

POSITIONING YOUR ORGANIZATION FOR THE FUTURE

NADO ANNUAL TRAINING CONFERENCE

SAN ANTONIO, TX

OCTOBER 15, 2016

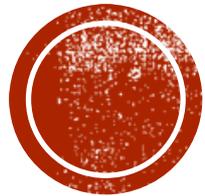


ABOUT THE SPEAKER

- Steve Etcher
 - MarksNelson, LLC
 - Manager, Location Strategies
 - Community EDGE, LLC
 - Vice-President
 - Boonslick Regional Planning Commission, Warrenton, Missouri (1988-2013)
 - Executive Director
 - NADO Board of Directors
 - Missouri Association of Council of Governments

MarksNelson LLC
MOVE FORWARD  *Certified Public Accountants
and Business Advisors*





REGIONALISM

REGIONALISM: a committed effort to improve communities through increased coordination and collaboration, maximizing efficiency through united approaches while preserving individual aspirations.

SESSION FOCUS

Creating a Sustainable Organization

Setting the Tone for Your Organization

Doing More with Less

Elevating Participation and Engagement

Tackling the Difficult Issues



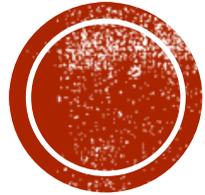
Running an organization is like riding a bike... you need to keep moving forward to keep your balance



INDUSTRY TRENDS

- Issues and challenges are becoming far more complex
- Non-traditional partnerships are being formed to maximize resource utilization
- The “INDUSTRY” is transitioning
- Trickle down problem solving

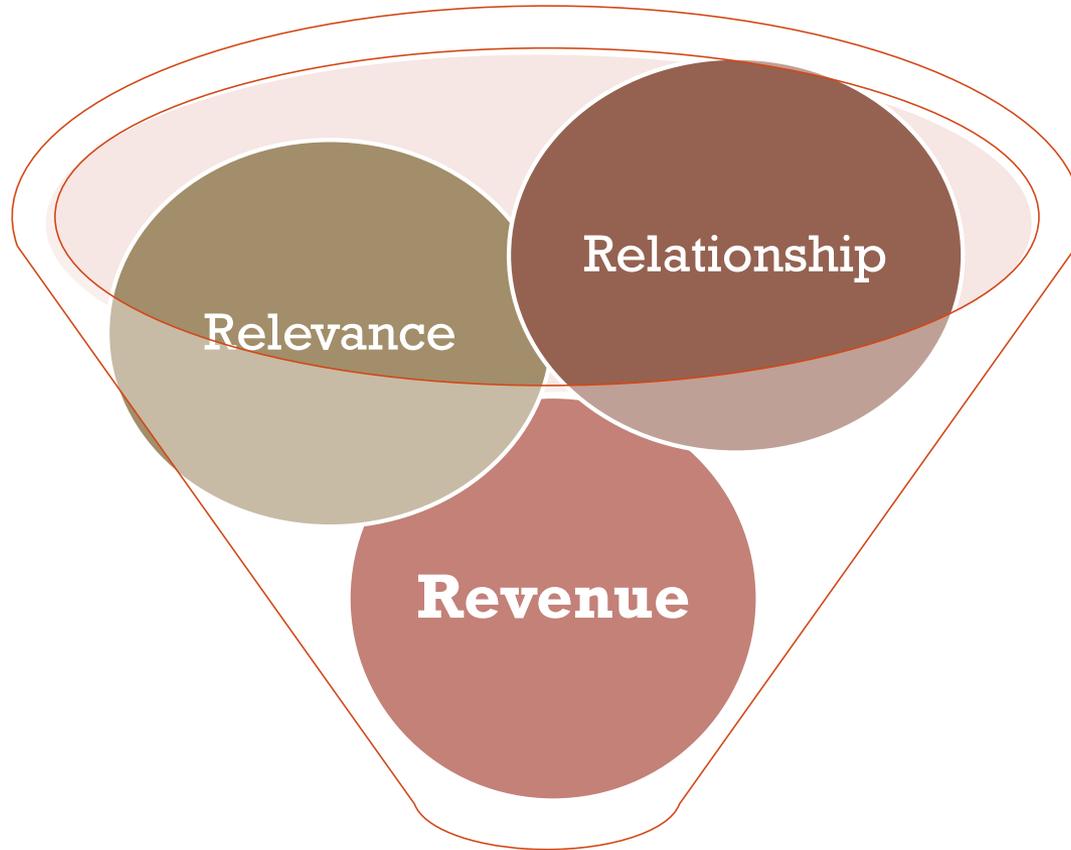




CREATING A SUSTAINABLE ORGANIZATION

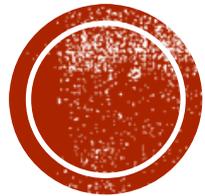


INGREDIENTS FOR SUSTAINABILITY



Sustainability





RELATIONSHIPS

I believe solid relationships are the difference between good organizations and great organizations

RELATIONSHIPS

Internal

- Staff
- Board Members

External

- Constituents
- Funders
- Customers



INTERNAL RELATIONSHIPS



Fair

Consistent

Accountable

Supportive

Enabling



BOARD OF DIRECTORS DO'S AND DON'TS

DO's

- Learn all you can about your members—spouse's name, children, occupation, etc.
- Remember important events such as election cycles and years in office.
- Communicate with your members between meetings using email, handwritten letters, phone calls, or visits.
- Invest time in your members because you are asking them to invest time in you and your organization.
- Be consistent in all your communication—tell all board members the same thing. Don't gossip.
- Address board members by their title and last name—it's a sign of reverence and respect. To get respect you need to give respect.
- Encourage diversity and youth on your board as appropriate

DON'Ts

- Avoid personal relationships with members.
- Do not address board members only by their first name in a meeting.
- Do not ignore phone calls or emails from board members.
- Do not get involved with politics and elections.
- Don't PRETEND to have all the answers
- Don't give lengthy technical or detailed responses to a question—be concise and informative
- Don't be defensive—accept constructive criticism
- Don't only talk to your members about activities—reinforce the mission, purpose and strategic objectives the organization is pursuing



PEER DISCUSSION TOPIC-BOARD & STAFF RELATIONS

What are some of the challenges you face in developing and maintaining relationships with your board of directors?

