

# **GREATER HAGERSTOWN COMMITTEE- A LOOK IN THE MIRROR**

**Presentation to the Greater Hagerstown Committee**

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# OBJECTIVES OF THE PRESENTATION

- To share some ideas from the research and interviews for my recent book that have relevance for Hagerstown and Washington County
- To challenge you to consider some of these ideas as you develop future strategies for the Greater Hagerstown Committee

## **KEY ISSUES TO PONDER**

- What type of economy and city do the citizens of Hagerstown want to create?
- What must the Greater Hagerstown Committee become to enable the achievement of this vision?

# MY CONNECTIONS TO HAGERSTOWN

As Director of the University of Maryland Center for Quality and Productivity for 26 years I have a range of Hagerstown connections:

- **Had a board member from Hagerstown –Ross Rhoads;**
- **Member of the Senate Productivity Award Committee: - Merle Elliott;**
- **Consulted with Volvo and the UAW (Aka Mack, Renault) over a 10 or more year period;**
- **Also consulted with D.M. Bowman, Certainteed, Moeller Organ, Washington County Public Schools and others;**
- **Collaborated with Hagerstown Community College aka Hagerstown Junior College:**
- **As Director of the US Senate Productivity Awards and Maryland Quality Awards we assessed and provided productivity awards to Citicorp Credit Services, Card Establishment Services, Certainteed, and other organizations in Washington County.**

# STRUCTURE OF THE BOOK

- Definition of the Jobs Challenge
- What Kind of Economy Do We Want to Create?
- Lessons from History
- Local Case Examples Austin, Tx. and Dubuque, Ia.
- State Case Examples- Maryland
- Recommendations
  - Local Economic Development
  - State Economic Development
- Conclusions



# WHY I WROTE THIS BOOK

- Academic Training in Organizational Psychology was focused on the Study of Work and Jobs
- 26 Years As Director of the University of Maryland Center for Productivity and Quality of Working Life (aka Center for Quality and Productivity) focused on growing jobs through quality and productivity improvement and helping organizations become more competitive
- Center Created by Maryland DECD Task Force in 1977 led by Jay Jacobs from Black and Decker in response to the 1970s productivity crisis

# WHY I WROTE THIS BOOK

- We operated on the fringes of the economic development system with primary interaction with the State Department
- Book was motivated by my experiences, by my respect for the importance of the economic development discipline and by a realization that even professionals in economic development were sensing a need for change in the discipline

# DEFINITION OF ECONOMIC DEVELOPMENT

## **Economic Development is:**

- the expansion of capacities that contribute to the advancement of society through the realization of individual, firm and community potential
- Essential to creating the conditions for economic growth and ensuring a community's economic future

## **Economic Development is measured by:**

- Sustained increase in prosperity and quality of life



# DEFINITION OF ECONOMIC DEVELOPMENT (CONTINUED)

**Economic Development requires:**

- Effective institutions grounded in norms of openness, tolerance for risk, appreciation for diversity, and confidence in the realization of mutual gain for the public and private sector

Source: M.P. Feldman, “The Character of Innovative Places: Entrepreneurial Strategy, Economic Development and Prosperity”, *Small Business Economics*, **43**(1)(June 2014) 1-12.

# PRE-CONDITIONS FOR LOCAL ECONOMIC DEVELOPMENT SUCCESS

- Long Term Vision periodically reviewed and refocused
- Understanding that the ultimate customer is the community being served
- Commitment to educate, inform and engage the ultimate customer in developing and executing the vision and strategy
- Commitment to align the strategy with the values of the community

# PRE-CONDITIONS FOR LOCAL ECONOMIC DEVELOPMENT SUCCESS

- Definition of success is simultaneous improvement in economic, social and environmental outcomes.
- Understanding that economic development cannot be achieved and sustained without community development.
- Adequate resources
- Leverage resources through partnerships

# KEY ELEMENTS OF THE FRAMEWORK FOR A SUCCESSFUL COMMUNITY AND ECONOMIC DEVELOPMENT SYSTEM

1. Clear Definition of the Place
2. Broad-based, Private Sector Led Leadership System for the Place with Close Collaboration with Public Sector Leadership
3. Long Term Vision and Adequately Resourced Strategy for the Place
4. Informed and Engaged Citizens
5. Measurement and Analysis Systems that Enables a Candid and Objective Appraisal of the Place

