$ 11,622,606
2005	North American Refractories Co.	White Cloud	\$ 537,252
2007	Magna Donnelly	Newaygo	\$ 1,517,603
2008	Magna Donnelly	Newaygo	\$ 2,350,000
2008	North American Refractories Co.	White Cloud	\$ 318,200
2008	North American Refractories Co.	White Cloud	\$ 2,068,200
2008	White Cloud Mfg.	White Cloud	\$ 290,000
2011	Tooley Creek Lumber	White Cloud	\$ 103,000
2012	North Central Co-Op	Fremont	\$ 850,000
Total IFTs			<u>\$ 77,181,899</u>
Agricultural Processing Renaissance Zone			
2009	Nestle/Gerber	Fremont	\$ 19,654,822
2010	Nestle/Gerber	Fremont	\$ 22,566,142
2011	Nestle/Gerber	Fremont	\$ 24,653,919
2012	Nestle/Gerber	Fremont	<u>\$ 35,239,800</u>
Total - APRZ			<u>\$ 102,114,683</u>
Pending			
2012	Fremont Digester	Fremont	<u>\$ 20,000,000</u> Estimated
GRAND TOTAL			<u>\$ 199,296,582</u>

Preliminary Results

Retention - Newaygo County Facility - Gerber Manufacturing Plant Summary Estimates - State, Region, County

State = Michigan
Region = Newaygo, Oceana, Muskegon, Mecosta, Kent
Region (Excluding) Project County = Oceana, Muskegon, Mecosta, Kent
County = Newaygo

(All monetary estimates in 2007 dollars)

<i>*Average of Economic Impact Runs</i>	State	Region	Region (Excluding) Project County	County
TOTAL JOBS LOST (as of 2022)	(3,841)	(3,084)	(535)	(2,508)
Direct Jobs	(1,100)	(1,100)	0	(1,100)
Spin-off (includes Indirect Jobs)	(2,741)	(2,902)	(535)	(2,367)
Personal income lost over first 15 years (\$000's)	(\$3,154,700) \$3.2b	(\$2,146,545) \$2.1b	(\$501,115)	(\$1,645,430) \$1.6b
Employment multiplier (average 2010-22)	3.20	2.59	N/A	2.11
Average Weekly Wage of Direct Jobs (as reported by requestor of study)	\$923	\$923	N/A	\$923

= Given Variables

* Average = Two separate runs one using Jobs as driver and other using Sales/Revenue as driver

Summary of Results:

- The largest economic impact will be recognized in the Manufacturing and Services sectors due to the loss of the direct jobs at the Gerber facility in Fremont, Michigan. For nearly every 1 job lost 3 more will be lost in the entire state as an indirect result of the loss of the direct jobs at Gerber in Newaygo County.
- Loss of the direct jobs would also result in a loss of 2,741 spin-off jobs in. Mainly the services sectors (which include Health Care, Social Assistance, Accommodations, Food Services, Admin & Waste Services, Professional/Technical Services, Government, Finance, Accounting, Real Estate, etc).
- Of the five surrounding counties, Newaygo and Kent Counties will feel the largest economic impact from the loss of this facility in Michigan.

Source: Michigan Economic Development Office, REMI Analysis, December 12, 2007

5

Preliminary Results

Expansion - Newaygo County Facility - Gerber Manufacturing Plant Summary Estimates - State, Region, County

State = Michigan
Region = Newaygo, Oceana, Muskegon, Mecosta, Kent
Region (Excluding) Project County = Oceana, Muskegon, Mecosta, Kent
County = Newaygo

(All monetary estimates in 2007 dollars)

<i>*Average of Economic Impact Runs</i>	State	Region	Region (Excluding) Project County	County
TOTAL JOBS CREATED (as of 2022)	526	424	76	348
Direct Jobs	200	200	0	200
Spin-off (includes Indirect Jobs)	326	224	76	148
 Personal income gained over first 15 years (\$000's)	 \$315 141	 \$210 940	 \$50 933	 \$160 008
 Employment multiplier (average, 2010-22)	 1.93	 1.56	 N/A	 1.28
 Average Weekly Wage of Direct Jobs (as reported by requestor of study)	 \$923	 \$923	 N/A	 \$923

