

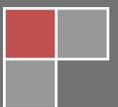
2012-13

# Iowa Northland Regional Economic Development Commission

## Annual Comprehensive Economic Development Strategy and Progress Report (#05-83-04982-2)

For the Period  
July 1, 2012 through June 30, 2013

Prepared by the Iowa Northland Regional  
Economic Development Commission (INREDC)  
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# Iowa Northland Regional Economic Development Commission Annual Comprehensive Economic Development Strategy and Progress Report

## ADJUSTMENTS FOR CURRENT YEAR

The initial months of the 2012-2013 fiscal year involved completing the preparation and submission of the 2012 Revision of the INREDC region's Comprehensive Economic Development Strategy. The CEDS was submitted to the Denver Regional Office in September of 2012. The 2012 CEDS Revision covers the period from October 1, 2012 through September 30, 2017. INREDC received word that the CEDS, as submitted, had been approved by EDA on November 30, 2012. Incorporated in the CEDS revision were new goals for the region. Those goals were as follows:

- Goal #1: Aggressively Address the Workforce Needs of the Region
- Goal #2: Continue to Develop and Capitalize on the Following Regional Clusters: Advanced Manufacturing, Bio-fuels and Alternative Energy, Food Processing, Information Technology, Logistics and Distribution, and Wind Power
- Goal #3: Maintain and Improve the Economic Vitality of the Region
- Goal #4: Assist Businesses and Industries with Disaster Preparedness
- Goal #5: Foster Effective Transportation Service for Projects
- Goal #6: Protects and Enhances the Environment
- Goal #7: Local Projects Will Be Consistent with Federal and State Economic Development Plans and Programs
- Goal #8: Recognize that Technology Will Play a Crucial Role in Economic Development
- Goal #9: Work to Balance Resources in Economic Development Processes
- Goal #10: Define the Available Economic Development Funding Sources
- Goal #11: Maintain INREDC's Economic Development District Status

As the national economy begins to show improvement, the state and regional economy also has shown signs of activity. Our regional unemployment rate has consistently remained below the national average. Employers continue to report that hiring of certain categories of employees has remained difficult. Although this seems to be an issue nationally, it remains a serious concern in the region as expansions and relocations are difficult when employees are not available. The

region continues to explore workforce issues and options to assist with training and retraining of the employment pool, both internally and externally to the region.

Significant new projects are reported later in the Annual Report, consisting of both expanded operations and new operations.

## **REPORT**

The following Report Reflects the EDA-funded economic development activities throughout the past year, referencing the Scope of Work as set forth in the Planning Grant Renewal (#05-83-04982-02). Bullet points summarize the activity during the year.

### **I. Maintain EDA Eligibility**

1. Supply the Economic Development Representative (EDR) with timely information on plant closures or prospective plant closures and the number of employees affected.
  - Information regarding plant closures and cutbacks was submitted to Laura Stein as necessary at her EDA office in Des Moines, during her tenure and will be supplied to the Des Moines office for the upcoming year (through Mark Werthmann).
2. Submit the Updated/Revised Comprehensive Development Strategy (CEDS) and CEDS Checklist to the EDA Regional Office for review by September 30, 2012.
  - The 2012 Revision of the INREDC CEDS was submitted to EDA, as required, by September 30, 2012. The CEDS was approved as submitted by letter dated November 30, 2012.
  - The region has begun to assimilate the new goals into the regional and county operations. Continued exploration of opportunities to implement projects to further the regional goals is a regular discussion item at meetings and during project development.
3. Submit the Annual Comprehensive Economic Development Strategy (CEDS)/Progress Report to the Denver Regional Office and EDR by June 30, 2013. Identify discrepancies or changes that need to be made to the current CEDS.
  - The Report has been prepared and was submitted on June 30, 2013. Since the CEDS Revision was completed and approved last fall, no changes or discrepancies have been identified to date. The Disaster Strategy will be reviewed and updated during the upcoming fiscal year. Continued workforce efforts and study are ongoing and may require additional development as results of initial efforts are reviewed.
4. Submit the Financial Reports to the Denver Regional Office as required.

