



Creating Economic Opportunities



Kansas State University Agricultural Experiment Station and Cooperative Extension Service

A Community Development Newsletter

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OUR MISSION:

“Dedicated to a safe, sustainable, competitive food and fiber system and to strong, healthy communities, families and youth through integrated research, analysis and education.”



IDEAS YOU CAN USE

Organized for Action

Are we now in the **Age of Uncertainty**? Based on the latest economic news, it looks like the national economy is growing again. What will the future be like? Will the prosperity in the 1990s return? Who will prosper and who won't?

We know that many factors are undermining the stability of the world, therefore the stability of the US and of Kansas. For example, the Japanese economy is not growing and this has hurt the exports of our beef industry. Arabs are worried about the power of the US military and blame us for the human tragedies in the Middle East. Africa is fighting a losing war with AIDS. And the European Community is upset with US tariffs on steel imports.

This is the **Age of Uncertainty** and the leaders of Kansas's communities better be ready to quickly adjust to new challenges. How can we best be prepared? One way is to set up networks of communication that will allow individuals and local organizations to coordinate responses to new challenges.

My guess is that most community development organizations function at a low level of effectiveness. For example, is there a forum for communication between all local governments in a county or multi-county area?

Do staff from these and other local governments get together to discuss their various tasks and planned efforts? Is there an economic development plan that everyone agrees on and gives direction to organized efforts? Who owns the plan? Who is responsible for managing the implementation of the plan? When is the next time the plan will be reviewed?

I have been many places that do not act proactively and are not ready to respond to opportunities or problems. I think that Kansans should be ready to work cooperatively and talk about local government coordination. One of the best ways to spend valuable planning time is to set up a systematic approach to community economic development and institutionalize that approach so that the community is *organized for action*. No organization will or can collaborate with other ones if it is dysfunctional.

See the attached worksheet at the end of this newsletter to evaluate an organization.

Please send in success stories and tell us how your community is organized. Also, K-State Research and Extension offers assistance to help communities evaluate the effectiveness of their community development organizations and programs. To learn more, contact the local county Extension office or the editor of this newsletter.

A CHANGE MODEL

NEWS YOU CAN USE

Harvard Professor John Kotter published a change model that has eight stages. In his book, **Leading Change** (1996), he discusses what he has learned as a consultant working with corporations. The eight stages are set forth to guide leaders.



- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision and strategy
- Communicate the change vision
- Empower broad-based action
- Generate short-term wins
- Consolidating gains and producing more change
- Anchoring new approaches in the culture

In today's uncertainty, urgency is a reality; Kotter says never underestimate the power of inertia. It is very hard to change the culture of an organization. He goes on to talk about putting together a strong team that stakeholders will trust and back.

The team has to have a compelling vision of a better future and a plan to realize the vision. The old saying is, "You can't replace something with nothing."

The rest of the stages are self-explanatory. However, it is very important to generate short-term, highly visible, low cost and low risk successes.

A Pearl Collection

"The only way to predict the future is to create it" writes Neal Donald Walsh in his book *Conversations with God*.

The Kansas Department of Revenue has developed a data set that allows every place in Kansas to track sales tax collections. For example, in fiscal year 2001 \$4,260,062 in state sales taxes were collected in Abilene.

This new data set allows us at Kansas State University to calculate a Pull Factor and Trade Area Capture number for Abilene and every other city in Kansas. Abilene's Pull Factor was 1.18 for FY 2001. This translates into a customer base of 7,599 shoppers or about 3,294 households. Compare these numbers with Salina's numbers. Salina's Pull Factor was 1.51 and the business community served approximately 67,742 customers or 27,470 households. Hillsboro's Pull Factor was 1.02 in FY 2001 and its' Trade Area Capture was 2,797 people.

We, at KSU, are developing some new models and reports that can help community development groups analyze the strength of their retail community. It seems obvious that retail trade is a function of the customer base, the buying power of that customer base, and the attractiveness of the retail environment.

Remember, people have a wide variety of places to spend their income and it takes a concerted and sustained effort to continually improve the shopping experience locally.

DATE BOOK

KCCED Annual Conference

Where: Salina at the Holiday Inn

When: April 9-10

Theme: *Coalition Building—Community Partnerships Work*

Registration: \$90

Contact: KSU DCE—Joy Millison
(785) 532 2546

See web site for more information

www.dce.ksu.edu/dce/conf/kcced/index.html

TOOLS YOU CAN USE

The following 2 pages contain an assessment tool to help guide a group discussion about how an organization, committee, or board of directors is functioning.

TIME TO TAKE STOCK:

Most organizations tend to stray away from their intended purpose at some point within their existence. The reasons vary why this happens. It might be because their was never a clear mission or focus, or because members lost site of their mission, or because the organization's leadership failed to pass along the goals to the membership. Whatever the reason or reasons, an organization without a clear mission or purpose for existing, wastes its member's most precious resource — time.