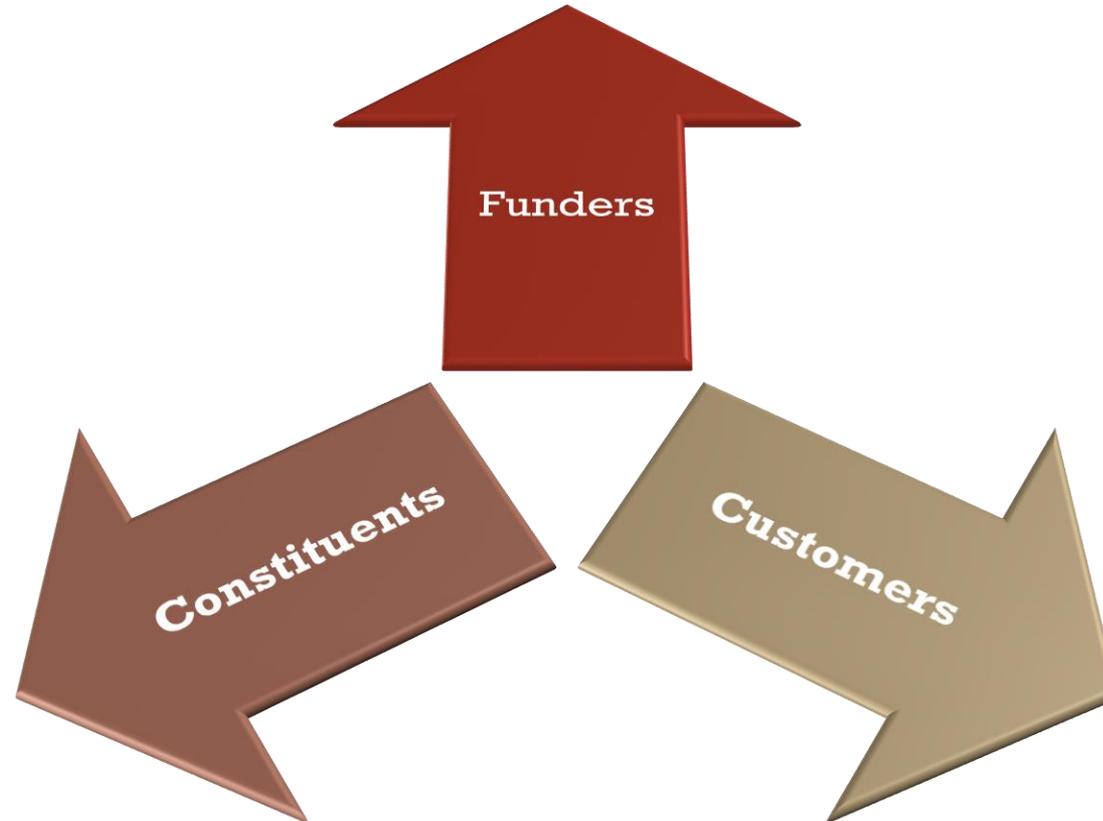
How are you addressing these challenges?

What are some of the challenges you are facing in managing relationships with your staff?

How are you dealing with these challenges?



EXTERNAL RELATIONSHIPS



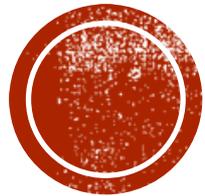
Never find yourself in a situation when you need something from an elected official, and you must start out your conversation with them by explaining who you are, what your organization is, and what it does!



TIPS FOR RELATIONSHIP BUILDING

- **RELATIONSHIPS**--constantly building new and reaffirming existing
- **RESPONSIBILITY**--do what you say, when you say, with a high quality product
- **RESPECT**--Network of EDDs don't all have to agree all the time, but you must rise above indifferences to work together.
- **REPUTATION**--“Bad apples” may exist in your state—work to prevent that from spoiling the entire “bushel”. Aggressively work to manage public perception.
- **REALITY**--Constant education with agency leadership and legislators—reality is term limits, turnover, and elections.
- **RUN**--GO to agencies and legislators—Don't wait for them to come to you.
- **RESOURCE**-Become an extension or delivery agent for State agencies—especially during an era of tight budgets and limited resources.

