

**FOUNDED
TAMA COUNTY
DEVELOPMENT
COMMISSION**

INTRO QUARTERLY
DEVELOPMENT NEWSLETTER

INTRO
LEADERSHIP
WORKSHOPS

**INTRO GRANT
WRITING
WORKSHOPS**

AWARD FROM GOV.
VILSACK FOR TAMA
COUNTY ECONOMIC
DEVELOPMENT
VOLUNTEERS



**PRIVATE BIZ
PARTNERS
JO
COMMISSIO**

Tama County Development • 2011

CHelsea INTO FREE LOTS
TO INSET NEW HOUSING
CONSTRUCTION

CAT GRANT AWARDED:
GLAD BROOK & TRAER

**UNIFIED GIS
MAPPING FOR
COUNTY**



**TAMA
PACKING PLANT
REOPENS FOR 11
MONTHS**

**MESKWAKI
CASINO
CLOSED 7
MONTHS**

1ST
PLAYGROUND
REVITALIZATION:
ELBERON &
GARWIN

CAT GRANT
AWARDED:
TOLEDO &
DYSART

FOUNDED
CONVENTION
& VISITORS
BUREAU

**1 NEW MANU-
FACTURING
PLANT OPENS**

**NEW DYSART
& TAMA
MANUFAC-
TURING
PLANTS
OPEN**

CAT GRANT AWARDED:
TAMA-TOLEDO

BOOM IN
TAMA
COUNTY
WORK-
FORCE
POPULA-
TION

FOUNDED
COMMUNITY
FOUNDATION

**MAKING A DECADE OF
MEANINGFUL
CONNECTIONS**

2000 - 2010

START
MEASURING
NEW VENTURE
FORMATION

**1ST COUNTY
LABOR SHED
COMPLETED**

INTRODUCED
COUNTY TAX
ABATEMENT

**MESKWAKI
CASINO \$111M
EXPANSION**

FOUNDED
REGIONAL
MARKETING
ALLIANCE



**REINIG INFO CENTER
OPENS**

LAUNCHED
SCIENTIFIC
INDUSTRY
CLUSTER
INTERVIEWS



**TRAER
MANUFACTURING
PLANT CLOSES**

ALL STAR
COMMUNITY
AWARD:
TAMA CO &
TOLEDO

INTRO TO
IOWA GREAT
PLACES

**1ST BI-LINGUAL HOUSING
WORKSHOP**

**PIONEER
ANNOUNCES
\$6.7M
DYSART
PLANT
CAPITAL
INVESTMENT**

AVE.
COUNTY
WAGE
INCREASE
17%
OVER 4
YRS

**TEN YEAR PEAK IN
TAXABLE SALES AT \$108M**

TEN YEAR
LOW IN
BANK-
RUPTCIES



**WINS
IOWA
GREAT
PLACE
DESIG-
NATION**

**FLOODS
OF
2008**

HOST
RAGRBAI
XXXVI:
500K
IMPACT

HOST IOWA TOURISM
CONFERENCE

**DESIGNATED
CERTIFIED LOCAL
GOVERNMENT**

**MESKWAKI JOINS TAMA
COUNTY ECONOMIC
DEVELOPMENT
COMMISSION**

**RECORD BREAKING
ENTREPRENEURSHIP**

RECORD 40 NONPROFITS
INVEST \$2.9M

FOUNDED HOUSING
TRUST FUND

TAMA COUNTY IOWA
ECONOMIC DEVELOPMENT COMMISSION



We're **Proud** to be your neighbor

Pioneer understands and cares about your needs because our people live in the communities we serve.



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A DUPONT BUSINESS

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Delivering Success™*



Features

4 **IN FULL COLOR**

Tama County Economic Development Chair **Midge Horton** uncovers the artifacts that makes Tama County culturally & socially rich.

14 **“Where does the money come from?”**

Ed Hoeg, Joyce Wiese, Larry Lasley & David Burrell share with us the unique ways in which they funded development projects or brought capital investments back to the area.

16 **Building without a Bulldozer**

Sometimes the greenest building happens by preserving, moving existing structures or rehabbing. **Marvin Ohrt, Doug Gethmann, and Ellen Young** explain.



10



12



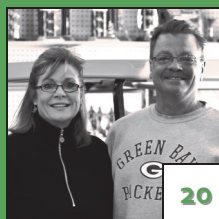
14



16



18



20



22



24

18 **Marketing for All Seasons**

David & Julie Hinegardner, and Jammie Howard chat about getting city folk up and outside to experience the rural seasons, while **Linda Rosenberger, Teri Osborn, and Pat Hanson** share rural healthcare solutions for the changing seasons of our life.

20 **Welcoming Small Towns**

It is not uncommon that ladies in the neighborhood would welcome new residents with a batch of freshly baked cookies. But paint, newsletters, coffee and pepper tournaments also help. We visit with **Matt Upah, Lori Leytham, and Janice Bazal**.

22 **Talent to Touch, Hear and Taste**

Joe Roy, Scott Monat, Manuel Villagrana, Mike and Gwen Seda all recognized that the market was changing and put their talent to work to capture the opportunities with startups.

24 **Dei ex Machina Hands**

Machines allow us to work better, faster, cheaper, stronger. **Craig Dunlap, Mark Goos, and Marty Hardon** have expanded and evolved their family businesses because they figured out ways to keep these machines working.

26 **Next Generation Rural Careers**

30 years ago the coveted stable rural job may have been working at the local manufacturing plant. But the economic landscape is changing. **Randy Zimmerman, Pete Holden, and Larry Lasley** explain the next generation of rural in demand skills.

28 **Zen and the Art of ... Partnerships**

Survival of the fittest is not just about war and hunting. **Dwayne Luze, Tom Tierney, Mike Bearden, Keith Sash, Mandy Gehring, and Eric Joyce** share how strategically teaming up can create win-win solutions when natural resources are limited.

EXPLORING TAMA COUNTY, IOWA IN

FULL COLOR



Tama County, Iowa is many things, but it is definitely not a vanilla rural county. Apart from being the cultivator of some of the most fertile soil in the world, it is also where a rich diversity of cultural heritages are putting down their roots. Each contributing to our increasingly stronger diversified economic and social landscape. **Midge Horton, Chairperson of Tama County Economic Development** introduces us to some of the colorful characters and shares some historic artifacts.

Through our diverse hobbies, George (my husband) and I have met people from all over the world. Several of those people have stayed with us in Vining, one of the smallest towns in Iowa. The foreigners especially are intrigued with the small town friendly atmosphere and the uniqueness of

Artifact A



the Meskwaki Settlement. In the 1970's two college students from Cambridge, England had the opportunity to stay on the Settlement with family friends Adeline and Frank Wanatee.

As Tama County moves forward, we remember our past. Toward that end, Tama County became a county-wide Certified Local Government for Historic Preservation in 2009. With the help of volunteers, we are attempting to identify and document structures of historic interest.

Tama County has a rich diverse atmosphere that includes Meskwaki, German, Czech, Scottish, Latino, and descendents of the Orphan Train immigrants each with unique stories contributing to the diverse fabric of Tama County. We have the Lincoln Highway and the Iowa Valley Scenic Byway. We have a history of code talkers, famous outlaws, a magician, and presidential connections. We can't forget the museums.

Artifact B

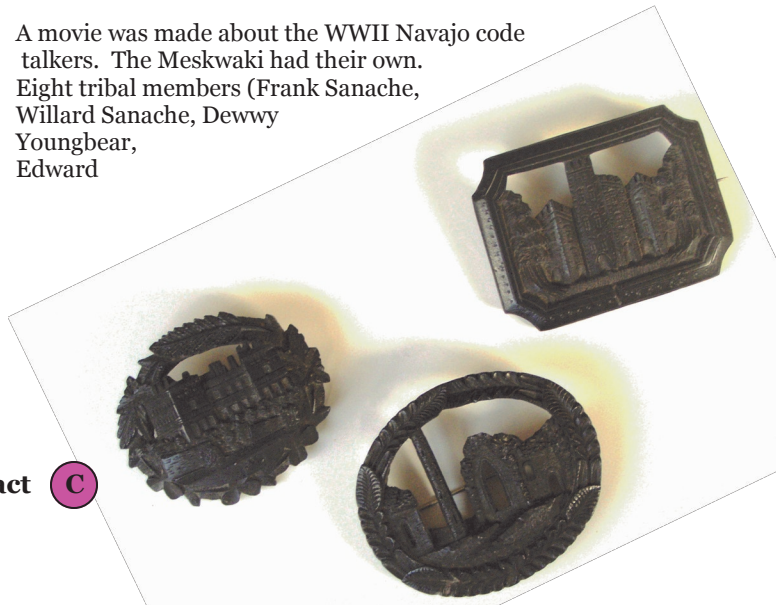


The Meskwaki Indian Settlement is the first Settlement in the US where the Indians actually purchased their own land. When the Federal Government tried to remove the Meskwaki to Kansas, many of the people remained in Iowa. In the early 1850's, because it was illegal for them to remain here, the people of eastern Iowa circulated a petition requesting that the Meskwaki be allowed to remain in Iowa.

The legislature introduced a bill in 1856 and passed it unanimously. On July 13, 1857, the deed for the first 80 acres of land in Tama County was filed with the land held in trust by the governor.

A movie was made about the WWII Navajo code talkers. The Meskwaki had their own. Eight tribal members (Frank Sanache, Willard Sanache, Dewwy Youngbear, Edward

Artifact C





Artifact **D**

Benson, Judy Wayne Wabaunasee, Mike Wayne Wabaunasee, Dewey Roberts, and Mike Twin) volunteered as code talkers in the African and European theatres. On January 17, 2005, they or their families were finally granted the military medals for their service as code talkers. Because of his service in the Illinois militia during the Blackhawk War, Abraham Lincoln acquired a tract of 40 acres of land in Tama County, four miles north and two miles west of Toledo. He still owned the land at the time of his assassination. It was sold by his heirs in 1892.



T. Nelson Downs was from Montour. Downs, a/k/a King of Coins, was a famous magician in the early 20th century. He is often regarded as the greatest coin manipulator who ever lived. He toured all over Europe performing before royalty. His signature act was pulling an endless number of coins from the air. Youtube.com has a short video of Downs pulling coins from the air.

Harvey Logan, a/k/a Kid Curry, was born in Richland Township. He was a member of the Wild Bunch Gang. During his lifetime Curry was wanted on 15 warrants for murder, but it was generally known he had killed more than twice that number. William Pinkerton, head of the Pinkerton Detective Agency, called Curry the most vicious outlaw in America. "He has not one single redeeming feature," Pinkerton wrote. "He is the only criminal I know of who does not have one single good point."

The Salt and Pepper Shaker Gallery in Traer and the Dysart Historical Center helped Tama County receive an "Iowa Great Place" designation. The Salt and Pepper Shaker Gallery features over 13,000 pairs from Ruth Rasmussen as the base of the collection. Traer has since been gifted with other shakers from other collectors. The Dysart Historical Center consists of a museum and country school, and is now working on an agricultural center. The museum was established in 1997 and contains many interesting artifacts on the history of the Dysart area. The country school has been authentically furnished. The plans for the agricultural center are the building of a 24 foot by 48 foot building to serve as an agricultural interpretive and educational facility.

The Tama County Museum in Toledo was the former Tama County Jail and now houses a large variety of Native American, Czech and early settlers' artifacts.