In order to make the best use of time and maximize the benefits of the organization it is important to literally step back and ask such questions as: Do the benefits of participating in this organization outweigh the time and effort contributed by its membership? Would it make a significant difference if this organization should dissolve? How can this organization be improved?

Robert Bright, Community Development Specialist with the Wisconsin Cooperative Extension Service spent several years addressing these questions. In his quest, he developed an organizational assessment tool to help evaluate the effectiveness and/or the ineffectiveness of organizations. He determined that for an organization to be most effective, its membership must address the following nine major headings:

1) MISSION AND GOALS:

- Is there a clearly written updated mission statement?
- Is there an annual process for setting/renewing goals?
- Is there a strategic plan?
- Are the goals of the organization written, agreed upon, and clear to all?
- Are the goals of the organization written in achievable language?
- Do all members of the organization agree on what should be accomplished during the next three to five years?

2) ORGANIZATIONAL STRUCTURE:

- Do committees have clear written goals and objectives?
- Do committees function?
- Do committees have specific roles and responsibilities that all members of the organization understand?
- Is the committee structure and membership reviewed annually?
- Are the organization's bylaws up-to-date?
- Is there a mechanism requiring short and long-term planning?
- Do terms of office provide for stable yet renewing leadership?

3) BOARD PARTICIPATION:

Does the organization currently have:

- Committed and active membership?
- Enough people to carry out its mission and goals?
- Sufficient skills and diverse interest and perspectives?
- A system for recruiting members for specific needs?
- A drop out or non-attendance problem?

4) MEMBERSHIP PARTICIPATION:

Does the organization currently have:

- Committed and active membership?
- Enough people to carry out its mission and goals?
- Sufficient skills and diverse interests and perspectives?
- A system for recruiting members for specific needs?
- A drop out problem?

5) GROUP RELATIONSHIPS:

Do board members:

- Trust each other?
- Get along well with each other
- Avoid conflicts of interest?
- Act as a team by working together?
- Enjoy the organization's meetings and activities?

Are board members:

- Talents being fully utilized?
- Individual contributions recognized?
- Collective efforts acknowledge?
- Able to help the group examine and improve its process?

Are general members:

- Talents being fully utilized?
- Able to help the group examine and improve its process?

6) LEADERSHIP EFFECTIVENESS:**Are decisions usually made by:**

- The board/officers
- The membership
- Specific individuals?
- Combination of the above?

Does the leadership effectively:

- Represent diverse points of view?
- Encourage different points of view in discussion?
- Minimize personality differences?
- Deal with power struggles and hidden agendas?
- Provide and participate in educational development opportunities?
- Encourage team work?
- Engender enthusiasm for work to be accomplished?
- Identify milestones?
- Identify future directions?

Do board and committee meetings:

- Have agendas announced in advance?
- Follow those agendas?
- Proceed efficiently and effectively?
- Have timely minutes prepared and distributed?

Does the leadership ensure that action goes forward in an orderly manner by seeing to it that:

- Decisions are actually made?
- All members understand the decision
- Someone takes responsibility?
- Persons clearly understand their assignment and specific tasks?
- Visible results occur?
- Results are reported to the group?

7) FISCAL RESOURCES:**Are the organization's resources:**

- Sufficient to achieve its goals?
- Being used effectively?

Is the organization driven by its:

- Goals?
- Budget?

8) NETWORKING:**Does the organization relate to other groups:**

- Through ongoing, working relationships
- By seeking out new relationships and building coalitions of mutual concern?

9) ORGANIZATIONAL EVALUATION:**Does the organization periodically assess:**

- Mission, and goals?
- Committee structure and performance?
- Board and general membership participation?
- Quality of group relationships?
- Provision for leadership development?
- Follow through on individual and group commitments?
- Goal and budget setting process?
- Fit in the community?

NOTE: For a copy of Robert Bright's Organizational Assessment tool as well as the guidelines/commentary for using the tool, contact: David L. Darling Ph.D., Extension Specialist, K-State Research and Extension Agricultural Economics, 344 Waters Hall, Manhattan, KS 66506-4026, Phone: 785-532-1512, Fax: 785-532-6925, Email: ddarling@agecon.ksu.edu



**KNOWLEDGE FOR
LIFE**



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EDUCATIONAL SOFTWARE

A multimedia compact disk on community economic development is available for \$35.00 from the Department of Agricultural Economics at KSU. This software is designed to teach the basics of community economic development.

Copies can be ordered from Deborah Goins. Call (785) 532-1504 or send a message to her by e-mail: eflat@agecon.ksu.edu.



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Statistical reports are available on Darling's website:

- #204—The 1999-2000 Strength Index
- #205—County Trade Pull Factors for
FY 2000 and 2001
- #207—City Trade Pull Factors for FY 2001

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