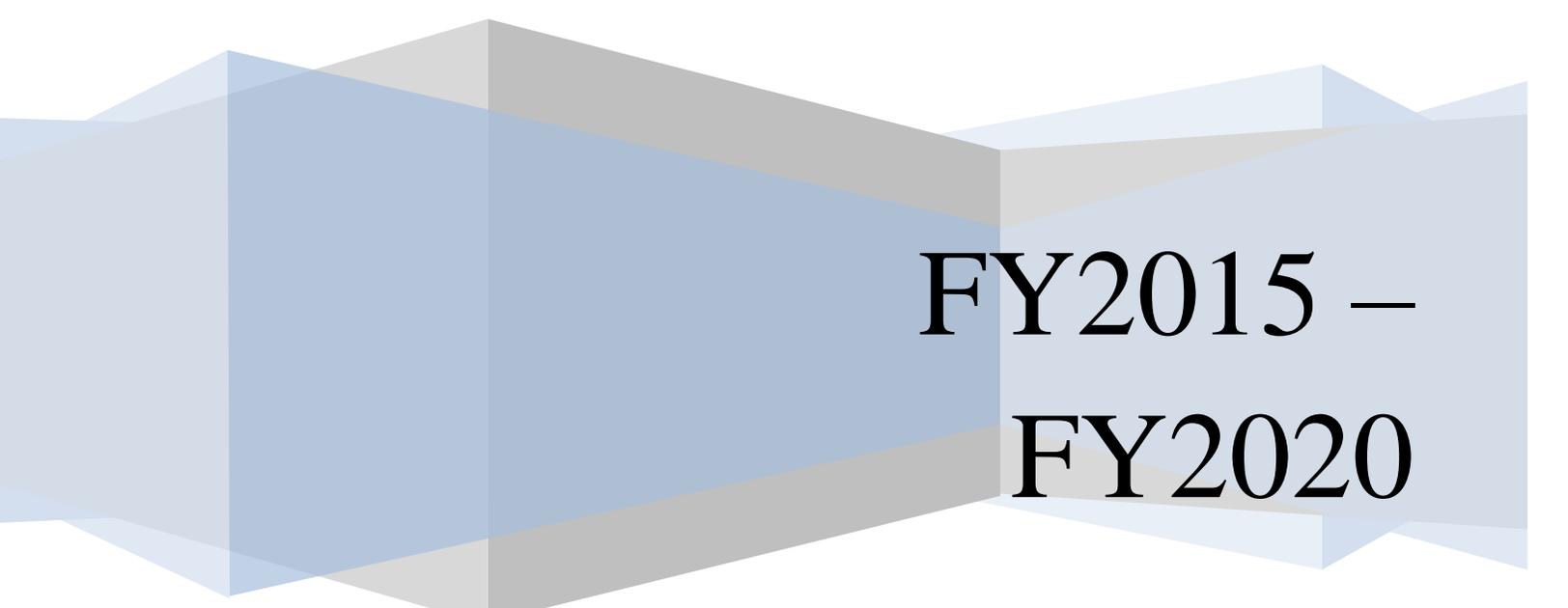


Southwest Iowa Planning Council

# Comprehensive Economic Development Strategy

Counties: Cass, Fremont, Harrison,  
Montgomery, Page & Shelby



FY2015 –  
FY2020

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## ADOPTING RESOLUTION

### Adoption of Final 2015 Comprehensive Economic Development Strategy

**WHEREAS** the six county economic development region served by the Southwest Iowa Planning Council, comprising Cass, Fremont, Harrison, Montgomery, Page, and Shelby Counties in Iowa is proactively planning for future economic development, and;

**WHEREAS** a committee of economic development professionals and other area leaders has worked with the public and Southwest Iowa Planning Council staff to draft the *Comprehensive Economic Development Strategy, 2015*, and;

**WHEREAS** two public meetings were held to discuss the plan and were well attended by the public, whose participation helped develop and guide the document, and;

**WHEREAS** notice of the plan has been published for at least 30 days in newspapers throughout the region and the public has been allowed to comment on the plan during that time period, and;

**WHEREAS** it is a requirement of the U.S. Department of Commerce, Economic Development Administration that economic development regions submit an updated Comprehensive Economic Development Strategy every 5 years, therefore;

**BE IT RESOLVED** that the Southwest Iowa Planning Council Policy Council adopts the *Comprehensive Economic Development Strategy, 2015* and will work to implement the recommendations thereof.

Passed this 23<sup>rd</sup> day of April 2015.

  
\_\_\_\_\_  
Mike Kolbe, Chairman

  
\_\_\_\_\_  
Sherman Struble, Secretary

## Chapter 1: Summary

Southwest Iowa Planning Council's (SWIPCO) Comprehensive Economic Development Strategy (CEDS) 2015 is an economic development planning tool funded by the US Department of Commerce. The SWIPCO CEDS examines the SWIPCO Economic Development District (EDD), a region comprised of six counties in southwest Iowa: Cass, Fremont, Harrison, Montgomery, Page and Shelby.

The intent of the CEDS is to identify regional issues and potential solutions. This is an on-going, long-term process that discusses regional economic development.

The CEDS document accomplishes the following:

1. Provides data and information on the EDD
2. Discusses external and internal trends
3. Establishes the EDD's vision and goals
4. Outlines programs and projects for implementation
5. Sets criteria for evaluation

### *Planning Process and Community Involvement*

To prepare for the 2015 CEDS Update, SWIPCO asked for strategic volunteers in the region from varying backgrounds and industries. SWIPCO Policy Board Members were also approached to participate in the process or nominate a representative. The CEDS Committee met on two separate occasions, first to review the background and trends for the region and second to set the goals and objectives for the plan. A draft was provided to each CEDS Committee member for review and comment. The final draft was then presented to the SWIPCO Policy Board for review. Upon completion of the draft plan, a 30-day public comment period was held. No comments were received.

After the 30-day comment period, the SWIPCO Policy Board adopted the 2015 Comprehensive Economic Development Strategy on April 23, 2015

## Chapter 2: SWIPCO Policy Board and CEDS Committee Members

### *SWIPCO Policy Board*

Table 2.1

<b>County</b>	<b>Member</b>	<b>Organization</b>
Cass	Frank Waters	Board of Supervisor
	Dave Jones	Mayor, City of Atlantic
Fremont	Cara Marker Morgan	Board of Supervisor
	Brian Kingsolver	Fremont County Economic Development Corporation
Harrison	Gaylord Pitt	Board of Supervisor
	Sherman Struble	City Council, Missouri Valley
Mills	Richard Crouch	Board of Supervisor
Montgomery	Donna Robinson	Board of Supervisor
	Brad Wright	City Administrator, Red Oak
Page	James D. Richardson	Board of Supervisor
	Pam Herzberg	Chairman, Clarinda Foundation
Pottawattamie	Lynn Grobe	Board of Supervisor
Shelby	Charles Parkhurst	Board of Supervisor
	Terry Arentson	MidStates Bank, Harlan
At Large	Mike Kolbe	Advertising Director, Harlan Newspapers
	Don Kearney	Iowa Western Community College
	Paul Griffin	Director, Red Oak Chamber and Industry

*SWIPCO CEDS Committee*

Table 2.2

<b>Name</b>	<b>Organization</b>
Allen Deines	Fremont County Economic Development
Annette Deakins	Missouri Valley Chamber of Commerce
Bob Mortenson	Elk Horn Trails and Development
Dave Jones	Atlantic Mayor / Farmers Insurance
Dee Fischer	USDA Rural Development
Elaine Farwell	Clarinda Chamber of Commerce
Larry Mill	Conductix, Inc
Michelle Franks	Golden Hills RC&D
Ouida Wymer	Atlantic Chamber of Commerce
Paul Griffin	Red Oak Chamber and Industry
Randall Wilson	Montgomery County Citizen
Renea Anderson	Harrison County Economic Development
Rita Miller	City of Missouri Valley
Rogene Smith	Conductix, Inc