Because of their Czech heritage and the terrain, the cities of Chelsea, Elberon, Clutier, and Vining make up what is locally known as the Bohemian Alps. In one of the April 1880 issues of the Toledo Chronicle, the York Township news correspondent wrote "This neighborhood is gradually giving away to the foreign element. There have been several farms sold here in the past ten years and every one of them with a single exception has been bought by a Bohemian. There are yet two or three farms to be absorbed in this same way, and then there will be a stretch of country covering seven miles or more occupied entirely by foreigners."

Artifact **E**



This is just a small sample of Tama County history and our efforts to protect it. Our past helps shape who we are, and who we are makes up Tama County. We are a combination of various cultures and customs making up a vibrant, unique Iowa Great Place. Today we continue to make history. With the purchase of Z95.5FM radio station, we have one of the few Hispanic formatted stations in Iowa. In June 2010 the Meskwaki signed the 28E Agreement. We are now working together to improve the quality of life and protect our cultures and values.

In closing, because it is home, I have to talk about Vining. Vining is the smallest incorporated city in Tama County. You can still find the 25 cent cup of coffee at the Vining Grocery. If you are in the area in April, come to the CSA Lodge flea market, auction and bake sale. If you like kolaches or rohlicky, get to the bake sale early!

Can you guess correctly what culture each artifact belongs to?

Answers: A. Mexican Mask, B. Traditional Meskwaki Necklace, C. Collections of Irish Broaches, D. Royal Czech Coin, E. Scottish Broaches, F. Traditional Meskwaki Game



Artifact **F**



Quality Insurance Coverage & Local Service.



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All left feet
when it comes to marketing?



Let's pair up.

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TAMA COUNTY ECONOMIC DEVELOPMENT

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Larry Vest, *County Supervisor*
Dan Wilkens, *County Supervisor*

Lindi Roelofse, Executive Director
Joanne Husak, Administrative Assistant

DO YOU HAVE WHAT IT TAKES TO BE AN

ENTREPRENEUR?

TAMA COUNTY NEEDS 1 IN 3 PERSONS TO HAVE ENTREPRENEURIAL TRAITS

Take this quick personality test to see if you have what it takes to be an entrepreneur:

1. I don't like being told what to do by people who are less capable than I am.
2. I like challenging myself.
3. I like to win.
4. I like being my own boss.
5. I always look for new and better ways to do things.
6. I like to question conventional wisdom.
7. I like to get people together in order to get things done.
8. People get excited by my ideas.
9. I am rarely satisfied or complacent.
10. I can't sit still.
11. I can usually work my way out of a difficult situation.
12. I would rather fail at my own thing than succeed at someone else's.
13. Whenever there is a problem, I am ready to jump right in.
14. I think old dogs can learn - event invent - new tricks.
15. Members of my family run their own businesses.
16. I have friends who run their own businesses.
17. I worked after school and during vacations when I was growing up.
18. I get an adrenaline rush from selling things.
19. I am exhilarated by achieving results.
20. I could have written a better test than this one I am taking (and here is what I would change....)

If you answered "yes" to 17 or more of these questions you have a strong cluster of entrepreneurial personality traits. If we are not working together yet, stop by for a visit. Even if you don't have a specific idea or resources to start-up a business at this time, your leadership and creativity can be of huge value on nonprofit or government initiatives.

MEETINGS ARE 2ND TUESDAY OF THE MONTH, 6:30 P.M.
LOCATION ROTATES TO DIFFERENT TAMA COUNTY BUSINESS HOSTS

TAMA COUNTY ENTREPRENEURSHIP BRAIN TRUST
1007 PROSPECT DRIVE, PO BOX 22
TOLEDO, IOWA 52342
(641) 484-3108
INFO@TAMACOUNTYIOWA.ORG

Graphic courtesy of ShoestringCreative

WWW.TAMACOUNTYIOWA.ORG/ENTREPRENEURS

Test designed by Daniel Isenberg
Babson College in London, UK

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HAVE YOU HAD A CHANCE TO MAKE YOUR MARK ON OUR

HISTORY?

Tama County has one of the highest number of century farms in Iowa at **288**
Tama County has **12** properties listed on the National Register of Historic Places
119 properties have been identified as having significance in need of further review

**If you have nominations, time to help research properties,
can help capture images or stories about Tama County's past, please touch base.**

As of 2009, Tama County Historic Preservation Commission is a Certified Local Government recognized by the State Department of Interiors. Commercial, industrial, residential, farmland structures and not for profit properties that meet certain criteria may be eligible for specific tax credits to do rehabilitation and preservation. The first entity making use of this new status is a nonprofit organization securing \$125,000 in tax credits. Please touch base if you want to learn more about this program or other similar programs.

WWW.TAMACOUNTYIOWA.ORG/PRESERVATION

Graphic courtesy of ShoestringCreative

LEADERSHIP TEAM

Gerry Koprivá - President, Clutier
Joyce Wiese - Vice President, Toledo
Lindi Roelofse - Secretary/Treasurer,
Tama County

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fax (641) 484-5127
INFO@TAMACOUNTYIOWA.ORG

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TAMA COUNTY IOWA
HISTORIC PRESERVATION COMMISSION

Visit John Ernest Vineyard & Winery for tours and tastings



Our Kopsa family vineyard and winery is nestled in the picturesque rolling hills of Tama County, above the beautiful Iowa River Valley along the historic Lincoln Highway. John Ernest Vineyard & Winery “takes Midwest winemaking to new heights.” Our facility boasts 5 acres of vineyards and state-of-the-art cellar technology. All of our wines, ranging from light, fruity whites, to rich, complex reds, are fermented, blended and bottled on-site. Visit our winery for an exciting tour highlighting our history, the winemaking process, enjoy a complimentary wine tasting, browse our gift shop and enjoy our outdoor, summer entertainment.



Coming to John Ernest Vineyard & Winery is more than just a visit, it's an experience!
Experience the Kopsa family history in winemaking as your tour guide highlights the steps from vine to bottle. Come enjoy the great tastes and view.

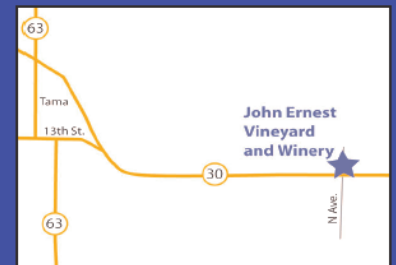


John Ernest Vineyard & Winery
3291 N Ave.
Tama, IA 52339
641-484-8048

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Purchasing Wine: Wines are sold at the winery, select retailers or by phone. For a complete list of retailers, visit www.johnernestvineyard.com/Retailers.html. We ship anywhere in Iowa and to select states.



John Ernest Vineyard & Winery is located 3 miles east of Tama on Highway 30. We are located 55 miles west of Cedar Rapids, 57 miles east of Ames, 69 miles northeast of Des Moines and 46 miles south of Cedar Falls/Waterloo.

GOT FUN?

Tama County gets **1.5 million visits from fun seekers** every year.

30% of visits are from outside the State of Iowa.

And apart from fun entities working together to increase each other's revenues, *lodging, retail, food services and transportation* companies also benefit from clusters of fun and extended stays. So do *residential property owners* when (new) residents like the area.

Tama County, Iowa has **301+** fun things to do.
How many have you experienced?

MEETINGS ARE 1ST MONDAY OF THE MONTH, 9:00 A.M.
LOCATION ROTATES TO DIFFERENT FUN TAMA COUNTY ENTITY HOSTS

TAMA COUNTY CONVENTION & VISITORS BUREAU

1007 PROSPECT DRIVE, PO BOX 22

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(641) 484—3108

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Sheri Guillot Custom Creations by Sheri

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Esther Jindrich Gladbrook Theater

Lorna Perkins Specialty Painting

Todd Ruszkowski Glass by Todd Gallery of Art & Décor

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Dysart Lions Giant Tenderloin Supper Dysart Development Corp

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Moe

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JoAnn Ruopp

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Todd Ruszkowski

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Jackpot Buffet Teri Bishop

John Ernest Vineyard & Winery

Jamie Busch-Upah

Lincoln AmVet Hall Lincoln Savings Bank

Lincoln Highway Bridge State Bank of Toledo

Lucy's Tole Corner Lucy DeWitt

Make it Personal Beverley Corkery

McJulie Studios Julie McLaughlin

Meskwaki Bingo Casino Hotel Teri Bishop

Meskwaki Bingo Casino Hotel/RV Park

Teri Bishop

Meskwaki Veterans Convention Center

Teri Bishop

North Tama Senior Center Jean Vest

NuCara Pharmacy Macey Calderwood

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Otter Creek Lake & Park Bob Etzel

Otter Creek State Marsh City of Chelsea

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Thirsty Bulldog Bar & Grill Rich & Donna

Kavalier

Traer Farmers Market Marlus Svoboda

Traer Historical Museum Mary Ellen Barnes

Traer Salt & Pepper Shaker Gallery Ellen

Young

Vining City Park City of Vining

Vining Grocery Store Janice Bazal

Whannel's Hardware Jay Whannel

Wieting Theatre Jim Roan

A Wild Hair Spa & Salon Wendy Barnes

Wilson Nature Preserve Yvette Berner

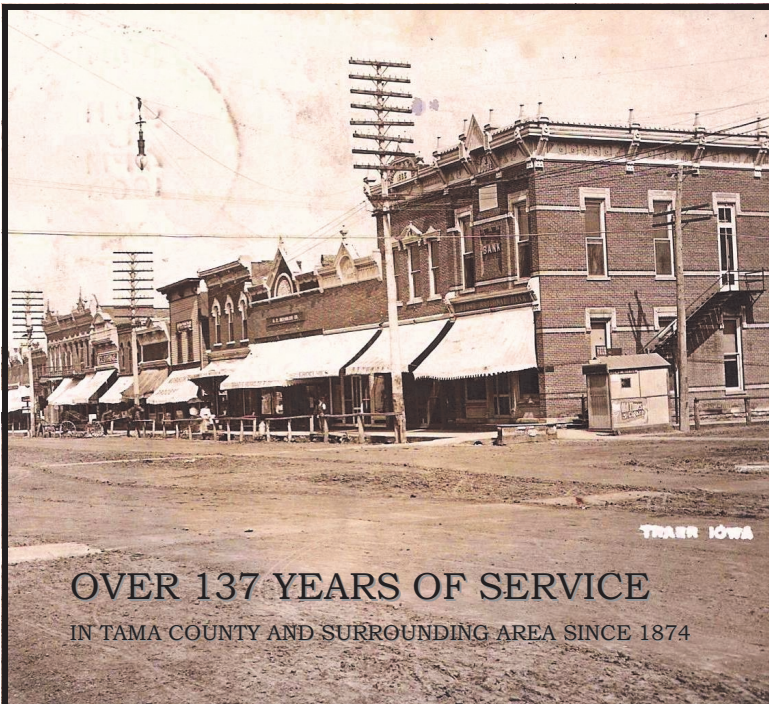
Winding Stream Spa/Salon Todd Ruszkowski

Wolf Creek Trail Goos Implement

ZCJ Lodge Hall Marvin Ohrt

93

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1 in 4 Americans volunteer for a nonprofit cause they feel passionate about.

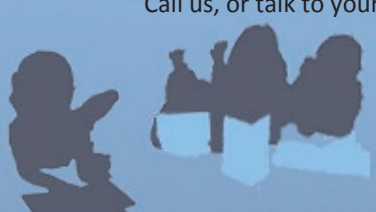
Tama County has **119 Nonprofit and Government** entities working towards the greater good.

