



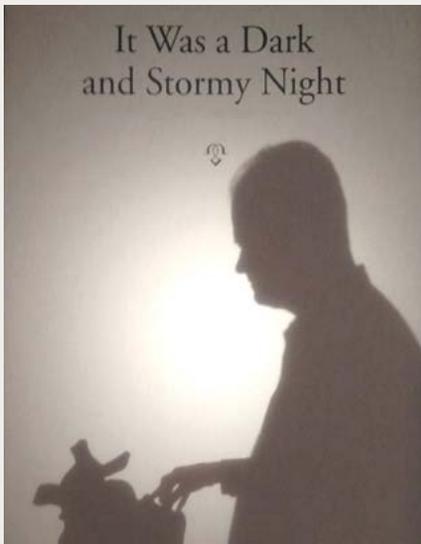
MORRISON & COMPANY

IN THIS ISSUE:



GETTING TO KNOW HILARY TRICERRI

Learn more about Morrison Grants Consultant Hilary Tricerrri



FRANKENSTEIN'S BUSINESS PLAN

Is your business' strategy purposeful and up-to-date, or built from spare parts?



MORRISON SNAPSHOTS

There is always something fun going on with Morrison & Company. Check out what we've been up to this last quarter



Adams' CFO Van Kramer with Geoff Chinnock, Jesse Converse, Shawn Miller, and Tim Peters

A family-owned, multi-generation business, Adams Group, Inc. has accumulated a wealth of experience in its niche of high quality grain, vegetable oils, and transportation. With a simple beginning exporting malt barley grown in California's Sacramento Valley, the business has evolved over the course of nearly 90 years to now encompass Adams Grain, Adams Vegetable Oils, Adams Trucking, and Adams Seed. The company today has approximately 150 employees.

Through innovation and service, Adams has become a leader in conventional and organic vegetable oil and grain. The company has expanded its operations beyond its Northern California beginnings and now has an international presence with sales offices in Europe and Asia and has been a major player in the Australian oilseed industry since 2001.

A vertically integrated company, Adams manages all stages of production including supply, grower contracts, farm-warehouse logistics, cleaning and processing, and on-site packing. The company is committed to producing identity preserved and certified organic products for both Adams Grain and Adams Vegetable Oils. Adams Vegetable Oil is a leading processor and marketer of specialty oils worldwide and the largest US supplier of organic expeller pressed oils (produced without the use of chemicals such as solvents). As a full service company, Adams Seed contracts with growers to produce high-quality planting seed and has a field staff dedicated to ensuring the highest possible return. Additionally, Adams' trucking service allows reliable transportation and delivery for customers with pride taken in the company's superior level of service.

Morrison & Company has worked with Adams Group on a multi-phase project to further develop and accomplish

Adams' goal of being both a premier employer and a provider of high quality products. Morrison's Financial and People Solutions teams have collaborated with Adams to provide day-to-day interim/outsource accounting and human resources management needs while simultaneously recruiting for and assisting with the permanent transition for multiple key positions. To recruit additional professional and skilled labor needed in the company's rural locations, Morrison assisted in managing and streamlining the hiring process. Morrison also conducted an employee engagement survey for one of Adams' divisions to create a baseline standard to use as a diagnostic tool to identify areas needing improvement. Morrison & Company looks forward to continuing to be a part of the innovative and groundbreaking Adams story.



Geoff, Tim, Jesse, and Shawn at the Adams' facility in Arbuckle

GETTING TO KNOW

HILARY TRICERRI



Hilary Tricerri is part of the Morrison grants team, working in the areas of grant writing, grant administration, and project management. She brings her talent and background in writing and governmental communications to serve clients seeking competitive grant funding through USDA, CDFA and other food and agriculture related programs.

Prior to joining Morrison, Hilary served seven years as Associate Director for The International Foundation in the Washington DC area, which supports and funds US-based non-profit organizations working with communities in the developing world. Before that she served as Executive Assistant to the CEO at International Justice Mission in Washington DC. Hilary has been responsible for correspondence with, and event planning for, members of the US Congress and has drafted testimony for Congressional hearings. Managing small and large teams, she has developed and managed organizational communication and marketing material projects and presentations.

Hilary holds a Bachelor of Arts degree in Political Science from Westmont College in Santa Barbara, California. She is active in the local community and served as Director of Missions at Chico's Bidwell Presbyterian Church, managing communications and serving on the senior staff leadership team. Please learn more about Hilary, or any member of the Morrison team, at morrisonco.net/about.



GETTING TO KNOW HILARY

BEST ADVICE YOU'VE BEEN GIVEN?

Life is about relationships – invest in people, treat others with kindness, respect, care, and serve them with integrity and excellence. Do unto others as you would have them do unto you.

FAVORITE VACATION DESTINATION, OR WHERE WOULD YOU LIKE TO GO?

Cuba! My interest in Cuba is multi-faceted – I married into a Cuban family, as an international politics aficionado Cuba has always fascinated me, and I love salsa music and Cuban food.

FAVORITE PART ABOUT WORKING AT MORRISON & COMPANY?

