

Regional Entrepreneurship Project



An Opportunity to Assess and Build Capacity to
Enhance Business Development in
Adair, Audubon, Greene & Guthrie Counties, IA
(Region I)

2014-2016

Strategic Plan for
Entrepreneurial Development
June 2014



This project is made possible by UNI Business & Community Services and the U.S. Department of Commerce Economic Development Administration.



Table of Contents

Overview	2
Supportive Culture	3
Business & Technical Assistance	8
Networking	11
Capital	13
Key Research Findings for Region I	15
Planning Team Members	17



Entrepreneurial Communities Overview

This Strategic Plan for Entrepreneurial Development is the product of four facilitated planning sessions tailored to the unique demographics, economic trends, service providers and entrepreneurship needs within Region I (Adair, Audubon, Greene and Guthrie Counties). Planning team members consisted of a wide variety of stakeholders including entrepreneurs, economic development and chambers of commerce leadership, financial institutions, regent universities, community colleges and elected officials.

The planning team, which began its work in January 2014, identified strategic goals and objectives around the areas of supportive culture, business and technical assistance, networking and capital. The group also carefully assessed the service providers most capable and appropriate for assuming key leadership roles in the implementation of the plan and addressing each objective.

Throughout the planning process, the Midwest Partnership Economic Development Corporation. emerged as the lead entity to be charged with coordinating the implementation of the plan. The planning team recognized the weight of this responsibility and is recommending the formation of five task groups under the Midwest Partnership Economic Development Corp. umbrella to assist staff with implementation. Each task group is envisioned to be an action- oriented team rather than simply a decision or policy making group delegating work back to Midwest Partnership staff. The new task groups will be: Supportive Culture, Business/Technical Assistance & Training, Capital, Networking and Tourism Entrepreneurship. The Tourism Entrepreneurship Task Group is unique to the region. Its focus will be on improving the economic impact of tourism efforts which could include reducing the tourism related spending leakage of residents, helping entrepreneurs identify business opportunities associated with tourism and evaluating the economic potential and value of existing and new events.

During June 2014, Midwest Partnership staff shared the draft plan with the organization's board of directors for input and endorsement. Task group members will be recruited, educated on the goals and objectives of the plan and empowered to move forward with implementation. A public launching of the plan will likely be scheduled during Summer/Fall 2014. Enhancing the region's entrepreneurial climate is a long-term strategy which will require the effort of all of the area's service providers. Organizations listed in the plan as having lead and/or supportive responsibilities are asked to incorporate the specific goals and objectives into their own strategic plans and operations.

UNI's Business and Community Services and the Economic Development Administration will remain as a long-term partners to the region and will share several resources to support and expedite the necessary action plan.



Supportive Culture

Goal 1: Raise the region’s level of entrepreneurs’ awareness and shared responsibility for encouraging, supporting, and sustaining entrepreneurial efforts

Strategic Objective 1.1: Increase the communication and collaboration for entrepreneurial development between the local economic development groups, chambers of commerce, Main Street programs and related groups.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Suggested Support Responsibility: UNI Business and Community Services, Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce. Panora Area Development Corp. and Panora Area Chamber of Commerce

Draft Timeline: January 2015

Success Indicators and Strategies for Consideration:

- Creation of five Entrepreneurship Task Groups (*Supportive Culture, Business & Technical Assistance, Capital, Networking and Tourism Entrepreneurship*) to assist the Midwest Partnership Economic Development Corp. implement the strategic plan
- Utilize the Midwest Partnership’s Annual Dinner as a summit of economic development boards and local government officials to promote the encouraging entrepreneurial activities
- Launching of a regional website for the sharing of entrepreneurship resources available to the region’s entrepreneurs.
- Completion of an annual “State of Our Entrepreneurship Report” for economic development related organizations
- Development of a common/shared “intake” form and questionnaire for compiling and sharing information on small business needs, requests and assistance provided



Region I Strategic Plan for Entrepreneurship Development

Strategic Objective 1.2: Develop and launch a campaign to increase the public's awareness of the importance of entrepreneurship to the region.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Draft Timeline: January 2015

Success Indicators and Strategies for Consideration:

- Developed a budget and raised funds to create and implement the campaign
- Kickoff a campaign to promote the importance and opportunities associated with entrepreneurship to coincide with the unveiling of the strategic plan
- Development of talking points for all planning team members as to the opportunities, rewards and impact of entrepreneurship
- Conduct a semi-annual roundtable of area media leaders to discuss stories, extended series and weekly columns related to the importance of small business owners and the impact of entrepreneur on the region.
- Increase the public's awareness of the importance of business philanthropy in the region and the how entrepreneurship impacts business philanthropy
- Incorporate entrepreneurship into the region's Home Base Iowa – Jobs for Veterans initiative