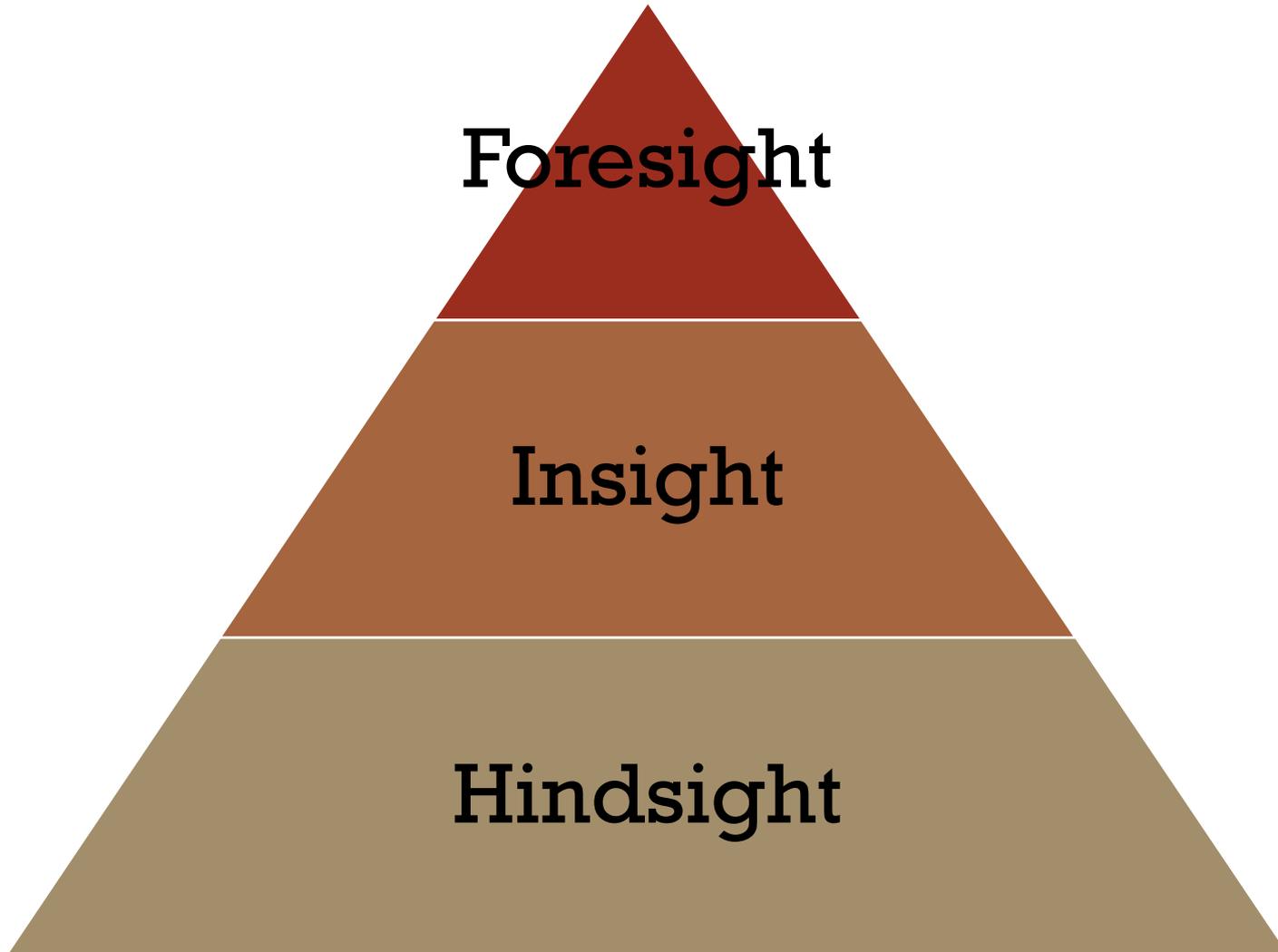




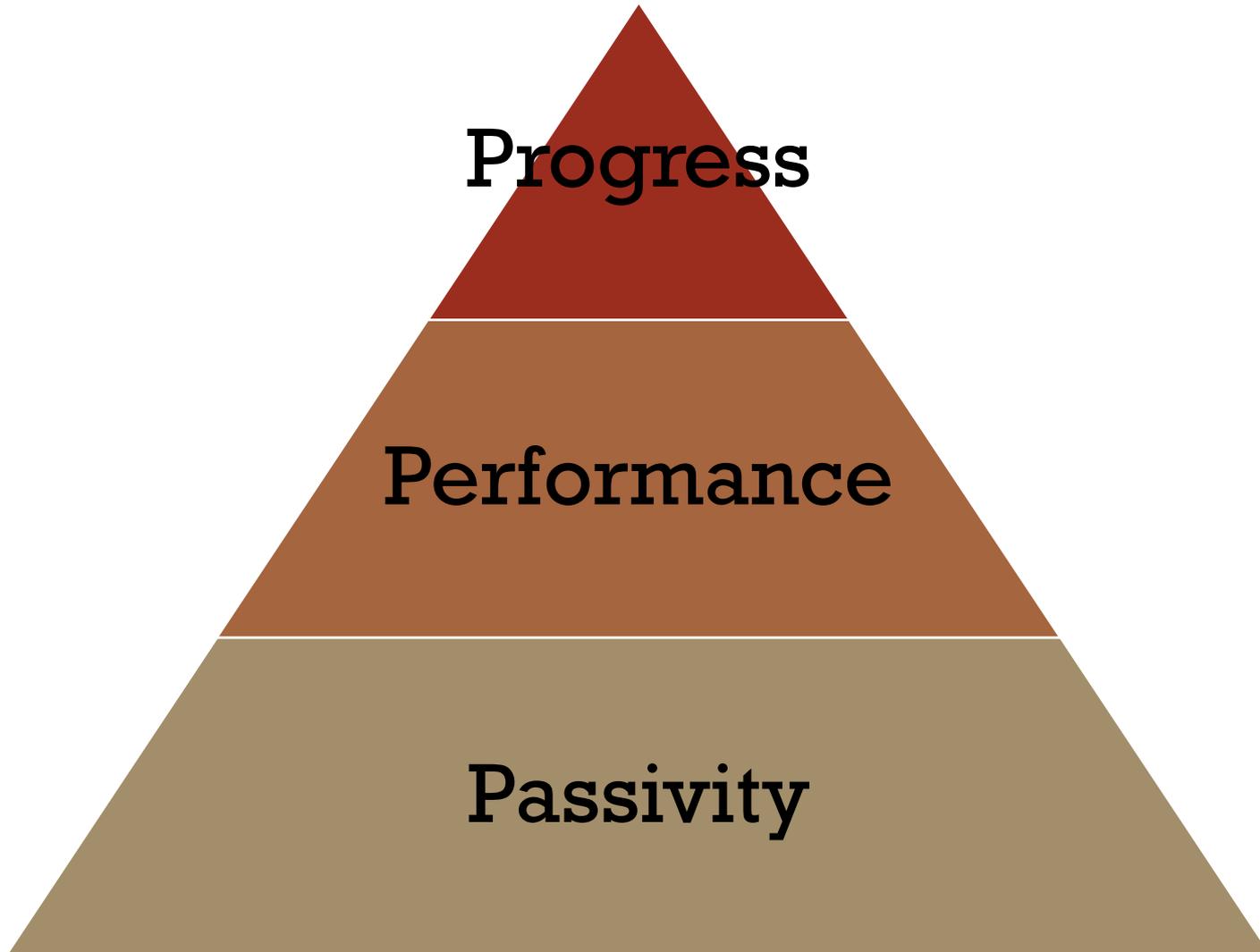
RELEVANCE

The sustainability of your organization is largely dependent on your organization's relevance to, and reputation with your communities, constituents, your state, and to your funders.