In 2010 a record **63** Tama County projects communicated their **\$3.3 million** vision for betterment in *Arts & Culture, Community Affairs & Development, Health, Environmental Education & Protection, Education, Historic Preservation, Human Services.*

Tama County Community Foundation leveraged close to **\$100,000** to grant support to move **40** projects towards their **\$2.9 million vision.**



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Graphic courtesy of ShoestringCreative

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“But, where does mo

Ed Hoeg, Joyce Wiese, Larry Lasley & David Burrell share with us the unique ways in which they funded development projects or brought capital investments back to the area.

Even though Tama County Economic Development Commission does not own a fund at this time, our financing toolkit is hands down the primary service that launches businesses, nonprofits, or residents' long term relationships with the Commission. Our database includes hundreds of specialty financing resources for which we can trace a reputable source, and often also a local trailblazer that successfully made use of it before to advise the next generation applicant.

Contact us directly. Consultations are free and confidential.



Photo credits:

1. Ed Hoeg, North Tama Baseball Park
Photo by MoCo Creative Photography Division
2. Haven One-Room School House
Photo by Mike Adams
3. Iowa River Bancorp
Photo by Randy Aiken

NORTH TAMA COMMUNITY SCHOOL BASEBALL PARK



PROJECT: When the North Tama School District set its goal on financing improvements to the sports program, they looked beyond usual local funding sources and reached out to professional sports teams with a foundation and a mission to help youth. Ed Hoeg explains.

HOW WE DID IT: North Tama has a long history of dedication to its youth baseball and softball programs. We have always looked at how to improve those programs.

OUR GREATEST CHALLENGE: Tight school budgets. Each field was in sad shape, practice areas were lacking, baseball scoreboard needed replaced, and the concession stand was in poor repair.

HOW WE OVERCAME IT: We started with local support from various groups and individuals. We added large funding from the Blackhawk Co. Gaming Foundation the Minnesota Twins Fields for Kids program, and the Kansas City Royals Royalty Fields program. Locals put in hundreds of volunteer hours.

ADVICE TO OTHERS: Perseverance. Find people who are interested in your cause to get it done. Get the community involved. There are several foundations that want to help fund projects like these.

WHAT IS NEXT: Replacement of the concession stand/press box.

HAVEN ONE-ROOM SCHOOL HOUSE RESTORATION



PROJECT: It took the past and future of Tama County to bring the Haven one-room school house back to life. A variety of foundations contributed; it was also supported by past residents who wanted to give back to the area where they grew up. Joyce Wiese explains.



Money come from?"

HOW WE DID IT: We formed a committee to save the building when it was threatened to be destroyed. Having attended eight years in a one-room country school, we wanted students today to understand what schools 100 years ago were like.

OUR GREATEST CHALLENGE: Financing without taxpayer's being responsible; using donations & volunteer help only.

HOW WE OVERCAME IT: Grants, fundraisers and personal contributions from local residents and folks that grew up here but now live in other states like California and Florida. South Tama County High School students helped as well.

WHAT IS NEXT: Having students experience the type of schooling their grandparents had. Making a video of the teachers' reminiscences.

IOWA RIVER BANCORP



THE PROJECT: To form a foundation of economic development diversification, Meskwaki Tribe acquired Pinnacle Bank. The Tribe moved the Sac & Fox Minors Trust Accounts to Pinnacle Bank's new Trust Dept. Pinnacle currently manages est. \$180M in bank and trust assets. Larry Lasley explains.

HOW WE DID IT: Strategic planning identified a need to diversify our business interests. Research on bank ownership led to the hiring of consultants to address feasibility and regulatory atmosphere.

OUR GREATEST CHALLENGE: Proposing a de novo bank just as commercial banking industry began to undergo tremendous stress.

HOW WE OVERCAME IT: By relying on expertise of consultants, we provided very realistic analysis and recommendations to the community and they were supportive.

ADVICE TO OTHERS: With good research, formal feasibility analysis, maybe a consultant, you can make good things happen in your community. Be flexible, things don't always go according to plan. Don't be afraid to think outside the box.

WHAT IS NEXT: Grow the bank in local, primary markets. Remain a partner in future economic development efforts of the Meskwaki Nation and neighboring communities. Provide trust and related financial management services to other communities in Indian Country.



Building without a

Sometimes the greenest building is the one that was being preserved for a century, the one put on a truck and moved down the road to a new location, or the extreme makeover rehab. **Marvin Ohrt, Doug Gethmann, and Ellen Young** explain.

Though Tama County Economic Development Commission is not a realty company, it does keep track of intelligence on prime properties for industrial and commercial development.

Apart from providing 24/7 access to an online index of properties via Location One Information Service (LOIS), site selector packets are also mailed out to site selector consultants that specialize in Iowa.



Photo Credits:

1. Marvin Ohrt, ZCJB Lodge Hall
Photo by Randy Aiken
2. Doug Gethmann
Photo by Wayne Chamberlain
3. Ellen Young, Traer Salt & Pepper Shaker Gallery
Photo by MoCo Creative Photography Division

ZCJB LODGE HALL, CLUTIER



PROJECT: For 108 years, Western Fraternal Life Assoc. has been the guardian of an historical treasure that houses a rich collection of Czech publications. After mergers and demolitions, the ZCJB Hall is the only remaining lodge in Iowa still tied to its original fraternal group. Marvin Ohrt explains.

HOW WE DID IT: ZCJB Hall in Clutier was built in 1902 for the lodge Cestri Bratri to meet & use as a social center. Major restoration was completed for the town's 100-year celebration. Handicapped entrance was added, indoor bathrooms were installed. A kitchen was put in the old cloak room. The upstairs kitchen and library were restored and turned into a museum.

OUR GREATEST CHALLENGE: Monies and volunteer labor to keep the lodge in good repair. Our members are getting older as well.

HOW WE OVERCAME IT: The town is proud of our hall and are willing to help. Once we had the hall back in usable condition, the job wasn't so big; but there is always something that needs fixing.

ADVICE TO OTHERS: Decide what needs to be done, and work at it by getting community as well as members all involved.

WHAT IS NEXT: Getting the ZCJB Lodge Hall listed on the National Register of Historic Places.



PRIVATE RESIDENCE REHAB BY DOUG GETHMANN



PROJECT: Doug Gethmann did not just buy any house in small town Gladbrook. Rumors swirled about it, and many thought it was beyond repair. But that did not stop him. Today the house is a success, and even has a home based business. Doug Gethmann explains.

Bulldozer



HOW WE DID IT: We bought the property for the tax sale price of \$1800 and spent an enormous amount of time planning this project to make sure that the finished home was exactly as we wanted it to be.

OUR GREATEST CHALLENGE: The basement dirt floor was so shallow you couldn't stand straight up. The house would never have significant value in this condition.

HOW WE OVERCAME IT: We raised the house a foot.

ADVICE TO OTHERS: Don't constrain your thoughts to conventional practice. Never settle for a room that is too big or too small. Walls are usually easy to move.

WHAT IS NEXT: We bought the lot next door for the tax sale price of \$675 for our knife manufacturing business, Gethmann Knife Works.

TRAER SALT & PEPPER SHAKER GALLERY



PROJECT: Seeing the potential a Guinness Book of World Records collection can have as a trigger for economic activity, Traer put together resources to make it a reality. They found real estate to inject energy into downtown without detracting from its authentic quality. Ellen Young explains.

HOW WE DID IT: A local collector sold her huge salt & pepper shaker collection. With a building gifted from Pioneer Hi-Bred, and a free lot in Traer's main business district, we are creating a first-class attraction.

OUR GREATEST CHALLENGE: Building faith in our vision, and finding the money to accomplish what needed to be done – purchasing the collection, moving the building to our site, remodeling and adding on, installing shelving, etc.

HOW WE OVERCAME IT: Communicating our vision by one-on-one personal talks and talks we gave to local organizations like Traer Development Corp, American Legion, Lions Club. We also wrote many grant applications.

ADVICE TO OTHERS: Communicate your dream to others, asking for and appreciating their input in your thought process.

WHAT IS NEXT: Becoming the largest Salt & Pepper Shaker Collection in the world; at 16,000+ pairs, we do not have far to go.

Marketing to All

David & Julie Hinegardner, and Jamie Howard chat about getting city folk up and outside to experience the rural seasons, while Linda Rosenberger, Teri Osborn, Pat Hanson share rural healthcare solutions for the changing seasons of our life.

Tama County Economic Development strives to make it as easy as possible for decision makers to have access to the most up to date and accurate info within the parameters of the resources available in the markets motivated to evolve, reinvent or adapt to change. Marketing Vehicles include: mass advertising, publicity, promotional materials, website, direct mail, and personal selling.

Recently Tama County had also been designated an Iowa Great Place on account of its unique quality of life contribution it makes to the culture that represents the authenticity of the State of Iowa.



Photo Credits:

1. Teri Osborn, Linda Rosenberger, Pat Hanson
Tama County Health Care Provider Network
Photo by Wayne Chamberlain
1. Tri County Snowmobile Association
Photo by MoCo Creative Photography Division
2. David & Julie Hinegardner

TAMA COUNTY HEALTH CARE PROVIDERS NETWORK

PROJECT: By including providers from areas around Tama Co., leaders connect with resources that may not be available locally, and local groups increase awareness for what they offer. The group coordinates to serve health care needs in the best way possible. Teri Osborn, Linda Rosenberger & Pat Hanson explain.

HOW WE DID IT: With the assistance of the Tama County Econ. Dev. Coordinator, key people in health care and community resource entities were identified and invited to engage in a networking system with the goal of improving communication in the continuum of health care.

OUR GREATEST CHALLENGE: We had an initial meeting to share information, build relationships and develop a resource directory. We feel a challenge to increase the level of participation. We want to make sure our meetings are purposeful.

HOW WE OVERCAME IT: We encouraged each participant to invite another healthcare organization to attend. We deliver fliers and keep in touch with current members. Meetings follow a laid out agenda.

ADVICE TO OTHERS: Look at what similar organizations are doing and learn from them. Use the resources available to you.

WHAT IS NEXT: Develop a resource directory that is easily accessible, efficient and user friendly.

TAMA COUNTY SNOWMOBILE ASSOCIATION

PROJECT: In partnership with Black Hawk and Benton Co, Tama County outdoor sports enthusiasts have figured out how to organize and enjoy the rural winter landscape to its fullest. Just about every city in Tama County can be



Seasons

accessed by snowmobile. Jammie Howard explains.

HOW WE DID IT: We started a club to create a great trail system to connect local cities to surrounding communities. By connecting to adjacent club trails we can travel throughout Iowa and surrounding states.

OUR GREATEST CHALLENGE: Getting a groomer to provide safe trails to bring travelers in.

HOW WE OVERCAME IT: Active club members and support of local communities and businesses to show the state we are here to bring tourists in. With our groomer we can offer the trail system to accomplish this.

ADVICE TO OTHERS: You need members that are willing to put their time in to do the extras to stand out above the rest.

HINEGARDNER ORCHARD, MONTOUR



PROJECT: Using marketing vehicles from billboards, internet, events, special branding, and regional media, Hinegardner Or-

chard brings in dollars from beyond the borders of the county. Dave Hinegardner explains.

HOW WE GOT THE IDEA. Oris and Jean Hinegardner planted 600 apple trees in 1960 and an acre of strawberries in 1963. We now have about 3000 apple trees, 3 acres of strawberries, pears, melons, squash, raspberries, melons, and pumpkins.