= Given Variables

* Average = Two separate runs one using Jobs as driver and other using Sales/Revenue as driver

Summary of Results:

- The largest economic impact will be recognized in the Manufacturing and Services sectors due to the creation of the direct jobs at the Gerber facility in Fremont Michigan. For nearly every 1 job created, nearly 2 more will be created in the entire state as an indirect result of the creation of the new direct jobs at Gerber in Newaygo County.
- The creation of the new direct jobs would also result in a gain of 326 spin-off jobs in. Mainly the services sectors (which include Health Care, Social Assistance, Accommodations, Food Services, Admin & Waste Services, Professional/Technical Services, Government, Finance, Accounting, Real Estate, etc).
- Of the five surrounding counties, Newaygo and Kent Counties will feel the largest economic impact from the gain of direct jobs at the Gerber facility in Michigan.

Source: Michigan Economic Development Office, REMI Analysis, December 12, 2007



Some Recent NCEDO and Community Highlights

Strategy 2 – Attract and Grow New Businesses and Jobs

- ✓ Attraction and Start-Ups
 - Michigan Axle (Temper-Loc). This is a company out of New York and that purchased a vacant building in the Fremont Industrial Park to bring up to 35 new jobs with the potential with more. We have been working closely with the City of Fremont, Michigan Works and MEDC on this project.
 - Assisted Tooley Creek Lumber get started in White Cloud facility. Created 20 new jobs.
- ✓ Agriculture and Bio-Economy
 - Provided testimony to Senate Agriculture Committee in support of legislation that established the Agriculture Processing Renaissance Zones.
 - Worked with City of Fremont, North Central Co-Op and Novi Energy on new Fremont Community Digester project. Promoting as a regional asset to other economic development offices.
 - Working with Muskegon Community College, Michigan State University and NCRESA on new Agriculture Tech certificate and two-year degree programs.
 - Nestle/Gerber featured speaker at 2012 Agriculture Summit. Working with region on aligning agriculture from farm to processor. Contacted Terry Johnson, Nestle/Gerber, to take leadership position in regional Food Processing Council.
- ✓ Brownfield Redevelopment Authority up and running. Continue to be active on this initiative.
 - The Stream was first ever county brownfield project.
 - Assist County with EPA Brownfield Assessment grant applications.
- ✓ The Stream Community Business Center.
 - Building up membership and facility is also being used for hosting meetings and events.
 - Many success stories of individuals and companies using the facility to improve business and/or employment opportunities.
 - Fremont Insurance using facility while remodeling corporate headquarters.
 - Wrote and received a technology grant (\$230,000) from the Michigan Energy Efficiency Grant Program in partnership with the County of Newaygo.
 - Wrote and received \$500,000 (\$250,000 to the Stream) MEDC Incubator grant in collaboration with the Starting Block in Hart
 - Hired new Business Development Manager to foster further use of the facility.
 - Muskegon Community College offering classes at the Stream. Exploring the Potential for additional educational partners.

- Entrepreneur and Inventors Club and Seminar Series started and underway.
- Additional facts:
 - City of Newaygo (TIFA) owns the second floor known as The Stream. First floor is still owned by a private development.
 - NCEDO was originally tapped by the partners to be the initial operator. This was to help with securing financial support.
 - NCEDO core operations have been completely separate from The Stream in terms of financials and staff. Andy and Laurie always were staff of NCEDO and paid through NCEDO not The Stream. We provided in-kind support.
 - Starting September 1, 2013 NCEDO will no longer be the managing operator of the Stream. We will continue to be a partner to support the facility as any other economic development asset in the community.
- ✓ Small Business and Entrepreneurial Initiatives
 - One of nine pilot communities selected for the Creating Entrepreneurial Communities program through MSU Land Policy Institute.
 - Very active SCORE counseling program (in collaboration with Chambers). Have met with more than 130 clients and hosted over 300 meetings since inception. Several businesses have started and/or expanding operations in Newaygo County.
 - Youth entrepreneur classes again offered to approximately 120 kids at NCCTC every year through partnership with SCORE. Helped support and promote the finger hockey game developed by NCCTC students.
 - Active partner with West Michigan E-merge initiative that pulls together small business support and entrepreneur program in the region.
 - Business seminar series (in collaboration with Chambers). Examples include Small Business Financing, and a Travel Michigan Hospitality, and ZingTrain.