Strategic Objective 1.3: Establish an Entrepreneur of The Year Award to be awarded at the Midwest Partnership Economic Development Corp.'s Annual Dinner.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Suggested Support Responsibility: MWP Annual Dinner Committee

Draft Timeline: December 2014

Success Indicators and Strategies for Consideration:

- Meet with the Annual Dinner Committee to determine the format of the award ceremony
- Create or expand a Female Start-Up of the Year Award to recognize early stage businesses
- Development of award categories and criteria for selecting awardees
- Securing of regional sponsors for the award to increase the size of the prize



Region I Strategic Plan for Entrepreneurship Development

Strategic Objective 1.4: Expand the marketing of the region’s tourism attractions and events in order to grow tourism-related businesses.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. - Tourism Entrepreneurship Task Group

Suggested Support Responsibility: Western Iowa Tourism, Adair County Tourism, Audubon County Tourism, Greene County Chamber & Development, Guthrie County Tourism and Lodging Owners

Draft Timeline: April 2015

Success Indicators and Strategies for Consideration:

- Increased awareness of the region’s events and promotions calendar
- Conduct an inventory of current tourism assets including a profile of the likely visitors
- Development of an entrepreneur-focused tourism marketing plan designed to retain the leakage of tourism spending out of the county and to attract new visitors from outside of the region
- Identification of cross marketing opportunities between tourism (spending) related businesses to maximize sales/income, especially for events (e.g. bus tour groups) and during festivals and celebrations
- Identification of home-based or micro business owners who may be able to set up temporary operations in a pop-up environment for infrequent tourism opportunities

Strategic Objective 1.5: Encourage city councils to support entrepreneurial development and include time on their agenda on a regular basis to hear from entrepreneurs at all stages of operation.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Draft Timeline: October 2014



Success Indicators and Strategies for Consideration:

- Development of an annual report on entrepreneurial activity (all stages and levels) throughout the region
- Passing of resolutions and/or proclamations regarding entrepreneurship
- Incorporation a review of entrepreneurial activity in the region into regular agendas
- Assessment of opportunities for efficiency and improved service to entrepreneurs in local and county government.

Strategic Objective 1.6: Educate property owners on being more start-up and small business friendly.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Suggested Support Responsibility: Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce, Panora Area Development Corp., Panora Area Chamber of Commerce and the Region's Art Guild(s)

Draft Timeline: June 2015

Success Indicators and Strategies for Consideration:

- Survey of available and likely business space within communities, including amenities and lease/purchase terms
- Host property owner summit to share the entrepreneurship strategic plan and opportunities associated with pop-up businesses and short-term leases
- Create summary of available property and façade improvement grants/loans within the region to be shared with property and business owners
- Enhance relationships with absentee landlords to identify (and take advantage) of opportunities to locate start-up businesses



Region I Strategic Plan for Entrepreneurship Development

Strategic Objective 1.7: Organize and hold the School-Business Summit designed to actively engage the region’s schools (students, faculty, admins, and parents) and businesses.

Suggested Lead Responsibility: Western Iowa Advantage, Midwest Partnership Economic Development Corp. – Supportive Culture Task Group

Suggested Support Responsibility: Iowa Workforce Development

Draft Timeline: September 2014

Success Indicators and Strategies for Consideration:

- Hold the inaugural School-Business Summit
- Conduct meeting with the Jacobsen Institute for Youth Entrepreneurship at the U of I to discuss student and teacher related resources and programs available to the region

Strategic Objective 1.8: Develop a program that links entrepreneurs and educators to have “Let’s Talk” sessions and miniature internships for students to test their interests in becoming an entrepreneur.

Suggested Lead Responsibility: Western Iowa Advantage, Midwest Partnership Economic Development Corp.

