Welcome!

- Thank you to Evergy & Sunflower Electric!
- About the series
- Today’s speakers from the Institute for Decision Making at the University of Northern Iowa:
  - Karla Organist, CEcD
  - James Hoelscher, CEcD
Institute for Decision Making

• Nearly 35 years of work in economic and community development outreach
• Our Services:
  • Planning
  • Technical assistance
  • Applied research
  • Training
• Our Clients:
  • EDO’s, Chambers of Commerce, Main Streets, CVB’s and other nonprofits
  • Utilities
  • Agencies – IEDA, IWD, Dept of Educ., DNR, Cultural Affairs
  • Associations – PDI, IBC, TFI, MEDC, NREDA
  • Heartland
  • Community Colleges

Heartland
Economic Development Course

Enroll for Heartland 2022
April 26-29 in Blue Springs, MO!

Intensive ED Fundamentals
✓ IEDC certified Basic Economic Development Course
✓ BRE, workforce, entrepreneurship, real estate, financing, community development, working with site locators, managing an EDO, ethics, marketing, strategic planning
✓ Nationally recognized faculty
✓ Tours, networking, mentoring

Build Your Network: 90 participants – six states
- Kansas, Iowa, Missouri, Nebraska, Oklahoma & South Dakota
- Over 1,400 graduates
- Scholarships available in KS

Register: bcs.uni.edu/heartland/

Kansas Board Members: Barb Hake & Beth Johnson
Getting to Know You!

• Go to www.menti.com or scan the QR Code:
• Use the code 1240 1858
• Answer 3 Questions:
  • What community or county are you representing today?
  • How long have you been engaged in economic development in your community or county?
  • How would you describe your role?

• Results Please!

What community or county are you representing today?
How long have you been engaged in economic development in your community or county?

- Less than 1 year: 13
- 1 to 5 years: 32
- 6 to 10 years: 7
- Over 10 years: 12

How would you describe your role?

- City or County Official/Staff: 26
- Elected Official: 8
- Paid Economic Developer: 17
- Volunteer in Economic or Community Development Efforts: 17
- None of these: 6
Today's Agenda

1. Economic Development Defined
2. Benefits of Economic Development
3. Economic Development Strategies
4. Managing Economic Development Organizationally
5. Partners in Economic Development
6. Final Questions & Wrap Up

What Is Economic Development?
And why do we “do” it?
IEDC Defines Economic Development as...

A program, group of policies or activity that seeks to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate growth and provide a stable tax base.

- *International Economic Development Council*

Economic Development is also described as:

- Implementing intentional activities to improve an area’s economic wellbeing and quality of life
- The process of creating and sustaining prosperity through job creation and retention and an improved standard of living for all residents
- Encouraging a tax base that can keep pace with the cost of needed government services
- Growth that makes communities better – not necessarily bigger
**Why do we “do” it?**

Economic Development Benefits include:

- Maintain, increase and diversify tax base
- Business expansion and retention (innovative, high-performing existing businesses)
- Economic vitality and diversification for commercial and industrial areas
- Create and retain jobs – increase per capita income
- Diverse, skilled, productive & adaptive workforce
- Recognition of local products
- Partnerships between local governments, businesses and community members
- High quality of “place”

**How Does it Work?**

![Diagram showing the flow of money from Basic Businesses to Non-Basic Businesses, including employees, utilities, services, supplies, and other local purchases]
**Examples**

<table>
<thead>
<tr>
<th>Basic</th>
<th>Non-Basic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>Auto repair services</td>
</tr>
<tr>
<td>Tourism</td>
<td>Convenient store</td>
</tr>
<tr>
<td>Some hospitals</td>
<td>Outpatient medical clinic</td>
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<tr>
<td>✓ Mayo Clinic</td>
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<tr>
<td>Regional shopping malls</td>
<td>Personal services</td>
</tr>
<tr>
<td>✓ Mall of America</td>
<td>✓ barber shop or dry cleaner</td>
</tr>
<tr>
<td>Agriculture exports</td>
<td>Print and copy shops</td>
</tr>
</tbody>
</table>

***A sector or industry can have establishments in each category***

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**Economic Development is Part of an Ecosystem**

Communities use Tax Revenues to:
- Support public safety
- Build and maintain recreational assets
- Ensure adequate public infrastructure
- Build and maintain community facilities
- Provide incentives for housing and business development
- Hire public employees

