

PHASE II PROJECT PLAN

Background: The Genesis of Project 20/20

In April 2006, a loose coalition of community members found we had a common concern. Dedicated citizens were working on the same pressing issues year after year. They wanted to make things better. A lot of good work was getting done. Many strong leaders produced intended outcomes, and the community had several generous foundations helping.

Still, the health indicators were extremely low, the educational indicators were low-to-average for a town of our size and make-up, and Battle Creek was not considered “world-class” in quality of life. There appeared to be too many groups doing things without knowing each other’s goals and strategies, and without making sure projects were successful.

We concluded we needed to pull together a unified network, a group of creative problem solvers, people who can look at the community holistically to accomplish results. To do this, Project 20/20 was formed. We realized that we would not be able to change community behavior and norms overnight.

To build community, we first needed to establish a shared understanding of our challenges and concerns, to provide a format for interaction, to connect individuals and organizations, to build a network of leaders (positional and grassroots), and to share ideas and strategies for success. This was the intended outcome of Phase I - to “Get on the Same Page” by building public capital. These factors must be maintained and strengthened to take action on any specific challenge.

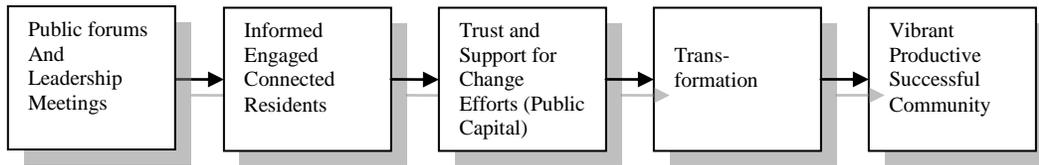
What We’ve Accomplished

We have built (and are continuing to build) the relationships necessary to welcome voices from all sectors of the community by providing regular Leadership Meetings and Community Forums to connect residents to area business, government, education, health, neighborhood, faith and service sectors. We have fostered norms and structures for inclusiveness, and for honest, constructive community input. We refined our approach to effectively inform, engage, and connect attendees. We created strategic partnerships with several boundary-spanning organizations (including the Battle Creek Educators’ Task Force, Battle Creek Unlimited, HandsOn Battle Creek, the Regional Health Alliance, and many other education, healthcare and economic development-focused entities) that are making things happen at the change level.

We have built our reach in the community (data as of 6/30/11):

- 520+ members receiving our e-mails
- 18 (2011 to date), 32 (2010), 12 (2009), 17 (2008) annual contributors
- 61 average attendees at Community Forums (13 meetings held)
- 37 average attendees at Leadership Meetings (16 meetings held)
- 2,050 unique visitors to our website (since 11/29/09)
- 531 average views per video on website (11 videos posted)
- 563 people have attended at least one of our meetings
- 37% of attendees have attended 2 or more meetings, 23% attended 3 or more

We have created a model for creating impact (below) to guide us toward creating a vibrant, productive, and successful community.



Phase II

After five years of hard work and community-building, Project 20/20 has emerged as an organization that has the relationships and the processes to legitimately answer the question, “What does the community want?” This key building block for change is in place and can be used by all leaders, corporate and governmental, that share the desire to see Battle Creek meet its goals.

We’ve done much since April 2006, but the end game was to make big change in the community, big change in positioning Battle Creek for the future and big change in the areas of economic development, education, health care and other important priorities. We’ve informed, engaged, and connected the community like few others have. But we always understood we were coming together to accomplish a bigger goal – effecting change in Battle Creek.

It’s time to start the next phase, “Moving the Levers” of power and money toward the achievement of our goals. On June 20, 2011, we used our regular Leadership Meeting as a session for developing a three-year plan with action steps and a timeline to make substantive change in achieving our shared agenda in securing a bold future for Battle Creek. A dynamic group of 53 participants attended the meeting, representing a broad cross-section of our community (see Appendix A for the List of Attendees). This document provides an overview of the discussion of the leadership group on June 20, 2011, and outlines the resulting plan of action for Phase II of Project 20/20.

Reconfirming Our Goals We checked on the organization’s goals as our first order of business, to ensure that the Phase II plan continued to be relevant to current challenges and built on continued broad consensus. The group discussed a full range of important outcomes for the community (see Appendix B), with the consensus being that the three (3) top goals for Project 20/20 are in the areas of education, economic sustainability and healthcare. These three areas had been identified in Phase I as well.