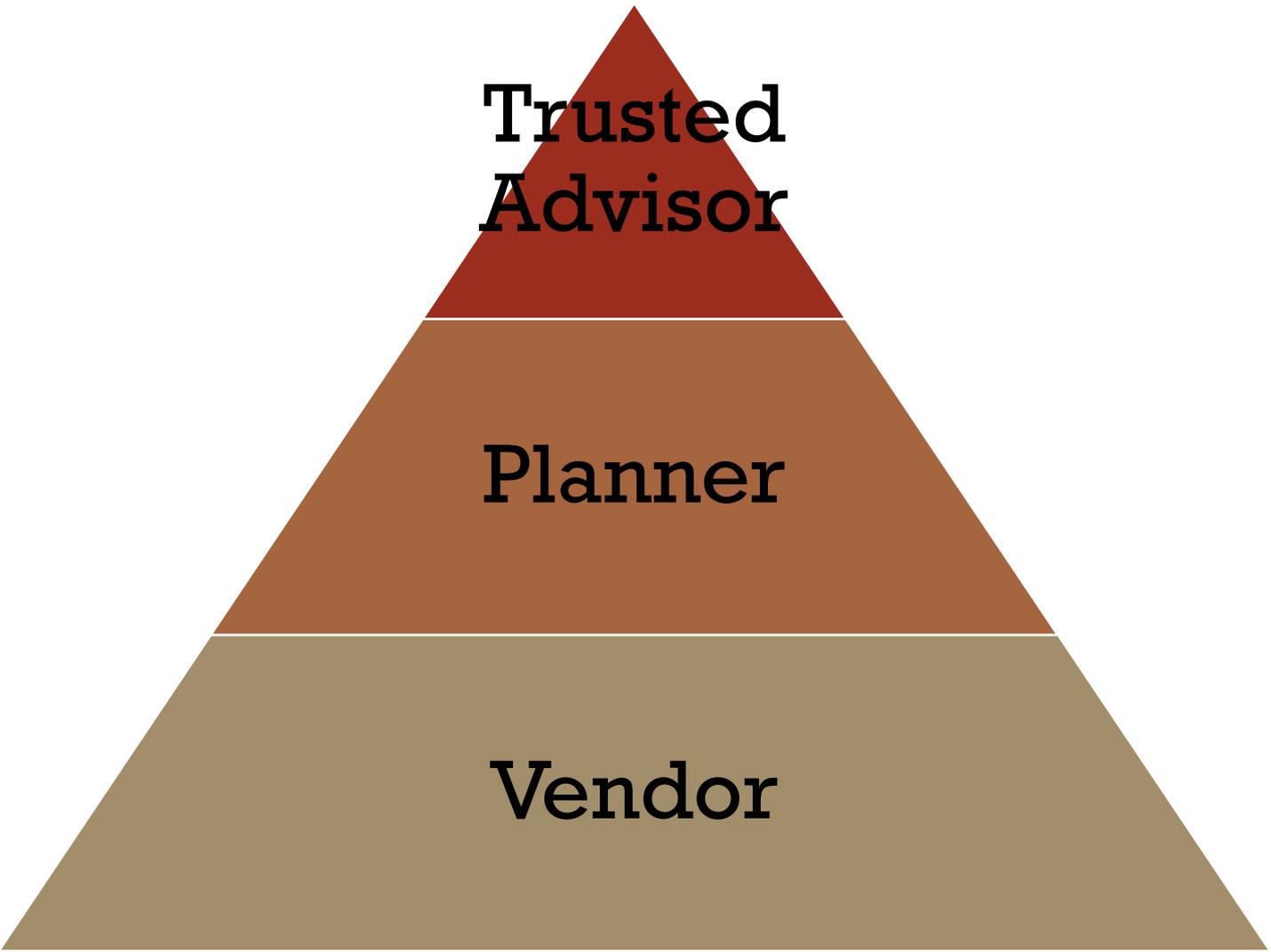
RELEVANCE HIERARCHY-PERSPECTIVE



RELEVANCE HIERARCHY-PURPOSE



RELEVANCE HIERARCHY-ROLE



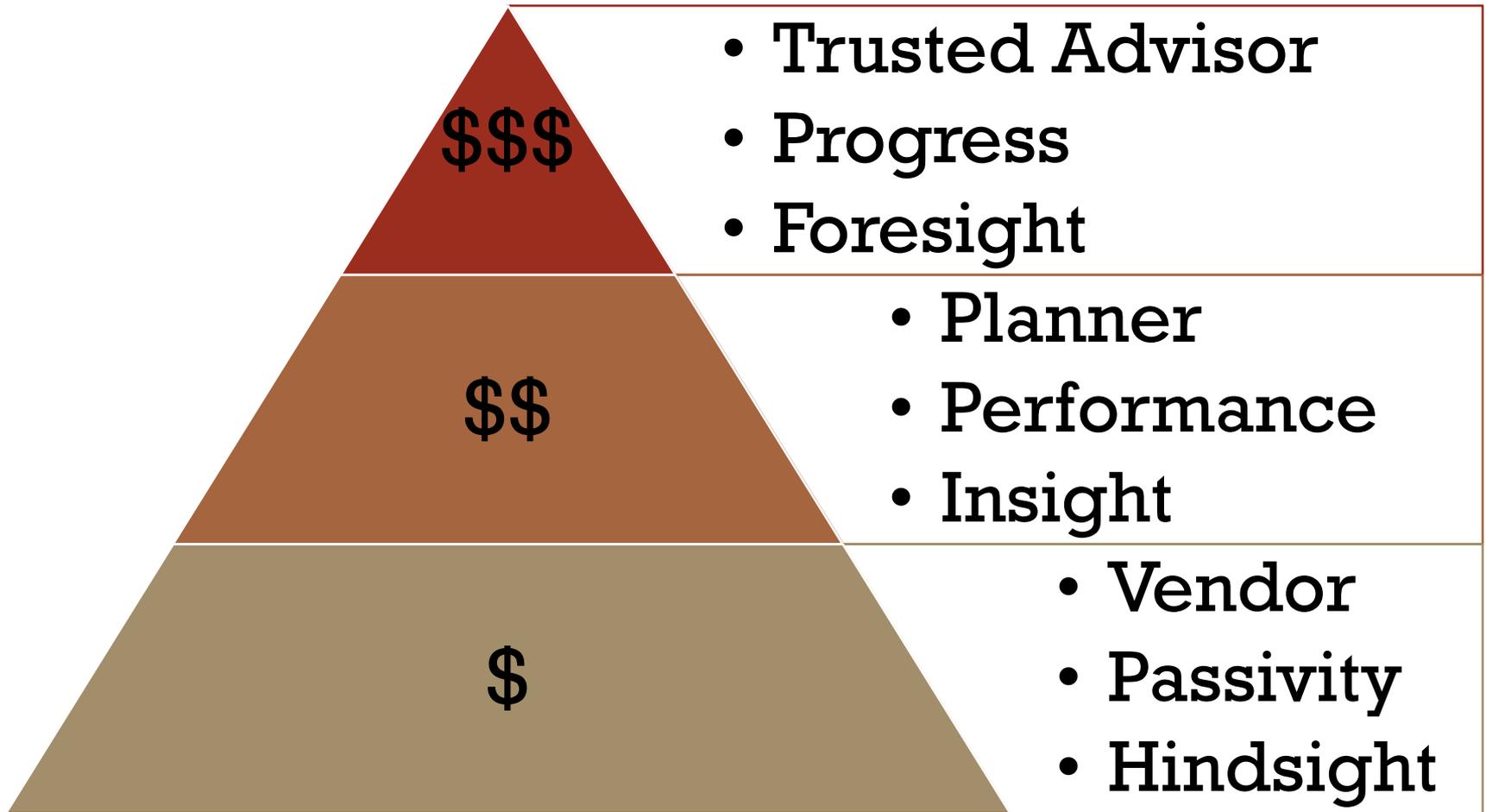
Trusted
Advisor

Planner

Vendor



RELEVANCE HIERARCHY



PEER DISCUSSION TOPIC-RELEVANCE HIERARCHY

Where did you place your organization on the relevancy pyramid?

Has your organization's position changes over the years since its inception?