ED Practitioners Support Businesses & Communities by:
- Asking & Listening
- Researching & Exploring
- Assisting & Informing
- Responding & Connecting

Successful Businesses:
- Pay/generate taxes
- Hire employees
- Create a quality of place
There is No Universal Checklist

- Each community, region & state is unique in its:
  - Reason for investing in economic development
  - Approach to economic development
  - Assets and strengths
  - Challenges and barriers
  - Needs
- Economic Development activities should:
  - Build on your strengths
  - Fix or address barriers
  - Fill gaps to meet needs
Common Strategies or Areas of Activity

- Business Retention and Expansion
- Business & Industrial Attraction/Recruitment
- Site and Building Development
- New Business Start-ups or Entrepreneurial Development
- Commercial/Retail Development
- Retail Promotions
- Financing
- Agriculture
- Downtown Revitalization
- Research & Data
- Workforce Development
- Talent Attraction/Retention
- Community Development: Housing, Childcare, Recreation, Culture
- Tourism

As examples are shared, think about:
- Scaling to your size
- R & D (rip-off & duplicate!)

Business Retention/Expansion

- Interviewing to identify red flag issues that may lead to closings, layoffs and/or business interruption AND needs to enable growth and expansion
- Following up on identified business needs by connecting them to service providers and information
- **75-85% of all growth will come from BRE**

Examples:
- Existing industry survey and visitation program
  Headquarters, owners, manager visits
- Referral to Kansas Manufacturing Solutions (MEP)
- CEO Roundtables and Business Education seminars
- Assisting a business grow its exports through referral to Kansas Department of Commerce

Is this activity in our lane?
- Do we have “basic” businesses and who is visiting them?
- What is being done with the information collected?
- Are referrals actually being made?
- Are service providers stumbling over each other in an effort to “help”?

Kansas Department of Commerce
Common Types of Assistance

- Technical assistance
- Business seminars
- Appreciation/Recognition initiatives
- Export assistance
- Business roundtables
- Government procurement
- Cluster development

Business Attraction

- Focus on attracting new industry and private sector investment.

Examples:
- Conducting mock site visits with local volunteers to prepare for actual visits
- Having current and easy to access information on sites, transportation, utilities etc. online (LOIS)
- Direct marketing campaigns to suspect companies and site selection consultants
- Hosting a business prospect or site selector
- Participating in trade shows and site selector conferences and events
How Do Basic Businesses Decide?

- Business defines needs – sets site and location criteria
- Regional Screening – State, Regional Websites
- Site Screening – RFPs, LocationOne, Local Websites
- Hundreds of possible sites

It is a process of elimination

- Narrows search to possible locations
- Explore 12-15 options
- Visit 2-3 Finalist Locations – Conduct Site Visits

Site and Building Development

- Providing a location for a potential new or expanding existing business.
- HUGE difference between greenspace and a fully serviced site

Examples:
- Sedgwick Industrial Park
- Certified “Shovel Ready” Industrial site
Entrepreneurial Development/Small Business Development

- Focus on growing new businesses and sustaining existing through technical assistance, training, financing and/or facilities.

Examples:
- Technical assistance and mentoring
- Creating a small business visitation blitz & SBDC referrals
- 1 Million Cups, Code & Coffee, Pitch Battles and other networking opportunities
- Providing online resources through NetWork Kansas
- Co-working Space (e.g. The Hive, Groover Labs)

Is this activity in our lane?
- Who are our entrepreneurs?
- How are our existing small businesses doing and what do they need?
- Are our entrepreneurs connecting?
- Who is celebrating entrepreneurship and business ownership?

Commercial/Retail Development

- Focus on attracting new or expanding existing retail, professional and service businesses.

Examples:
- Business Succession - KU’s RedTire Program
- Recruiting a grocery store to expand into a community, or saving an existing grocery KSU’s Rural Grocery Initiative
- Recruiting doctors or dentists to a community (Kansas Initiative for New Dentists – KIND)

Is this activity in our lane?
- Do we have empty buildings?
- What are people leaving to buy?
- Who are our business owners – and are they getting older?
Retail Promotions

• Activities involving events and programs designed to enhance business sales for existing retail and service business.