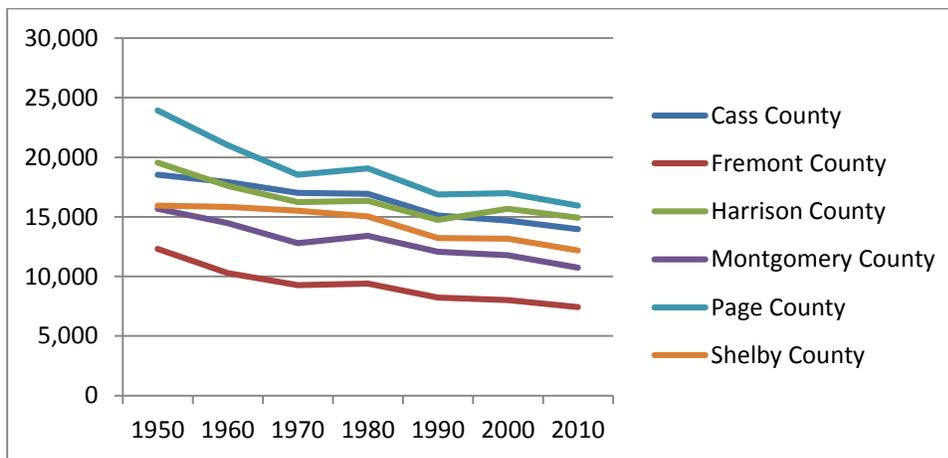
## Chapter 3: Regional Backgrounds and Trends

### 3.1 – Demographic and Socioeconomic Information

#### *Population*

The population in the SWIPCO CEDS region is very similar to other rural areas of the state of Iowa. In general, communities are small, there are few minorities, the average age is increasing, and population loss is a real concern. Since 1950, all of the SWIPCO counties have seen a decline in population. However, following rapid declines following World War II and after the Farm Crisis of the 1980s, this trend appears to have stabilized and the decline is much more gradual.

Table 3.1: Population Trends since 1950



Source: US Census Bureau

In addition to the reduction in population, the age of our population has significantly shifted in the last several decades. On a whole, our region has a significant cluster of older citizens with all counties having over 40% over the age of 45 and outside of Harrison having more than 19% over the age of 65. Several factors have led to the increased median age, including longer life expectancies.

However, two potentially negative factors are impacting the median age as well, these include reduced birth rates and high levels of out migration by young people. Most industrialized nations are experiencing lower birth rates as young people opt to put off marriage and family life until after they complete their education or are settled in a career. Later births tend to lead to fewer births per mother.

Figure 3.1: Age by County

*Age, Race and Gender*

While the area’s median age has increased, it is important to note that this is also due to families moving back to the area after living elsewhere during their younger years. Those returning may be doing so for retirement or to raise a family in a smaller area. The general outward migration does continue, but the rate of decline has slowed and new families are moving to the area.

The region has very few minorities and is primarily made up of individuals who identify themselves as white alone. Each of the six counties is over 97% white. Other races are of negligible numbers. This is consistent throughout the last three census studies. It should be noted that the margin of error on 2010 US Census is very high for the region. This is due to the low number of individuals surveyed in each city resulting in high estimates for all data surveyed.

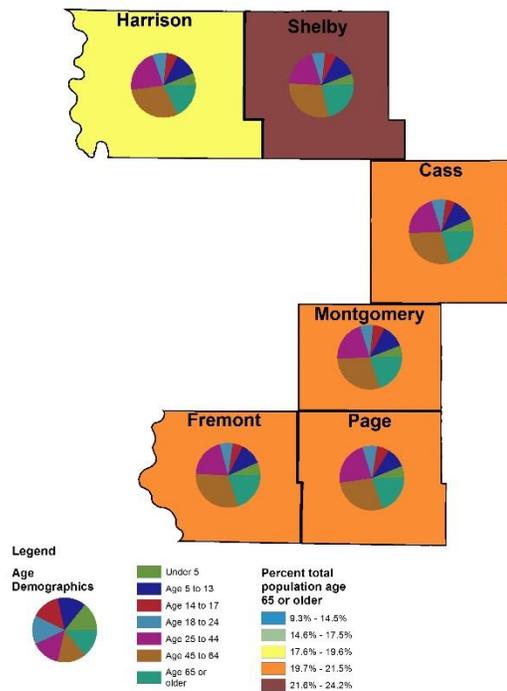


Table 3.2: Race by County

	Cass County, Iowa		Fremont County, Iowa		Harrison County, Iowa		Montgomery County, Iowa	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Total	13,793	*****	7,291	*****	14,729	*****	10,625	*****
White alone	13,460	+/-67	7,111	+/-27	14,433	+/-47	10,354	+/-83
Black or African American alone	42	+/-43	38	+/-27	8	+/-8	-	+/-16
American Indian and Alaska Native	17	+/-14	12	+/-12	44	+/-23	-	+/-16
Asian alone	10	+/-13	4	+/-6	46	+/-11	12	+/-18
Native Hawaiian and Other Pacific	20	+/-27	-	+/-14	2	+/-3	-	+/-16
Some other race alone	74	+/-51	25	+/-17	17	+/-19	35	+/-35
Two or more races:	170	+/-40	101	+/-22	179	+/-54	224	+/-59
Two race including some other race	39	+/-30	-	+/-14	50	+/-49	49	+/-53
Two races excluding some other race	131	+/-41	101	+/-22	129	+/-27	175	+/-28

	Page County, Iowa		Shelby County, Iowa		Total Region Estimate
	Estimate	Margin of Error	Estimate	Margin of Error	
Total	15,838	*****	12,088	*****	74,364
White alone	14,902	+/-130	11,702	+/-41	71,962
Black or African American alone	292	+/-72	31	+/-31	411
American Indian and Alaska Native	87	+/-54	11	+/-9	171
Asian alone	154	+/-15	76	+/-29	302
Native Hawaiian and Other Pacific	-	+/-16	-	+/-16	22
Some other race alone	144	+/-127	148	+/-69	443
Two or more races:	259	+/-81	120	+/-47	1,053
Two race including some other race	31	+/-42	42	+/-51	211
Two races excluding some other race	228	+/-74	78	+/-20	842

An '\*\*\*\*\*' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.

### *Educational Attainment*

In the six county region, Cass County has the highest proportion of people over 25 years with a high school diploma, at 92.5%, while Montgomery has the lowest proportion with a high school diploma at 86.4%. All counties improved this number by no less than 4.0% in the last five years. The region's average of population completing high school or the equivalent degree is 90.07%, slightly below the state average of 91.0% of the population.

Table 3.3: High School Graduates or Higher by County

	<b>Cass</b>	<b>Fremont</b>	<b>Harrison</b>	<b>Montgomery</b>	<b>Page</b>	<b>Shelby</b>	<b>Average</b>
<b>Percent high school graduate or higher</b>	92.50%	90.80%	90.90%	86.40%	88.90%	90.90%	90.07%

Source: US Census Bureau

Fremont County has the largest percent of its population with a bachelor's degree or higher with 18.6%. Montgomery has the smallest proportion with college degrees at 15.8% of the population. This is a reduction from the percentage reported by the 2000 Census of 3.2%.