The Stream Community Business Center Newaygo, MI

Business incubator. Remote workspace. Satellite college campus. The Stream, an hour north of Grand Rapids in Newaygo, Michigan, provides office and meeting space to students, entrepreneurs, and telecommuters in a high-tech, environmentally friendly facility. In addition, it is a real-world testing facility for Haworth products to determine how they can best support emerging workplace trends.

HAWORTH / CLIENTSPACES

3/29/13

The Stream Mail - RE: Letter/Email Testimonial



Attachment 1

RE: Letter/Email Testimonial

Skip Massucci <SMassucci@fmic.com>
To: Andy Lofgren <alofgren@ncedo.org>

Fri, Mar 29, 2013 at 9:53 AM

Dear Andy,

I just wanted to let you know what a godsend The Stream has been for Fremont Insurance. As you know, our home office in Fremont is undergoing extensive renovations which required us to find 'new homes' for about half of our staff. Through our past common connection with Rotary and your presentation to Rotary on what The Stream was, I recommended Fremont take a look to see if this would fit our needs. Needless to say, after our evaluation from a facilities, technological, security and pricing perspective, The Stream was the place for us.

The staff at The Stream has been nothing short of phenomenal in making us feel welcome and has bent over backwards in trying to meet our needs; whether that be use of the conference rooms, assisting with conference phoning or internet connections. As I am the liaison for Fremont, Laurie keeps me apprised of any issues and I am happy to report, there have been none.

I would recommend The Stream to anyone needing a place to work outside their home or company. In fact, if the renovations back at Fremont take longer than anticipated, that is perfectly fine with all the staff here.

Respectfully,

Skip Massucci, CPCU

Senior Vice President - Personal Lines Underwriting & Product Development

Fremont Insurance Company

231-924-8361

From: alofgren@newaygostream.com [mailto:alofgren@newaygostream.com] **On Behalf Of** Andy Lofgren
Sent: Wednesday, March 27, 2013 2:05 PM
To: Skip Massucci
Subject: Letter/Email Testimonial

Hi Skip, as discussed would you mind doing an email testimonial on Fremont Insurance's use of the Stream and how it accommodating your needs during your construction and anything else you could think to add.

18

Attachment 2

I use The Stream on a weekly basis as a professional space to meet with my current and potential clients. Per month, I would say I meet with approximately 5-6 clients. And I have probably retained 7-10 new clients from this location since I began August 1, 2012. I usually use one of the small conference rooms to conduct these meetings; however, I also use the sofa area around the corner from the elevators for a more brief/informal meeting space. Almost all of my clients have commented on the space and how professional and modern it is for Newwaygo. I feel that it provides me with an environment and working space that I can be proud of.

-Valerie Smulders of Smulders Law Office

11



NEWAYGO COUNTY ECONOMIC
DEVELOPMENT OFFICE

Some Recent NCEDO and Community Highlights

Strategy 3 – Enhance Tourism and Quality of Life

- ✓ Convention and Visitor's Bureau (CVB)
 - NCEDO facilitated the formation of the CVB. Entering fifth year of collecting accommodation fee. Strong, active board with representation from four collecting properties.
 - Staffing and improvements at Welcome Center have increased foot traffic of people stopping to get tourism materials and to utilize facilities.
 - Worked in collaboration with the Newaygo Area Chamber of Commerce to host the 2011 and 2013 Canoe Nationals event.
 - Hosted the first-ever North American Ice Fishing Circuit event in January 2013. Will receive television coverage on the NBC Sports Channel.
 - Received \$30,000 USDA marketing grant for additional marketing efforts.
 - Continue to partner with Michigan's Great Outdoors to promote tourism opportunities in our region. MGO won the Governor's Award for collaboration at the 2011 Travel Michigan conference.
 - Active on Michigan Association of Convention and Visitors Bureau. Heading up fishing and hunting component for Travel Michigan.
 - Marketing efforts include new logo, visitors guide, radio promotions and trade show materials.
 - Improved Farm Market brochure.
 - Active on County Trail project and CVB is also lending financial support to help market the initiative.