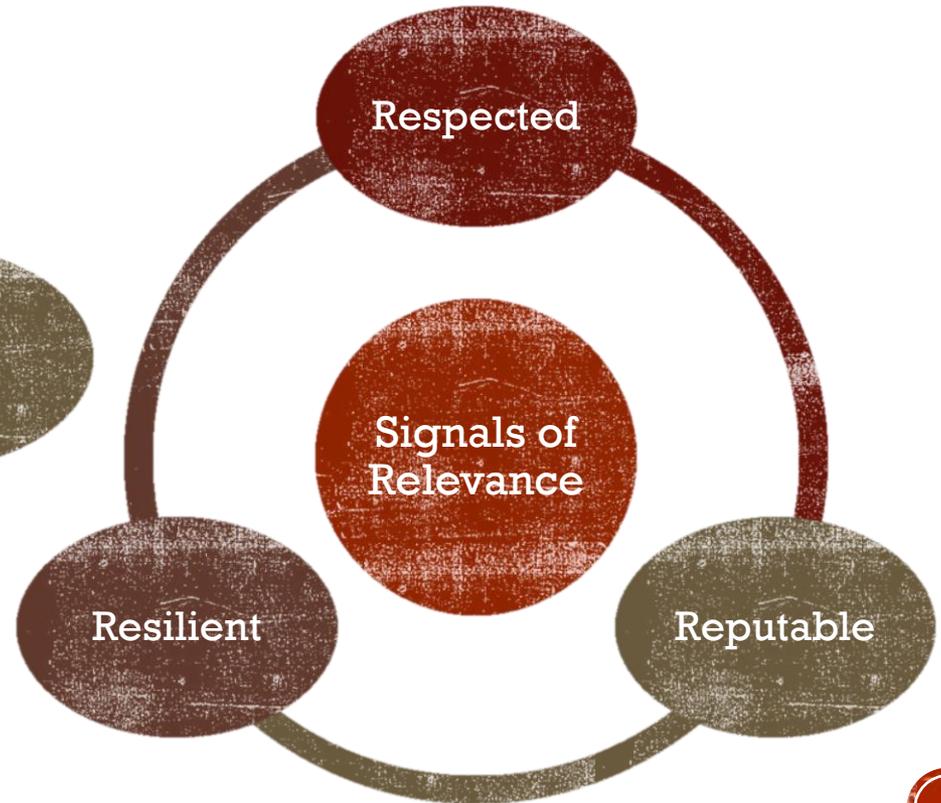
What can you do to change your organization's position in relation to their role, purpose, and perspective?



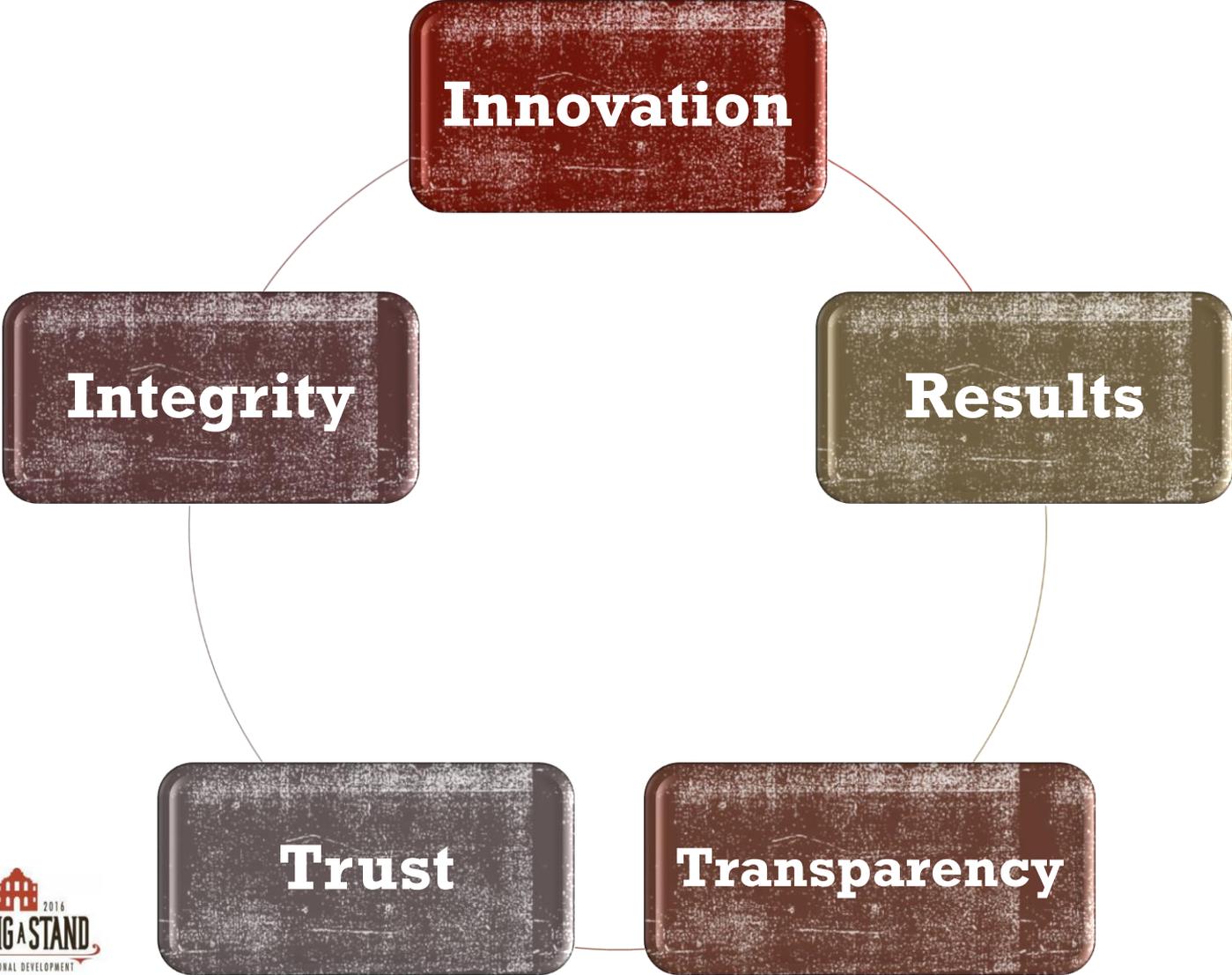
RELEVANCE

Are You Relevant?

Every day you should ask yourself... *how is our organization adding value to our local governments, communities, funders, partners, and federal and state local officials?*



KEYS TO REMAINING RELEVANT



HOW TO BE RELEVANT

- Focus on the key elements
- Avoid “Mission Creep”
- Magnify the organization’s impact
- Excel at what you do



PEER DISCUSSION TOPIC-RELEVANCE

How do you maintain relevance in your region?