The people! Working with incredibly competent and gifted people who seek to serve our clients and one another with excellence makes Morrison & Company both an inspiring and great place to work.

HIDDEN TALENT

Spanish. Shortly after my husband and I got married we moved to Guatemala, where I received a crash course in Spanish!

FAVORITE HOBBIES

Traveling, tennis and salsa dancing.

FAVORITE FAMILY TRADITIONS

One of my favorite family traditions is having our boys ask questions at our dinner table when we have guests over. We have a question jar they can pull questions from, or they can create their own questions. When they turned 6, we added a twist to the tradition, asking a follow up question as well. Our kids love it, it's a fun way for them to learn about how to converse at the dinner table and a fun way for all of us at the table to learn more about one another!

FRANKENSTEIN'S BUSINESS PLAN

IF YOUR BUSINESS DIDN'T EXIST WOULD
ANYONE START IT?
WOULD IT LOOK THE SAME IF THEY DID?



(NOT BRENT)

When we moved into our current building in 2012 we occupied one of three suites. We eventually expanded into a second suite that had previously been a non-profit association and finally the third, formerly a doctor's office. This month we begin a lease on additional space across the parking lot to accommodate our growing team. It's functional (when not jogging across the parking lot in the rain) and it fits our needs but no one would design an office that looks like this if they were starting afresh.

It's also a fit metaphor for many of the business models we see. All companies dodge bullets, jump hurdles, and pull out the business equivalent of duct tape and bailing wire to handle needs and crises as they arise. But how often do we look around and ask if it all makes sense?

If you don't it's easy to end up with "Frankenstein's business plan," stitched together over time to meet the needs of the moment. There are many important questions when reviewing a business' plans and strategy; here are a few to consider if you don't want Frank running the show.

Would your business look the same if you were designing it from scratch? I can answer that for you: "No." That doesn't mean you have to take a virtual wrecking ball to

your business plan but you should identify and address the critical things you may be doing (or not doing) that weigh you down. This can involve some painful pruning but it's better than letting the tree fall over from dead weight.

Do you fill yesterday's market needs or today's? If your product or service is no longer much different than anyone else's then the only way you can compete is on price and delivery. Nothing wrong with that, but you better be more efficient than everyone else or you'll be squeezed out.

Do you have the resources to do what you should be doing, or just enough to maintain the status quo? In the 1980s I worked for a company that adapted to changing demand by making products its aging facility could easily produce rather than what the market wanted. They had once been known as a market innovator and saw the changes coming but waited too long to adapt because they were averse to the cost. By the time the situation got critical it was too late. Adapt from a position of strength while you can; the cost is usually less than the alternative.

Do you think about the future every day? I get uncomfortable when companies get too comfortable. I'm old enough to have gone from a home with a party line

(some of my younger colleagues had to google that a while back), to a private line, to a "brick phone," to a flip phone, to several generations of smart phones with more computing power than it took to put a man on the moon. These were all amazing innovations at the time but I don't doubt the day is coming when today's smart phone seems as quaint as a telegraph. Whether it means revamping your products, services, production methods, or delivery, your strategy should always have an eye to what's coming next.

It's one thing to anticipate the future but another to be ready for it. It might not be practical to start from scratch every day but you should be asking these and other questions as if you could. The alternative is just too scary.

Brent Morrison is Morrison & Company's Founding Principal, serving clients in a number of strategic and advisory roles since 2002. Contact Brent or any member of the Morrison team to discuss strategy, planning, or organizational development.



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MORRISON SNAPSHOTS



GEOFF CHINNOCK ON BEST FINANCIAL PRACTICES

Morrison Managing Principal, Geoff Chinnock, addresses the membership of North Valley Ag Services as part of a larger grant-funded project to help producers mitigate financial risks.



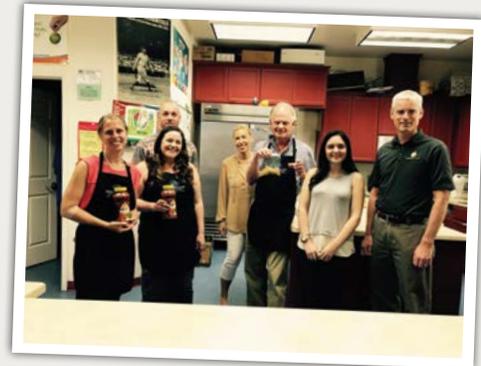
NSAC IN SLC!

Tim Peters and Geoff Chinnock (second row at left, respectively) attend the 2017 National Society of Accountants for Cooperatives conference in Salt Lake City. Geoff is the outgoing Far Western NSAC chapter president; he and Tim are shown with other Far Western Chapter directors and members.



BABES IN THE WOODS

Principals Geoff Chinnock and Toni Scott pose with Paul Bunyan and Babe the Blue Ox at the Trees of Mystery attraction while on the way to a client in Crescent City. OK, it has nothing to do with work, we just thought it was a cool picture!



MORRISON IN THE COMMUNITY

We do our best to help out our community whenever we can. This time we got to spend some time making nachos with the Boys & Girls Club of the North Valley.

WELCOME NEW CLIENTS

