



Champion Meeting #4
July 16, 2013
The Arboretum
4:00 pm to 6:00 pm
Evaluation Results
 Prepared by Stacey Stockdill

Role: Champion (10) Ex-Officio (4) Unknown (7) Total of 21 of 26 (81% response rate)

	Don't Know	Strongly Disagree	Disagree	Disagree/ Agree	Agree	Strongly Agree
I have a clear understanding of my role.	4.8% (1)				66.7% (14)	28.6% (6)
I have clear understanding of the work being asked for from the theme resource group.					72.6% (16)	23.8% (5)
The roles of the other team members are clear.	9.5% (2)				71.4% (15)	19.0% (4)
The expectations regarding the Champion role are realistic.	4.8% (1)			4.8% (1)	71.4% (15)	19.0% (4)
The expectations regarding the Ex-Officio role are realistic.	33.3% (7)			4.8% (1)	47.6% (10)	14.3% (3)
I believe our theme area is making progress.				4.8% (1)	52.4% (11)	42.9% (9)
I believe the work of our team will make a difference for the five-country area.					52.4% (11)	47.6% (10)

On a scale of 5 – 1, do you think this session was “time well spent”?

Waste of My Time

Time Well Spent

1	2	3	4	5
			38.1% (8)	61.9% (13)

Anything else “on my chest” that I didn’t get a chance to say:

RE: Role of Ex-Officio: “I would say that our Transportation Theme, Jake had to put in the majority of effort. Thank you Jake, but can we ask him (and maybe other ex-officios) to continue to do that?”

RE: Theme area is making progress “It is making progress, but maybe my expectations were too high.”

“Keep focused on measurable achievable sustainable objectives. That’s what the Resilient Region is doing well.”

“Hard to get everyone together throughout the year (between meetings).”

“Thank you R5DC and Initiative Foundation”

“Stacey is amazing”

Distributed Leadership Model: We NEED Your Help! As part of the Bush Foundation evaluation we need to provide a detailed review of what we have learned from this “distributed leadership” approach to implementation of the Resilient Region Plan. **So we are asking you all – to take some time tonight to give us your feedback in writing. Here are the questions:**

What are the strengths of the distributed leadership model?

“Bringing forward benefits of numerous community leaders.”

“Each of us brings different talents, relationships and expertise to these groups; structure allows us to capitalize on these, and to compensate for our lesser strengths!”

“Champions are enabled to propose work that their organizations value but have not be able to do yet. Champions can propose the ‘things we have always talked about doing’ but have not had the resources, to execute.”

“The Resilient Region Project is too large for a small group of champions – the elven themes need the distributed leadership model to move the projects forward.”

“It distributes the work to helpfully prevent over-burdening anyone team member. It engages all team members, facilitates a natural role and action items for each.”

“Destruction of silo-thinking, cross pollination, whereistic thinking.”

“Collective experience, seeing issues and opportunities from multiple perspectives. Problems and solutions are multifaceted – not linear. It takes this broader distributed approach to define issues well and address them effectively.”

“The distributed leadership model has been surprisingly successful! When I first heard that we were going to be working this way, I was concerned that nothing would get done. Instead, we have accomplished more than I would have expected from a top down model.”

“Sometimes the quiet people have the most to contribute – it ensures everyone participates. By hearing all views, collectively we have gathered a much broader understanding, vision and hopefully have more achievable and useful projects.”

“Forms a linkage between theme areas that are otherwise diverse. Distributes responsibilities.”

“A leader among peers – balances strength of personalities and disciplines.”

“Not being solely responsible for the product; more people to think the issues and concerns through.”

“The knowledge that each person brings to the table.”

“Collaborating with other champions.”

“Broader input, more realistic or grounded ideas brought forth. More ideas and thoughts exchanged.”

“I can rely on the work of my champions and other theme members to get the job done. I may be an expert in my theme but others bring a lot to the table to enhance what I can do for the region.”

“More information gained, different aspects.”

“Decisions are made.”

“Multiple input, taking turn pulling and pushing as leaders. Love the ex-official role person, Deanna – she is a real strength.”

What are the weaknesses of the distributed leadership model?

“You do – eventually – need someone to lead, make the call, decide, implement, delegate tasks, etc.”

“We all tend to be over-committed (spread thin) so time is always a limiting factor.”

“Hasn’t been a problem yet, but accountability could be missing.”

“Champions don’t necessarily meet to discuss their theme areas until a report is needed. Or if there is a specific topic/project going forward. We need monthly e-mail to really keep on track.”