How do you balance the need for additional revenue streams with losing organizational focus?



EVIDENCE OF BEING RELEVANT

- Become a priority appointment for local officials
- Attract top level talent from private, nonprofit and philanthropic sectors to board or working groups
- Build a culture of board and member government involvement, ownership and leadership
- Earn loyalty, trust and respect from board members and leaders within the state and region



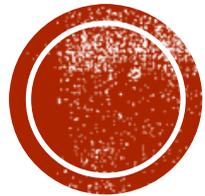
PEER DISCUSSION TOPIC-ATTRACTING BOARD MEMBERS

How do you attract the “right” members to serve on your board of directors?

What non locally elected officials participate on your board of directors?

How have you identified and recruited private sector members to serve on your board of directors?





REVENUE

NADO ANNUAL TRAINING CONFERENCE

SAN ANTONIO, TX

OCTOBER 15, 2016

REVENUE STRATEGIES



Sell More Existing Services to Existing Clients



Sell Existing Services to New Clients



Sell New Products to Existing Clients



Sell New Products to New Clients



REVENUE STRATEGIES

Amplify

- Offer your existing product lines and services to new customers and increase sales to existing customers

Diversify

- Add new products and services to offer your new and existing clients

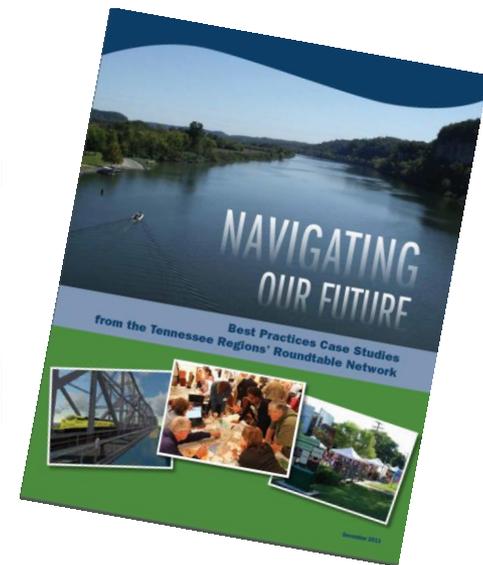
Unify

- Mergers and Acquisitions. If you can't beat them join them.
- Partnerships and Collaboration



REVENUE BEST PRACTICES

- <http://www.nado.org/the-entrepreneurial-rdo-alternative-funding-strategies-for-your-organization/>



PEER DISCUSSION TOPIC-REVENUE STRATEGIES

RDOs are faced with difficult budget challenges such as decreased funding, increased cost of operation, cuts in state and federal programs, competition from consultants, and increased costs to hire and retain critical staff.

- How are you dealing with the need to generate additional revenue to support your organization?
- What revenue strategies are you using to increase the bottom line?



KEYS TO ORGANIZATION SUSTAINABILITY

- Cultivate and engage leadership
- Take care of the basics first
- Pay attention to details
- Know your customers and their needs
- Anticipate trends and plan accordingly
- Advocate for your organization
- Mobilize your marketing team
- Evaluate, benchmark and report performance

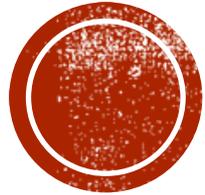


PEER DISCUSSION TOPIC-PERFORMANCE METRICS AND IMPACT REPORTING

It has become paramount in today's business climate to maintain support by showcasing the impact the organization is having on the region.

- What performance metrics are you using to illustrate your value and impact?
- How do you communicate performance to your board of directors?
- What methodologies are you using to share your impacts with a broader audience?

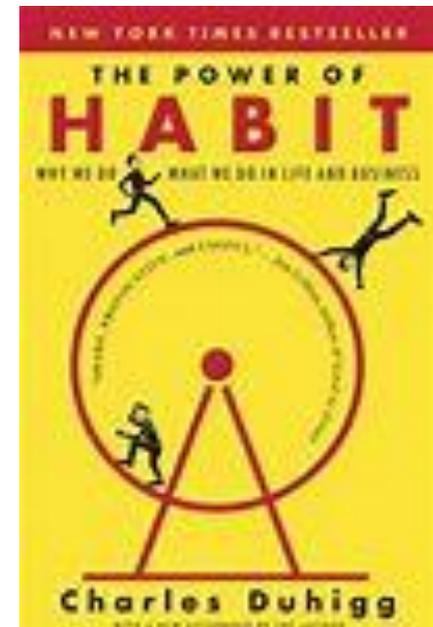
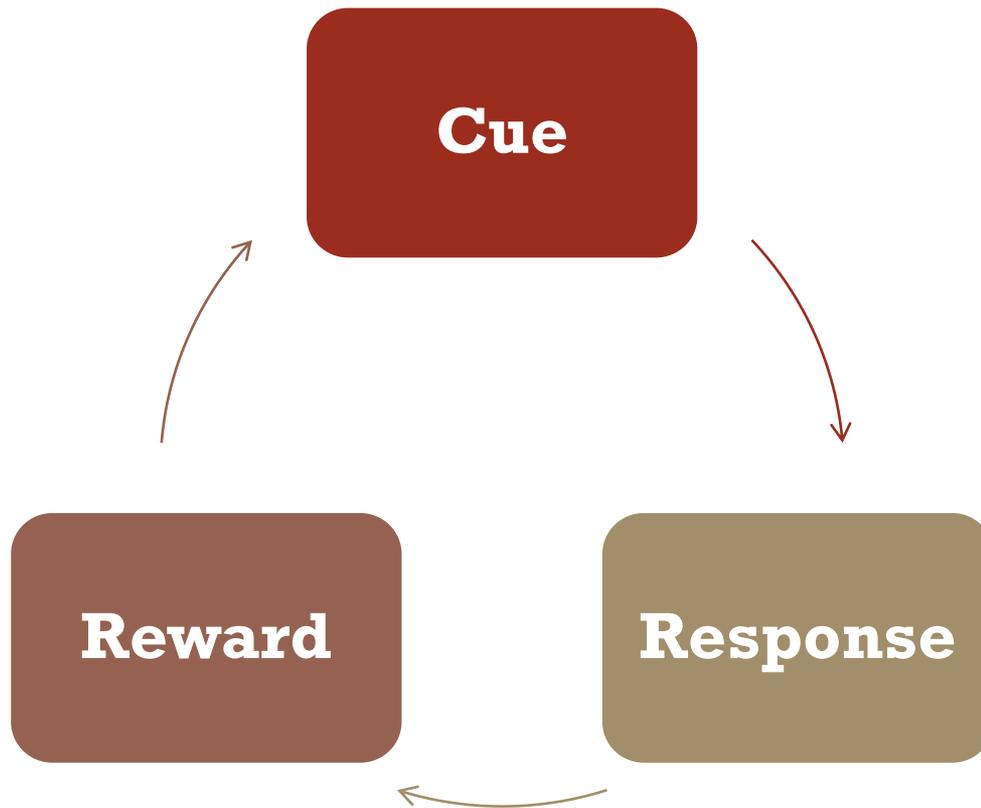