# KEY ELEMENTS OF THE FRAMEWORK FOR A SUCCESSFUL COMMUNITY AND ECONOMIC DEVELOPMENT SYSTEM (CONT'D)

6. Build, strengthen and Leverage Community Assets
7. Build and Continually Nourish a Broad Range of Partnerships
8. Demonstrate Excellence and Continuous Improvement of Core Economic Development Processes for:
  - (1) Business Retention and Growth, (2) Workforce Development,
  - (3) New Business Start-up and Growth and
  - (4) Strategic Business Attraction
9. Continuously Measure, Evaluate, Improve, Track and Communicate Results
10. Celebrate Success

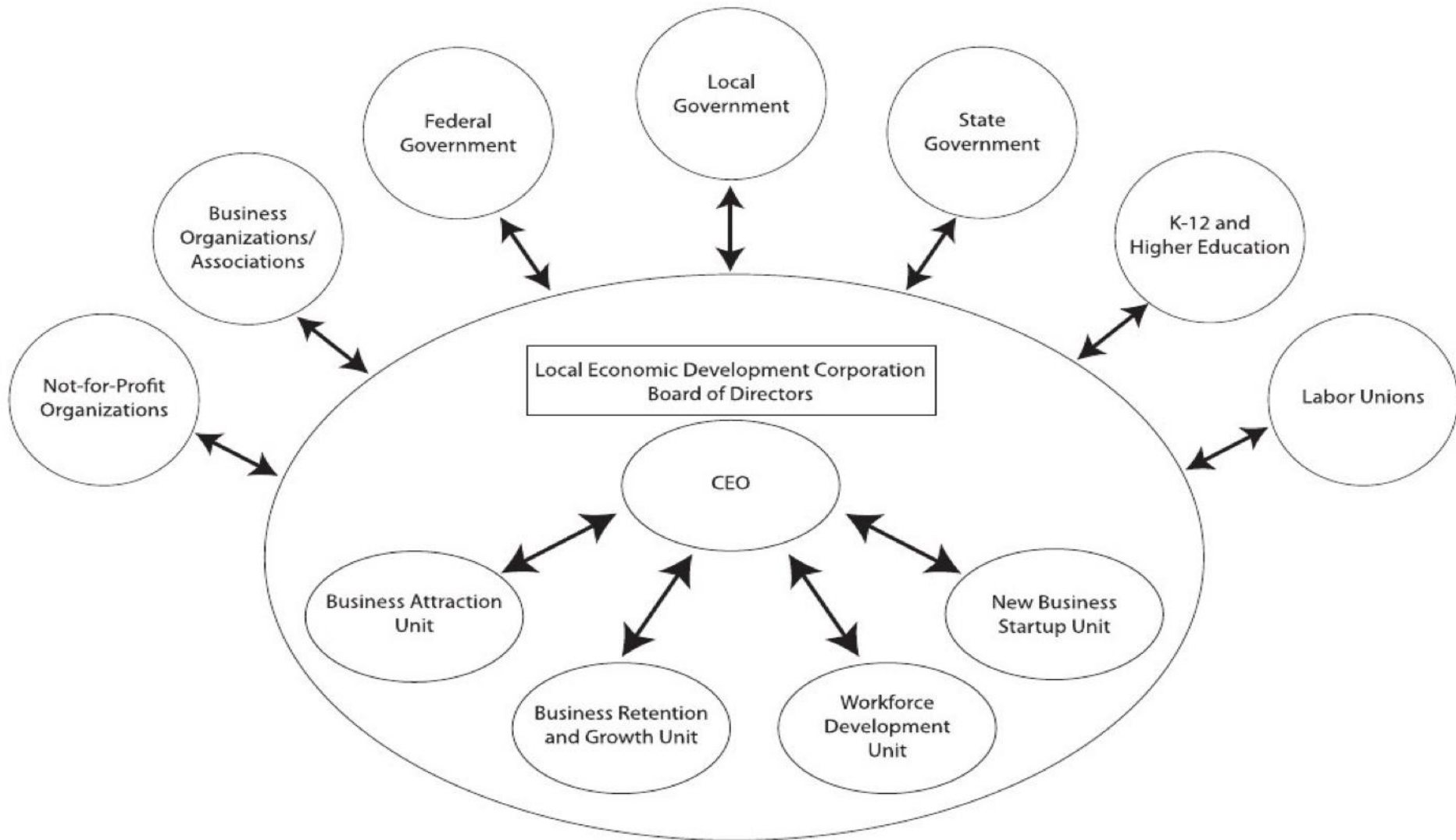


Figure 7.1 Local Economic Development Corporation Framework

# CASE EXAMPLE – DUBUQUE, IOWA

## **Vision Statement:**

- Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, environmental integrity, and social/cultural vibrancy to create a sustainable legacy for generations to come.

## HAGERSTOWN (WASH. COUNTY) VS. DUBUQUE (DUBUQUE COUNTY)

Metric	Hagerstown	Dubuque
City Population	39,662	57,637
County Population	150,292	97,003
% change in population (2010-2016)	1.9 %	3.6%
Building permits - 2016	200	368
Workforce Participation	61.7 %	68.7 %
Retail sales per capita	\$16,474	\$17,447
Median Per Capita Income	\$27,000	\$27,096
% Persons in Poverty	12.0 %	12.0%