- The first referenced Financial Report has been submitted. The second Financial Report will be filed by July 31, 2013, its due date.
  - All future financial reports will be timely filed.
5. Submit the Government and Performance Results Act (GPRA) report to the Denver Regional Office by June 15, 2013.
- The GPRA report was submitted in accordance with the requirements of the grant award on or before June 15, 2013.
6. Provide assistance to the six county Economic Development Committees to include board composition compliance assistance.
- Assistance has been provided regularly to the County Economic Development Coordinators per request. In addition, assistance has been provided directly to the Boards by way of presentations and appearances at local meetings regarding a variety of topics. Because of the disasters in our region, we continued to provide additional assistance this year which included:
  - Administration of various business assistance programs through the Iowa Department of Economic Development, including the Business Rental Assistance program, the Expanded Business Rental Assistance program, the Equipment Reimbursement Assistance program, the Flood insurance Reimbursement program, the Loan Interest Supplement program, the Commercial Rental Revenue program, and Residential Landlord Business Support program. These programs were completed around January 31, 2013.
  - Providing significant written, verbal and email assistance to the county groups regarding additional assistance available through EDA, FEMA, Homeland Security, SBA, and many other programs. We have made several presentations to one of our counties and one of our cities concerning possible creation of additional economic development groups in the county and city.

**II. Develop Internal Mechanisms to Help Maintain and Create Employment and Development Opportunities**

1. Continue to expand professional knowledge base and expertise in development issues, tools and programs to include: housing, revolving loan administration, business credit analysis and financial packaging, economic impact analysis, tax increment financing and tax abatement, workforce development, and grants writing.
- This is an ongoing effort conducted by staff and INREDC partners. The expansion of professional knowledge is achieved in a variety of ways including attending relevant economic development conferences, staying informed of current events in the world of economic development, and sharing strategies both within and outside of our region.

- The current Economic Development Coordinator, Gary D. Iversen, assumed this position in August of 2007. During his time in this position, Gary has had the opportunity to become acquainted with a variety of EDA and Iowa Economic Development Authority (formerly Iowa Department of Economic Development) resources by participating in ongoing projects and working with communities to establish new and expanding business ventures.

He has also attended a variety of training seminars including Professional Developers of Iowa conferences, the Smart Conference in Des Moines, Iowa, a NADO/EDA conference in St. Joseph, MO, an EDA training in Denver in September of 2008. Gary also attended training for the RLF in New Orleans in March of 2009, RLF training in Des Moines by EDA personnel in April of 2009, and additional RLF training in Des Moines by NADO/EFS in May of 2009.

Gary attended an EDA conference in St. Louis in November 2010 covering a variety of topics and providing an excellent opportunity to communicate directly with EDA personnel from Denver. He also attended a NADO/EFS conference in October 2011 related to RLF funding and operation, also in St. Louis. Numerous opportunities during the year to participate in webinars were also taken advantage of. NADO sponsored a series of "Know Your Region" webinars that directly relate to many of the issues that will be addressed in the CEDS revision and were of tremendous assistance both in terms of resources and issues to consider. NADO and IEDC have sponsored numerous webinars during the 2012-13 year that Gary participated in.

Gary has also had significant contact with EDA personnel this past year through the writing and administration of various grants, including:

- Continued work on the Inflatable Dam project in Waverly that is currently near completion of final grant conditions;
  - Continued work on the storm water lift stations project in Waterloo that is in the design stage;
  - Completion of the TechWorks project in late summer 2012;
  - Regular communication with Laura Stein as issues arose and her replacement (Mark Werthmann);
2. Keep INRCOG/INREDC staff members up to date on current projects and seek their input and technical assistance.
    - INRCOG staff members are regularly updated on current projects in order to solicit and obtain their opinions and to identify and resolve any potential problems. This is done through three primary means of communication: weekly staff updates meetings, bi-weekly directors meetings, and direct communication via email, telephone, or face-to-face conversation.
  3. Maintain relationship with the Professional Developers of Iowa organization for staff development, networking, and advocacy.