Table 3.4: Higher Education Attainment by County

	<b>Cass</b>	<b>Fremont</b>	<b>Harrison</b>	<b>Montgomery</b>	<b>Page</b>	<b>Shelby</b>	<b>Average</b>
<b>Some college, no degree</b>	22.40%	22.30%	25.40%	24.70%	22.70%	20.40%	22.98%
<b>Associate's degree</b>	9.00%	7.60%	7.80%	11.40%	10.10%	12.50%	9.73%
<b>Bachelor's degree</b>	12.00%	14.70%	13.30%	11.60%	12.90%	13.10%	12.93%
<b>Graduate or professional degree</b>	4.50%	4.00%	3.40%	4.10%	4.90%	4.00%	4.15%

Source: US Census Bureau

### *Median Household Income*

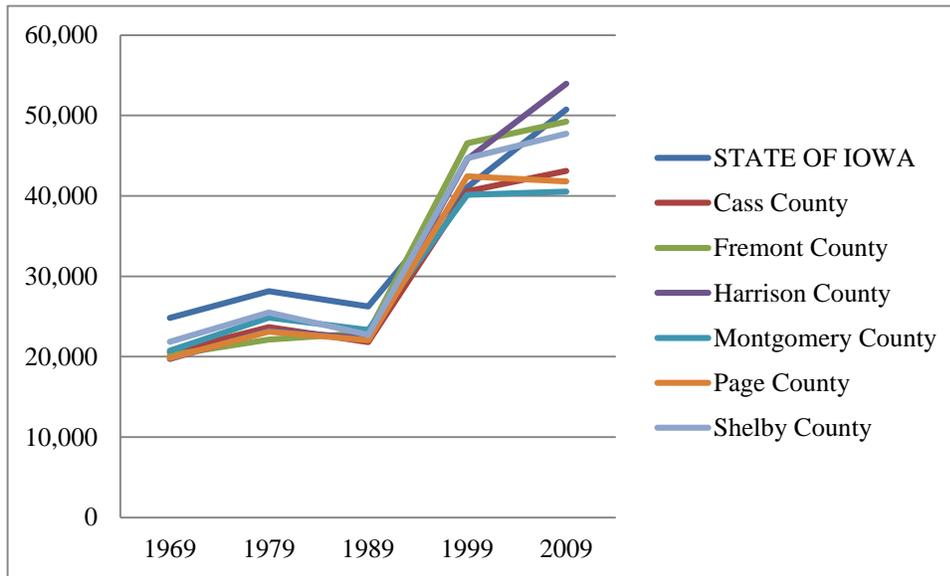
Iowa lags behind the US in terms of median household income, and southwest Iowa in general trails behind the state as a whole. This can be a positive characteristic for business. Wages tend to be lower in the region, reducing the cost of doing business. However, lower wages also reduce the amount of buying power that each household has, leading to lower demand for goods and services. Likewise, low wages lead to lower property values, lower tax revenue, and an increase in poverty. As a whole southwest Iowa communities would benefit from an increase in wages, both to stimulate the economy and to encourage in-migration.

Table 3.5: Median Household Income Estimates – 1989-2009

	1989		1999		2009	
	Count	Percent Change	Count	Percent Change	Count	Percent Change
STATE OF IOWA	\$26,229	-6.8%	\$41,098	56.7%	\$50,721	23.4%
Cass County	\$21,801	-8.0%	\$40,564	86.1%	\$43,114	6.3%
Fremont County	\$22,948	3.7%	\$46,547	102.8%	\$49,245	5.8%
Harrison County	\$22,258	-4.4%	\$44,586	100.3%	\$53,939	21.0%
Montgomery County	\$23,312	-6.2%	\$40,129	72.1%	\$40,530	1.0%
Page County	\$22,050	-4.7%	\$42,446	92.5%	\$41,803	-1.5%
Shelby County	\$22,702	-11.0%	\$44,681	96.8%	\$47,731	6.8%

Source: US Census Bureau

Figure 3.2: Median Household Income Change



Source: US Census Bureau

*Poverty Rate*

In general, Southwest Iowa’s poverty rates are consistent with Iowa as a whole. Harrison County has the lowest percentage living in poverty (9.60%) and Montgomery the highest (16.10%) and Page is also high (13.90%). This is consistent with changes in household income changes in the last ten years.

Table 3.6: County Poverty Estimates - 2010

County	Living in Poverty	Total Pop.	% Living in Poverty
Statewide	377,748	3,046,355	12.40%
Cass	1,591	13,956	11.40%
Fremont	759	7,441	10.20%
Harrison	1,433	14,928	9.60%
Montgomery	1,729	10,740	16.10%
Page	2,215	15,932	13.90%
Shelby	1,314	12,167	10.80%

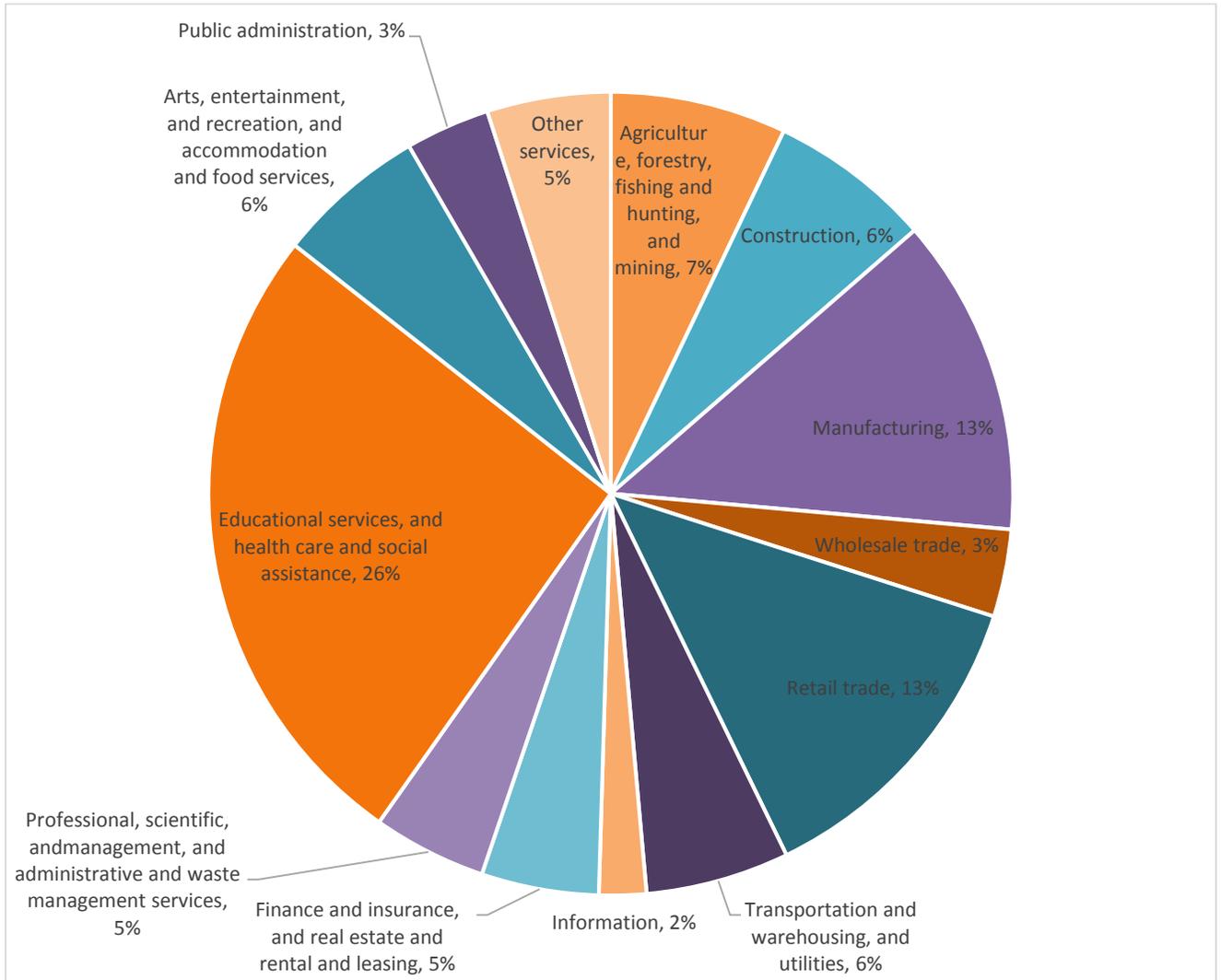
Source: US Census Bureau, Small Area Income and Poverty Estimates

## 3.2 – Labor Statistics

### *Major Industries*

Southwest Iowa is a predominately rural region of the state with an economy that has long been rooted in agriculture. Over the years, as rural demographics have changed and the nature of farming has changed to increasingly larger operations, the number of individuals directly involved in agricultural production has decreased. The economy in southwest Iowa adjusted to this change with the percentage of service, healthcare, and manufacturing positions steadily increased over the years to the point where the majority of workers are involved in non-agricultural jobs. Healthcare and social assistance, retail trade, and manufacturing are the three largest employment sectors.