“It might lead to slightly more ambiguous roles and responsibilities (at times hard to know exactly how champions are responsible for engaging broader community on the theme area.”

“Diffusion of responsibility; tragedy of the commons (freeloaded effect)”

“Perhaps making sure you have the right representative in the leadership model and keep fostering future champions.”

“I really haven’t seen any weaknesses.”

“Certain types of people seem to be turned off by the “touch-feeless” of it – and perhaps have left the table.”

“Easier to lose focus.”

“Is anyone in charge?”

“The role of champions – the assumption was that they would bring ‘resources’ and take charge – but in reality the burden has often fallen to the ex officio to make sure something happens. It appears to depend on the degree to which the theme has an existing infrastructure – such as for workforce. In that case working on the recommendations and action steps is a logical extension of the work already taking place. In many of the other themes – this ‘existing’ infrastructure is missing – so it is more difficult to bring all partners together and to make progress. In these cases the burden seems to fall on the ex officio.”

“We do not get to dive into deep-time.”

“Zeroing in on one idea or project – less efficient in the execution.”

“Getting everyone together between big quarterly meetings. Having someone take charge and lead the meetings without dominating the conversation.”

“Timelines and getting together.”

“Diverse individuals or cultured representation.”

“Wondering – who should be in charge? Who should be responsible? A lot then falls on the ex officio person.”

What inspires you about the Resilient Region work?

“Love seeing all that is really happening. The strength of using true community leadership and collaboration. Having a plan for getting to a true resilient region that addresses all the real issues and needs.”

“Building stronger communities.”

“Getting to know and understanding what the other regional leaders do in their work.”

“Progress! What a great team!! ☺”

“Rolling up our sleeves and getting stuff accomplished.”

“Hearing about what is actually being done in the different areas and how I can relate this information to others.”

“I am always amazed when I come to these meetings to hear about everything being accomplished in Region 5 mostly to the credit of the Resilient Region Plan. Many of the projects have been successful because they have incorporated several themes.”

“Results that matter. Interdisciplinary focus.”

“Overall the enthusiasm to work collectively.”

“It just makes sense. Although quite ambitious, by taking the time to reflect on our neighbors and their issues, and being aware of “themes” that interact with the ones nearest to our hearts, we can achieve so much more – therefore, it’s rewarding.”

“The quality of the participants is outstanding. It is inspiring to see so many intelligent, motivated individuals working together to make a difference.”

“We are collectively making progress. We have momentum and we are a magnet for support ... Keep it going!”

“Cheryal! Collaboration Collaborative Spirit; Everyone’s sincere participation!”

“The collective wisdom, expertise, connections and opportunities can’t be matched – and one leading to real, meaningful results.”

“We are getting things done and we are collaborating across public/private/nonprofit areas.”

“How the collaborative nature of the group has led to a number of aggressive implementation projects.”

“Work across-silos, trans-boundary – with the greatest assets or attributes of our region!”

“Implementation!”

Thank you for all you have done to help build a resilient region!!

Harvest of question posed during the meeting by Chair, Tim Houle, What keeps you coming back?

Tim Houle, Administrator, Crow Wing County, “Who are you – where you – what keeps coming back? I am still impressed by the number of people. The return on investment and that fact that so many of you are still in room is impressive to me.

Janelle Riley, CEO Syvantis Technologies, “What attracts me to the Resilient Region Connectivity team is that it relates, tangentially, to my business. It is also interesting to see what is happening and what is accomplished on region.”

Pam Mahling, Corporate Resource Specialist, West Central Telephone Association, “We are located in Sebeka and provide fiber to home. We are committed to rural lifestyle and rural Minnesota. We are wanting to be a part of anything that is trying to get at the root of problems and solve problems. I love efficiency of the way things are getting done.”

Jason Edens, President, Rural Renewable Energy Alliance, “The Renewable Energy Alliance includes solar design firms; solar heat and electric; wind. What makes us unique is providing solar assistance to low income on energy fuel poverty. The vast majority of our population takes energy for granted. They don’t realize the impact on economic development, connectivity, health. We all realize energy is a part of our region’s success.”

Molly Zins, Executive Director, University of Minnesota Central Minnesota Sustainable Development Partnership, “The Title of our organization University of Minnesota Central Minnesota Sustainable Development Partnership – the title is important. It does connect us to the work of the Resilient Region. There were a number in my organization for a number of years have been a partner in this work. I am lucky enough to continue some of that work. My focus is how to connect University resources with Central MN to foster sustainable development.”