OUR GREATEST CHALLENGE: Marketing. People's needs have changed. Customers used to buy 15-20 bushels of apples for canning. Now we sell more small amounts and it is more of an outing and a novelty to give the children an idea of how these products are grown.

HOW WE OVERCAME IT: Change with times. We now have cider days for the cider making experience and sell at metro farmers markets and at local grocery stores. The orchard is open to the public longer (approximately 8 weeks).

ADVICE TO OTHERS: It's easier to produce a product than sell it. For perishable items, you need to have your markets set up and ready to go before production starts.

WHAT IS NEXT: New varieties. Marketing more in Des Moines and Cedar Rapids. Pre-picked options.



OUNTY SNOWMOBILE ASSOCIATION

Our Welcoming Small

It is not uncommon that ladies in the neighborhood would welcome new residents with a batch of freshly baked cookies. But paint, newsletters, coffee and pepper tournaments also help. We visit with **Matt Upah**, **Lori Leytham**, and **Janice Bazal**.

Maximizing community involvement is another important part of the operating philosophy of Tama County Economic Development. To that end a rich diversity of local experts serve on boards and committees that operate through Economic Development e.g. Community Foundation, Historic Preservation, Great Places, Barn Quilts, Convention and Visitors

Bureau, and Entrepreneurship Trust.



Photo credits:

1. Matt Upah, Roger Ochs, Chelsea Eagle Scout Project; Photo by Randy Aiken
2. Lori Leytham, Garwin city clerk; Photo by Wayne Chamberlain
3. Janice Bazal, Vining Grocery Store; Photo by Randy Aiken

CHELSEA EAGLE SCOUT PLAYGROUND PROJECT

PROJECT: Recognizing youth's contribution to bettering our community includes a Chelsea Eagle Scout. He identified repainting equipment in a playground as a project where his contribution and skills can communicate the community's dedication to healthy active lifestyles. Matt Upah explains.

HOW WE DID IT: The site of the project was the my former school. I wanted to get a group of people together to clean it up and show pride in it. Our greatest accomplishment was stepping back and seeing all the hours we put in come together.

OUR GREATEST CHALLENGE: The fact that this was a large outdoor project being done in the fall so getting everything completed before the weather turned bad was the biggest obstacle.

HOW WE OVERCAME IT: We worked with the people that we had and worked every chance that we got: after school and weekends; if the time was free we were at the school.

ADVICE TO OTHERS: Once your mind is set on a goal/project go for it with all you have. You may only get this one shot, don't miss it. It may help more people than you think.

WHAT IS NEXT: We plan on having the local 4-H group plant flowers at the site each year, and possibly have a day where they pick up trash.



GARWIN CITY NEWSLETTER

PROJECT: A community meeting was about to wrap up when one leader mentioned he wished there was better communication between the City and residents. The group talked through the usual communication channels and agreed that none of them was sufficient. City leaders recognized they can take matters into their own hands and address this need. Lori Leytham explains.

Towns



HOW WE DID IT: We wanted to connect and inform residents of information about the city and events. We include city ordinances that are pertinent to the season, a calendar of events, even some recipes.

OUR GREATEST CHALLENGE: Finding time. Besides compiling the information each month, it takes a few hours to fold and label each newsletter.

HOW WE OVERCAME IT: I do it at home so as to not take time away from being city clerk.

ADVICE TO OTHERS: Make a template to use each month. Encourage suggestions from residents for items to include.

WHAT IS NEXT: Expanding to email and allow advertising to defray printing and mailing costs.

VINING GROcery STORE

PROJECT: In one of Iowa's smallest towns stands a grocery store adored by bicyclists, hunters, and pepper tournament enthusiasts. This store is selling much more than the traditional products and services. It is also creating a welcoming space that brings people together. Janice Bazal explains.

HOW WE DID IT: My parents owned it for 35 years and after they passed away I felt I still needed to keep it open. There is no other place for people to go and socialize and grab something to eat.

OUR GREATEST CHALLENGE: To have it open for the coffee drinkers and making sure I get my deliveries.

HOW WE OVERCAME IT: I have great people who help me when I go to work at Amana. I work during the day so a lot falls on them. I couldn't do it without them.

ADVICE TO OTHERS: Even though it takes a lot of work and time to keep a small business open, the people you meet and the friendships you form are well worth it.

WHAT IS NEXT: I want to continue having pepper tournaments on Fridays and the bottomless 25 cent coffee every day.

Talent to touch,

Joe Roy, Scott Monat, Manuel Villagrana, Mike and Gwen Seda all recognized that the market was changing and put their talent to work to capture the opportunities with startups.

Startups and cultivating the next generation of rural entrepreneurs are such an important part of the Tama County Economic Development Commission's mission that there is a completely separate board, empowered to set their own priorities to make it as easy as possible to be a successful entrepreneur in Tama County.

Amongst this group's deliverables are resource packets free to anyone playing with the idea of starting up a business, and a peer networking group from a rich cross section of local industry leaders to support others as a brain trust of experience.

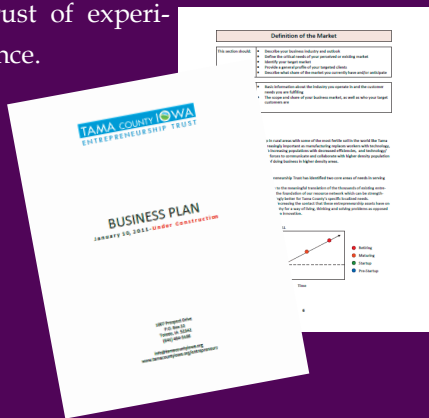


Photo credits:

1. CnC Lumber & Supply
Photo by Randy Aiken
2. Manuel Villagrana, Radio Z95.5 FM
Photo by Mike Adams
3. Mike & Gwen Seda, FoxRidge Winery
Photo by MoCo Creative Photography Division

CnC LUMBER & SUPPLY, DY-SART

PROJECT: When a local coop closed its doors, it did not take entrepreneurial leaders around Dysart long to piece together a plan to reopen the doors to let the enterprise evolve into its full income producing potential Scott Monat & Joe Roy explain.

HOW WE DID IT: Countless hours of hard work – cleaning, organizing, stocking, researching, and finding the right employees to serve Dysart and the surrounding communities with a full service lumber yard.

OUR GREATEST CHALLENGE: Finding the right people that are dedicated 100% to their job, serving you with quality building materials and satisfaction guaranteed.

HOW WE OVERCAME IT. In the fall of 2010 we hired an all new staff with more product knowledge, organization, discipline, and better customer relations in hopes of taking this company to the next level.

ADVICE TO OTHERS: Be supportive of your own community because they support you.

WHAT IS NEXT: We have plans to expand our hardware store area to carry a larger selection of items, have more displays and an expanded showroom to help bring new ideas to the customer. Also removing outdated buildings to make space for a new and more efficient way of supplying building materials.

RADIO Z95.5 FM, TAMA



PROJECT: Investors took note when a radio station with a range approximately 1.2 million listeners became available.

Especially remarkable was the differentiation strategy that sets it apart. And the professional talent they recruited to the Tama County area from all over the US. Manuel Villagrana explains.



hear and taste

HOW WE DID IT: We found out there was an opportunity purchase KZAT, an oldies format radio station. We thought that the Hispanic population was growing in this area, and we would like to bring Spanish music in to it. Our mission is to inform, entertain, and serve the community.

OUR GREATEST CHALLENGE: To inform, serve, entertain, and get into peoples' house or work.

HOW WE OVERCAME IT: Doing things the right way, improve our communication service and format day to day.

ADVICE TO OTHERS: We all have dreams; the most important thing is not just to dream. You have to go for it and work hard is the only way!!!

WHAT IS NEXT: Our future plan is to increase our signal; we would like to have a bigger coverage area.

FOX RIDGE WINERY, TRAER



PROJECT: Wineries are one of the most festive and inviting sides of agriculture. Fox Ridge Winery recognized the potential

of the scenic beauty and grapes they and surrounding neighbors were growing and brought the elements together to share it with the market. Mike & Gwen Seda explain.

HOW WE GOT THE IDEA: We have always been interested in alternative crops, with a Christmas tree farm, peach orchard, honey bees, and a vineyard. The next step was to open a winery to provide relaxing, diversified entertainment.

OUR GREATEST CHALLENGE: Convincing ourselves that we had the ability to plan, run a business, build a building, purchase the right equipment and produce a product that the customer would enjoy!

HOW WE OVERCAME IT: With the support of each other and the input & confidence our family. We researched buildings, what equipment we would need. We visited several wineries and discussed what works and what doesn't. From there we moved forward.

ADVICE TO OTHERS: Commit to long hours and learn from mistakes. If you have a dream and don't pursue it you will never enjoy the success you could have achieved.

WHAT IS NEXT: We plan on including additional varieties of wine and increasing our retail outlets.



Dei ex Machina

Machines allow us to work better, faster, cheaper, stronger. Craig Dunlap, Mark Goos, and Marty Hardon have expanded and evolved their family businesses because they figured out ways to keep these machines working.

Business Expansion and Retention is an important part of the Tama County Economic Development Commission's service offering portfolio. Beyond demand driven free and confidential support for businesses navigating accelerating (or depressing) market patterns, primary research on primary industry clusters are also performed to anticipate how markets will likely evolve over the following three years.



Photo credits:

1. Craig & Julie Dunlap, Young's Golf Cars
Photo by Randy Aiken
2. Hardon's
Photo by Mike Adams
3. Mark Goos, Ben Goos
Photo by Wayne Chamberlain

YOUNG'S GOLF CARS, DY-SART



PROJECT: One of the unique sights in northern Tama County might be the golf carts lining our main streets. Ever wonder where they come from? Young's Golf Cars may be able to tell you. Craig Dunlap explains.

HOW WE DID IT: Dean Young started Young's Golf Cars in the 1970's. By the early 1990's the business had grown enough that he asked his daughter Julie & her husband, Craig to move back from Texas to work & eventually take over the business. Unfortunately, golf has seen decreasing numbers.

OUR GREATEST CHALLENGE: To create new ways for carts to be used. Customers are keeping carts longer, creating a void on the cheaper trade-ins. Most customers can't justify spending \$2,500.00+ for recreation.

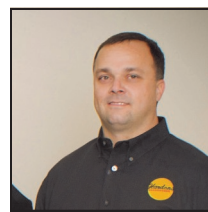
HOW WE OVERCAME IT: We started a winter payment plan which helped us with cash flow and helped out everyone that couldn't write that one big check. Many people design their own cart by looking at the options on our web site. We service carts at 8 different courses in the fall.

ADVICE TO OTHERS: Listen to your customers. If you hear it once, remember it. If you hear it twice, research it further.

WHAT IS NEXT: Driving around campgrounds, acreages, lakes and or just around town are just a few reasons to check out a golf cart now!



HARDON'S, TAMA



PROJECT: When Ed Hardon neared retirement, he set out to find talent to take over the business he had built up. Three years ago his son moved to Tama to gain some insight on the local market. In 2010, Marty took over and expanded the service offering. Marty Hardon ex-

Hands



HOW WE DID IT: Ed Hardon started the business in 1962. Today, Hardons offers plumbing, heating/air conditioning and electrical services. In 2010, we purchased the Tama Laundromat and the adjacent building. Improvements to the Laundromat include 5 new washing machines and 4 dryers. A Geothermal Heating/Cooling system was installed, new floors, restroom, ceiling and high efficiency lighting.

OUR GREATEST CHALLENGE: Finding financing for this venture.