- The INRCOG Economic Development Coordinator maintains a membership in the PDI organization. Gary maintains contact through regular emails from PDI concerning economic development issues in Iowa and through conferences.
4. Work closely with the Iowa Department of Economic Development staff to ensure continued quality delivery of services.
    - Relationships with the Iowa Economic Development Authority (formerly Iowa Department of Economic Development) staff are viewed as paramount to the success of the region. They are considered partners and an excellent resource as we work collectively to improve the economic welfare of our six-county region.
  5. Work closely with USDA and other organizations that can provide economic development assistance to member jurisdictions and businesses.
    - Regular communication to and from USDA regional personnel does occur on an ongoing basis. USDA assisted us with a presentation to one of the counties concerning possible use of an RBEG grant to further study economic development options for the county.
    - In addition, USDA regularly forwards Notice of Fund Availability information. If we have members that we believe might be interested, we forward such information on and communicate with USDA on their behalf.

**III. Assist Local Communities, Development Groups, and Businesses in Maintaining and Creating Current Employment and Development Opportunities**

1. Provide technical assistance in the application of economic and community development grants and loans.
  - Most of the leads in the INREDC region are identified through cooperation with the above noted groups. It is the goal of the INREDC to approach this goal by two means. First, educating local development and government officials of the opportunities that are available. Second, we will write and administer grant applications for various organizations in order to complete their projects.
2. Provide technical assistance for rural revitalization activities that coordinate and focus resources to non-urban areas of the district.
  - Because the INREDC region is predominately rural in nature, many of our efforts either directly or indirectly focus on rural areas. We maintain a good working relationship with our more rural communities and the Rural Development arm of USDA.

3. Identify regional projects and visions for diversification of entire region. Continue to use Cedar Valley Marketing Partnership as a vehicle to promote the region and cooperative activity.
  - The Cedar Valley Marketing Partnership remains a valuable resource for the region. Marketing activities, both workforce and project development, are pursued collectively. Currently under consideration is additional regional study as to relevant clusters to focus on, the last study being over 10 years old.
  - INREDC serves as fiscal agent for the Cedar Valley Marketing Partnership whose role is to develop a unified marketing strategy for the region. The Region has successfully obtained local and state funds to support these efforts. Significant regional cooperation is being fostered through this group and its ability to leverage state and local dollars. This group has been a very welcome and successful program that has fostered a regional approach to marketing the INREDC region.
4. Assist regional industrial/business retention and expansion teams in providing information on available state and federal programs offered to businesses as well as relevant state regulations and tax policies.
  - The Economic Development Coordinator for the INREDC Region regularly shares information regarding resources available to new and expanding businesses in the region. This sharing of information is done via personal communication and through INREDC Board Meetings and INREDC Technical Committee meetings.
  - Staff also serves local governments by speaking at special city council and county supervisor sessions about state regulations, economic development opportunities, and tax policies and changes. We also are involved at the INRCOG level with numerous groups, such as the city clerks, and regularly discuss economic development opportunities with them at their quarterly meetings.
5. Assist communities in leveraging private investment dollars through local, state and federal incentives.
  - When an opportunity is identified, every effort is made to cooperate with our member communities and the development organizations in the area to work as a liaison between them and State and Federal authorities to assist in obtaining sound economic development incentive packages for the projects.
  - Grant writing for fiscal year 2012-13 saw no new grant activity with EDA. Existing EDA projects continue to be administered. Several potential new projects were discussed with Laura Stein, before she left EDA employment. Based upon those discussions it did not appear that the projects matched EDA eligibility requirements and the decision was made not to pursue EDA funding of the projects at this time.

6. Provide education in the development and use of tax increment financing for both industrial and housing projects.
  - The last fiscal year saw INRCOG directly involved with one of our larger cities in the amendment of their Urban Renewal Plan (TIF) which combined two existing areas and made Plan amendments to comply with recent significant changes to the Iowa law.
  - As a direct result of the work described above, we have made several formal and informal presentations and provided assistance to our members on TIF law changes and its use. We anticipate this will be a continuing area of emphasis in the future.
7. Provide direct consultation and assistance to area businesses in areas of expansion, workforce assistance and availability of resources for continued growth and expansion of companies.
  - Through the disaster assistance programs and the RLF, significant opportunities have been available for discussion of business expansions and available resources. Workforce activities continue, primarily through the Cedar Valley Marketing Partnership.
  - We regularly consult with our regional economic development partners when they have projects under consideration regarding resource and workforce issues.
8. Assist member jurisdictions in implementing job creation projects such as the establishment of industrial parks, business retention and expansion, workforce development and other projects identified in the CEDS.
  - The EDA-funded RLF is designed to assist disaster damaged businesses and is expected to have significant impact in the region. In addition, the Waverly and Waterloo EDA projects significantly improve the business climates within both cities as flood protection is extended. The Cedar Falls Industrial Park project will also be a major addition to the region. Other projects, listed later, are also evidence of projects that further the CEDS goals and objectives.
9. Provide technical assistance to help communities implement Comprehensive Plans concerning economic development activities, infrastructure improvements, expansion of housing options, workforce development, and other economic development elements.
  - INRCOG staff has, over the past year, been involved in a variety of planning efforts including comprehensive development plans, Hazard Mitigation Plans, and disaster recovery planning and assistance. We have also been consulted on specific projects, including transportation related matters.
  - Information about this important assistance is provided in the INRCOG newsletter for others in the region as well as on the website. Discussion occurs regularly at