Employment percent change 2014-2015	1.1%	2.1%



# GREATER DUBUQUE DEVELOPMENT CORPORATION

- Private Organization
- Annual Budget – Approx. \$2 million (2/3 private - 1/3 public)
- Staff – 13
  - President and CEO
  - VP Existing Business
    - Existing Business Specialists (2)
  - VP Workforce Solutions
    - Workforce Solutions Coordinator
  - VP Operations
    - Administrative Assistant
  - Director of Communications
  - Sustainable Innovation Consultant
  - Community Tour Guides (3)

# GREATER DUBUQUE DEVELOPMENT - KEY PROGRAM AREAS

Info-Action Using  
Synchronist Software  
350 company visits per yr.

Existing  
Business

HR Action  
Data Hub  
Dubuque  
Works

Builds on Existing  
Business Program  
Strategically Focused

Business  
Recruitment

Workforce  
Solutions

One Stop Shop for  
Entrepreneurs to  
Start a Business

Startup  
Dubuque

Sustainable  
Innovation

Sustainable Innovation Consortium  
Smarter Sustainable Dubuque

## COLLECTIVE IMPACT AS AN OPERATING PRINCIPLE

- **Five conditions that allow collaborating organizations to achieve success:**
  1. A shared agenda
  2. Shared measurement systems
  3. Mutually reinforcing activities
  4. Continuous communication
  5. Backbone support organization
    - a. Project manager
    - b. Data manager
    - c. Facilitator