Examples:
• Coordinating themed retailed promotions and events to encourage shoppers to shop locally
• Occasional Shopping & Ladies Day Out – Buffalo, MN

Financing/Incentives/Financial Packaging

• Providing financial capital for new and expanding businesses.
  Examples:
  • Revolving Loan Funds
  • Equity funding

• Providing other resource/liaison assistance to an expanding or relocating business.
  Examples:
  • Financial assistance and tax credits through state programs (PEAK, HPIP…)
  • Tax abatement or other in-kind from local government
  • “Gap financing” through a consortium of local financial institutions
Agriculture

- Working to connect local economic development efforts with agriculture

Examples of Resources:
- Kansas Growing Growers Training Program
- KSU Research and Extension
- Kansas City Food Circle
- Kansas Rural Center

Is this activity in our lane?
- How can we build relationships?
- Are there opportunities to support value-added agriculture?
- How are farmers in our area utilizing Industry 4.0 strategies and technology that could help other businesses?

Redevelopment/Revitalization

- Activities focusing on improving a downtown or a “brownfield” area designed to encourage private investment.

Examples:
- Hoke Building in Hutchinson
- McPherson Community Building
- Library in Eureka – former brownfield
- The “Nudgers” in Perry, IA

Is this activity in our lane?
- Do we have empty buildings downtown?
- Is there an area no one will touch?
- Do you have second story housing?
- Do you have a group of passionate and inspired individuals?
Research & Data Collection and Dissemination

• Collecting and providing up-to-date and timely information on available sites/buildings, workforce data, training programs, financing and incentive options, etc.

Examples:
• Laborshed Study estimating potential available workforce
• Up-to-date information on the LocationOne Information System (LOIS)
• Accurate data to respond to Requests for Information (RFIs)

Workforce Development

• Focus on upgrading skills of existing workers and improving the basic skills of entry-level workers

• ED Role: convener & connector

Examples:
• Participating in industry sector workforce boards
• Job fairs and internship programs for local business & industry
• Catalyst for career centers and school/industry collaboration
• Sharing best practices in automation/Industry 4.0

Is this activity in our lane?

- Do you know from where your businesses are drawing their labor?
- Is the information on your website updated?
- Are you evaluating the impact of your programming?

Is this activity in our lane?

- How can we grow our own?
- Are industry, k-12 & colleges/universities developing unique solutions?
- Does someone just need to call the meeting?
- Who is telling the story of workforce effort and progress?
Talent Attraction & Retention

• Activities that attract new people to a region or to help new people feel a part of the community.
• Retaining students to work or return to raise families

Examples:
• Regional Rural Partnerships (Iowa South)
• Provide businesses with recruitment tools (Choose Wichita)
• Offer matching incentives (Choose Topeka)
• Boomerang Programs (Back to Michigan)
• Newcomer Services Programs (Thrive Dubuque)

Is this activity in our lane?

- Do we know who is living, leaving, returning and why?
- What is our available housing stock?
- Is anyone telling the stories of those staying or returning or researching best practices?
- Are we working to plant the seed early with our students?
- How willing are employers for unique scheduling? P-Trepreneurs?

Community Development

• Focus on activities such as housing development, child care, parks, arts/cultural facilities and recreational facilities.

Examples:
• Serve as a liaison between housing developers and state programs
• Guide a housing assessment
• Workforce Housing Efforts
• Be the developer! (Stafford County Economic Development (EcoDevo))
• Child Care (Fairfield Economic Development Association – Iowa)

Is this activity in our lane?

- What assets are the required basics?
- What assets could be the difference makers? What could make us unique?
Tourism Services or Development

• Activities accommodating current tourism activity including marketing and providing information.
  Examples:
  • Operating a welcome center or visitor information center
  • Providing step-on guide service to bus tour groups
  • Websites, apps, visitor guides, etc.
• Actions designed to increase the potential for tourism growth and expansion.
  • Water/kayak trails - Bike trails
  • Unique Festivals

Is this activity in our lane?

☑ How can we get people to stop in our community?
☑ How do we get them to extend their time in our community by one day, one hour, one stop?
☑ Who are the audiences for our current events and festivals? What is the purpose of “done it forever events”?
☑ What is the actual economic impact – new money?

Karla’s Wish: Every Grain Elevator is Painted!
10 Things You Should Know!