meetings hosted by INREDC and INRCOG, i.e. INREDC Board and Technical Committee meetings, Housing meetings.

10. Continue to enhance the role of the INREDC Technical Committee for consultation and mutual support among members.
  - INREDC Technical Committee continues to be an active committee for regional economic development in the six county area. We regularly reach out to the Technical Committee members.
11. Update communities as to current eligibility for EDA programs.
  - This is an ongoing effort done through emails, direct conversations, meetings, newsletters, direct mailings, and satellite telecasts provided by the EDA.
12. Coordinate economic development planning and implementation with other economic development organizations affecting the area, especially EDA-funded grantees such as adjoining economic development districts and Native American Tribes, and University Centers.
  - We have continued to work closely with the Upper Explorerland Regional Planning Commission (an EDA-funded region) this past year in the administration of the state business and housing assistance programs. Business programs have concluded, although the INRCOG housing department continues to work with them on housing programs. Relationships created through the programs have made communication and cooperation more regular and we expect that to continue into the future. Through that contact, we have also provided some assistance in EDA programming that is available. We also participated with the University of Northern Iowa, Institute for Decision Making on an EDA funded study this past year.

#### **IV. Develop Program Support Initiatives and Effective Marketing Strategies to Integrate Development Efforts throughout the District**

1. Define and describe INREDC and INRCOG products and services and market to member and district jurisdictions through brochures, newsletter, public meetings, updated website, media release, etc.
  - INREDC and INRCOG employees attend hundreds of meetings on an annual basis. Generally, we attend these meeting in order to help educate or to administer programs for which we are directly involved with or are at least aware of. We also maintain a website ([www.inrcog.org](http://www.inrcog.org)) and prepare a quarterly newsletter. These efforts are made in order to maintain an awareness of products and services available to our member communities. The past several years have seen an increased number of special meetings to provide updates on disaster recovery opportunities. Although such meetings have decreased significantly, we expect those relationships to continue into the future. The Cedar Valley Marketing

Partnership also is made up of the county professionals and that entity allows regular communication among the entire region.

2. Maintain an up-to-date directory of district development professionals and make it available to those persons, as well as local city and county officials and businesses.
  - We have on file a directory of district development professionals that is available to all who are interested.
3. Provide information through INRCOG's quarterly newsletter, which promotes economic development activities, creates awareness of educational activities, and explanations and deadlines for grants and technical assistance.
  - The INRCOG newsletter is issued quarterly and is used to forward information on new initiatives or current opportunities to our membership and partners. Email is also utilized as a method of disseminating information on a regular basis.
4. Attend regional, county and municipal EDC meetings.
  - This is an ongoing effort. I would anticipate that this will be expanded in the coming year as we attempt to make our presence more visible in the region.
5. Track economic development successes and failures within the district.
  - This is an ongoing effort, made possible by the cooperation and input of the INREDC Board, the INREDC Technical Committee, and the Cedar Valley Marketing Region. Tracking spreadsheets were a part of the recently approved CEDS Revision and have been circulated for completion. Some follow-up training will be on-going during the upcoming quarter.
6. Assist local EDCs in establishing their goals and objectives, and any other organizational matters.
  - This goal is accomplished through a continual sharing of information, the CEDS planning process, and formal presentations to governing bodies. One formal session was held with one of our counties this past year to assist in setting specific goals and objectives for their group.
7. Support county-wide economic development organizations to provide local leadership training, community certification and preparedness, and cooperative attitudes on economic development issues.
  - This goal has been addressed by sharing educational opportunities with member communities through our website, quarterly newsletters, emails, and direct correspondence between INREDC/INRCOG and our member communities.