Figure 3.3: Industry by Class of Worker for the Civilian Employed Population 16 Years and Older



Source: US Census Bureau

Table 3.7: Number of Non-Farm Business by Sector

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing	66	\$529,056	\$21,639	560
Wholesale trade	122	\$812,875	\$39,742	1242
Retail Trade	383	\$768,433	\$65,998	3707
Information	51	N	\$11,998	486
Real estate and rental and leasing	53	\$15,209	\$3,970	more than 166
Professional, scientific, and technical services	122	\$39,934	\$12,897	more than 544
Administrative and support and waste management and remediation services	89	\$30,329	\$10,768	more than 572
Educational services	8	D	D	<100
Health care and social assistance	220	\$318,356	\$145,435	5662
Arts, entertainment, and recreation	33	\$3,062	\$790	more than 74
Accommodation and food services	177	\$65,705	\$15,968	1906
Other services (except public administration)	170	\$37,878	\$7,884	more than 485
Some information withheld to avoid disclosing data for individual companies				
Not available or not comparable				

Source: US Census Bureau

### Unemployment

Unemployment in the region is historically low with little change in the last year.

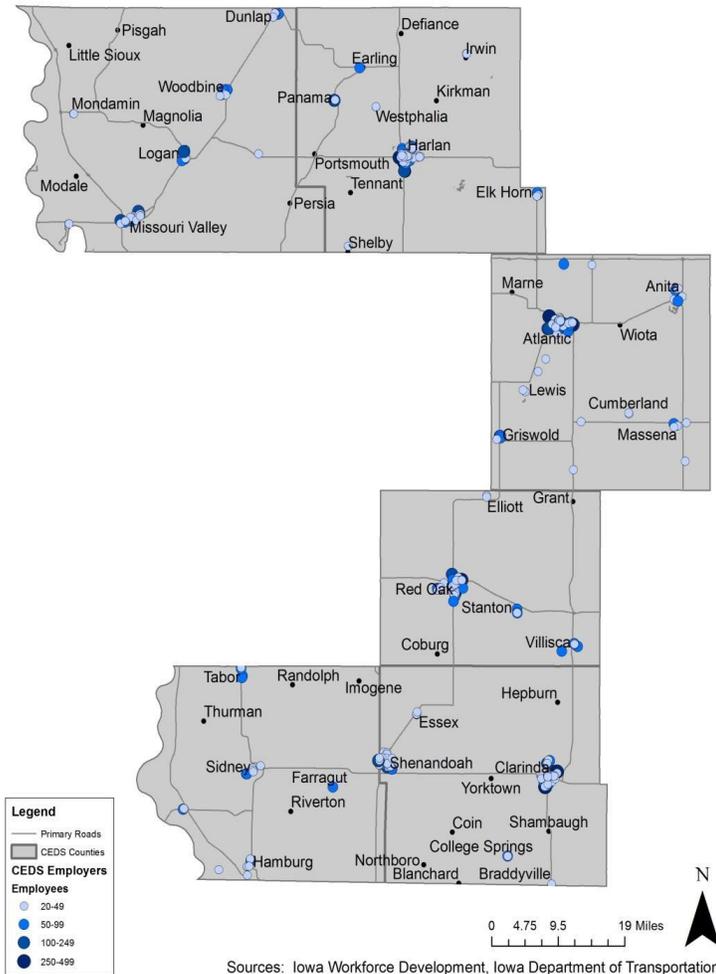
Table 3.8: Unemployment Change

	2013	2014	Change
Cass	5.10%	5.10%	0.00%
Fremont	3.90%	4.10%	0.20%
Harrison	4.40%	3.80%	-0.60%
Montgomery	3.70%	4.50%	0.80%
Page	4.10%	4.80%	0.70%
Shelby	2.80%	3.00%	0.20%

Source: US Census Bureau

## Employment Clusters and Large Employers

Figure 3.4: Employment Clusters



Several distinct employment clusters exist within the region. Atlantic, Clarinda, Harlan, Missouri Valley, Red Oak, Shenandoah, and Sidney are the main employment clusters in Southwest Iowa with nearly all the largest employers in the area. These clusters are all located along primary transportation routes within the region including Interstate 80, Interstate 29, and State Highways 2, 30, 34, 59 and 71.

According to Iowa Workforce Development, the largest firms grossing more than \$100 million in sales include the following:

- Cass: Mahle, Duke Aerial
- Fremont: Pella
- Harrison: Vulcan Industries
- Montgomery: American Hydraulics; Fresco Systems
- Page: NSK Corp.
- Shelby: Shelby County Cookers/Monogram Food

It should be noted the Pella facility in Shenandoah is actually located in Fremont County but is listed by Iowa Workforce Development as Page County.

The largest firms by number that employ more than 250 workers include:

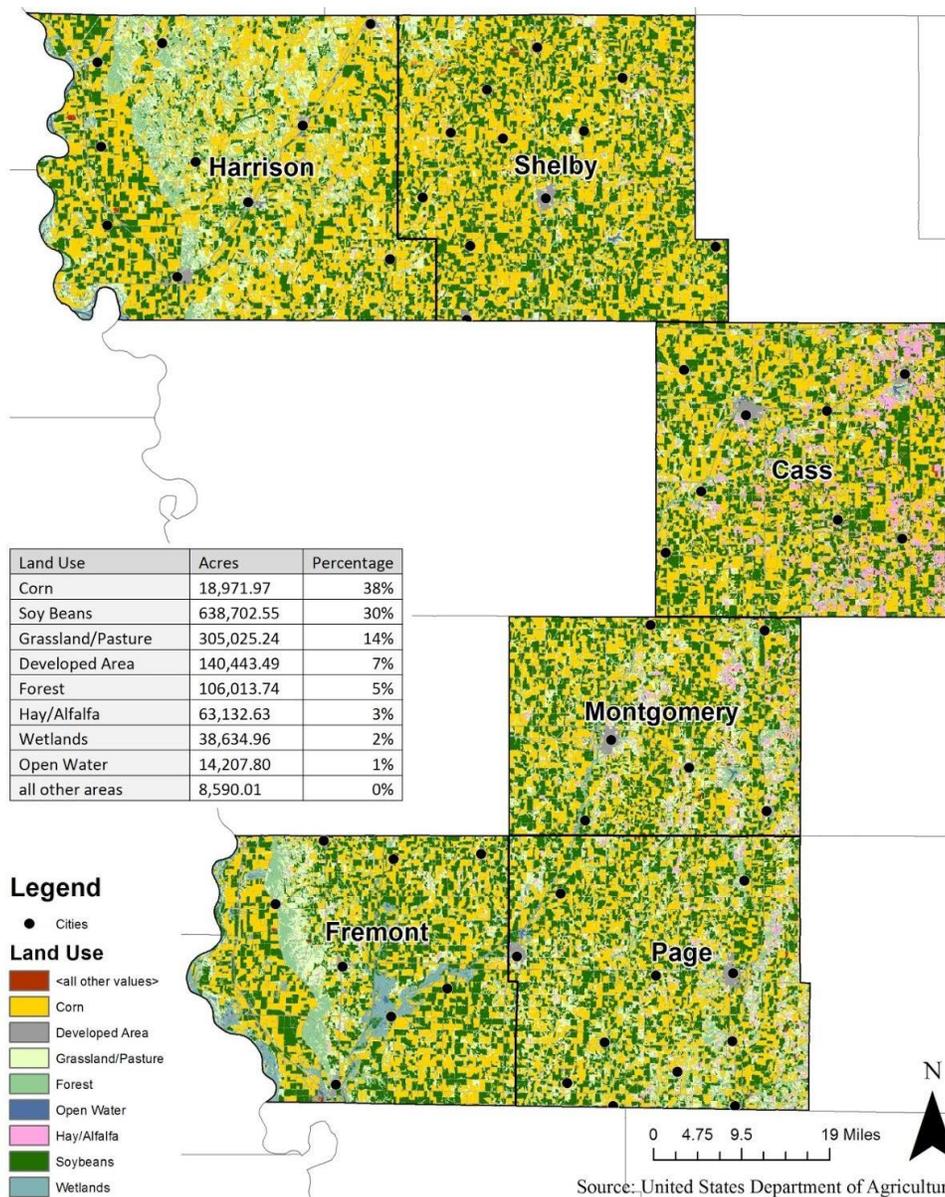
- Cass: Mahle, Walmart, Cass County Health System
- Fremont: Pella
- Montgomery: American Hydraulics, Montgomery County Hospital
- Page: Pella, NSK Group, Lisle Corp, Page County Hospital, Medical Record Health
- Shelby: CDS Global, Western Engineering