Bob Shaffer, Instructor, Central Lakes College, “My joy and love this emergence in this kind of environment – it raises my IQ. We are involved at agricultural center and now are able to produce all our own fuel. The crops we raised right in this area are being used to produce our own fuel. I love being able to transfer this technology to the rest of region/farms. Helping them become sustainable in terms of energy and local foods. I am sucked in it. I enjoy where it is taking us. I love work with Dr. Lundbland and Mary Sams who are so progressive.

Cheryal Hills, Executive Director of Region Five Development Commission (R5DC). “It is interesting I was trained in nursing. And when I was in nursing those there felt the world revolved around health care. Those in housing believe the world revolved around housing. We have come to realize how connected we are in all these disciplines. Not just economic vitality but also as environmental stewards. Our environment is our life line – and we are learning we can have our cake and eat it too. We can have economic vitality – and maintain our quality of life.”

Deanna Hemmesch, Executive Director, Central Minnesota Housing Partnership (CMHP), “Seeing the project like *Sprucewood* a 6-Million-Dollar-Project come to life. We submitted that application three times. It was the 3rd time approved because of the people around this table (Jason, Jennifer, Todd) helped us strengthen the proposal from a multi-disciplinary way. It matches the RR plan and I am excited do more.”

Jennifer Bergman, Executive Director, Brainerd HRA and Crow Wing County HRA, “What keeps me coming back – we provide housing, we do redeveloped – and to do that successfully we

need to think about all the pieces – to make our project successful. I have been most impressed with the people here and the connections I have made. And my IQ too has been raised.

Jeni Weston, Executive Director, Greater Lakes Association of Realtors, “I work with the realtors – and want to help make network connections. The information from this group I share with realtors so they can step out of the box.”

Colleen Faux, Executive Director, Mid-MN Builders Association, “Ditto – I come back because of the cross reference, collaboration, of people at the table. It is neat to see the work and efforts – the collaborating done – and what we are looking at doing.”

Amy McLean, Happy Dancing Turtle, “I was raised here, I am raising my kids here. I come because I care about this area.”

Lynn Hunt, Executive Director, Resilient Living Council, “We are focused on housing and energy. Here we are able to focus in on that, we are able to see the collaboration and that all is very exciting.”

Tim Houle, Administrator, Crow Wing County, “The disciplines coming together. This part of the organization is thriving. There are other parts in this region who are not thriving. All boats have to rise. I have been reading Margaret Wheatly Leadership in New Science – where she write about homeostasis – within the body organization -- so one system does not stamp out the other system. My own reason for being here and to remain is that this has to work and it has produce resources – tangible dollar \$6,000,000 is real tangible. So when I measure the reason for coming I can measure it on the esoteric and the tangible – fundamentally by both.”

Mel Radermacher, (R5DC), “I love to see the passion everyone has here for the whole group and for the whole region.”

Mary Sam, Director of Intercultural Services, Diversity & Tribal Relations, Central Lakes College, “I my title it shows that I work with technical and disability programs; cultural competency; Indian studies. With Mille Lac’s Band of Ojibwa – like Cheryal this is about quality of life – part of my commitment it to both quality of life and equity for all. We have some work to do. It won’t be done at CLC at schools alone. We need to partner and become concerned about closing achievement gap and race equity gap. Some of these conversations are scary and hard and courageous. We are not even sure how to talk to each other; appreciate we can talk about hard data and folks in our community

Dan Frank, Senior Program Manager for Community & Economic Development, Initiative Foundation, “The main thing I enjoy about this group – it that basically it does work. We all jump in and everyone does their thing. It is neat to see the silos broken down. I am not sure of another area that is successful in brining all these people and all these areas of expertise together – connections and cross over is so evident when we are together.”

Merritt Bussiere, University of Minnesota, Extension Educator, “I am new to the area. My service area is region 5 + 3 counties. So far we have become active with the connectivity efforts we are also active with the local foods effort. The reason I got invited to be part of the Resilient Region Plan, and why I am here is because it is a framework for my work. It is a way to target applied research I do around region.”

Adam Rees, CEO, Essentia Health, “I am a new bee few months. I am here because of the pushing by Bob and Jani. It is really impressive the depth and breadth and level of commitment! I am originally from the Boston area. Have spent part of my career mid-west in rural communities – hospital administration. What impresses me about this region is the willingness to come together, deep values. There is not one report one theme that area does not impact quality of life

and health wellness. It is interesting when listen all of you, all of you value what is at the heart of St. Joses, all the reports reflected justice, fairness for all, hospitality, good steward of resources, quality. This is impressive and I appreciate this opportunity be part of this work.”