NEWAYGO COUNTY

PURE MICHIGAN

exploring!

features:

**365
DAYS**

Newaygo County
is a year round
fishing paradise

eyes on
the sky

Explore the cosmos at the
Wessling Observatory

**two
dams**

Learn the history of
two of Newaygo's
oldest power plants

a river for
EVERYONE...

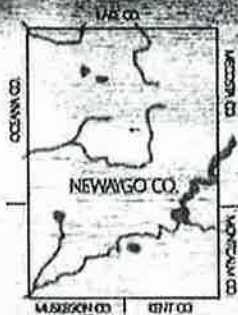
World class paddling on
the Muskegon River

2013

official travel guide

NEWAYGO COUNTY
exploring!

GO explore with
a travel plan



GO paddling
356 miles of river

TRAVEL PLANS SPECIALS EXPLORE OUTDOORS WHERE TO STAY THINGS TO DO CONTACT US VISITORS GUIDE MORE



Welcome to the Official Tourism Web Site of Newaygo County, Michigan. We are proud to keep the community informed on activities and events across the County, while giving help, support, and advice to small locally-owned business. Browse our site, which contains all new travel plans, where we take you on a guided tour of the area. Or perhaps explore out outdoors, we promise you won't be disappointed. Either way, get off the couch, plan your trip to Newaygo, and GO exploring!



GO read a book

Request the official travel guide for Newaygo County HERE and we will mail you a copy or you may view it online.

view online

CURRENT TRAVEL SPECIALS

04-15-12: The Harrington Inn stay and play package - 4th night free:
Find yourself at the Harrington Inn and stay for three nights and we will treat you to a fourth...

04-20-12: Spend your Tax Return in Newaygo County this year!
Looking for a great spring paddling trip? Have you tried the Muskegon River? Take your tax...

VIEW ALL SPECIALS HERE

GO destinations must see Newaygo sights

- 1 muskegon river
- 2 muskegon river
- 3 oory trails
- 4 wessling observatory
- 5 dagwood center for performing arts

TRAVEL RESOURCES

Explore a detailed map of Newaygo County! Find directions and take this with you on your smartphones/tablet device!

Take the photo tour of Newaygo County! View some of the county's greatest attractions!

STAY INFORMED

full name

email address

JOIN TODAY! - It's Free!

Newaygo County Convention and Visitors Bureau &
Newaygo County Tourist Information Center
4684 S. Fairgreen - M337
Newaygo, MI 49459
231-562-9294 Extension 10
toll free: 877-562-2570

Copyright © 2012 Newaygo County, MI
All rights reserved. All trademarks are the property of their respective owners.