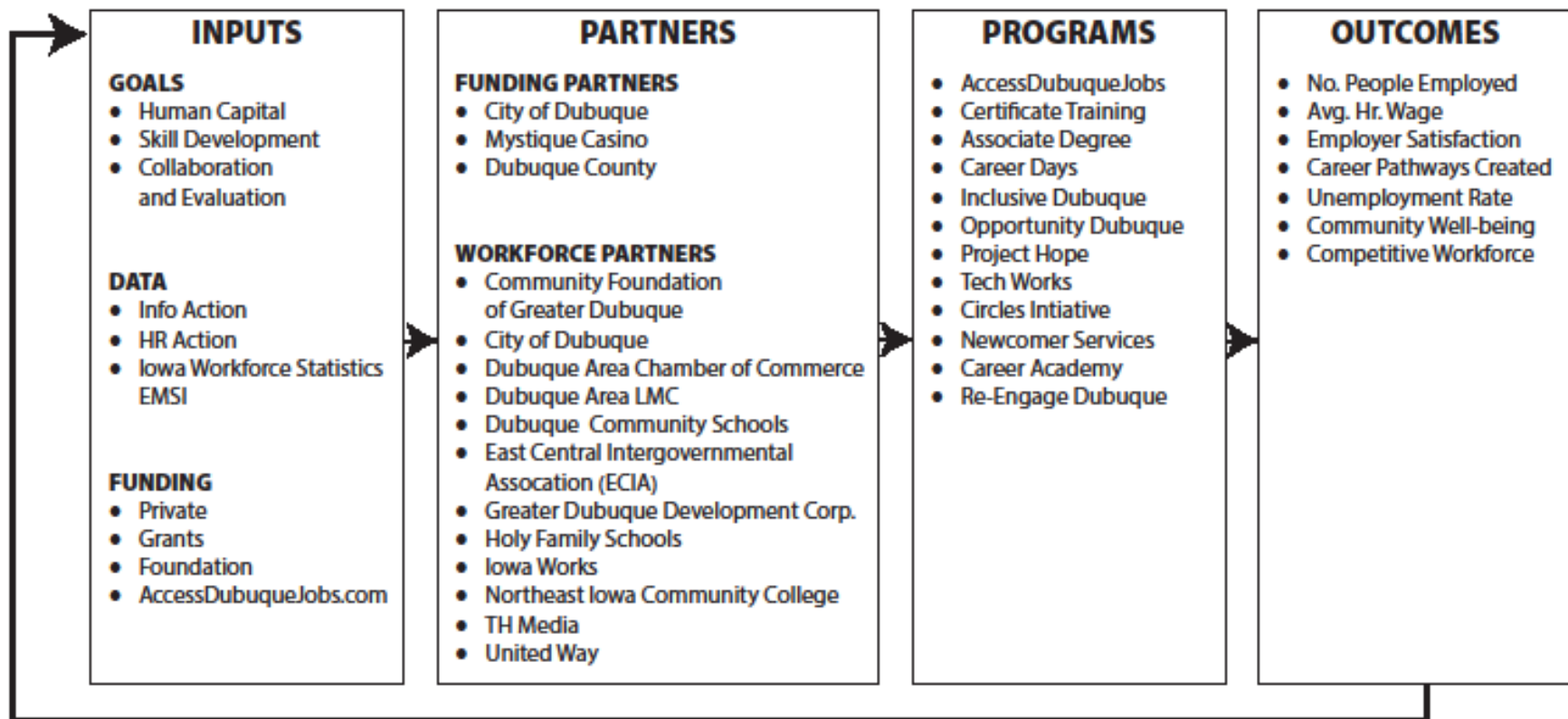


Figure 6.1 Organizational Structure of Dubuque Works

Source: Based on interviews with Sarah Harris, June 8, 2015 and August 31, 2015 and on *Dubuque Works: 2014–15 Annual Report*.

# 7 PILLARS OF SUCCESS FOR DUBUQUE

1. Community DNA – Midwest ethic.
2. Leadership - Public & Private Leadership providing time & money.
3. Business Planning – Honestly confronting the facts about the community and developing realistic plans to deal with the issues and opportunities.
4. Execution – We execute and produce results. We have metrics for the things that matter.
5. Collaboration – We have effective networks and build and nourish effective partnerships across organizations and sectors.
6. Stewardship and Accountability – We protect and improve the assets entrusted to us, we hold ourselves and each other accountable.
7. Generosity – Owners of family owned businesses are community oriented and generous. Leaders of organizations want the whole community to succeed.