Tim Houle, Civil Engineer, Widseth, Smith, & Nolting, “My area is the transportation theme. Why I am still here? We all have been involved lot of studies and plans. The frustration is the implementation. I like this implementation part - that is why I am here.”

Joe Schulte, Business & Loan Developer, R5DC, “I love the challenge of putting puzzle pieces together. What keeps me coming back is the collaboration – the intellectual partners.”

Rick Utech, Executive Director, Todd County Economic Development Corporation, “As a lender, and part of the SBDC office, the reason I am here is what happens in this room – all of this is economic development! I am picking up great information and great networking on so many different facets. Thank you!”

Todd Holman, Regional Director, The Nature Conservancy, “The first chunk of my work is with the Nature Conservancy, in the evening I am a commissioner on the Baxter City Council. I represent the Natural Resources and Development Patterns Theme. I have been the benefactor and can testify for the value of regional awareness. It has been very helpful in our work. I leave her energized and informed. I leave here with more than I bring. I thank you all for that.”

John Sumption, President, Sumption Environmental, “I was a former engineer for Cass County. I am also a local grower of organic food. I helped with the Crow Wing County and other Local Units of Government update ordnances and zoning maps. What keeps me coming back, selfishly, I invested 33 years in preserving natural resources. I am hooked on that. I think this group stands the best chance I have seen to truly make that a regional effort.”

John Solheim, CEO, Cuyuna Regional Medical Center. “We are located in Crosby. The mission of our organization is to improve health of residents. I can’t accomplish that in vacuum; we need to collaborate with the health care providers across the region.”

Tim Rice, CEO, Lakewood Health Systems, “One of the neat things about this – you get so busy own profession, your own work each day; just the exposure to all different perspective – broadens my awareness. Health care systems in this region want to make a difference. The opportunity to get together is exciting.”

Jani Wiebolt, retired COO, Essentia SMJC, “I worked at Essentia for 30 years at the St. Joe Medical Center - improving community health is what brought me to the table. I want to echo Cheryal’s comments – there are a lot of good projects that go beyond narrow scope. The 11 themes provides a format and structure to network across the disciplines.”

Mark Larson, I am the new COO at Essentia SMJC, “When I was in Red Wing, Goodhue County I worked on a number of community collaborative. I am very impressed with what I see here, you are 2nd to none. I am impressed. I hope to be key player going forward.”

Bob McLean, COO, Hunt Utilities Group. “What brings me back -- collectively we are getting things done. To actually get things done and on top of that to see the momentum. It is not just a feel good project. There is still so much momentum and magnetism. People around the state and beyond – they know what we are doing – and that it is being done collectively and collaboratively. If keep working collaboratively, we have a tremendous opportunity because we are delivering on so many fronts – with momentum. That is a natural draw for all of us to come back!”

Andrea Lauer, Mayor of Royalton, “The plan and implementation – we have been part of planning and planning and planning. What keeps me coming back this group gets stuff done. Every one of 11 themes touches my city in some way. I can take back to my city. It is an invaluable learning experience and I can’t thank you enough for that.”

Don Hickman, Vice President, Initiative Foundation, “I love rural character – included in that rural character average worker spends 25 to 30 minutes driving. They don’t live where they work. We have to collaborate and work together. We have 80% who are low income. There are not enough resources to waste, therefore we are required to work together.”

Tad Erickson, Community Planner, R5DC, “The most fascinating is the group and the process. The scope and scale, and potential impact, of the virtual highway project. That is what keeps me coming back.”

Cheryal Lee Hills, Executive Director, R5DC, “This model has been recognized on a national level. The Presidents Rural Council. Stacey and I went out to present last fall. I have been invited back this fall again – EPA, HHS, HUD, USDA, EDA, DOT - How you are doing this? Our work is extremely unique; congratulations to all!”

Report Backs on Rural Café – From Harvest Sheets

Question 1: What aspect of the quarterly Champions meetings has been most beneficial to you?

Good sharing; collaboration between themes; like hearing what other themes are doing and how it can impact my theme; accountability/have to produce at the meetings.

The collaboration aspect has forced everyone to think outside of our silos, and consider the needs of the other 10 theme areas.