- INREDC supports the activities of the county development groups and Chambers of Commerce when possible. The majority of these contacts for the past several years have been through the provision of disaster information and assistance.
8. Actively participate in the meetings of the Iowa Association of Regional Councils (IARC) a statewide association for the Iowa Councils of Government.
    - Our Executive Director, or her designee, attends all such meetings and related activities, and has for many years.
- V. Develop a Program to Effectively Track the Economic Development Activities of Professional Economic Development Groups in the INREDC Region to Ensure that they are Working in a Manner That Will Further the Achievement of Projects and Programs Identified in our local CEDS.**
1. Tracking sheets will be completed by area economic development organizations that will indicate when they conduct business that is in direct agreement with the implementation of our local CEDS.
    - Local economic development professionals provide INREDC with quarterly reports reflecting their activities in furtherance of the CEDS. Project specific sheets have been implemented recently and will be utilized in the future. Additional training concerning those sheets is ongoing.
  2. Meetings of the INREDC Board and Technical Committee will regularly discuss progress on the CEDS and methods for better implementing the goals of the document.
    - It is anticipated that this will be a topic on the Agenda of all INREDC meetings.

**QUANTIFY DELIVERABLES**

Quantifying jobs retained and created is always difficult. The following table contains a list of projects reported to INREDC over the past year. Some of these projects are in the design and construction phases, but they do represent significant investment and job potential. Some numbers are estimates but believed to be reasonably accurate.

<b>Initiative</b>	<b>County/City</b>	<b>Category Type</b>	<b>Jobs</b>	<b>Project Cost</b>
Unverferth Mft Expansion	Butler County	Construction	75	\$87,000,000
Zinpro	Butler County	Construction	40	\$27,300,000
Tyson Expansion	Independence	Construction	133	\$22,900,000
Standard Forwarding	Waterloo	Infrastructure	5	\$1,100,000
Geraldine Rd (Wtloo)	Waterloo	Infrastructure & Construction	5	\$1,200,000

<b>Initiative</b>	<b>County/City</b>	<b>Category Type</b>	<b>Jobs</b>	<b>Project Cost</b>
Tournier Mft	Waterloo	Construction	2	\$1,100,000
Hydrite Chemical	Waterloo	Construction	10	\$9,000,000
N Elk Run Rd Truck Wash	Waterloo	Construction	5	\$1,500,000
Turnkey/Financial Decisions Group	Waterloo	Construction	10	\$1,100,000
American Pattern	Waterloo	Construction	10	\$600,000
Kimball Beecher	Waterloo	Construction	15	\$1,100,000
Iowa Laser	Cedar Falls	Construction	8	\$400,000
Principal Life	Cedar Falls	Construction	150	\$6,200,000
Menards	Cedar Falls	Construction	110	\$11,000,000
Martin Bros	Cedar Falls	Construction	20	\$4,500,000
Iowa Direct	Cedar Falls	Construction	3	\$400,000
Scheel's	Cedar Falls	Construction	15	\$7,800,000
MetoKote	Cedar Falls	Construction	15	\$3,000,000
Blackhawk Engineering	Cedar Falls	Construction	25	\$3,500,000
River Place (Ph I)	Cedar Falls	Construction	--	\$3,000,000
Thronson Automotive	New Hampton	Construction	2	\$125,600
NH Metal Fab	New Hampton	Construction	5	\$60,600
TriMark	New Hampton	Construction	25	
Main St Project	New Hampton	Infrastructure	--	\$3,200,000
<b>Total</b>			<b>688</b>	<b>\$197,086,200</b>

### **DIFFICULTIES ENCOUNTERED**

Completion of our 2012 CEDS revision did assist in identifying the regions needs and the difficulties in getting those needs addressed. The continued pressure of recovering from the 2008 disasters and the economic climate has made looking forward difficult from a time-pressure standpoint and administrative obligations from those programs. However, those programs have substantially ended on the business side of INRCOG. Workforce needs remain an increasingly important issue and addressing those needs will require coordination among a number of diverse groups. Some programs are just being initiated and will need to be monitored and evaluated. Obviously funding is an issue at all levels and has significant impact on progress. As we focus on the regional clusters and assets this coming year, we believe additional opportunities will present themselves. Many of the difficulties encountered are related to timing and financial ability to execute. The region works well together, however, and continues to tackle the issues on a collective basis where at all possible.

