



# We Need Leaders Now

*This Economy has Raised the Stakes for Success*

**MASC 2010 Annual Conference**

**Carol Johnson**  
**Continuous Dialog**

# A New Arena and New Rules

Judging Economic Development by:

- 1. Speed**
  - 2. Risk**
  - 3. Money**
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# 1. Accelerate Speed

- ◆ **Product Ready**
  - ◆ **Process Ready**
  - ◆ **Leadership Ready**
  - ◆ **Region Ready**
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# Product Ready

**Time to**      **Cost and**  
**Complete**   **Resp. Party**

- ◆ **Maps, Surveys, Permits**
  - ◆ **Transportation**
  - ◆ **Utilities**
  - ◆ **Building, Improvements**
  - ◆ **Signage, Landscaping**
  - ◆ **Marketing**
  - ◆ **Other**
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# Process Ready: *Fast Track*

- ◆ **Quality Electronic RFP & Marketing**
  - ◆ **Present a Winning Business Case**
  - ◆ **Approval, Negotiating, Deal Making**
  - ◆ **Permitting Process**
  - ◆ **Fast Construction Options**
  - ◆ **Labor Readiness Reality and Plan**
  - ◆ **Funding “What if” Scenarios**
  - ◆ **Budget Alternatives ◆**
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# Leadership Ready

- ◆ **Focus on the Big Rocks**
- ◆ **Never Waste a Crisis**
- ◆ **Leadership Through Transition**



*"Getting Them Through The Wilderness"*

*William Bridges* ◆

# Leaders with Sales Skill

## Get Training For Your Leadership:

- ◆ 15 min. Team PrePlan and Debrief
- ◆ Ask Questions to identify Needs
- ◆ Stop Presenting the Same Presentation
- ◆ Present a Business Case to Locate Here
- ◆ Build Financial Acumen for Deal Making
- ◆ Confidently Close Every Step of the Way.

# Embrace Regionalism

## **Your Team is Bigger than you think**

- **Small and large communities pack a punch with regionalism**
  - **Political boundaries are fixed**
  - **Economic boundaries are not.**
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# How Successful Companies Survive

In tough times the best organizations survive by focusing on 3 things:

**Can Regionalism do that?**

**1. Reduce Cost**



**2. Minimize Risk**



**3. Seize Opportunity**



## 2. Risk Trends; Future Hope

### Today

- ◆ **Multi-Purpose Facilities**
- ◆ **Balance Sheet Protection**
- ◆ **Geographic Concentration**
- ◆ **Survival Strategies**

### Future Opportunity

- ◆ **Dedicated Facilities**
- ◆ **Variable Cost Favorability**
- ◆ **Dispersion and Redundancy**
- ◆ **Growth Strategies** ◆

# 3. Money

## Realities:

- ◆ **Bank lending is still tight**
- ◆ **Small business credit crisis**
- ◆ **Profitable businesses holding capital for core operations**
- ◆ **State Budget Cuts**
- ◆ **Utility Budget Cuts**

**Who is getting Squeezed?◆**

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# Money: What You Can Expect

- ◆ **Purchase Leaseback Deals (non-capital)**
- ◆ **More Asset-Based Financing**
- ◆ **Accelerated Asset Depreciation**
- ◆ **More Claw Back Negotiations**
- ◆ **Use of Temporary Labor**
- ◆ **Less Incentives tied to Full-Time Jobs**
- ◆ **Requests for using OPM**
- ◆ **Upfront Monetized Incentives vs. Tax Defer.**

# 3. Put the Right Money Together

Money That Gets attention improves the Prospect's \_\_\_\_\_

**Credit Worthiness**

How Can Your Community do This?

- ◆ Build Financial Savvy
  - ◆ Identify your Financial Flexibility
  - ◆ Create a Winning Business Case
  - ◆ Work with Partners to Win more◆
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# Review: We Need Leaders Now

- A. **New Economic Development Rules: Speed, Risk, and Money**
  - B. **Accelerate Speed with Ready: Product, Process, Leadership, Regions**
  - C. **Embrace Regionalism: Reduce Cost, Minimize Risk, Seize Opportunity**
  - D. **Risk Analysis has increased**
  - E. **Money: Improve their Credit Worthiness**
  - F. **Will you apply new ways to win? \_\_\_ ♦**
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# Call on Carol Johnson



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