- Harrison County has no employers with over 250 workers

### 3.3 – Land Use

With over 80% of land use in the CEDS region is for agriculture-related use, this is the primary industry as it relates to land development. The agricultural economy in southwest Iowa is centered around corn and soybean production as well as the raising of livestock, particularly cattle and hogs. Smaller, alternative operations are present as well, such as orchards, strawberry patches, and vegetable producers destined for local consumption. The last 15 years have seen a growth of Iowa wineries, which is actually a rebirth. During the early 20th century, Iowa was the sixth-largest grape producer in the nation. Since the resurgence of vineyards and wineries, there are three registered wineries in the SWIPCO EDA region.

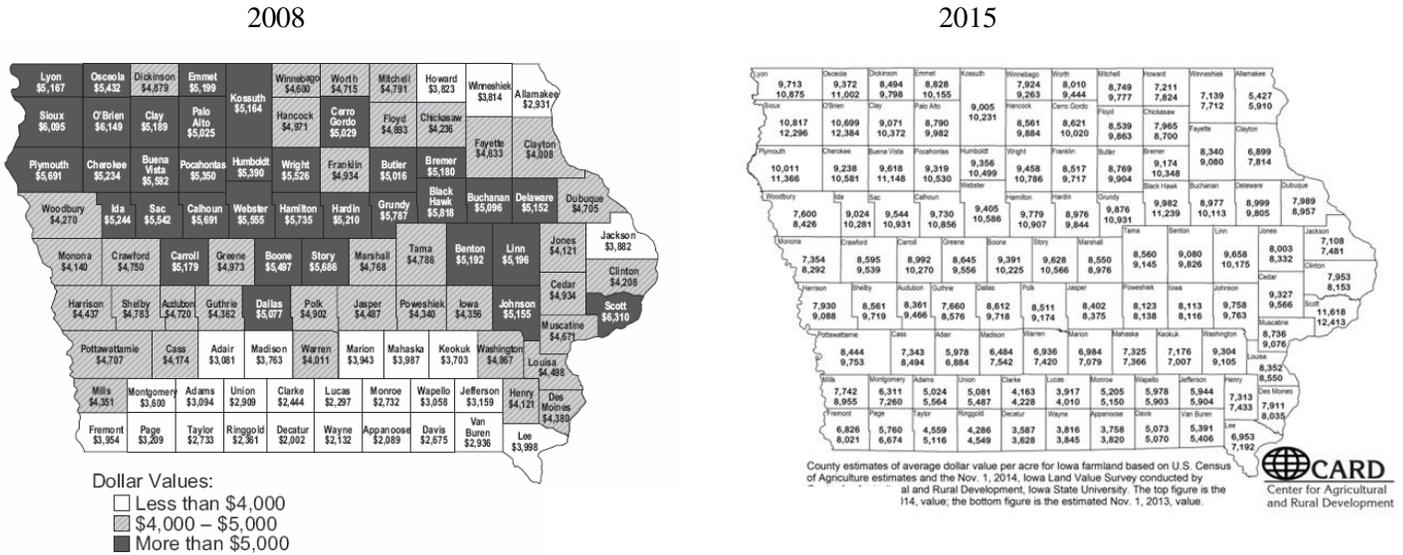
Figure 3.5: Land Use



## Farmland

Farmland values have increased in the last five years by over \$2,000 in each county until 2015 when land prices dropped by \$2,000 per acre. It was predicted land prices would remain steady or drop after 2009 but for Southwest Iowa this has not been the case. The drop will hopefully mean more consistent values in future years.

Figure 3.6: Farmland Values 2008 and 2015



Source: Iowa State University Extension

## 3.4 - Housing

Housing is a major factor for economic development in southwest Iowa. Without appropriate housing it is difficult for any region to attract or retain workers. Housing is also a major factor in the quality of life of an area. Of particular concern in the region are the low vacancy rates. Lack of available housing stock reduces the ability to attract new businesses and workers. The regional housing stock overwhelmingly consists of homes constructed prior to 1940. The age of the stock is of concern due to needed maintenance and overall condition of the homes.

Table 3.9: Age of Housing Stock

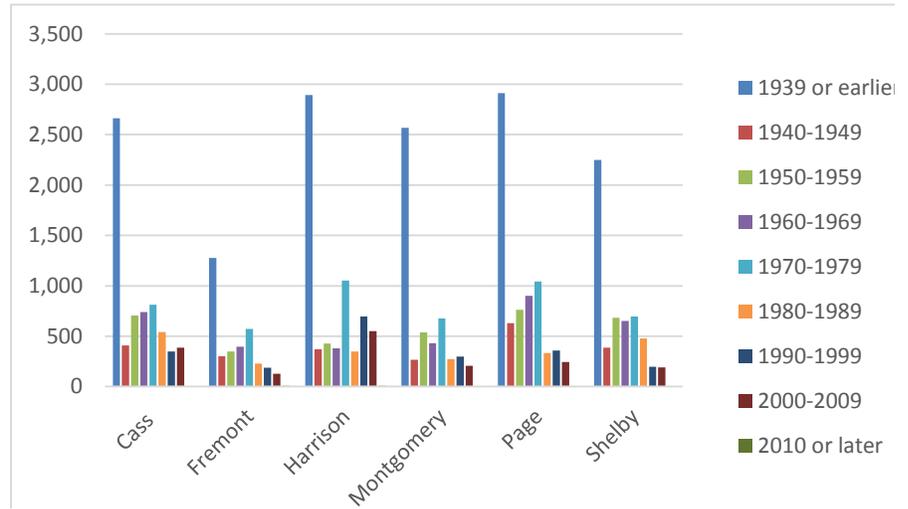
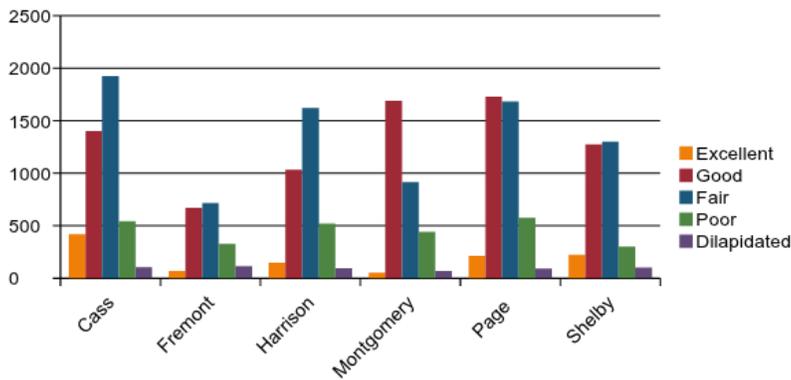