Suggested Support Responsibility:

Nodaway Valley Community School District, Orient-Macksburg Community School District, Adair Casey Community School District, West Central Valley Community School District, Anita and C&M Community Schools, Coon Rapids-Bayard Schools, Guthrie Center Community School District, Panorama Community Schools, West Central Valley Community School District, Jefferson-Scranton Community School District, East Greene Community School District, Paton-Churdan Community School District, Audubon Community School District, Exira-Elk Horn Community Schools

Draft Timeline: May 2015

Success Indicators and Strategies for Consideration:

- Recruitment of a task team of business leaders, educators and influential parents to champion this effort
- Conduct meeting with the Jacobsen Institute for Youth Entrepreneurship at the University of Iowa to discuss student and teacher related resources and programs available to the region
- Contact Iowa’s John Pappajohn Entrepreneurial Centers for model programs and technical assistance



Region I Strategic Plan for Entrepreneurship Development

- Implementation of an entrepreneurial and life skills course within the region's school districts

Strategic Objective 1.9: Increase the number of veterans starting small businesses and/or working for the region's existing businesses and industries via the Home Base Iowa program

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Supportive Culture Task Group, Home Base Iowa

Suggested Support Responsibility: Iowa Workforce Development

Draft Timeline: July 2015

Success Indicators and Strategies for Consideration:

- Achieve Home Base Iowa designations for Guthrie, Adair and Audubon Counties (Green County is an existing Home Base Iowa county)
- Create tailored materials to be distributed to prospective veterans touting the region's entrepreneurial culture, service providers and employment opportunities with small business
- Work with other agencies to track Veteran placements and Veteran business start-ups or purchases (business succession)



Business/Technical Assistance & Training

Goal 2: Develop a united, well-defined and comprehensive system for entrepreneurial business assistance by regional service providers.

Strategic Objective 2.1: Expand Midwest Partnership Economic Development Corp.'s role as a source of information and resources for entrepreneurs.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Business/Technical Assistance & Training Task Group

Suggested Lead Responsibility: IA SourceLink

Draft Timeline: August 2014

Success Indicators and Strategies for Consideration:

- Midwest Partnership Economic Development Corp.'s Board approve and endorse a heightened emphasis on entrepreneurial development
- The Midwest Partnership Economic Development Corp.'s strategic plan is updated to reflect the emphasis on entrepreneurship
- Dedicate Midwest Partnership Economic Development Corp.'s staff position to focusing on entrepreneurial development and enhancing communication and coordination among communities and local economic development groups
- Midwest Partnership Economic Development Corp.'s staff receive professional development on assisting entrepreneurs, making referrals and assessing small business needs
- Incorporate IA SourceLink (rebranded for the MWP and at no cost) into the Midwest Partnership's website. Site will offer a variety of entrepreneurship related resources including the Business Concierge services and educational webinar

Strategic Objective 2.2: Coordinate with service providers and entrepreneurs to promote workshops, training and information that meet the needs of region's entrepreneurs

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Business/Technical Assistance & Training Task Group

Suggested Support Responsibility: Region XII and SICO Councils of Government, Small Business Development Center, ISU Extension and Outreach and Western Iowa Tourism, Green County's Expanding Entrepreneurs

Draft Timeline: May 2015



Success Indicators and Strategies for Consideration:

- Complete an inventory of existing opportunities offered by service providers including existing marketing strategies
- Survey of entrepreneurs, Chamber members, home-based businesses and development corporation members to identify interest in training areas
- Collaborate with Western Iowa Tourism to provide training, workshops and other opportunities to tourism related businesses

Strategic Objective 2.3: Develop a mentor program that connects established entrepreneurs with new entrepreneurs

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Business/Technical Assistance & Training Task Group

Suggested Support Responsibility: Small Business Development Center, Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce. Panora Area Development Corp. and Panora Area Chamber of Commerce

Draft Timeline: January 2016

Success Indicators and Strategies for Consideration:

- Recruited ____ existing entrepreneurs to serve as mentors for kick-off of program
- ____ New business owners participate during first year of program
- Include entrepreneurs (all levels and stages) into ISU Extension and Outreach's regional leadership program



Networking

Goal 3: Connect region entrepreneurs (of all types and stages) with peers and service providers to implement best practices, collaborate, and improve the overall business environment.

Strategic Objective 3.1: Expand existing best practices for networking which celebrate entrepreneurial success, provide networking opportunities for entrepreneurs and offer professional development to participants.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Networking Task Group

Suggested Support Responsibility: Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce, Panora Area Development Corp. and Panora Area Chamber of Commerce

Draft Timeline: March 2015

Success Indicators and Strategies for Consideration:

- Inventory existing networking opportunities including the profile of the events, typical event attendees and networking gaps which may exist
- Involve entrepreneurs in the planning and hosting of educational and relationship building events/tours
- Track the number of entrepreneurs attending the events, including type of businesses, phase of development, gender, and age of the attendees
- Expand and promote regional networking opportunities for female entrepreneurs



Region I Strategic Plan for Entrepreneurship Development

Strategic Objective 3.2: Identify and promote tools or platforms which provide entrepreneurs in the region with an online community in which to interact.