LEADERSHIP SETS THE TONE FOR YOUR ORGANIZATION

NADO ANNUAL TRAINING CONFERENCE
SAN ANTONIO, TX
OCTOBER 15, 2016

POWER OF HABIT





PORTA-KING BUILDING SYSTEMS



SETTING THE TONE FOR YOUR ORGANIZATION

- Foster culture of innovation and performance
 - Invest in policy officials and staff: travel, professional development & peer exchanges
 - Break down staffing “stove pipes” by program; Staff must be cross-trained and informed
 - Encourage collaboration and leveraging of programs and resources (legally!)
 - Facilitate strategic planning to gain input and buy-in
- Display positive habits in the organization
 - Creativity
 - Problem solving
 - Caring
 - Listening and Responding
- Build, Nurture and Promote Partnerships



PEER DISCUSSION TOPIC-SETTING THE TONE

- How would you describe the organizational tone (or culture of your RDO)?
- How did you develop this culture in the organization?
- What some tone elements that you would like to change or improve?



RECIPE FOR INNOVATION

- The right organizational culture
 - Collaborative
 - Inclusive
- Purpose driven and visionary leadership
- Continuous learning and improvement
- Competencies and skills to support innovation
- Tolerance for risk and failure

*Man cannot discover new oceans unless
he has the courage to lose sight of the
shore*



RECIPE FOR REGIONAL SUCCESS

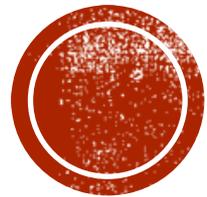
- You Need a Vision
- You need Benchmarks and Indicators
- You Need Leaders
- You need a Network
- You need a process for Conflict Resolution and Collaboration



PEER DISCUSSION TOPIC-CONFLICT RESOLUTION

- What conflicts have you encountered as a regional development organization?
- How did you resolve the conflict between members?
- What process do you have in place for member conflict resolution?



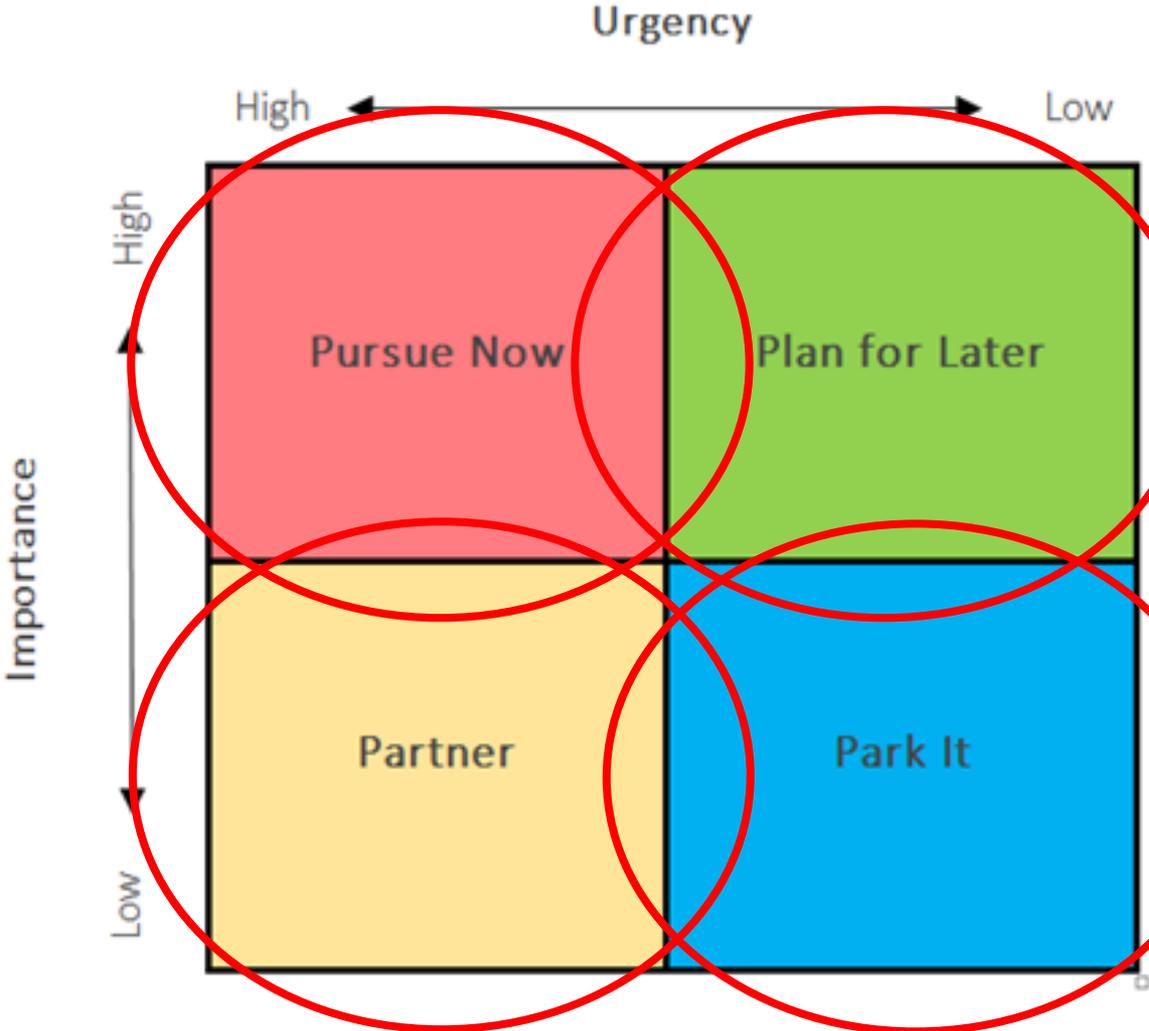


DOING MORE WITH LESS

The reality is organizations in your industry are constantly challenged to do more with less.