HOW WE OVERCAME IT: Contacted several banks and found a local bank to work with.

ADVICE TO OTHERS: Owning your own business requires working many, many hours. Never give up.

WHAT IS NEXT: A restaurant is slated for completion in 2011.

GOOS IMPLEMENT, GLAD-BROOK



PROJECT: Goos Implement is an ag business rooted in the most fertile soil in the world. Over three generations they have seen their share of ag economy evolutions, and have adapted to fit the market needs. Mark Goos explains.

HOW WE DID IT: Irwin (Pee Wee) Goos opened a welding shop in 1959. In 1969 Pee Wee was asked to run the repair shop for another dealer. Mark purchased a half interest in the business in 1974 and took on the sales department. In 1986 a tire service was added. Likewise, NAPA Auto Parts was a good fit.

OUR GREATEST CHALLENGE: Knowing what and how much inventory we should have a season in advance of when we need it.

HOW WE OVERCAME IT: Going to dealer meetings, keeping up with current trends, listening to our customers and talking things over with Ben Goos, who joined the family business full time in 1992.

ADVICE TO OTHERS: Have product/service your clients need, keep up with new ideas and products; be active in your community.

WHAT IS NEXT: We built a new building in which we can set up and work on the larger equipment of today. We would like to keep expanding and be an asset to the community and our customers.

Sparking interest in next

30 years ago the coveted stable rural job may have been working at the local manufacturing plant. But the economic landscape is changing. Randy Zimmerman, Pete Holden, and Larry Lasley explain the next generation of rural in demand skills.

Workforce and Education Development are a core part of the Tama County Economic Development mission that often get served in indirect ways. But there was nothing indirect when we launched our online employment clearinghouse to record breaking web traffic.

Designed as a central depository for Tama Co. employers and jobseekers, our automated search engine scrapes thousands of websites including job boards, newspapers, associations, and company career pages in addition to direct requests for postings.

This service also allows us to passively measure the evolving industry demand, turnover rates, trends and anomalies.

Free 24/7 online access available:

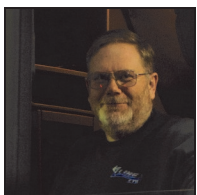
tamacountyiowa.org.employment



Photo credits:

1. Randy Zimmerman, Z-Line, Ltd.
Photo by Mike Adams
2. Pete Holden
Photo by MoCo Creative Photography Division
3. Meskwaki Financial Literacy Classes
Photo by Randy Aiken

Z-LINE, LTD., TOLEDO



PROJECT: The trucking industry in Tama County has capacity for growth to employ more workers, and that is

exactly what Z Line did when they expanded their trailer fleet, leveraging the buyer's market in the middle of the recession. Randy Zimmerman explains.

HOW WE DID IT: We keep abreast of the policies of the Federal Motor Carrier Safety Administration (FMCSA). They have implemented CSA 2010 that revolutionized the trucking industry. Passing this knowledge on to our drivers has helped us expand our employees in a time when carriers of our size have been known to lay off, or go out of business.

OUR CHALLENGE: Staying abreast of the rules of CSA2010 while continuing to work through the transition.

HOW WE OVERCAME IT: Constant communication with safety officials in the industry, F.M.C.S.A., as well as our drivers on the road, to gather all information to adjust our business to the new program.

ADVICE TO OTHERS: Many variables make this an ever changing business. It's important to keep your ears to the ground and be ready for anything that can happen.

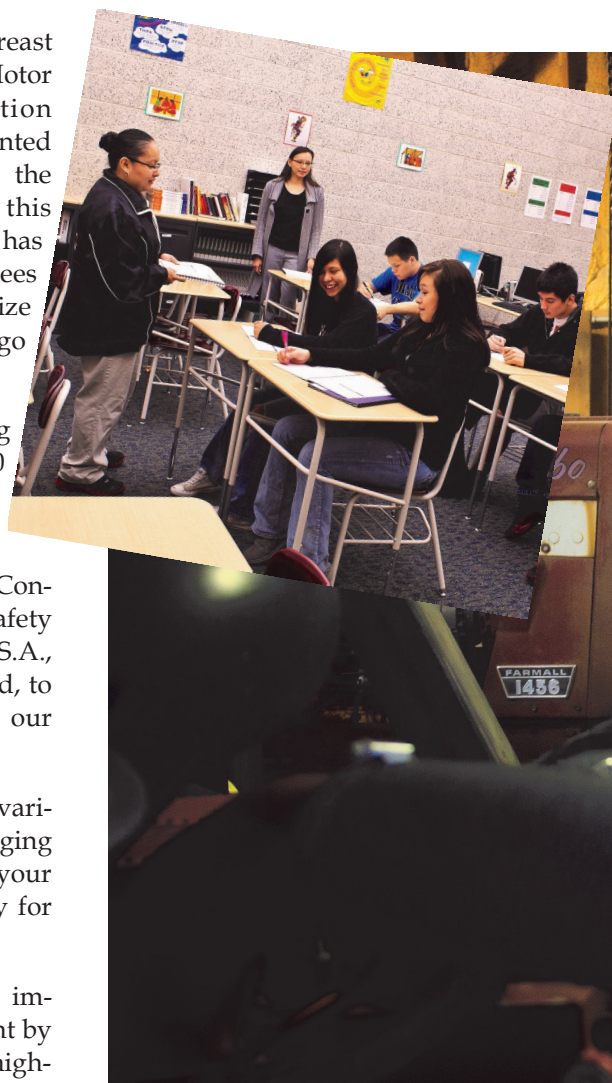
WHAT IS NEXT: Continue to improve the safety initiative brought by CSA2010, to hold Z Line to the highest safety standard possible.

ROCKWELL COLLINS' TELECOMMUTERS PROGRAM



PROJECT: The high-tech landscape is leveling the playing field. Not only are companies picking Iowa above Silicon Valley for expansions, they recognize the value of a workforce that lives in rural towns.

Pete Holden explains.



generation Rural Careers

HOW WE DID IT: Rockwell Collins and Tropical PCB Design worked together to develop the best process for telecommuting.

OUR GREATEST CHALLENGE: Many employers did not think you could get a full day's work from a telecommuting employee.

HOW WE OVERCAME IT: I stay in constant communication with my coworkers by e-mail, instant messag-

ing and net meetings.

ADVICE TO OTHERS: Don't give up if your employer does not see telecommuting as a viable option. It is possible to be a highly-functional employee without being in the office.

WHAT IS NEXT: Developing relationships with other companies to provide telecommuting as an option to their employees.

MESKWAKI FINANCIAL LITERACY CLASSES



PROJECT: In 1990 the Meskwaki Tribe started a trust fund for its members with a lump sum payout option for youngsters on their 18th birthday. To help them make informed decisions for their long-term financial health, classes were offered for young people and their parents. Larry Lasley explains.

HOW WE DID IT: Providing financial literacy training has been a long term goal of the Meskwaki Tribe. After purchasing Pinnacle Bank this goal soon became reality. Several individuals who shared this desire came together and formed the financial literacy committee.

OUR GREATEST CHALLENGE: Conveying the importance of financial literacy to the community.

HOW WE OVERCAME IT: We appealed to the cultural needs of the community. The classes began with a meal and child care was provided. In addition the curriculum was specific to Native Americans.

ADVICE TO OTHERS: Know your target audience; in doing so we reached more individuals than anticipated. Certainly having enthusiastic and supportive committee members is beneficial as well.

WHAT IS NEXT: We will place a strong emphasis of financial education in the Meskwaki High School. Future plans include the addition of a Trust Recipient class.



Zen and the Art of...

Survival of the fittest is not just about war and hunting. Dwayne Luze, Tom Tierney, Mike Bearden, Keith Sash, Mandy Gehring, and Eric Joyce share how strategically teaming up can create win-win solutions when natural resources are limited.

Smart and inclusive partnerships permeate every aspect of the Tama County Economic Development Commission which is for all practical purposes a public-private partnership bringing together the healthiest aspiration of the public sector to serve the greater good, and the practical deliverables of the private sector to be productive and efficient.

In 2010 we expanded this partnership with a public partner in the Sac and Fox Tribe of the Mississippi in Iowa (Meskwaki). Private partnerships have also increased 35% over the past 4 years.

DYSART DEVELOPMENT & HAWKEYE COMMUNITY COLLEGE COMPUTER LITERACY CLASSES



PROJECT: Hawkeye Community College does not have a brick and mortar presence in Tama County. Partner-

ships are critical to serve its communities and included Dysart Development Corp, Farmers Telephone Co, and Dysart Library. Over 30 students were served with this program. Dwayne Luze explains.

HOW WE DID IT: Community members over 50 needed the basics of using a computer and more advanced training programs. Dysart Development Corp. is the facilitating group that is called upon for helping fulfill a need in our community.

OUR GREATEST CHALLENGE: Getting the minimum number of 12 committed to be able to offer the class in our area with only 8 committed at the outset.

HOW WE OVERCAME IT: Dysart Development Corp. paid in advance for the minimum so Hawkeye Tech would come and offer the class. We ended up with 31 participants.

ADVICE TO OTHERS: Team working and networking with the people needed to accomplish the goal set out to do is very important.

WHAT IS NEXT: We are working with the instructor in offering some more advanced classes on different topics and also another basic class for our community.



GLADBROOK TECHNOLOGY MARKETING CAMPAIGN



PROJECT: The Gladbrook council and Gladbrook-Reinbeck School District teamed up to erect an electronic sign to promote community

gatherings & a video to let families know they are welcome to move to Gladbrook. Mike Bearden, Keith Sash, and Mandy Gehring explain.

Photo credits:

1. Hawkeye Community College Computer Literacy Classes
Photo by Randy Aiken
2. Keith Sash, Mandy Gehring, Mike Bearden Gladbrook technology marketing campaign
Photo by Wayne Chamberlain
3. Tama County Entrepreneurship Trust
Photo by Mike Adams



Partnerships



HOW WE DID IT: The City thought of a digital sign to display community and school events. The school thought of a promotional video to highlight living opportunities to attract families which could be seen on school & city web sites and could be handed out at home shows & events.

OUR GREATEST CHALLENGE: Finding the funding and a location for the sign that was acceptable to the Iowa DOT.

HOW WE OVERCAME IT: We have a supportive school board and a progressive mayor and city council that saw the need and possibilities both projects would create and fulfill. Groups and individuals in the community were also generous.

ADVICE TO OTHERS: Develop good working relationships for the betterment of your community.

WHAT IS NEXT: Possibly improving city park with added equipment.

TAMA COUNTY ENTREPRENEURSHIP TRUST



PROJECT: Tama Co. saw an unprecedented spike in entrepreneurship in 2010. The Entrepreneurship Trust launched to provide peer support to make it easier to be a successful entrepreneur. Eric Joyce explains.

HOW WE DID IT: In chatting with Tama Co Economic Development I learned there was high motivation for a peer networking entrepreneurship group from all over the county.

HOW WE GOT THE IDEA: For me it started with the question how can we support our youth's perspective and exposure to entrepreneurship to sustain rural economies.