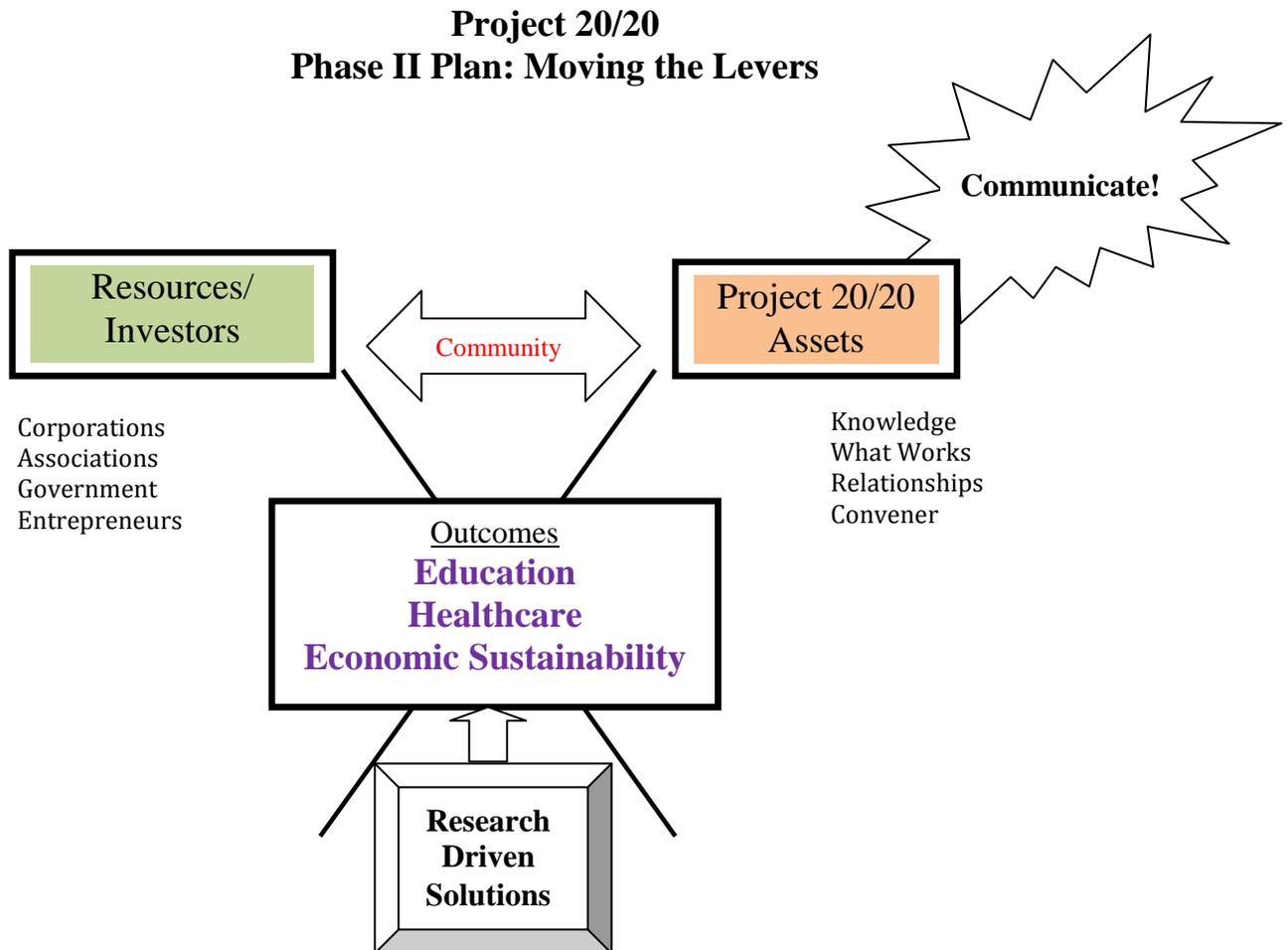
Identifying Our Assets Effectiveness in Phase II depends on understanding our strengths, communicating them, and building upon them for our future vision. The group identified a compelling list of strengths or assets of the current Project 20/20:

- Established relationships
- Format for effectively convening area residents
- A growing knowledge of successful community efforts
- A proven ability to work together
- A resource for sharing community information
- A commitment to highlighting what is working in the area
- A broadly confirmed vision for outstanding education, economic sustainability and healthcare

- Passion/commitment among members
- An ability to mobilize volunteerism (10%)
- A forum for honest, productive feedback

The group concluded we must continue to be transparent in all aspects of our work, maintain a laser focus on achievement of outcomes, and inform, engage and connect our community. We recognized that we must continue to build community and strengthen public capital as necessary undergirding for the next phase of work.