1. Your local economic strengths and weaknesses.
2. Your community’s place in the broader regional economy.
3. Your community’s economic development vision and goals.
4. Your community’s strategy to attain its goals.
5. Connections between economic development and other city/county policies.

6. Your regulatory environment.
7. Your local economic development stakeholders and partners.
8. The needs of your local business community.
9. Your community’s economic development message.
10. Your economic development staff.

Types of Development Organizations

Formalizing Your Efforts

Who is Doing What? In General...

<table>
<thead>
<tr>
<th>Economic Development Organization (EDO)</th>
<th>Chamber of Commerce</th>
<th>Main Street Organization</th>
<th>Tourism or Convention &amp; Visitors Bureau (CVB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “Basic” Business Attraction</td>
<td>• “Non-basic” Business Assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Business Retention &amp; Expansion</td>
<td>• Small business, retail attraction and development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Land and site development and/or marketing</td>
<td>• Cooperative events to help “cash registers ring”</td>
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<td></td>
</tr>
<tr>
<td>• Talent development, retention and/or attraction</td>
<td>• Shared business and community marketing</td>
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<tr>
<td></td>
<td>• Geographically designated</td>
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<tr>
<td></td>
<td>• Four Point Approach:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Economic Vitality (business assistance within the district)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Design (aesthetics within the district)</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Promotion (of the district &amp; its businesses)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marketing of tourism or convention assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Visitor services</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Development of tourism assets or events</td>
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• There is a lot of overlap in the real world
• Other activities include: housing, child care, downtown revitalization, community beautification, programs for start-ups and entrepreneurs, advocacy
Typical Legal Structures & Affiliations

- **Public Entity**
  - Department of a Local government
  - 28-E Organization
- **Public-Private Partnership or Private Entities**
  - 501(c)(3) – “Public Charity”
  - 501(c)(4) – Allowed to lobby
  - 501(c)(6) – “Business Association”
  - Some EDOs have multiple legal corporations
- **Basic Models of Nonprofit Affiliation**
  - Contractual Relationship
  - Strategic Alliance
  - Consolidation
  - Nonprofit Merger

Pros and Cons

<table>
<thead>
<tr>
<th>Public EDOs</th>
<th>Private EDOs</th>
<th>Public-Private EDOs</th>
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<tbody>
<tr>
<td><strong>Pros</strong></td>
<td><strong>Cons</strong></td>
<td><strong>Pros</strong></td>
</tr>
<tr>
<td>Access to public funding and mechanisms(e.g. industrial bonds)</td>
<td>Turnover of elected officials</td>
<td>Could avoid public sector buy-in</td>
</tr>
<tr>
<td>Attracts buy-in from public leaders</td>
<td>Potentially reduces ability to negotiate in confidence</td>
<td>Greater hiring flexibility</td>
</tr>
<tr>
<td>Coordinates policy/strategy across the local jurisdiction</td>
<td>Reduces flexibility in hiring</td>
<td>Serves as intermediary between individuals and government</td>
</tr>
<tr>
<td>Easy access to other local public departments</td>
<td>Risks lack of coordination with business</td>
<td>Can lack capacity to engage in full range of economic development activities</td>
</tr>
<tr>
<td>Wields local powers (taxing authority, zoning)</td>
<td>Limits activity to its political jurisdiction</td>
<td>Leverages private market sources of financing</td>
</tr>
<tr>
<td>Requires a amount of debt financing</td>
<td>Restricts amount of debt financing</td>
<td>Enables option for equity investment and profit-generating activities</td>
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<tr>
<td>Prohibits lending to private sector</td>
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<th><strong>Cons</strong></th>
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</tr>
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<tr>
<td>Turnover of elected officials</td>
<td>Make decisions quickly</td>
</tr>
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<td>Potentially reduces ability to negotiate in confidence</td>
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<td>Risks lack of coordination with business</td>
<td>Can receive donations</td>
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</tbody>
</table>
What role can you play?