### **EVALUATION OF EFFECTIVENESS**

We have seen significant projects developed this past year, despite the surrounding economic climate and workforce deficiencies. We are pleased with the economic development activities that were accomplished. Our communities and businesses have shown progress reacting to, commencing, and carrying through on planning that originated, in part, with the disasters and economic downturn. They are also beginning to look forward as the region experiences some optimism as the economy appears to improve. We are fortunate to have been located in an area impacted by agriculture, which has experienced relatively good economic times recently, both from a production and manufacturing perspective.

These past years have required significant and regular contact with our local economic development officials and governments. Those contacts have fostered excellent working relationships that we believe will continue into the future.

### **SCHEDULE AND IMPLEMENTATION**

We submitted our fiscal year 2013-2014 Scope of Work to EDA for the recent Planning Grant Application. The Scope followed closely the CEDS Goals and Objectives. We expect to aggressively pursue implementation of as many activities as possible to further the regional goals. In addition, discussion is ongoing about additional studies that the region may pursue to further identify opportunities. These studies will be funded by the economic development groups in the INREDC region and the governmental entities. The State of Iowa is pursuing a statewide process and it is hoped that the region can use that effort as a starting point for more localized study. Timing of the regional process will depend upon progress at the state level.

Respectfully submitted,

INREDC  
Gary D. Iversen  
Economic Development Coordinator

June 30, 2013

# IOWA NORTHLAND REGIONAL ECONOMIC DEVELOPMENT COMMISSION

## Board of Directors - Composition

### 1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
Frank Magsamen	Black Hawk County	Supervisor
Ken Kammeyer	Bremer County	Supervisor
Ellen Gaffney	Buchanan County	Supervisor
Jeff Kolb	City of Clarksville	City Council
Jason Byrne	Chickasaw County	Supervisor
Rex Van Wert	Grundy Center	Mayor
Quentin Hart	Waterloo	City Council
Brent Matthias	City of Waverly	Economic Development

### 2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

**A. Private Sector Representatives:** *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company / Enterprise	Position
Linda Laylin	Cedar Valley Growth Fund I, Inc.	Executive Director
Nate Clayberg	Buchanan County EDC	Executive Director
Tammy Robinson	New Hampton EDC	Executive Director
Currently Open	Grundy County Development Alliance	Program Manager
Gale Brinkman	Greene Insurance	Owner/CEO
Rick Whalen	Butler County REC	Econ Dev. Director

**B. Stakeholder Organization Representatives:** *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Lyle Taylor	Black Hawk County Economic Development, Inc.	Labor

### 3. AT-LARGE REPRESENTATIVES (0-14%)

*Other individuals who represent the principal economic interests of the region. (No minimum required)*

Name	Area of Interest	Background
None		

#### CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	<u>8</u>	53%
2. Non- Government Representatives (35-49%)	<u>7</u>	47%
A. Private Sector Representatives (at least 1)	6	
B. Stakeholder Organization Representatives (at least 1)	1	
3. At-Large Representatives (0-14%)	<u>0</u>	<u>0%</u>
<b>Total Board Membership</b>	<b>15</b>	<b>100%</b>

## Strategy Committee - Composition

### 1. PRIVATE SECTOR REPRESENTATIVES *(At least 51%)*

*Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.*

Name	Company	Position
Jerry Bitterman	Geater Machining and Manufacturing, Co.	CEO
Lynn Hopp	TriMark Corporation	VP, Human Resources
Dennis Hobson	American Tool	Owner
Roger Bockes	Heavy Equipment Manufacturing	Owner

### 2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

*Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

Name	Area of Interest	Position
Noel Anderson	Public official	Dir., Planning & Dev.
Bob Seymour	Public official	Community Services Mgr.
Steve Brustkern	Economic Development	Executive Director

### CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	4	57%
Representatives of Other Economic Interests (no more than 49%)	<u>3</u>	<u>43%</u>
<b>Total Committee Membership</b>	<b><u>7</u></b>	<b><u>100%</u></b>