Laying the Groundwork for Changing Outcomes No one would deny that making change in the community will require more than a group of committed leaders with a desire for change. Clearly, it will also require the identification and application of substantial resources toward key outcomes. Fortunately, improving education, economic sustainability and health care are shared goals with many, many others in the community, including individuals, corporations, associations, governmental agencies, entrepreneurs, and others. Many of them, as well as many of the community stakeholders of Project 20/20, have ready access to information about “what works” in these outcome areas. A targeted research project, including a scan of national research, can identify a range of effective strategies for potential future investment. **The innovation in Phase II of Project 20/20 is that the outcomes it will specifically pursue will be determined by the intersection of: 1) what the research shows is most effective for achieving key outcomes; and 2) what key resource partners/investors are willing to support and fund.**



Identifying Key Resources - Partners/Investors This “invest at the intersection” strategy (depicted above) requires us to be even more strategic in building community – more specifically, we need to make a concerted effort to reach out to a range of potential resource partners/investors and engage those interested in an investment effort to join us in addressing the key outcomes. Key benefits of co-investment are likely to include enhancements to reputation, visibility, profit, consumer loyalty, and sense of pride in the community. A range of potential interested parties in the Greater Battle Creek area were identified by the group (see Appendix C).

Aligning Organizational Structure With New Challenges Project 20/20 as a brand, it was agreed, has a strong presence in the community and is well positioned to engage in this phase of work. However, the group acknowledged that our current platform for informing, engaging, and connecting will need to be adapted in some key ways to entice co-investment from the business community in particular, as well as other investors. In order to engage businesses, we need to make the case for and create a compelling program to entice their participation. To do this, an additional group will form within Project 20/20 to focus on best practices and methods to engage the business community and other potential resource partners/investors in our work. Two to three members of the Project 20/20 Advisory Committee and 4-5 other leaders in the community will lead this group. The group will function under the current Project 20/20 structure and will align resources and passion with the community outcomes we hope to achieve.

Of paramount importance is maintaining and strengthening connections in the community. We will continue to inform, engage and connect individuals and organizations by identifying pockets of effectiveness within the community and supporting them. We will continue to host Leadership Meetings and Community Forums. These meetings allow leaders and community members to understand initiatives and think progressively in order to create solutions and identify steps necessary to make a real difference in our community.

Action Plan

The new initiative will commence immediately with three key action steps in the first year.

Develop Leadership Group Recruit 4-5 initial investors to join 2-3 members of the current Advisory Committee to form a leadership group to shape and guide the investment group added to Project 20/20.

Compile Research Compile and evaluate change strategies, and identify outcomes/measures/accountability (both locally and nationally) that would move us to where we want to be. The research will include a national scan to incorporate best practices.

Identify, Recruit, and Connect The Leadership Group will conduct informal meetings with CEOs/Presidents in the for-profit sector to ascertain which outcomes they identify with, and begin to engage the business community (CEOs/Presidents) and other groups with the passion and energy to effect change in Greater Battle Creek. Over time, they will identify and recruit investors to champion initiatives they are passionate about to move the levers.

It is expected that Phase II will take approximately three years to complete. Project 20/20 will continue building community by hosting Leadership Meetings and Community Forums, while establishing the foundation for the 20/20 investment group. Processes and methods will be identified to align business resources with outcomes, pair investments with outcomes, monitor and measure success.

Year 1 Tasks	Timeframe	Budget
Continue Community Building	Continued	\$35,000/year
Develop Leadership Group	3 months	N/A
Compile Research, Develop Outcomes and Measures for Results	1 year	\$15-20,000
Identify, Recruit, and Connect	On-going	N/A