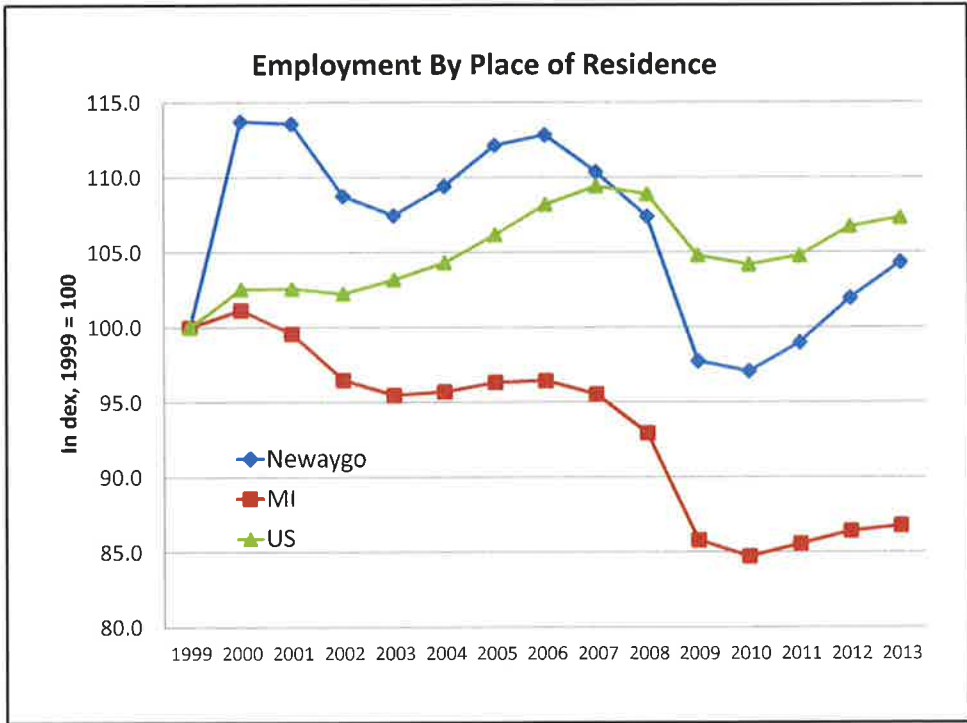
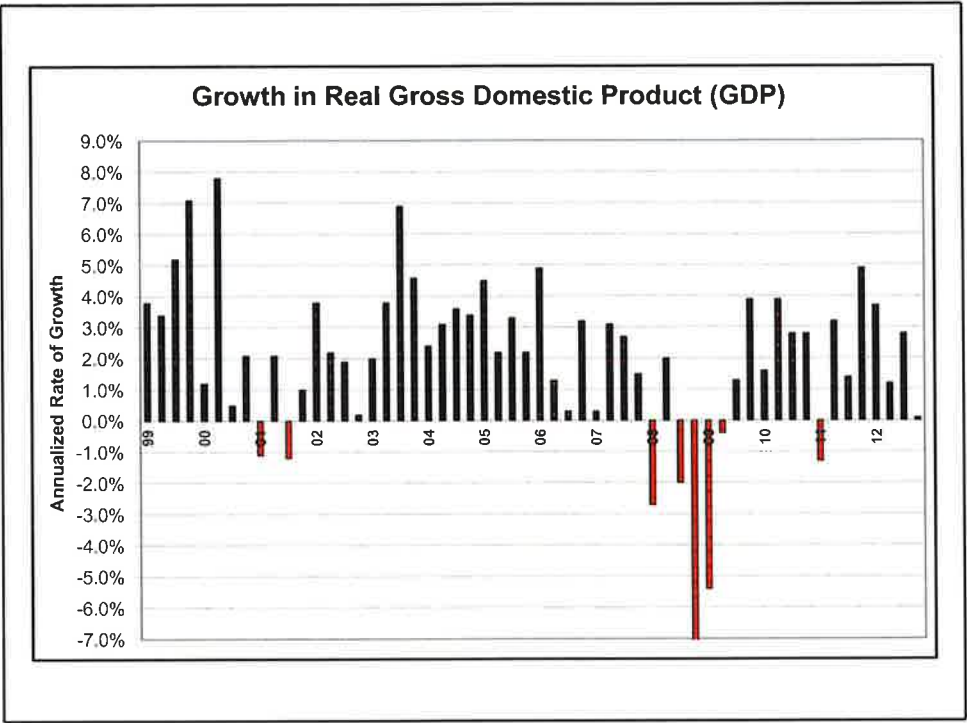
14