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Networking Task Group

Suggested Support Responsibility: Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce, Panora Area Development Corp. and Panora Area Chamber of Commerce

Draft Timeline: December 2014

Success Indicators and Strategies for Consideration:

- Inventory existing local, state and national resources available to the region's entrepreneurs, e.g. IA SourceLink, entrepreneurial blogs
- Determine information from the region's entrepreneurs on the most useful and beneficial modes of interaction
- Incorporate the Business Concierge into the Midwest Partnership Economic Development Corp.'s website as an EDA Region I resource



Capital

Goal 4: Increase access to capital and funding sources for entrepreneurs.

Strategic Objective 4.1: Develop strategies to expand entrepreneurs' access to and usage of existing funding sources in the region

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp.

Suggested Support Responsibility: Region XII COG & SICOG

Draft Timeline: July 2015

Success Indicators and Strategies for Consideration:

- On-line cataloging of available funding sources and their rules, regulations, eligibility and application processes
- Identify opportunities/gaps within current sources that could be amended or addressed to meet the needs of entrepreneurs
- Promote funding sources and provide technical assistance to businesses seeking financing through these sources

Strategic Objective 4.2: Identify gaps within the Region's funding system at all levels and stages of business development

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Capital Task Group

Suggested Support Responsibility: Western Iowa Advantage, Adair Chamber of Commerce, Greater Fontanelle Economic Development, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Stuart Enterprise for Economic Development, Audubon Chamber of Commerce, Audubon County Economic Development, Exira Chamber of Commerce, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce. Panora Area Development Corp. and Panora Area Chamber of Commerce

Draft Timeline: July 2015

Success Indicators and Strategies for Consideration:

- Interview entrepreneurs and financial representatives to determine the region's demand for this type of financing
- Identify best practice in similar communities/regions to assist in building the case for fund need and possible structure



Strategic Objective 4.3: Create a high profile event based upon “Shark Tank” to provide existing and prospective business owners the opportunity to “pitch” their business or idea for funding, strategic partnerships and/or constructive feedback

Suggested Lead Responsibility: Midwest Partnership Economic Development Corp. – Capital Task Group

Suggested Support Responsibility:

Draft Timeline: July 2015

Success Indicators and Strategies for Consideration:

- Research opportunities for holding a Dream Big Grow Here event within the region
- Recruit regional investors to attend and participate in capital/investment events
- Hold inaugural event, including follow-up to track/measure partnerships and financing generated as a result of the events



Key Research Findings for Region I

As part of the planning process, a situation analysis was conducted that examined the region's demographics and economics, and developed an in-depth demographic and psychographic profile of the entrepreneurial population, culture and assets in the region. The following are key findings from the situation analysis:

Continued Population Decline - The total population in 2012 for the region was 33,321: 7,481 for Adair County, 5,910 for Audubon County, 9,153 for Greene County and 10,777 for Guthrie County. The region's population since has declined while the U.S. and Iowa populations have grown. The population in each of the four counties is projected to continue to decline through 2018. (Source: U.S. Census Bureau & DemographicsNow.com)

Aging Population - The median age in each of the four counties in 2012 was significantly older when compared to the U.S. and Iowa. Audubon County has the oldest median age at 48.4 years followed by 46.3 years for Adair County and 45.6 years for both Greene County and Guthrie County. The median age in 2012 for the U.S. was 37.4 years and Iowa's median age was 38.1 years. In each of the four counties over a third of their population was age 55 or older: 38.6% in Audubon County, 36.1% in Adair County, 35.9% in Greene County and 35.7% in Guthrie County. (Source: U.S. Census Bureau)

History of Entrepreneurship - In 2012, Guthrie County had 1,624 business establishments that account for 6,181 jobs with 40% of those businesses being sole proprietorships. Greene County had the second most business establishments with 1,329 which accounted for 5,047 jobs 1,490 businesses. 43% of the businesses in Greene County were sole proprietorships. Audubon County had 972 businesses that account for 3,236 jobs in 2012 and 47% of those businesses were sole proprietorships. Adair County had the small number of business establishments with 942 which accounted for 3,758 jobs. 45% of the county's businesses were sole proprietorships. (Source: YourEconomy.org)