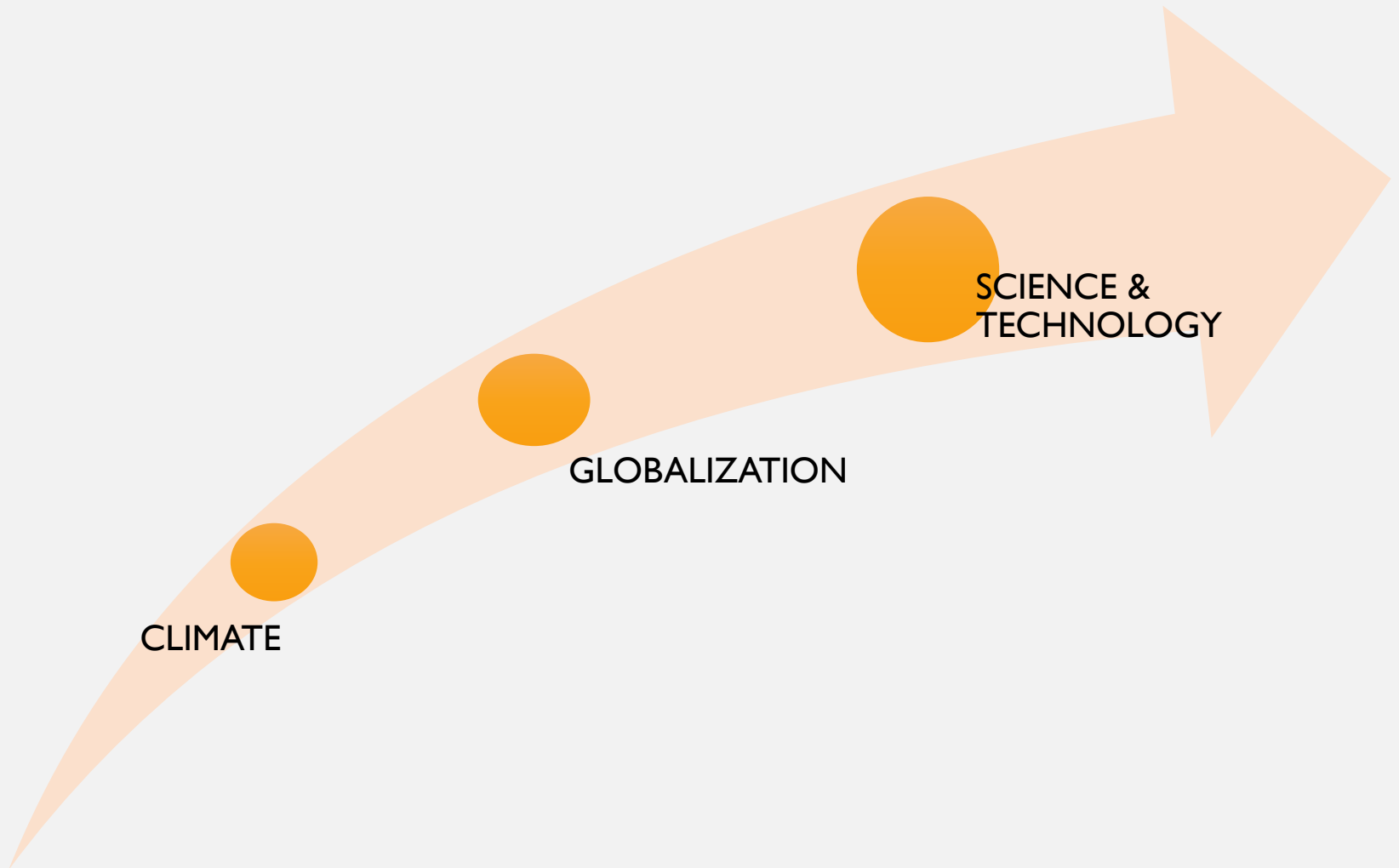
# Thank You for Being Late

AN OPTIMIST'S GUIDE TO THRIVING  
IN THE AGE OF ACCELERATIONS

THOMAS L.  
FRIEDMAN

*AUTHOR OF THE WORLD IS FLAT*

# AGE OF ACCELERATIONS



BRANDI CARLILE  
“THE EYE”

*“I wrapped your love  
around me like a chain*

*But I never was afraid that  
it would die*

*You can dance in a  
hurricane*

*But only if you are  
in the eye”*

Excerpt from “The Eye” by Brandi  
Carlile and Tim Hanseroth.





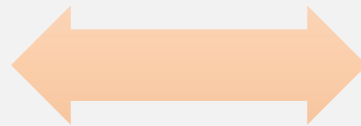
# Healthy Community Serves as “The Eye”



Dynamic Stability - Trust - Openness - Adaptability -  
Innovation - Learning



Economic  
Growth



Productivity

**The ball is in your court!**  
**Thanks for your attention!**

Tom Tuttle

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