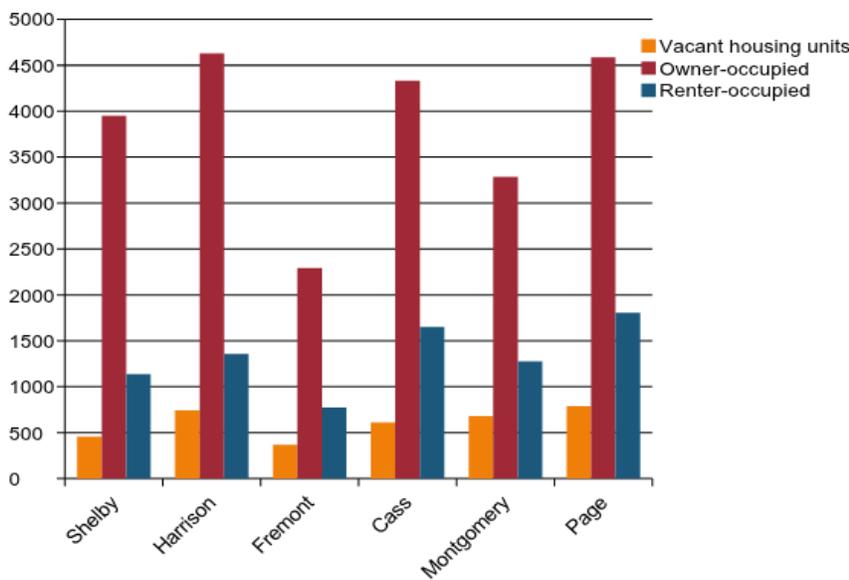
Table 3.10: Condition of Housing Stock



Most of the region’s housing units are structurally sound, but many are not. Older homes tend to have more problems with energy efficiency and lead based paint. Removal of dilapidated structures continues to be a priority of many cities to ensure quality housing stock. Homes in very poor condition typically become rental properties or sit vacant, which furthers their deterioration.

Source: SWIPCO Housing Assessments 2010-2013

Table 3.11: Occupancy Type



Source: US Census Bureau

The low vacancy rate is also a concern because a low vacancy rate indicates that there are few vacant properties available for sale at any one time. Although generally speaking a community does not want to have too many vacant properties, statistically it is good to have between a 5 and 10 percent vacancy rate to accommodate new migration into the community. At this time, there is very little room in the current housing stock to grow population.

It is identified that the area has a shortage of quality rental housing available as well. Historically, housing stock is inexpensive in the region leading to a higher rate of home ownership than some areas off the country. However, this makes it difficult for those who do wish to rent to find suitable housing.

## Chapter 4: Natural Resources and the Environment

### 4.1 - Geography

The SWIPCO EDD is located in the southwestern most corner of the State of Iowa. It is comprised of the six counties of Cass, Fremont, Harrison, Montgomery, Page and Shelby. This is an area of over 3,300 square miles with a varying topography. Harrison and Fremont Counties are part of the Loess Hills, a striking geologic feature that was created after the end of the last ice age when sand deposited across Nebraska was blown eastward into huge drifts in the area that would become western Iowa. These hills today are predominately wooded and provide views of the Missouri River valley. All six counties are known for rich soil ideal for agriculture, typically corn and soybeans.

### 4.2 – Climate and Weather Conditions

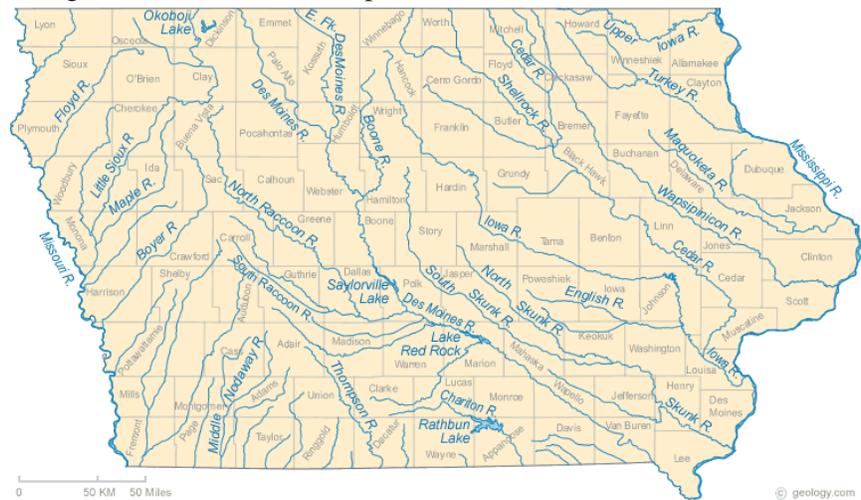
Like all of the Midwest, southwest Iowa is known for many different types of weather including extreme heat and cold, tornadoes, flooding, droughts and snowstorms. January temperatures average 14 °F and July average temperature is in the mid-80s F. Annual precipitation for Iowa averages 26-38 inches.

### 4.3 – Surface Water, Wetlands, and Watersheds

Like all of Iowa, the region has many rivers, streams and tributaries. Periodic flooding has helped distribute fertile soils, but also has caused floodplain issues.

Floodplain maps were updated for the region in 2012, however are not yet approved. The Iowa Department of Natural Resources is reviewing the updated maps prior to adoption because of major changes in Harrison, Montgomery, and Fremont Counties.

Figure 4.1: Iowa Rivers Map



Source: Iowa Department of Natural Resources

In 2011, The Missouri River experienced historic flooding due to large amounts of mountain snowmelt in the Rocky Mountains. Levees along the Missouri River were decertified after major damage with three levee breaches in the region (one Harrison County, two Fremont County).

The term ‘wetland’ is often used interchangeably with other terms such as ‘marsh,’ ‘swamp,’ ‘slough,’ ‘pond,’ ‘pothole,’ ‘fen,’ or ‘bog.’ It is important to understand that there are several different types of wetlands. Often these wetland terms can be confusing. For the purposes of using a consistent name, the term ‘wetlands’ is used to represent the collective group of all wetland types found in Southwest Iowa. Iowa’s Department of Natural Resources (DNR) oversees the protection of wetlands within the state. It regulates wetlands under its Wetland Protection Plan.

There are ten watershed districts within the EDD. The northernmost district begins north of Sioux City, Iowa and the southernmost ends in northern Missouri. Watersheds in the area range from very active to little activity.

#### 4.4 – Threatened and Endangered Species

There are four species in the region listed on the National Threatened and Endangered Species List: Least Tern (plant), Pallid Sturgeon (fish), Piping Plover (bird) and Western Prairie Fringed Orchid (plant). In addition, there are 70 state recognized species. These species are listed with the following levels: threatened, endangered or special concern. Appendix A.4 has a complete list of species.

Loss of habitat due to farming is the main cause for the designation. Statewide, the prairies that helped develop the highly productive soils have been reduced by more than 99 percent. About 95 percent of the state's prairie pothole wetlands have been drained. Over half of the original forest has been lost. These changes and other factors such as channelization of streams and rivers, soil erosion, development and urban expansion, and intensive row crop agriculture have contributed to the loss or degradation of suitable habitat for numerous plant and animal species.

## Chapter 5: Infrastructure

### 5.1 – Water Supply

The major issues affecting water systems in southwest Iowa are quantity and quality. Quantity is becoming a concern for communities as water usage increases and supplies remain constant. Projections show an increase in water usage over the coming years that may cause shortages. Increases in usage are due to a combination of activities such as irrigation, watering lawns, and increases in household use.

Water quality issues are divided into two categories; impacts on ground water sources and impacts on surface water sources. Ground water contamination is primarily from leaching of nitrates, pesticides, and coliform bacteria. Primary sources of water contamination are municipal and industrial point sources, agricultural point and non-point sources, sink holes, poorly constructed private wells, and waste sites.

A 2009 University of Iowa study examining private wells over three years, “43% wells had total coliform bacteria detections, 19% had enterococci, and 11% had E. coli.” The study also found 49% had detectable nitrate levels with 12% at or above the EPA concentrations (Iowa Statewide Rural Well Water Survey Phase 2).

Approximately 80% of Iowa homes are connected to a public water source. Water rates for these systems vary greatly. Of the cities in the six-county region, 17 are connected to a regional water source, 36 are locally managed systems, and one private well system. Average minimum cost for water (per first 2,000 gallons) is \$31.33 with the highest minimum at \$47.00 and the lowest minimum at \$6.25.