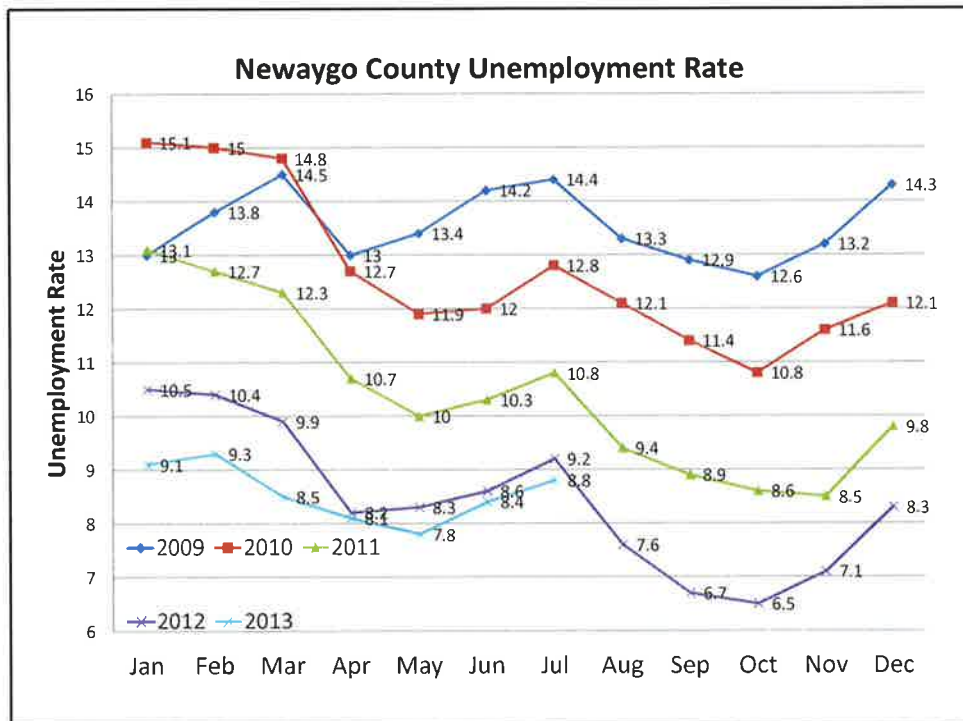
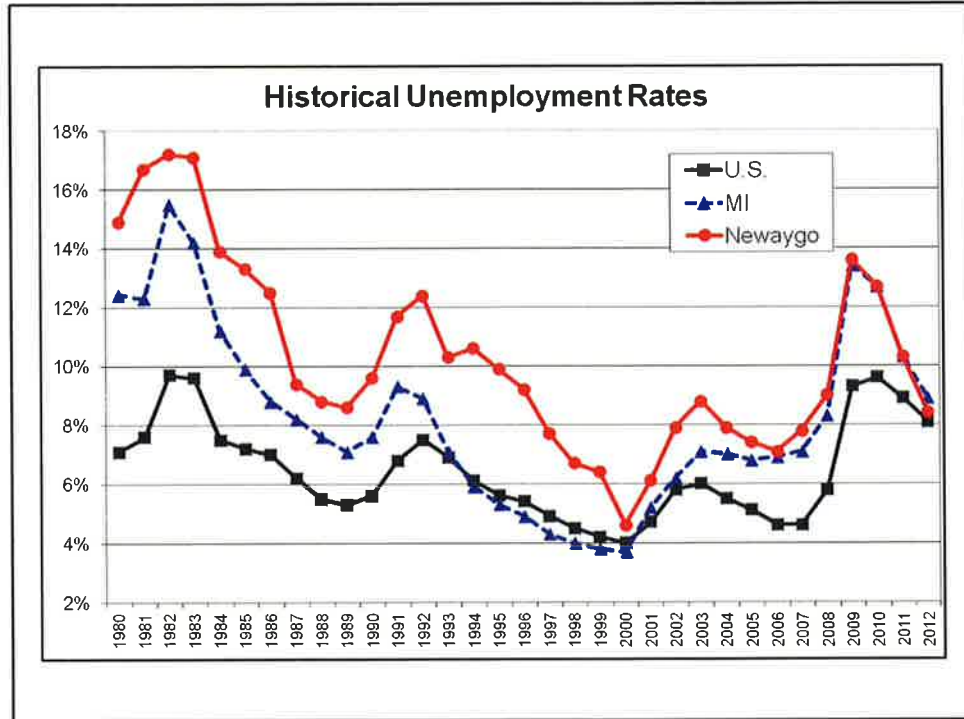