**APPENDIX A – LIST OF ATTENDEES
JUNE 20, 2011 PLANNING MEETING**

Laura	Adams	Nelson	Karre
Patricia	Adams	John	Kenefick
Jeremy	Andrews	Tuak	Khim
Kimberlee	Andrews-Bingham	Reggie	LaGrand
Kathy	Antaya	Amanda	Lankerd
Mary	Barkley	Rachel	Lombardi
Dennis	Bona	Sarah	Lombardi
Zoe	Brainard	Terri	Lombardi
Talia	Champlin	Michael	McCullough
Lisa	Damron	Dana	McNutt
Carla E.	Dearing	Rose	Miller
Mike	Deboer	Kathleen	Moore
Jackie	DeHaan	Kelly	Moyers
Teresa	Durham	David	Nielsen
Karla	Fales	Shawn	Parshall
Stephanie	Fields	Jim	Pearl
Israel	Flores	Cheryl	Peters
Lisa	Gerow	Kristin	Rigelman
Devon	Gibson	Cindy	Ruble
Jim	Haadsma	Chris	Sargent
Kim	Halladay	Patti	Staib
Nicole	Hamilton	Valerie	Stark
Dave	Harris	Marcia	Starkey
Mickey	Harris	Diane	Thompson
Jim	Hettinger	Doug	Voshell
Mark	Hughes	Tim	White
Mark	Jones		

APPENDIX B – COMMUNITY OUTCOMES

Outcomes	Frequency*
Quality education (learning) for all	20
Educational attainment (lifelong)	13
Better access to health care (kids, healthy)	11
Collaboration	10
Jobs to go around	9
Vital neighborhoods	9
Inclusiveness, ethnic, inter-ethnic cooperation	8
Leadership succession planning	8
Growth	6
Public Transportation	6
Family stability	5
Science and tech	5
Sustainable	5
Utilizing youth	5
Entrepreneur	4
Forward thinking	4
Income (girls)	4
Innovation	3
Inter-governmental cooperation	3
Safety	3
Access to fresh, local food	2
Arts and entertainment	2
Come here and stay, city of choice	2
Open, authentic community	2
Personal responsibility	2
Truth (telling the...)	2
Fun, motivating environment	1
Public/private	1
Teaching domestic skills	1
Aesthetically pleasing, inviting	0
Foreign languages	0
Incarcerated persons integration	0
Low crime rates	0
Quality of life, cradle to later in life	0
Realistic	0
Safe housing	0
Senior support	0
Sense of history	0
Viable neighborhoods	0

* Project 20/20 members were asked to share outcomes with the group. After outcomes were shared, members were asked to select the three most important priorities for community attention. The list above reflects the aggregate totals.

APPENDIX C – RESOURCES

Businesses – Misc.

Battle Creek Enquirer
Citizens/taxpayers
Comcast
Computer Resource Training
Covance
Enbridge
Firekeepers/Tribe
HUB International
Jessup Group
Kreis, Enderle, Hudgins & Borsos, P.C.
National Center for Food Protection
Parents
Plante Moran
Remax/Perrett Associates
Schweitzer
Vandervoort, Christ & Fisher

Car Dealerships

Battle Creek Honda
DeMaagd Auto Group
Henkel Automotive Group
Heritage Chevrolet
Lakeview Ford
Seeyle Wright Kia
Sunshine Toyota

Educational Institutions

Davenport University
Kellogg Community College
Miller College
Spring Arbor College
Western Michigan University

Financial Institutions

Bank of America
Comerica Bank
Kalsee Credit Union
Kellogg Community Federal Credit Union
OMNI Community Credit Union
PNC Bank
Post Community Credit Union
United Educational Credit Union

Foundations

Battle Creek Community Foundation/CEO
Binda Foundation/CEO
Miller Foundation/CEO
W. K. Kellogg Foundation/CEO

Healthcare Providers

Borgess Hospital
Bronson Battle Creek
Day One Family Healthcare
Family Health Center of Battle Creek
Mercy Community Physicians
Oaklawn Hospital
Southwest Regional Rehabilitation Center
Summit Pointe
VA Hospital

Manufacturers

Allegra Printing
ASMO Manufacturing
ClydeUnion Pumps Battle Creek
Denso Manufacturing Michigan
Duncan Aviation
EPI Marketing Services
Graphic Packaging International
Hi-Lex
Kellogg Company
Prairie Farms
Ralcorp/Post Cereals
Rock Tenn
Rosler Metal Finishing
Stewart Industries
Toda America

Nonprofit Organizations/Government

Battle Creek Area Association of Realtors
Battle Creek Unlimited
Faith-based organizations
Government
Hart-Doyle-Inouye Federal Center
Military Bases
Region 3B Area Agency on Aging
Schools

APPENDIX C – RESOURCES CONT.

Non-Profit Organizations/Gov't Cont.

TIFA Districts

United Way of Greater Battle Creek

Retailers/Restaurants

Kmart

Malia

Meijer

Olive Garden

Panera

Red Lobster

Sears

Target

Walmart