1. Be an informed and open-minded decision maker
2. Be a promoter of your community and of the importance of economic development
3. Be a distributor & overseer of resources (funding, land, incentives, permits, zoning admins, inspectors, etc.)
4. Include economic development among your local government’s priorities
5. Remember and appreciate that economic development is a process and not an event!
6. Providing information and assistance to instill confidence that your community is the place for these risky endeavors (e.g., staying, moving, expanding, hiring, starting up, investing, enticing, promoting)
Personas of the Weak

- **Turkeys** - just like a big turkey dinner once or twice a year, these individuals show up only once or twice a year to attend meetings, meaning that if you have a formalized group, these AWOL ‘members’ take up valuable spots that others who would be more committed could fill.

- **Skunks** - these people are involved for business development purposes rather than to serve the broader community or advance the cause of the nonprofit organization; you can smell these stinkers a mile away.

- **Show Horses** - these people show up to take the credit for work done by others, often stomping on the toes of those who went the extra mile behind the scenes to ensure that the communities’ important programs happened.

- **Mockingbirds** - these people show up to cackle and listen to their own voices rather than to add real value or insight (turkeys are bad, but at least they don’t actively disrupt like mockingbirds do).

- **Chameleons** - these creatures agree to do things, but then disappear, never to be found when everyone else is counting on them to deliver the promised work.

- **Flavor of the Day** - just want to implement because others are doing it. Little insight into true requirements, resources or ramifications.

Source: National Council of Nonprofits www.councilofnonprofits.org

Qualities of Effective Doers

- **Specific Expertise**
- **Team Oriented**
- **Dependability**
- **Community Connections**
- **Can Represent**

Source: Top Qualities of Effective Board Members - Kat Boogaard
Take Advantage of Professional Development Opportunities – like today!

- Kansas Economic Development Alliance (KEDA)
- Heartland Economic Development Course (HEDC)
- Economic Development Institute University of Oklahoma (OU EDI)
- National Rural Economic Developers Association (NREDA)
- International Economic Development Council (IEDC)
- And more!

Economic Development Partners
Alignment & Resources Matter!

- Local Public-Private Partnerships
- Local & State Governments
- Utilities – public, co-op and investor owned
- Educational Institutions
- Federal Government
- Others
  - Councils of Government
  - Foundations
  - Nonprofits
  - Financial Institutions
  - Kansas Association of Certified Development Companies (KACDC)

Supporting Economic Development in Kansas
Let’s Wrap It Up!

Key Takeaways

Key Takeaways - To Support Businesses, EDOs:

• Make regular business visits
• Know the available business assistance programs
• Provide information
• Track, promote and show available sites and buildings
• Help businesses navigate red tape
• Help with site development
• Encourage and support entrepreneurs and start-ups
• Convene groups to take action e.g. workforce, downtown redevelopment, housing
Key Takeaways - To Support Communities, EDOs:

- Plan and implement economic development strategies
- Market the community—tell the story
- Create and maintain community profiles, studies and assessments
- Know the available community development programs
- Provide information to communities and organizations
- Attend meetings with community stakeholders

Key Takeaways – in general

- Economic Development is a process and not an event
- It requires a long-term commitment and patience from all of the key players
- It requires a balanced approach in strategies used
- It takes leadership
- Development is not just about the business climate of a community, a region or a state
  - You need a quality ED product (e.g., available locations and workforce)
  - Think of it this way:
    “If a community is not willing to invest in itself, then why should my business invest in that community?”
Enroll for Heartland 2022
April 26-29 in Blue Springs, MO!

Comments from Heartland Grads:
“I am just blown away by how much I learned in such a short time!”
"I felt a lot more competent and confident after each daily session!”
“Outstanding caliber of presenters”
“The class, the speakers, the relevance of the content all exceeded my expectations! I enjoyed every minute of it.”

bcs.uni.edu/heartland/

Thank You!

• Upcoming Trainings:
  • Kansas Economic Development Programs - December 13, 3:00 p.m.
  • Investing in Growth for the Community Organization - December 16, 3:00 p.m.
  • Business Retention & Expansion – January 5, 10am
  • Business Attraction – January 10
  • Entrepreneurship and Small Business Development – January 13* (tentative date)
  • Workforce Development / Talent Engagement – January 19* (tentative date)
  • Community Development – January 24 and 27

• Feel Free to Reach Out:
  • Trisha Purdon, Deputy Director, Kansas Office of Rural Prosperity
  • Sarah Karns, Project Coordinator, Kansas Office of Rural Prosperity
  • James Hoelscher or Karla Organist, Heartland Economic Development Course & Institute for Decision Making | University of Northern Iowa