Some Recent NCEDO and Community Highlights

Strategy 4 – Expand Awareness of NCEDO and Newaygo County

- ✓ Completed first-ever Newaygo County Prosperity Index from U. of Cincinnati and funding support from the County of Newaygo and other partners.
- ✓ Grant writing assistance
 - Assisted County of Newaygo and WMSRDC on EPA Brownfield Grant application.
 - Helped with demographic information and/or letters of support for several other grant applications made by other organizations.
 - Assisted and received City of Newaygo on an EDA application to expand well capacity and for new iron removal system.
 - Assisted County of Newaygo on successful grant application to the Michigan Department of Natural Resources for Diamond Lake and Sandy Beach.
 - Worked with the City of Fremont to secure MDOT Grant to support Gerber Expansion.
- ✓ Partnerships
 - Continue innovative partnership agreement with Right Place, Inc.
 - Sit on WMSRDC Comprehensive Economic Development Strategy (CEDS) committee.
 - Part on new 13-county West Michigan Economic Development Collaboration. Assisted on Michigan Agriculture and Food Science Summit that also featured officials from Nestle/Gerber as keynote speakers.
 - Worked with County of Newaygo Transportation Committee.
 - Hosted Site Consultants for a day with Right Place, and attended others
- ✓ Improving Economic Climate
 - Unemployment dropped significantly for four straight years.
 - Year-over-year employment has increased for 34 straight months.
 - Growth in median household income exceeded State of Michigan and region for second straight decade (1990 to 2000 and from 2000 to 2010).
 - Employment levels as compared to 1999 on par with growth rate in nation and well above State of Michigan.
 - Property values as measured by equalized values show stronger overall growth in Newaygo County as compared to the State of Michigan.
 - County Bond Rating increased AA during challenging state and national economic times.





Unemployment Rate, 1999, 2004, 2010, 6/2013

	Newaygo County	MI	US
1999	6.4%	3.8%	4.2%
State Rank	65th		
2004	7.8%	7.0%	5.5%
State Rank	T 50th		
2010	12.7%	12.5%	9.6%
State Rank	T 37th		
June 2013	8.4%	9.4%	7.8%
State Rank	28th		

Growth in Equalized Values, 1999 to 2012

	Newaygo County		Michigan (000,000)	
1999	\$ 1,010,630,250		\$ 261,002	
2000	\$ 1,134,834,989	12.3%	\$ 284,427	9.0%
2001	\$ 1,255,827,248	10.7%	\$ 312,896	10.0%
2002	\$ 1,390,988,332	10.8%	\$ 343,715	9.8%
2003	\$ 1,504,125,139	8.1%	\$ 369,525	7.5%
2004	\$ 1,632,084,706	8.5%	\$ 392,622	6.3%
2005	\$ 1,764,665,254	8.1%	\$ 415,797	5.9%
2006	\$ 1,863,882,291	5.6%	\$ 436,421	5.0%
2007	\$ 1,976,049,797	6.0%	\$ 453,109	3.8%
2008	\$ 2,047,577,287	3.6%	\$ 448,140	-1.1%
2009	\$ 1,970,569,480	-3.8%	\$ 423,901	-5.4%
2010	\$ 1,803,824,196	-8.5%	\$ 385,050	-9.2%
2011	\$ 1,715,018,945	-4.9%	\$ 362,775	-5.8%
2012	\$ 1,648,048,193	-3.9%	\$ 349,306	-3.7%
Percent Change, 1999 to 2012		63.1%		33.8%

Source: State of Michigan Dept. of Treasury



Office of Administration

PO Box 885
1087 Newell
White Cloud, Michigan 49349
Phone: (231) 689-7200
Fax: (231) 689-7205

For Immediate Release:
August 26, 2011

Contact: Tobi Lake
231-689-7200

Newaygo County Bond Rating Affirmed at AA

At a time when many governments are facing uncertain financial futures, and many states and the federal government have seen their bond ratings downgraded, Newaygo County has received good news. Fitch Ratings has affirmed the County's bond rating at AA, just below the highest bond rating possible. Investors rely heavily upon bond ratings as a measure of financial vitality and as a way to determine where to invest their money.