Interest in Entrepreneurship - In 2013, 15.2% of the Laborshed survey respondents in Audubon County were interested in starting a business. For Adair County, 13.1% of the respondents were interested in starting a business, for Greene County 11.7% of respondents were interested, and in Guthrie County 11.2% of the respondents were interested. Overall 72.4% were employed when they responded and 56.0% were females. Over half of the respondents (52.8%) were 50 years of age or older. (Source: Iowa Workforce Development)

Declining Revenues - Nonfarm proprietor's income in 2012 in the four counties ranged from \$166,365,000 for Guthrie County to \$255,654,000 in Audubon County, with Greene County at \$229,554,000 and Adair County at \$218,916,000. As a percentage of total personal income, nonfarm proprietor's income was the highest in Audubon County accounting for 9.6% of the county's total personal income. Adair County had the second highest percentage at 8.1% followed by Greene County at 5.9% and Guthrie County at 4.0%. All of the counties



Region I Strategic Plan for Entrepreneurship Development

experienced a decline in nonfarm proprietor's income since the start of the 2008 recession, but Guthrie County had the most significant decline and has not rebounded at the same rate as the other three counties. (Source: U.S. Bureau of Economic Analysis)

Understanding the Consumer Market - From a market segmentation perspective, the majority of the region's households fall either into the "Prairie Living" household classification or into the "Heartland Communities" household classification. "Prairie Living" households include people who live in the most rural regions, and who have strong ties to family. Most of the population is older than the U.S. median age and a healthy portion are retired. Comfort, practicality, and low price drive purchasing decisions. "Heartland Communities" households include people who live primarily in small towns with roughly a third of the households being single-person households. Additionally, the majority of residents in "Heartland Communities" households have already retired. "Prairie Living" and "Heartland Communities" are two of 65 household types identified by the Esri Tapestry Segmentation System based on socioeconomic and demographic characteristics. (Source: Esri Tapestry Segmentation)

Regional Service Providers - The region has an active network of service providers working to support the regional economy. Midwest Partnership Economic Development Corp work across the four counties. Many of the area local economic development organizations, such as Adair Chamber of Commerce, Greenfield Chamber/Main Street/Development Corporation, Stuart Chamber of Commerce, Audubon Chamber of Commerce, Audubon County Economic Development, Greene County Development Corp., Greene County Chamber & Development, Guthrie Center Area Development Corp., Guthrie Center Chamber of Commerce, Panora Area Development Corp. and Panora Area Chamber of Commerce are providing some level of support to small businesses and entrepreneurs.

Financing Options - The region has a significant of sources for traditional debt funding with 36 financial institutions in the four counties. Twelve five banks are Small Business Administration preferred lenders. A total of 16 revolving loan funds serve all or part of the region. There is limited equity financing in the region for entrepreneurs who thus must seek equity funding outside of the region and often outside of Iowa.



Strategic Plan for Entrepreneurial Development- Input & Planning Team Members

Anne Greenwalt	Carver's Ridge
Brett Irlmeier	Audubon State Bank
Chris Henning	Greene Co. Chamber
Cindy Deal	Deal's Orchard
Dave Grove	Edward Jones, PRIDE Development
Dave McClaren	Small Business Development Center- Creston
Dean & Nancy Rogers	John 15 Vineyard
Dennis Flanery	Guthrie Center Development
Eric Tiernan	Town & Country Insurance, MWP Board
Jason Tuel	Panora State Bank
Karen & Jim Seivers	Prairie View Estates
Ken Laughery	Guthrie Revitalization
Ken Paxton	Greene Co. Development
Ken Sidey	Warren Cultural Center
Laura Imerman	City of Guthrie Center
Lonnie Carrick	Guthrie Chamber
Mark Reining	ISU- CIRAS
Marty Derry	Stuart
Michael Cooley	ISU Extension & Outreach, MWP Board
Mike Carey	Farmers State Bank
Mike Underwood	Guthrie County State Bank, MWP Board
Norm Fandel	Midland Power Cooperative, MWP Board
Patrick Peters	Guthrie County Hospital
Peggy Toft	Audubon, MWP Board
Randy Monthei	Shadran Industrial, Jefferson
Rick Morian	Jefferson, MWP Board
Sid Jones	Home State Bank, MWP Board
Tauna Bohlmann	Audubon
Terry Torenton	ISU Extension & Outreach. Regional Director
Tina Nourse	Guthrie Health Clinic
Troy Wessel	Landsmands Bank
Warren Varley	Varley Law, MWP Board