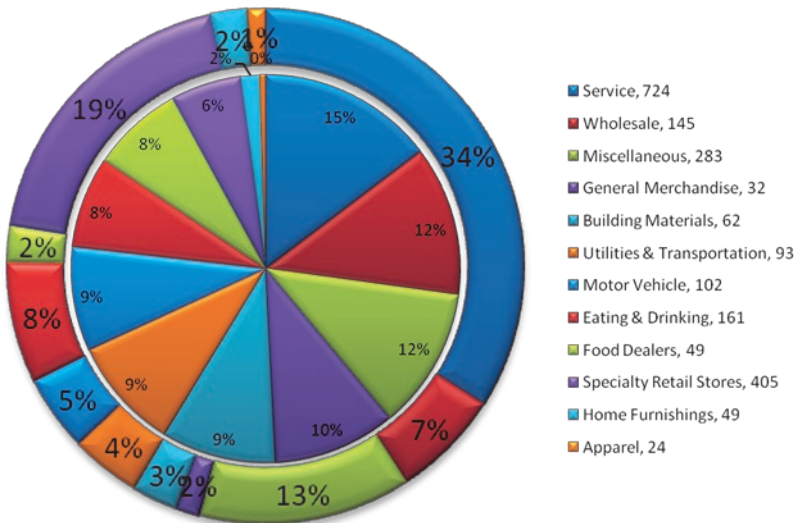
OUR GREATEST CHALLENGE: Building awareness for this group, especially with pre-entrepreneurs (when people are thinking about the idea of starting a business, but have not taken the first steps yet.)

HOW WE OVERCAME IT: Partnering with economic development, banks, etc, and by each attendee bringing guests to every meeting.

ADVICE TO OTHERS: In entrepreneurship everyone's point of view is valuable because Entrepreneurship is not a one size fits all business model.

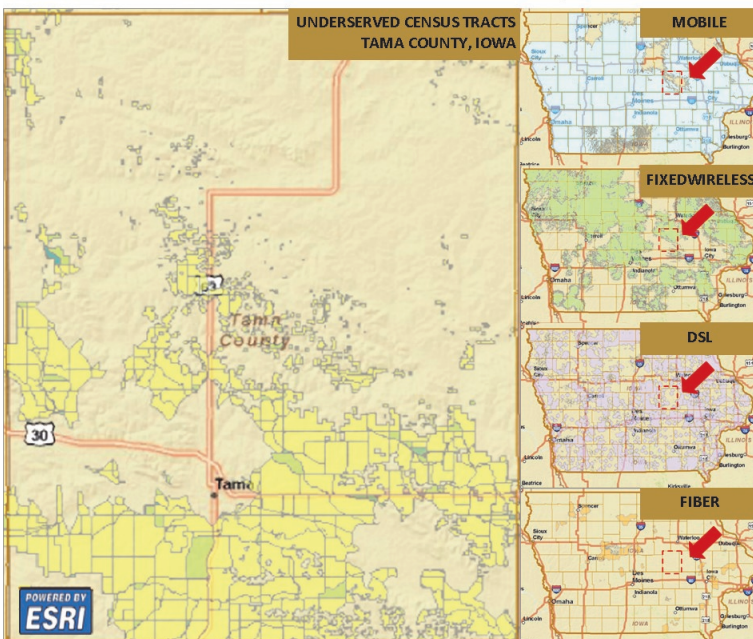
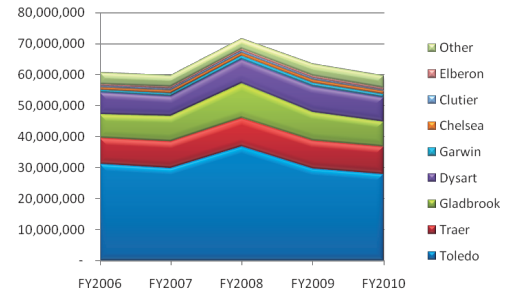
WHAT IS NEXT: We would like to tackle 9 deliverables this year. Amongst them would be designing a universal financial application packet to minimize redundant paperwork.

snapshots

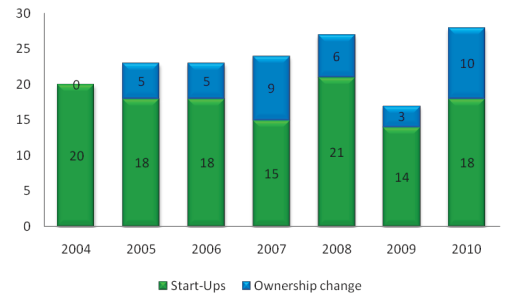
TAXABLE RETAIL & SERVICES

Inside Circle: % market share out of a \$72 million taxable market
Outside Circle: % industry share out of 2,129 taxable companies

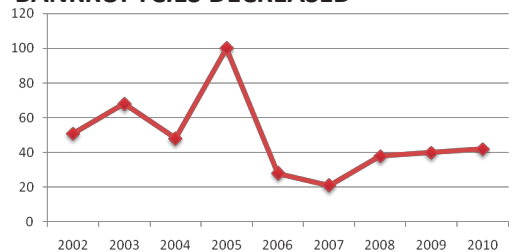
TELECOMMUNICATIONS INVESTMENT
ADDITIONAL STRATEGIC INVESTMENT NEEDED OVER NEXT 5 YRS

**TAXABLE RETAIL & SERVICES \$72 M**

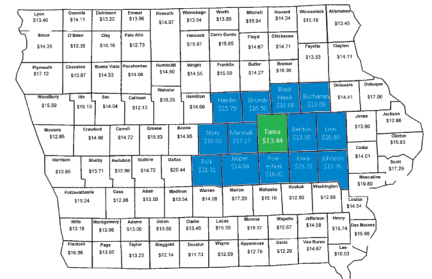
ENTREPRENEURSHIP INCREASES



BANKRUPTCIES DECREASED

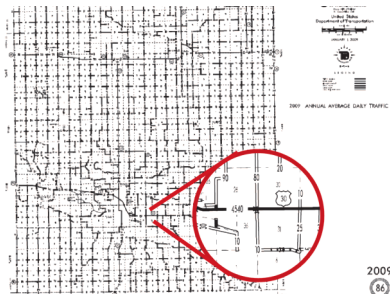


AVERAGE HOURLY WAGE \$13.44



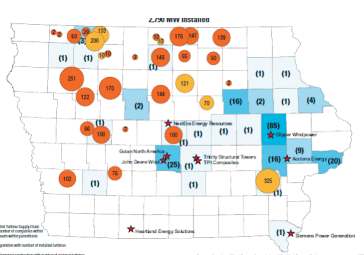
**LOW COMPARED TO SURROUNDING AREA
INCREASED 17% OVER 4 YEARS**

US HIGHWAY 30 TRAFFIC INCREASING



EXPECTED TO CONTINUE TREND WITH INVESTMENT IN 4LANE HWY

WINDPOWER INVESTMENT



2ND HIGHEST NATIONALLY TREND EXPECTED TO CONTINUE OVER NEXT 3 YEARS

TAMA COUNTY IN THE MEDIA, 2010

- 1 **Tama County Casino application** for a second casino was covered with consideration for pro's, con's and why a license was not granted in 2010.

KCCI, Des Moines Register, WCCO-TV (Minneapolis, MN), Sioux City Journal, Ottumwa Courier, Associated Press, Burlington Hawk Eye, Des Moines Register, KCRG, Mason City Globe Gazette, Quad City Times, Radio Iowa, Sioux City Journal, Sioux Falls Argus Leader, WCCO, WHO-TV, WQAD

- 2 **Tama County industry trends** were covered as demand for skilled workers in trucking, manufacturing, healthcare increased in the midst of high national unemployment.

Newton Daily News, M'Town Times Republican, Eastern Iowa Business (George Ford blog), Waterloo Cedar Falls Courier, WMT, KXEL, WHO, Cedar Rapids Gazette

- 3 **Meskwaki Wind Farm** breaking ground on a meteorological tower

BrighterEnergy.org, SourceMedia Group News, Vardaan, oil.fuelspace.com, PR News Wire, easterniowabusiness.com, Forbes.com, ifvnews.com, WKRG.com news (Pensacola, Mobile)

- 4 **Gov. Culver signs Great Places memorandum of understanding** with the Tama County Great Places leadership team.

IowaPolitics.com, KXIA FM radio, Oelwein Daily Register

- 5 **Dysart Mainstreet** artists, boutiques and the H.A.T. team were in the spotlight explaining why Dysart is a great place to visit and make a living.

KWWL, KGAN

- 6 **Blacksmith Boutique, Sassy's Boutique, Copper Beech, and Imagine This Special Tea Room** were showcased in national magazine on the success of the unique businesses in Dysart, Iowa.

Gift Shop Magazine

- 7 **Tama County Pork Producers** in charge of grilling for World Pork Expo visitors

Agri News

- 8 **Matchstick Marvels** featured on Iowa's Simple Pleasures with Dan Kaercher.

Iowa Public Television

- 9 **Fox Ridge Winery** was listed as a case study on how Iowa wine making is expanding

Omaha World Herald

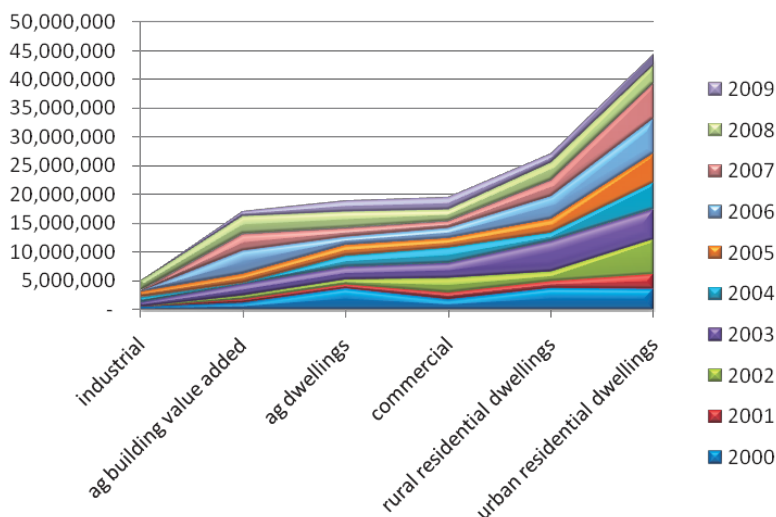
- 10 **Sandy McAntire** - emu farmer and **Hinegardner Orchards** were named and featured as alternative farmers in the Iowa economy

The Daily Iowan and Radio Iowa

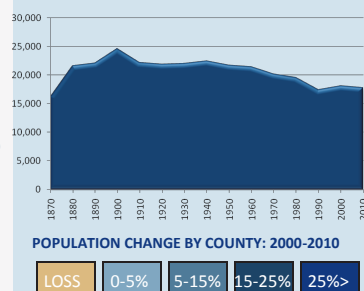
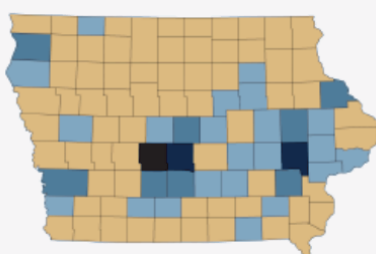
REAL ESTATE DEVELOPMENT & REUSE

Type of Buildings	Number	Size range
Commercial Buildings	20	1,200 - 17,000 SF.
Industrial Buildings	3	5,200 - 155,000 SF
Sites	13	1 - 143 acres
Residential	60	

NEW CONSTRUCTION: HIGHEST % RURAL RES DWELLINGS IN IA



2010 POPULATION: 17,767



Tama County Economic Development Partner DIRECTORY

11 - AGRICULTURAL

John Ernest Vineyard & Winery
3291 N Avenue
Tama, IA 52339
641-484-8048
www.johnernestvineyard.com
See ad on page 10

22 - UTILITIES

Alliant Energy
200 - 1st Street SE
Cedar Rapids, IA 52401
515-558-9703
www.alliantenergy.com