PRIORITIZATION

THE EISENHOWER MATRIX



PEER DISCUSSION TOPIC-DOING MORE WITH LESS STRATEGIES

The reality is organizations in your industry are constantly challenged to do more with less. As budgets tighten and resources diminish, it seems expectations not only remain constant in many cases the expectations continue to escalate

- So the challenge is HOW to do more with LESS
- What strategies do you use to enable your organization to do more with less?



PEER DISCUSSION TOPIC-MANAGING THE DEMANDS ON YOUR TIME

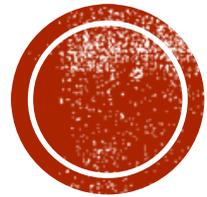
Leadership and management of RDOs have escalating demands on their time; trying to do more with less, having access to technology and information 24 hours a day, juggling multiple projects, and complying with increasing regulations puts great strain on our time and relationships.

What strategies do you use to balance your work/life?

How do you manage the bombardment of request on your time?

How do you structure your day?





ELEVATING PARTICIPATION AND ENGAGEMENT

Successful, impactful organizations share a common feature—they have a board of directors that is engaged, understands their role, and contributes their talents and expertise to the success of the organization

HOW TO ENGAGE THE PRIVATE SECTOR

- Understand what value the private sector desires
- Understand and value the insights they can provide to the organization
- Minimize the bureaucracy of the organization and “government speak”
 - Bureaucracy repels the private sector
- Respect their time commitment
- Volunteerism is a great gateway to organizational engagement
- Focus their involvement in areas they are passionate about
- Help the private sector understand your organization, role, purpose and mission



HOW TO EFFECTIVELY ENGAGE YOUR BOARD MEMBERS

Have regularly scheduled meetings that encourage participation

Have a structured meeting format to make the most use of their time and provide value to the members

Have an agenda and stick to it. Stay within the time constraints set up for the meeting

Utilize committees as appropriate to streamline the policy debate, make recommendations, and broaden board member engagement.

Create Ownership by the Board—as appropriate with your enabling legislation. Constantly reinforce their ownership versus ownership by the Executive Director



KEYS TO LEADING A BOARD OF DIRECTORS

Ask them their opinions

Allow them to take ownership in ideas.

Provide value to them through information, and project results.

Filter and interpret data to provide meaningful information.

Board education is critical and must be constant.

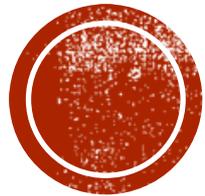
Immediately educate and include newly elected officials and appointed board members



PEER DISCUSSION TOPIC-BOARDSMANSHIP

- Board meeting format
- Engagement of Board Members
- Orientation and Education process
- Engaging the Private Sector





PERFORMANCE EVALUATION AND BENCHMARKING

NADO ANNUAL TRAINING CONFERENCE
SAN ANTONIO, TX
OCTOBER 15, 2016

EVALUATING PERFORMANCE

Measure **RESULTS** not activity

Identify the key **ELEMENTS** to measure

Establish **BASELINE** for historical comparison

Identify **COMPETITION** to measure/benchmark against

Evaluate and **REPORT** progress, impact, and value

RAISE the bar once goals have been met



IDENTIFY KEY MEASURES FOR YOUR REGION

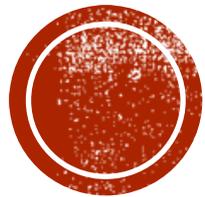
- Poverty
- Employment
- Earnings
- Housing choices
- Commuting time
- Safety
- Education
- Valuation
- Primary Employers
- Spending
- Health
- Access to opportunities



TRENDS IN ECONOMIC DEVELOPMENT

- Pent up demand for space and investment
- Drivers are:
 - Talent
 - Timeliness to operation
- Product Development is critical
 - People
 - Places
 - Policies
 - Public





TACKLING THE DIFFICULT ISSUES

NADO ANNUAL TRAINING CONFERENCE
SAN ANTONIO, TX
OCTOBER 15, 2016

TACKLING DIFFICULT ISSUES

Pursuing a Dues Increase

Dealing with Difficult Staff

Motivating Staff to Perform as a Team

Recruiting and Retaining Key Staff

State Associations



PEER DISCUSSION TOPIC-DUES INCREASE

Many of the regional development organizations were formed more than 40 years ago. For many organizations the level of local support “dues” has not changed.

If you helped lead (or are planning) an effort to increase local dues support, or memberships for your regional development organization:

1. How did/will you approach the board with the concept?
2. How did/will you determine the level of increase?
3. How did/will you justify or explain the increase to your members?
4. How did/will you deal with members that balked or refused to pay the increase?



PEER DISCUSSION TOPIC-TALENT ATTRACTION AND RETENTION

Many Regional Development Organizations, particularly those serving the more rural areas, are finding difficulty attracting and retaining professional staff.

- What strategies are you using to **ATTRACT** the necessary professional skills to your organization?
- What strategies are you using to **RETAIN** the skilled staff in your organization?
- What strategies are you using **DEVELOP** skills in the local workforce to meet your staffing needs?



PEER DISCUSSION TOPIC-DIFFICULT STAFF

Getting the most out of each staff member is vital to RDOs being able to efficiently and effectively pursue their mission. However, the output of the staff can be impacted by a staff member that has a poor attitude, poor work ethics, a sour disposition, or is a negative force in the workplace.

- How do you deal with a difficult staff member to get the most out of your personnel and to create an environment and culture that is a desirable place to work?



PEER DISCUSSION TOPIC-MOTIVATING STAFF TO FUNCTION AS A TEAM

Tearing down silos, cross-training, and staff meetings are all designed to get the RDO staff to work as a team. A team approach in an RDO has many benefits, including synergies within departments, greater collaboration, more “buy-in” to the organizational mission, and often creates a very attractive work environment.

- What strategies are you using to motivate staff to function as a team-a single unit-as opposed to departments or programs?



PEER DISCUSSION TOPIC-STATE ASSOCIATIONS & PEER ACCOUNTABILITY

Regional Development Organizations are often viewed by State and Federal agencies as a network of organizations—regardless if there is an organized state association. As a result you are often collectively “labeled” by the poorer performing organization.

- What strategies are you using to improve the overall image of all the RDOs in your state?
- If you have a state association, what is that association doing to improve the overall performance and image of the RDOs?



PEER DISCUSSION-PREPAREDNESS

- You are the Executive Director of a regional development organization, your region has just been impacted by a major natural disaster. How do you prepare and position your organization to assist with the disaster **RESPONSE** and the disaster **RECOVERY**
- *What risks are you willing to take as an EDD?*
- *How do you get invited to the table?*



CONTACT INFORMATION

Steve Etcher

MarksNelson, LLC

setcher@mnlocationstrategies.com

636.359.0114