Continue at least quarterly to keep momentum

Has to be results driven (we need to hear about them and see them); invaluable networking opportunity and build connections; good to hear what's worked and what hasn't worked.

Question 2: What one project (from any theme) do you think has been most impactful (so far)?

Virtual Highway project affects all 22 themes – important for economic development, health, education

Energy efficiency projects, school project, townhome solar project

Rehab good for housing

County public/private health partnership

Manufacturing grant

Connectivity – virtual highway for health

Local food initiative

Renewable energy

Sprucewood/housing

CWC & watershed efforts

Question 3: How should we continue our work through next year?

Re-examine the Resilient Plan and the focus/initiatives we worked hard to develop; Champion Report template include goals; like quarterly get-togethers. Maybe a 3rd hour for one or two projects; presentations then feedback; 2 minute energizing reports at the end of the meeting; reports a week ahead of time – help jump start collaboration; started to converse on how individual theme champions and ex-officios interact (that in some cases ex officios are carrying the burden to make things happen). Also talked about having ½ hour presentation at the beginning – next time we might want to invite Mary Sam to present the data, as an example.

Quarterly meetings seem to be an effective frequency of meetings; structured, crisp, concise meetings, are valued, and effective; respectful of time; priority for the group to retain Stacey in her current role.

A way to get more people involved – i.e. using the resource network. More cities represented? Will we change out champions? Stay will 11 themes until at least 1 completed project; study what we've learned. Share our reports via email; more in-depth “deeper dive” between meetings via webinar; find places where themes converge and present together; invite others in; send out press releases, more media, ask groups to try hand at writing their own; be intent-ful & strategic in way we invite who else cares about this.

Check in on schedules so people can attend; 4 meetings a year is OK, face-to-face; we need to perhaps look at other cross-theme meetings – perhaps via Skype or other tech; google hangout; keep the things we can get done; regional approach makes us more fundable, enriching themes.

Meetings are very effective; theme area conference calls are helpful; theme area updates at meetings are really useful; meetings help facilitate helpful deadlines; need to balance large gap time with opportunities to connect with other theme areas; would be helpful to go more in-depth to focus on a theme area in meetings; are we at a point where we might need a large meeting?

Theme Champion Discussion

Housing/Affordable Housing

Janie: Yes

Colleen: Yes, want to add more to the group, sometimes have meetings conflicts

Amy: Yes

Lynn: want/like having people from housing industry. Interested in staying on

Jennifer: Yes – bad about time available, feel just getting feet wet; conflict on 3rd Tuesdays.

Energy:

Molly: I'm in

Jason: I'm in

Bob: Job change – champion role and time spent in the area is in question

Other thoughts: “Better engage the energy network think tank – need a galvanizing project. IE discussed new legislation and ID opportunities where we could work together collectively, advocacy opportunity for their work; PACE – focuses conversation

Efficiency & Effectiveness:

Tad: I'll continue to act as ex officio

Andrea: Will continue as champion

Don: Will continue as champion

Other thoughts: Modest total discretionary prize for an “Efficiency and Effectiveness” \$2,000; matched by another 1-2K

Economic Engines:

Lisa Paxton – will ask her

Greg: Yes

Rick: Yes

Joe: Yes

Arlene Jones: Said Yes to Request from Cheryal since one of initiatives is regarding local foods, Cheryal Hills in E-mail to Greg, Rick and Joe.

Connectivity:

Pam: Definitely wants to continue to participate

Stacey: Planning to participate

Janelle: I will continue to participate

Natural Resources & Land Use

Todd: Keep on working w/ existing initiatives

John: Follow-up and city/county reaction to draft ordinances and plans. Continued to be involved as a champion

Other Thoughts:

- 1) Mississippi Headwaters board – fall 2013 strategic plan development, lots of local potential roles, efficiency, fund sourcing
- 2) Local county water plans underway: Aitkin/Cass
- 3) Brainerd Strategic Planning – river focus, active transportation
- 4) Baxter: comp plan completion and ordinance implementation
- 5) Potential Cross Lake/CWC land use administration collaboration – incorporate RR ordinances.

6) Regional identification of critical areas for protection

Changing Populations:

Mary Sam: Will continue to be involved

Dan Frank: Will continue to be involved

DeeAnn Barry: Her husband has been struggling with cancer. We hope she will return to us. We are keeping her in the loop – but we may have to replace her – depending on her husband’s health.

Suggestions for Additions/Replacements Dean Loidolt at Central Minnesota Council on aging or Bill Brekken at Life Long Learning at CLC.