Consumers Energy
2074 - 242nd Street
Marshalltown, IA 50158
641-752-1593
www.consumersenergy.net

Farmers Coop Telephone Co.
P.O. Box 280
Dysart, IA 52224
www.ftcc.coop

Grundy County REC
102 East G Avenue
Grundy Center, IA 50638-2095
319-824-5251
www.grundycountyrecia.com

Iowa Telecom
403 W. 4th Street North
Newton, IA 50208
641-787-2068
www.iowatelecom.net

Poweshiek Water Assoc.
125 Industrial Drive
Brooklyn, IA 52221
641-522-7416
www.poweshiekwater.com

T.I.P. Rural Electric Coop.
P.O. Box 534
Brooklyn, IA 52211
641-522-9221
www.tiprec.com

Traer Municipal Utilities
649 - 2nd Street
Traer, IA 50675
www.traer.net

Wind Capital Ventures
1430 Washington Ave, Suite 300
St. Louis, MO 63103
www.windcapitalgroup.com

23 - CONSTRUCTION

Chyma's Machine & Welding
206 South 2nd Street
Toledo, IA 52342
641-484-3997

Manatts
P.O. Box 87
Tama, IA 52339
641-484-4022
www.manatts.com

Miguel's Construction
1009 S. Broadway
Toledo, IA 52342
641-484-2281

31 - MANUFACTURING

Acme Printing Co., Inc.
66 Washington Avenue
Des Moines, IA 50314
515-244-1723
www.acmeiowa.com

Iowa Step & Tank
205 W. Grace Street
Toledo, IA 52342
641-484-8265

Kruger Commodities
3370 L Avenue
Tama, IA 52339
641-484-3823
www.krugercommodities.com

Pioneer Hi-Bred Dysart Plant
3239 Highway 8 West
Dysart, IA 52224
319-476-2390
www.pioneer.com
See ad on page 2

Pioneer Hi-Bred Toledo Plant
404 South County Road
Toledo, IA 52342
641-484-2141
www.pioneer.com
See ad on page 2

Tama Paper Board
117 Siegel Street
Tama, IA 52339
641-484-2884
www.caraustar.com

Williams Manufacturing
101 S. 2nd Street
Tama, IA 52339
641-484-5336

44 - RETAIL

Doyle's Family Pharmacy
108 E. High Street
Toledo, IA 52342
641-484-3906
www.tamacountyiowa.org/doyles

Goos Implement
P.O. Box 247
Gladbrook, IA 50635
641-473-2403

Iowa Builders Supply
313 Front Street
Gladbrook, IA 50635
641-473-3037

Medicap Pharmacy
108 - 2nd Avenue West
Toledo, IA 52342
641-484-6198
www.medicap.com/8019.aspx

Thys Chevrolet Buick
1002 S. County Road
Toledo, IA 52342
641-484-3502
www.thysautogroup.com

51 - INFORMATION

KFJB Radio
123 W. Main
Marshalltown, IA 50158
641-753-3361
www.1230kfjb.com

Radio Z95.5 FM
205 W. 3rd Street
Tama, IA 52339
641-484-5958
www.radioz95fm.com

Tama/Grundy Publishing
220 W. 3rd Street
Tama, IA 52339
641-484-2841
www.tamatoledonews.com

52 - FINANCING

Bohemian Mutual Ins. Assoc.
1309 South County Road
Toledo, IA 52342
641-484-5233
www.gmrc.com

Eikamp & Assoc.
314 Main Street
Dysart, IA 52224
319-476-4590

Farmers Mutual Ins. Assoc.
540 - 2nd Street
Traer, IA 50675
319-478-2585
See ad on page 6

Farmers Savings Bank & Trust
611 - 2nd Street
Traer, IA 50675
319-478-2148
www.fsb-traer.com

Home Federal Savings Bank
1301 S. County Road
Toledo, IA 52342
641-484-5141
www.justcallhome.com

L. L. Owens & Associates Ins.
622 - 2nd Street
Traer, IA 50675
319-478-2710

Lincoln Savings Bank
230 Main Street
Garwin, IA 50632
641-499-2224
www.mylsb.com

State Bank of Toledo
100 E. High Street
Toledo, IA 52342
641-484-2980
www.banktoledo.com

Tama Co. Mutual Ins. Assoc.
622 - 2nd Street
Traer, IA 50675
319-478-2710
See ad on page 12

53 - REAL ESTATE

Appraisal & Real Estate Services
504 - 2nd Street
Traer, IA 50675
319-478-2990
www.cedarvalley-homes.com

Carl Luze Real Estate
329 Main Street
Dysart, IA 52224
319-476-4949

Gladbrook Investment Co.
1309—170th Street
Gladbrook, IA 50635
641-473-2776

Tama County Abstract Co.

123 W. High Street
Toledo, IA 52342
641-484-4386

Wrage Realty

315 Main Street
Dysart, IA 52224
319-476-7070

54 - PROFESSIONAL SVS**Michael Adams Studio**

111 South Broadway Street
Toledo, IA 52342
641-484-0086
www.michaeladamsstudios.com

Aiken Photography

1880 – 220th Street
Toledo, IA 52342
641-691-1063

B & G HVAC

104 Gould Street
Gladbrook, IA 50635
641-473-3500

Burk Law Office

219 W. High Street
Toledo, IA 52342
641-484-2394

DeWitt Refrigeration, Heating, & Cooling

214 Front Street
Gladbrook, IA 50635
641-473-3232
www.dewittrefrigeration.com

Kenkel Law Office

101 E. High Street
Toledo, IA 52342
641-484-8899
www.kenkellaw.com

Mo-Co Creative Photography Division

2650 – 170th Street
Traer, IA 50675
319-478-8447
www.mococreative.com

Photography by Pamela

724 Dostal Court
Dysart, IA 52224
319-476-3632

Shoestring Creative

3876 UU Avenue
Chelsea, IA 52215
641-990-8739
www.shoestringcreative.com
See ad on page 6

Wayne's Photography

1284 E Avenue
Gladbrook, IA 50635
641-473-2063
www.previewgallery.com/waynesphotography

56 - WASTE MGMT**K & M Sanitation**

210 N. Main
Toledo, IA 52342
641-484-2457

61 - EDUCATION**Dysart Historical Society**

612 Crisman
Dysart, IA 52224
319-476-4747

Iowa Valley Community College District

3702 South Center Street
Marshalltown, IA 50158
641-752-4643
www.iavalley.edu

North Tama School District

605 Walnut Street
Traer, IA 50675
319-478-2265
www.n-tama.k12.ia.us

South Tama School District

1702 Harding Street
Tama, IA 52339
641-484-4811
www.s-tama.k12.ia.us

62 - HEALTH & SOCIAL**Covenant Clinic Dysart**

501 Clark Street
Dysart, IA 52224
319-476-4000
www.wfhealthcare.org
See ad on page 12

Covenant Clinic Gladbrook

309 – 2nd Street
Gladbrook, IA 50635
641-473-2707
www.wfhealthcare.org
See ad on page 12

Covenant Clinic Traer

200 Walnut Street
Traer, IA 50675
319-478-8198
www.wfhealthcare.org
See ad on page 12

Deer Creek Health Center

401 - 1st Avenue
Toledo, IA 52342
641-484-2602
www.grmc.us

Eyecare Associates

1001B South County Road
Toledo, IA 52342
641-484-5509

Mental Health Clinic of Tama County

P.O. Box 7
Toledo, IA 52342
641-484-5234

Wolfe Family Vision Centers

1302 S. Broadway
Toledo, IA 52342
641-484-2020
www.wolfeeyeclinic.com

Wolfe Family Vision Centers

524 – 2nd Street
Traer, IA 50675
319-478-2081
www.wolfeeyeclinic.com

71 - ENTERTAINMENT**Isabelle Originals & Ivy Threads**

306 Main Street
Dysart, IA 52224
319-476-4722
www.isabelleoriginals.com

Meskwaki Bingo Casino Hotel

1504—305th Street
Tama, IA 52339
800-728-4263
www.meskwaki.com
See ad on page 8

Toledo Community Theatre Guild

101 S. Church Street
Toledo, IA 52342
641-484-4440
www.wieting.tamatoledo.org
See ad on page 12

72 - FOOD & LODGE**Designer Inn & Suites**

403 Highway 30 West
Toledo, IA 52342
641-484-5678
www.designerinnandsuites.com

King Tower Café

1701 E. 5th Street
Tama, IA 52339
641-484-5970
www.tamacountyiowa.org/kingtower

Tama-Toledo Subway

110 Highway 30 West
Toledo, IA 52342
641-484-5661

81 - OTHER SERVICES**Dysart Development Corp.**

P.O. Box 223
Dysart, IA 52224
319-476-4949
www.dysartiowa.com

Garwin Revitalization Committee

204 Park Street
Garwin, IA 50632
641-499-2148

Gladbrook Commercial Club

301 W. 1st Street
Gladbrook, IA 50635
641-473-2561

S & S Car Wash & Storage

609 S. County Road
Toledo, IA 52342
641-484-2219

Sash Auction Service

301 W. 1st Street
Gladbrook, IA 50635
641-473-2561

Tama County Economic Development Partner DIRECTORY

81 - OTHER SERVICES con't

Sunshine Laundry, T-T Storage

505 S. County Road
Toledo, IA 52342
641-484-3984

Tama Co. Comm. Foundation

P.O. Box 22
Toledo, IA 52342
641-484-3108
tamacountyiowa.org/foundation
See article on page 13

Toledo Community Development

101 S. Church Street
Toledo, IA 52342
641-484-2980

Traer Development Corp.

902 Walnut Street
Traer, IA 50675
319-478-2729

A.J. & Marge Ziskovsky

109 S. Broadway
Toledo, IA 52342
641-484-4849

92 - PUBLIC ADMIN.