Current regional water systems in southwest Iowa include Southwest Rural Water District (formerly Page One Rural Water District) of Clarinda serving most of Page County and parts of Montgomery and Fremont counties; Regional Water serving southern Shelby County; West Central Iowa Rural Water Association in Shelby County; and Southern Iowa Rural Water Association in parts of Cass County.

### 5.2 – Wastewater Treatment

Cities within the region utilize two forms of treatment for wastewater. The area is comprised of 36 lagoon systems, two lagoon systems owned by regional water, one city-owned septic system, and 16 cities with private septic systems. Rates for wastewater collection and treatment in the region average \$24.63 with the highest at \$43.00 and the lowest at \$5.00. The average rate is considered average for the State of Iowa.

Like water systems, sanitary collection and treatment systems are overseen by the Iowa DNR to ensure proper treatment and discharge. The major issue for cities in Southwest Iowa is inflow and infiltration (I&I). I&I is clean storm and/or groundwater that enters the sewer system through cracked pipes, leaky manholes, or improperly connected storm drains, down spouts and sump pumps. Most inflow comes from storm water and most infiltration comes from groundwater. I&I are a cause of sanitary sewer overflows and backups that release raw sewage into the environment and homes. In addition, excess storm and ground water entering the sanitary sewer system through I&I results in increased wastewater treatment costs, which are passed on to the ratepayers.

### 5.3 – Transportation

The counties in the Southwest Iowa Economic Development District are in two transportation planning districts. Regional Planning Affiliate (RPA) 13 includes Cass, Fremont, Montgomery and Page counties. RPA 18 includes Harrison, Mills, Pottawattamie, and Shelby counties. RPA 13 is facilitated by Southwest Iowa Planning Council in Atlantic while RPA 18 is facilitated by Metro Area Planning Agency in Omaha, Nebraska.

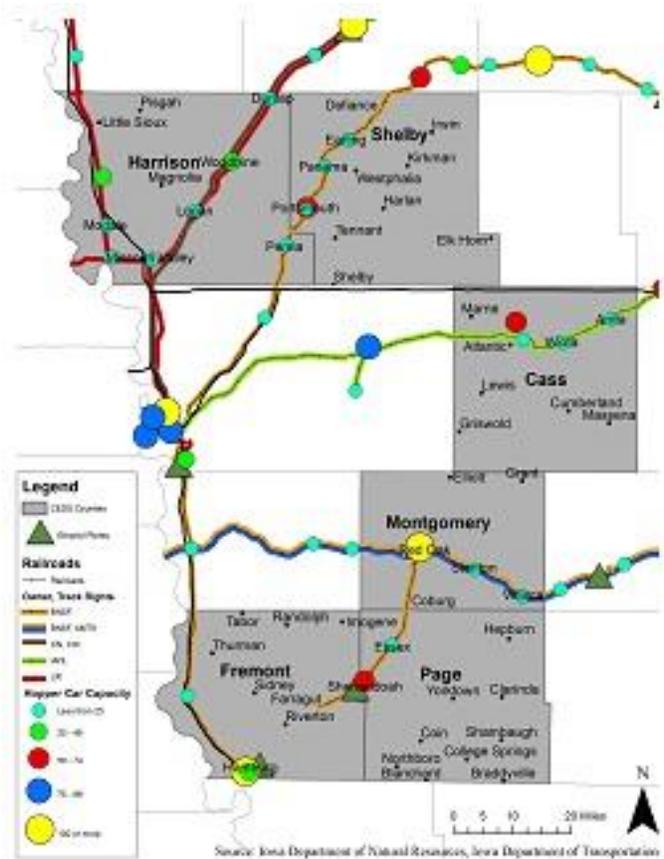
#### Roads

Highways and roads are essential to the communities within the region as the primary mode of transportation and for freight transportation through the region. The region's road network consists of over 9,000 miles of rural and urban roads. There is a wide variety of classifications in the region's road network to address their different traffic capacities and importance in connecting the communities within the region. The region is connected to the interstate system via two primary interstates and one smaller interstate leg. Interstate 80 connects the Council Bluffs-Omaha Metro area and Des Moines and is a vital thoroughfare between Chicago, Des Moines, Council Bluffs, and Omaha before connecting the western part of the US. Interstate 29 runs north and south from Fremont County to Harrison County making it a major link between Kansas City, Missouri and the Omaha and Council Bluff Metro region before heading north into North and South Dakota. Interstate 680 is a connecting piece from Interstate 29 to Interstate 80 allowing traffic to bypass the Metro area to the north just south of Missouri Valley.

These three interstates are designed to transport freight quickly across the nation. In addition, there are many miles of hard surfaced rural roads ranging from principal arterial, major arterial, minor arterial, major collector, minor collector, and local. These roads are designed to carry goods and equipment as well as people from the most rural communities to the largest metropolitan areas in the region.

The principal arterial roads are largely the U.S. Highways running through the region that can handle large volumes of traffic. Highways 2, 30 and 34 going east and west as well as Highways 59 and 71 going north and south are major routes that handle traffic throughout the region. These highways provide quick access to regions outside of the area and are used when interstate would be out of the way. They also connect the cities of Atlantic, Harlan, Missouri Valley, Red Oak, Clarinda and Shenandoah and are important in providing a shorter route for cross county and state travel. Highway 6 and 34 running east-west, together, between Atlantic, Red Oak and Shenandoah is another notable route in the region as it connects these cities with a direct route.

Figure 5.1: Traffic Density



Many of the county highways, classified as major and minor collector roads, connect to the arterial routes and link the smaller communities and unincorporated areas within the region. These routes are vital to the smaller communities whom rely on the larger urban cities for supplies and are a link to rural homes and communities located within the county. They help transport the goods and materials to and from the farms and local markets located in the urban areas as well as allow farm equipment to be moved from one field to another. These roads also make up a majority of the urban road networks that handle larger amounts of in town traffic.

Roadways classified as local are largely gravel or dirt roads that are commonly arranged in a 1-mile grid system. These roads are designed for and are primarily used to access farm fields throughout the region. They are vital in reaching the most remote areas of the county. These roads also make up some of the least used urban roadways that are not major thoroughways and connect the larger parts of the city.

### Rail

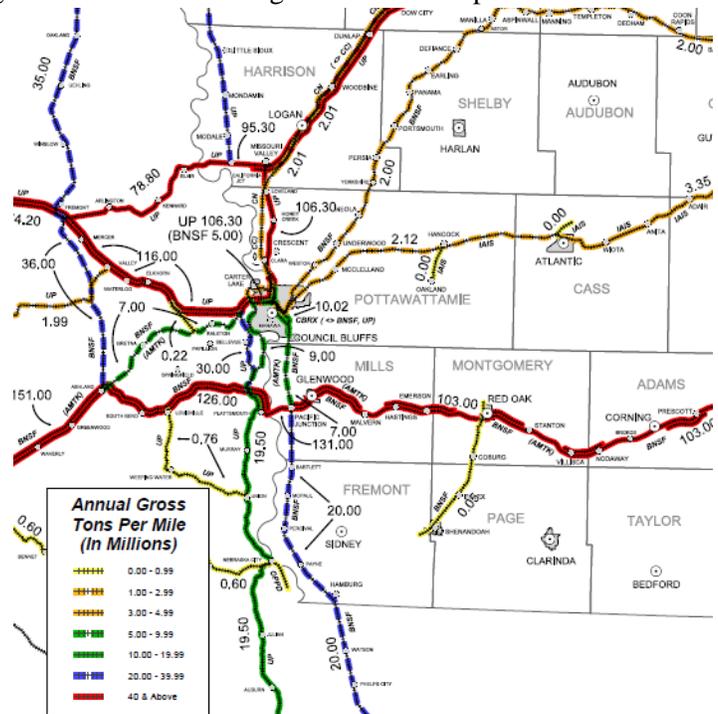
The railroad network performs an important role in moving goods produced and consumed throughout the Region. The railways provide a vital link between the Region and outside markets. Railways also operate more efficiently and require fewer resources to operate than roadways, reduce highway costs, and emit fewer harmful chemicals than operating by highway. The Region currently possesses rail lines operated by a Class I operator: Burlington Northern Sante-Fe R.R. Co. (BNSF); and a Class II Operator: The Iowa Interstate R.R. Ltd. (IAIS). Amtrak also operates on the BNSF line through Montgomery County by trackage rights.