Other Thoughts: Work on our priorities – look at opportunities to for implementation of senior transportation options where there are gaps, engage with the health care and connectivity teams implementation as related to seniors and how it will help them stay independent in their own homes. Continue to support and encourage Mary Sam’s work around the achievement gap.

Transportation:

Tim Houle: Hopefully to continue to meet quarterly with all themes. Continue to touch base with Jake, remind ourselves of the original goals and see what resources might help with them.

Jarrett Leas: Could not make it [absent future role unknown]

Jake: Will continue to serve as ex officio

Additions or Replacements:

Not aware of any; although w/ Jake as Region 5 Transportation Director, maybe someone else with MNDOT in a “regional” role at MNDOT to help Jake and give us some more regional perspective

Other Thoughts:

We are 1 year old; would like to keep trying and be open to adjusting as we go.

Health Care: All want to continue and there will be 2 additions. Therefore the Health Care Champion List will be as follows:

Jani Wiebolt (Retired COO - Essentia SJMC)

Tim Rice (Lakewood Health Systems)

John Solheim (Cuyuna Regional Medical Center)

Bob McLean (HUG)

Adam Rees (CEO - Essentia Health)

Mike Larson (COO - Essentia Health)

Education and Workforce Development:

Larry Lundblad (CLC)

Craig Nathan (Rural MN CEP)

Cheryl Lee Hills (R5DC)



**Theme Champions &
Ex Officio Members**
Attendance: Meetings 1, 2, 3, 4

MEETINGS	1	2	3	4	MEETINGS	1	2	3	4
CHAMPION CHAIR: Tim Houle, Administrator, Crow Wing County	X	X	X	X	NATURAL RESOURCES AND DEVELOPMENT PATTERNS				
Stacey Stockdill, EnSearch, Inc. ensearch1@aol.com	X	X	X	X	Todd Holman (The Nature Conservancy)	X	X	X	X
Melissa Radermacher (R5DC) mradermacher@regionfive.org		X	X	X	John Sumption (Sumption Environmental)	X			X
					Phil Hunsicker (Envision MN)	X	X	X	
AFFORDABLE HOUSING									
Lynn Hunt (Resilient Living Council)	X	X	X	X	EFFICIENCY AND EFFECTIVENESS				
Jennifer Bergman (Brainerd HRA)	X	X		X	Don Hickman (Initiative Foundation)	X	X	X	X
HOUSING					Mayor Andrea Lauer (Mayor of Royalton)	X		X	X
Colleen Faux (Mid-MN Builders Association)	X			X	Tad Erickson	X		X	X
Janie Weston (Greater Lakes Association of Realtors)	X	X		X					
Deanna Hemmesch (CMHP)	X	X	X	X	TRANSPORTATION				
					Tim Houle, (Widseth, Smith, Nolting)	X	X	X	X
CHANGING POPULATIONS					Jarrett Leas (Kadmas, Lee & Jackson)	X	X		
Mary Sam (CLC)		X		X	Jake Huebsch (R5DC)	X	X	X	
DeAnn Barry (Brainerd Lakes Area Senior Center)	X	X							
Dan Frank (Initiative Foundation)	X	X	X	X	ECONOMIC ENGINES				
					Greg Bergman (SBDC)			X	
CONNECTIVITY					Rick Utech (Todd County EDC)		X		X
Pam Mahling (WCTA)	X	X	X	X	Joe Schulte (R5DC)	X	X	X	X
Janelle Riley (Syvantis Technologies)	X	X		X					
Mark P Hanson (WCTA)	X	X	resigned		ENERGY				
					Bob Schaefer (CLC)	X	X	X	X
EDUCATION AND WORKFORCE DEVELOPMENT					Jason Edens (RREAL)	X	X	X	X
Larry Lundblad (CLC)	X	X			Molly Zins (UM Central Minnesota Sustainable Development Partnership)	X		X	X
Craig Nathan (Rural MN CEP)	X	X							
Cheryal Lee Hills (R5DC)	X	X	X	X	HEALTHCARE				
Meeting #4 New:					Jani Wiebolt (Essentia SJMC)	X	X	X	X
Merritt Bussiere, Extension Educator, University of MN				X	Tim Rice (Lakewood Health Systems)	X	X	X	X
Adam Rees (Essentia Health)				X	John Solheim (Cuyuna Regional Medical Center)			X	X
Mike Larson (Essentia Health)				X	Bob McLean (HUG)	X	X	X	X