"The ratings affirmation reinforces the sound financial policies and procedures that the Board has implemented in recent years," said Finance Committee Chair Pat Gardner. "A high rating will save taxpayers hundreds of thousands of dollars by leading to lower interest rates and reduced costs to borrow money."

A bond rating is an independent, outside opinion of Newaygo County's financial well-being and a measurement of the County's ability and likelihood to repay outstanding notes and bonds. An AA rating means that Newaygo County has a very strong capacity to repay its financial commitments. The County's rating was increased from AA- to AA in 2010. The review takes into consideration the state and local economy, unemployment rate, property values, population growth, and overall financial health, among other factors. Fitch determined that the County's rating should remain at AA, and that its ratings outlook was stable.

Driving factors in retaining the AA rating were Newaygo County's reserves in the general, budget stabilization, capital improvements, and delinquent tax funds, as well as the County's low level of debt and its recent agreement to house federal inmates awaiting trial. "Our AA rating reflects Newaygo County's continued commitment to fiscal responsibility," said Board Chair Adam Wright. "Although all governments face financial challenges, the Board of Commissioners has worked diligently to reduce unnecessary spending and to meet the County's financial obligations."

###



NEWAYGO COUNTY ECONOMIC
DEVELOPMENT OFFICE

2.0

Strategic Doing

Strategic Doing enables people in loosely joined, open networks to think and act strategically.

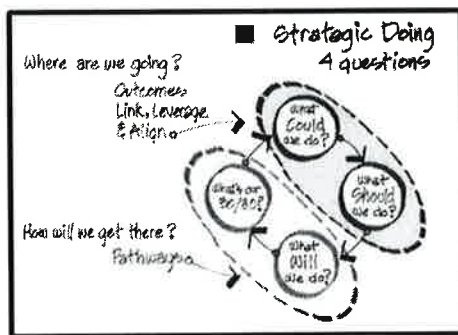
They pursue measurable strategic outcomes instead of broad visions.

They define new opportunities by connecting their current assets instead of focusing on problems and deficits.

They recognize that leadership in open networks is now a shared responsibility instead of looking for a visionary leader.

Using Strategic Doing, civic leaders form collaborations, design and implement innovations within hours - instead of weeks or months - and create clear pathways to results. They develop action plans that allow them to make adjustments along the way as they learn what's working.

It takes time to learn these new approaches. The good news is that old habits born in a silo mentality can eventually fade as we practice the common sense disciplines of collaboration. As individuals learn how to cross old boundaries, they come to understand the power of "linking and leveraging" their assets to define new opportunities.



During a **Strategic Doing Workshop**, participants are led through a structured set of conversations and exercises that result in discussing multiple opportunities, identifying one project or initiative complete with characteristics and metrics, determining action steps and a detailed plan for the a 30-day follow up.

The process focuses on the following four key questions:

WHAT COULD WE DO TOGETHER?

- Bring forward the assets within the group and start looking at how combining those assets might offer new opportunities.

WHAT SHOULD WE DO TOGETHER?

- Narrow the choices of opportunities by evaluating the complexity and payoff and defining outcomes with SMART goals and metrics.



WHAT WILL WE DO TOGETHER?

- Develop an action plan including outlining the activities needed, specific action steps, the individual responsible and projected completion dates.

WHAT'S OUR 30/30?

- Confirm a follow-up date, usually in the next 30 days, for reporting and analyzing results thus far and an opportunity to make needed adjustments.

Strategic Doing allows your community, organization or network to create an action plan with measurable outcomes and accountability in a 3-6 hour period. Please contact us to find out more.