City of Chelsea

600 Station Street
Chelsea, IA 52215
641-489-2525
www.tamacountyiowa.org/chelsea

City of Clutier

P.O. Box 117
Clutier, IA 52217
319-479-2530
www.tamacountyiowa.org/clutier

City of Dysart

P.O. Box 686
Dysart, IA 52224
319-476-5690
www.dysartiowa.com

City of Elberon

106 Main Street
Elberon, IA 52225
319-439-5372
www.tamacountyiowa.org/elberon

City of Garwin

P.O. Box 148
Garwin, IA 50632
641-499-2307
www.tamacountyiowa.org/garwin

City of Gladbrook

P.O. Box 309
Gladbrook, IA 50635
641-473-2582
www.gladbrookiowa.com

City of Lincoln

P.O. Box 62
Lincoln, IA 50652
641-473-2793
www.tamacountyiowa.org/lincoln

City of Montour

P.O. Box 120
Montour, IA 50173
641-492-6006
www.tamacountyiowa.org/montour

City of Toledo

P.O. Box 234
Toledo, IA 52342
641-484-2160
www.toledoia.com

City of Traer

649 - 2nd Street
Traer, IA 50675
319-478-2580
www.traer.com

City of Vining

P.O. Box 7
Vining, IA 52348
641-489-2157
www.tamacountyiowa.org/vining

Sac and Fox Tribe of the Mississippi in Iowa (Meskwaki)

349 Meskwaki Road
Tama, IA 52339
641-484-4678
www.meskwaki.org

Tama County

104 W. State Street
Toledo, IA 52342
641-484-3980
www.tamacounty.org

REGIONAL PARTNERS

Central Iowa Tourism Region

P.O. Box 454
Webster City, IA 50595-0454
515-832-4808
www.iowatourism.com

Greater Cedar Valley Alliance

10 W. 4th Street #310
Waterloo, Iowa 50701
319-232-1156
www.cedarvalleyalliance.com

Hawkeye Community College

1501 East Orange Road
P.O. Box 8015
Waterloo, IA 50704-8015
319-296-2320
www.hawkeyecollege.edu

Highway 30 Coalition of Iowa

P.O. Box 221
Mechanicsville, IA 52306
563-243-7751

Iowa Connections

924 4th Avenue
Grinnell, IA 50112
641-236-1626
www.iowaconnections.org

Iowa Partnership for Economic Progress

200 E. Grand Avenue
Des Moines, IA 50309
515-242-4724
www.iowalifechanging.com

Iowa Finance Authority

100 E. Grand Avenue, Suite 250
Des Moines, IA 50309
515-242-4990
www.ifahome.com

Iowa Innovation Gateway

904 Walnut Street
Des Moines, IA 50309
515-280-8000

Iowa State University Extension

400 Locust Street
Des Moines, IA 50309
515-237-5434
www.extension.iastate.edu

Iowa Valley Resource, Conservation, & Development

300 W. Welsh Street
P.O. Box 87
Williamsburg, IA 52361
319-668-8111
www.ivrkd.org

Iowa Workforce Development

3405 South Center Street
P.O. Box 497
Marshalltown, IA 50158-0497
641-754-1401
www.iowaworkforce.org

Marshalltown Area SCORE Chapter

709 South Center Street
P.O. Box 1000
Marshalltown, IA 50158
641-753-6646
www.marshalltown.org

Region 6 Planning

905 E. Main Street, Suite A
Marshalltown, IA 50158
641-752-0717
www.region6planning.org
See ad on page 12

Renew Rural Iowa

5400 University Avenue
West Des Moines, IA 50266
515-225-5400
www.iowafarmbureau.com

Small Business Administration

2750—1st Avenue NE, Suite 350
Cedar Rapids, IA 52402-4831
319-362-6405
www.sba.gov

UNI Regional Business Center

212 W. 4th Street
Waterloo, IA 50703
319-236-8123
www.unirbc.org

USDA Rural Development

840 Brooks Road
Iowa Falls, IA 50126
641-648-5181
www.rurdev.usda.gov/ia

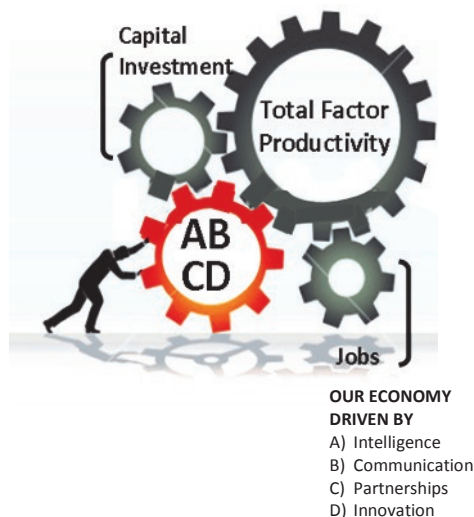
FOR COMPLETE TAMA COUNTY DIRECTORY CLICK

WWW.TAMACOUNTYIOWA.ORG/DIRECTORY

CONGRATS WITH OUR 2010 PROGRESS, TAMA COUNTY, IOWA

CAPITAL WILL ALWAYS GO WHERE IT'S WELCOME AND STAY WHERE IT'S WELL TREATED. CAPITAL IS NOT JUST MONEY, IT'S ALSO TALENT AND IDEAS.

– WRISTON'S LAW OF CAPITAL



INVESTMENTS IN

INTELLIGENCE & COMMUNICATION COMBO

- **195** local individual contacts
- **108** local group meetings
- **54** one-on-one contacts with prospects
- **23** regional individual contacts
- **41** regional group meetings
- **66** scientific industry surveys with the major influencers of our economy
- **3,000** emails responding to requests for support

INVESTMENTS IN COMMUNICATION

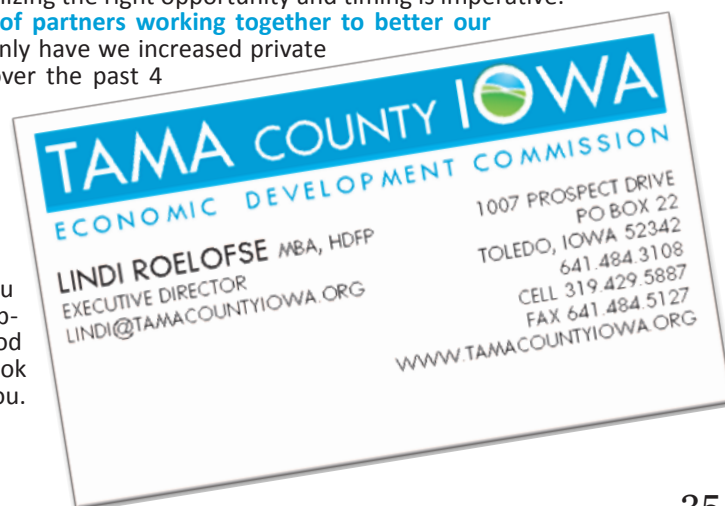
- **150** instances of information provided to regional media
- **20,000** website views/year;
- **10** blog updates on different topics each month
- **176** twitter followers; 121 tweets
- **40** Great Places signs
- **1,800** newsletter contacts 4 times a year
- **9** roundtable and follow up packets
- **230** international site selector packets
- **4,500** business magazines
- **13,000** pocket travel guides
- **250** financing resources packets
- **5,000** targeted direct mail pieces sensitive to industry opportunities

*numbers represent conservative estimates based on intelligence captured in 2010

As local stakeholders in our economy we have little control over natural disasters, corporate headquarters' decisions to open and close plants, national economic forces, etc. What we do control is how we respond to these external circumstances and how we add value to the economy by investing and growing our own assets. That means recognizing what is good and building on that, and recognizing what is bad and minimizing the damage it does. And Tama County has a lot to be proud of looking back at the 2010 economy:

1. **Record high entrepreneurship:** 18 new businesses and 10 retained/new ownership businesses opened. These are record high numbers for Tama County. An estimated 23% of Tama County's workforce are involved in some sort of entrepreneurial activity. Our goal is to increase that to 33% over the next few years as we recognize the economic landscape's evolution. Turnover rate for new businesses after 5 years is currently 50%. That is lower than the national average.
2. **Record high visionary nonprofit and government projects:** a record high 63 nonprofit and government groups proposed ideas on how to better serve Tama County across various categories of serving the greater good. A little less than \$100K was made available to help most of these groups raise \$2.9M of projects.
3. **New Housing Trust Fund:** 48 residents of Tama County benefited from the new Housing Trust Fund helping home owners, renters, landlord and developers keep Tama County a valuable place to make a real estate investment.
4. **First \$125K tax credits to historic property:** Our first nonprofit applied for and secured tax credits on a significant property. Commercial and residential properties can also make use of this certified local government status to rehab properties now that Tama County has a Historic Preservation Commission.
5. **Strengthening employment numbers:** Tama County's employment numbers have been significantly better than the national average. Even compared to the state our recovery trend is strong. Also important are our wages. Through the recession this number has been growing 17% over the past 4 years decreasing the gap compared to surrounding areas.
6. **Hiring industry for skilled workers:** Tama County was the first to break the story on the national phenomena later covered in the Wall Street Journal that the recession unemployment was not as it appeared. Local stakeholders were made aware of specific skills that were in fact in demand to adapt resources and strategies.
7. **Prospecting industry:** Tama County was a part of the team of state leaders successfully helping facilitate Green energy investment for the past 3 years.
8. **Rebounding taxable sales and services:** have been growing for the past decade. Sales through the recession dip have already returned to \$72-73 million where it has been 5 years ago.
9. **County and most of our cities have no long term debt responsibility:** During an economic downturn zero long term debt is a safe place to be, but during our growth periods, a little debt can allow us to leverage and trigger the next generation of growth. Recognizing the right opportunity and timing is imperative.
10. **Expanded the group of partners working together to better our local economy:** Not only have we increased private partnership by 35% over the past 4 years, we also added public government partnerships when Meskwaki joined the 28E Partnership.

Please touch base if you have ideas for new development or recognize a good EDIE story in 2011. We look forward to hearing from you.



TWO COMMUNITY COLLEGES INVEST PHYSICALLY INTO TAMA COUNTY

TAMA-TOLEDO HIRES MAINSTREET COORDINATOR

INTRO UNIVERSAL FINANCIAL APPLICATION PACKET



4 LANE SITES PROPERTY VALUES SURGE

TAMA PACKING PLANT OPENS

ALL 7 SCHOOL DISTRICTS MAKE INVESTMENT IN RURAL ENTREPRENEURSHIP EDUCATION

COMMUNITY COLLEGE ENROLLMENT IN TECH SKILL PROGRAMS, HEALTH, TRUCKING, GREEN TECH INCREASES

300 MW WINDPOWER FARM INSTALLED

NEW BUSINESS INCUBATOR CENTER OPENS DOORS

INTRO LOCAL MICRO INVESTMENT FUND

TEN YEAR RECORD HIGH INVESTMENT IN RESIDENTIAL NEW CONSTRUCTION



TRAER MANUFACTURING PLANT REOPENS

POSSIBLE FUTURE MEANINGFUL CONNECTIONS

2011 - 2020

RECAT GRANT AWARDED: CHELSEA

FASTEST GROWING REGIONAL FOODS SYSTEMS

TELE COMMUNICATIONS NETWORK RECEIVES STATE OF THE ART UPGRADES

MESKWAKI TRAVEL PLAZA EXPANSION OPENS

1 NEW MANUFACTURING PLANT OPENS

DYSART DOWNTOWN DESIGNATED A CULTURAL DISTRICT

EASTERN IOWA 4-LANE US HWY 30 NETWORK COMPLETE

BOOM IN TAMA COUNTY WORK-FORCE POPULATION

TWO MANUFACTURING PLANTS OPEN

WINTER CROPS INCREASE LAND VALUES

PUBLISH SCIENTIFIC ECONOMIC DEVELOPMENT GAP ANALYSIS

TELECOMUTING WORK-FORCE INCREASES EXPONENTIALLY

FIRST DATA FARM BREAKS GROUND



TRAVEL DOLLARS SPENT IN AND AROUND TAMA COUNTY INCREASE 25%

TOP 10% FINANCIAL & DIGITAL LITERACY RATES

TEN YEAR PEAK IN TAXABLE SALES AT \$150M

AVE. COUNTY WAGE INCREASE 27% OVER 4 YRS

LOCAL FOOD PRODUCERS HELP TAMA COUNTY WIN HEALTHIEST & FITTEST COUNTY AWARD

LAUNCH MARKET SENSITIVE COMPUTERIZED FINANCING RESOURCE FINDING AND ECONOMIC IMPACT MODEL TO HELP NEW AND EXPANDING BUSINESS FIND RESOURCES AND NETWORK CONNECTIONS TO MINIMIZE RISK AND MAXIMIZE SUCCESS

TEN YEAR LOW IN BANKRUPTCIES



RECORD 60 NONPROFITS INVEST \$6M

1 OF 3 PERSONS IN WORKFORCE IS AN ENTREPRENEUR

AVERAGE HOUSEHOLD INCOME IS TOP 10% OF IOWA RURAL COUNTIES