BNSF operates rail lines that travel through Montgomery County, with facilities in Red Oak, Stanton and Villisca. A branch of this line runs south from Red Oak through Coburg, Essex, Shenandoah, and ends in Farragut. Another BNSF line runs through Fremont County, with facilities in Bartlett, McPaul, Percival, Payne Junction, and Hamburg. Iowa Interstate Railroad travels through Cass County, with facilities in Atlantic, Wiota, and Anita. No abandonments of these rail lines are planned according to the IDOT. Union Pacific travels through Harrison County on 2 lines with facilities in Dunlap, Woodbine, Missouri Valley, Mondamin, Modale, and California Junction. T&K Grain operates a private line that travels in Montgomery County from Red Oak to Elliott. No abandonment's of these rail lines are planned according to the IDOT.

### Freight Movement

The amount of freight shipped, and the number of trains utilizing the rail lines vary greatly from one railroad to another. The Burlington Northern

Figure 5.2: Iowa Rail Freight Annual Tons per Mile



Source: Iowa DOT July 1, 2014

Sante-Fe Railroad extends through the heart of the Country and ships the largest annual amount of freight among the active lines in the Region, particularly on the line moving east-west through Montgomery County. BNSF carries over 40 million gross tons per mile on the east-west line, while the spur line from Red Oak to Shenandoah in Page County carries 0-0.99 million gross tons per mile. BNSF also carries 10.00-19.99 million gross tons per mile

through Fremont County. Through Cass County, the Iowa Interstate Railroad carries 3-4.99 million gross tons per mile. Each of these lines has increased usage over the past 5 years.

The main products handled by the BNSF include coal, grain, intermodal containers and trailers, chemicals, metals and minerals, forest products, automobiles, and consumer goods. The main products handled by the IAIS include farm products, food products, transportation equipment, waste and scrap products, and metals. Figure 5.2 shows the traffic density of the railroads operating within the Region and the locations of the major grain loading and processing facilities with their capacity within the Region.

Fremont County is interested in constructing a terminal barge on the Missouri River at HWY 34 to increase its freight movement south. This barge would mean larger loads could be quickly delivered north and south and reduce highway and interstate traffic.

### *Aviation*

The Region is served by five (5) publicly owned airports that provide a variety of services to both private and commercial non-passenger operations. Commercial services are provided through Eppley Airfield located in Omaha, Nebraska and Des Moines International in Des Moines, Iowa. Airports within the region primarily serve general aviation and occasionally business jets.

**Anita** - The Anita Municipal Airport - Burke Memorial Field is located along Highway 83 in the central portion of Anita. The airport has a turf surface on runway 05/23 with a 95 foot width and a length of 2,825 feet. There are LIRL runway lights but no approach lights. There is no rotating beacon, no local fuel, and the airport is not attended. The airport has a VOR type navigation system. The airport is a basic service II airport almost exclusively designed for small aircraft.

**Atlantic.** The Atlantic Municipal Airport is located 2 miles west of the City of Atlantic. The airport currently has two runways; 2/20, which has a concrete surface, is 75 feet in width and 5,000 feet long; and 12/30, which has an asphalt surface, is 75 feet in width and 3,911 feet long. There are MIRL runway lights on both runways, and REIL approach lights on 12/30. The airport has a rotating beacon, is attended from 8:00 A.M. till dusk, and has 100LL & Jet A fuel. The airport has GPS Instrumental Approach systems. The airport is a general service airport, which support most twin and single engine general aviation aircraft and occasional use by business jets.

**Clarinda.** The Clarinda Municipal Airport - Schenck Field is located along Highway 71 on the southern fringe of the City of Clarinda. The airport has two runways; 13/31, which has a turf surface, is 255 feet in width and 2,425 feet long; and 02/20, which has a concrete surface, is 75 feet in width and 5,000 feet long. There are no runway or approach lights on 13/31, but 02/20 has MIRL runway lights and REIL approach lights. The airport has a rotating beacon, 100LL and Jet A fuel, and is attended from 8:00 A.M. to 5:00 P.M. The airport has NDB and VOR type navigation systems. The airport is a general service

airport, which support most twin and single engine general aviation aircraft and occasional use by business jets.

**Red Oak.** The Red Oak Municipal Airport is located along H-34, 2 miles west of the City of Red Oak. The airport has three runways; 13/31, which has a turf surface, is 210 feet in width and 2,035 feet long; 17/35, which has a concrete surface, is 60 feet in width and 2,901 feet long; and 05/23, which has a concrete surface, is 75 feet in width and 5,000 feet long. There are no runway lights on 13/31, but 17/35 and 05/23 have MIRL runway lights. Runway 5/23 has REIL approach lights. The airport has a rotating beacon, both 100LL and Jet A fuel, and is attended 24 hours a day. The airport has NDB and VOR type navigation systems. The airport is general service airport, which support most twin and single engine general aviation aircraft and occasional use by business jets.

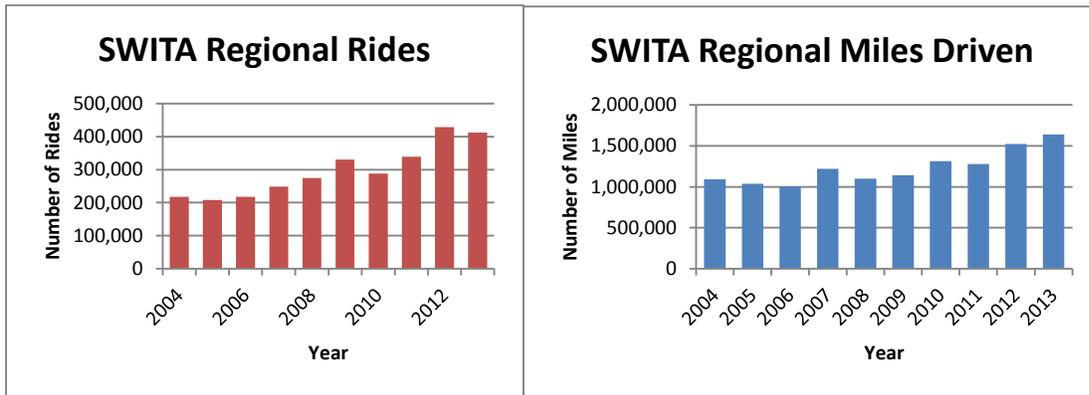
**Shenandoah.** The Shenandoah Municipal Airport is located along Manti Road 1 mile west of the City. The airport has two runways; 12/30, which has a concrete surface, is 75 feet in width and 3,299 feet long; and 4/22, which has a concrete surface, is 75 feet in width and 5,000 feet long. Runway 04/22 has MIRL runway lights and REIL approach lights, 12/30 has MIRL runway lights. The airport has a rotating beacon, both 100LL and Jet A fuel and is attended from 8:00 A.M. to 5:00 P.M. Monday through Saturday. The airport has NDB and VOR type navigation systems. The airport is a general service airport, which support most twin and single engine general aviation aircraft and occasional use by business jets.

## Transit

Public transit is provided by Southwest Iowa Transit Agency (SWITA), a program of Southwest Iowa Planning Council, through a fleet of 58 buses, 12 vans, and 6 cars located throughout the region. SWITA operates in a service area that includes Cass, Fremont, Harrison, Mills, Montgomery, Page, Pottawattamie, and Shelby Counties. Route service in the City of Council Bluffs is not directly served by SWITA, but a number of services within and brought into the metropolitan area are provided by SWITA by agreement with the city and various agencies within the city.

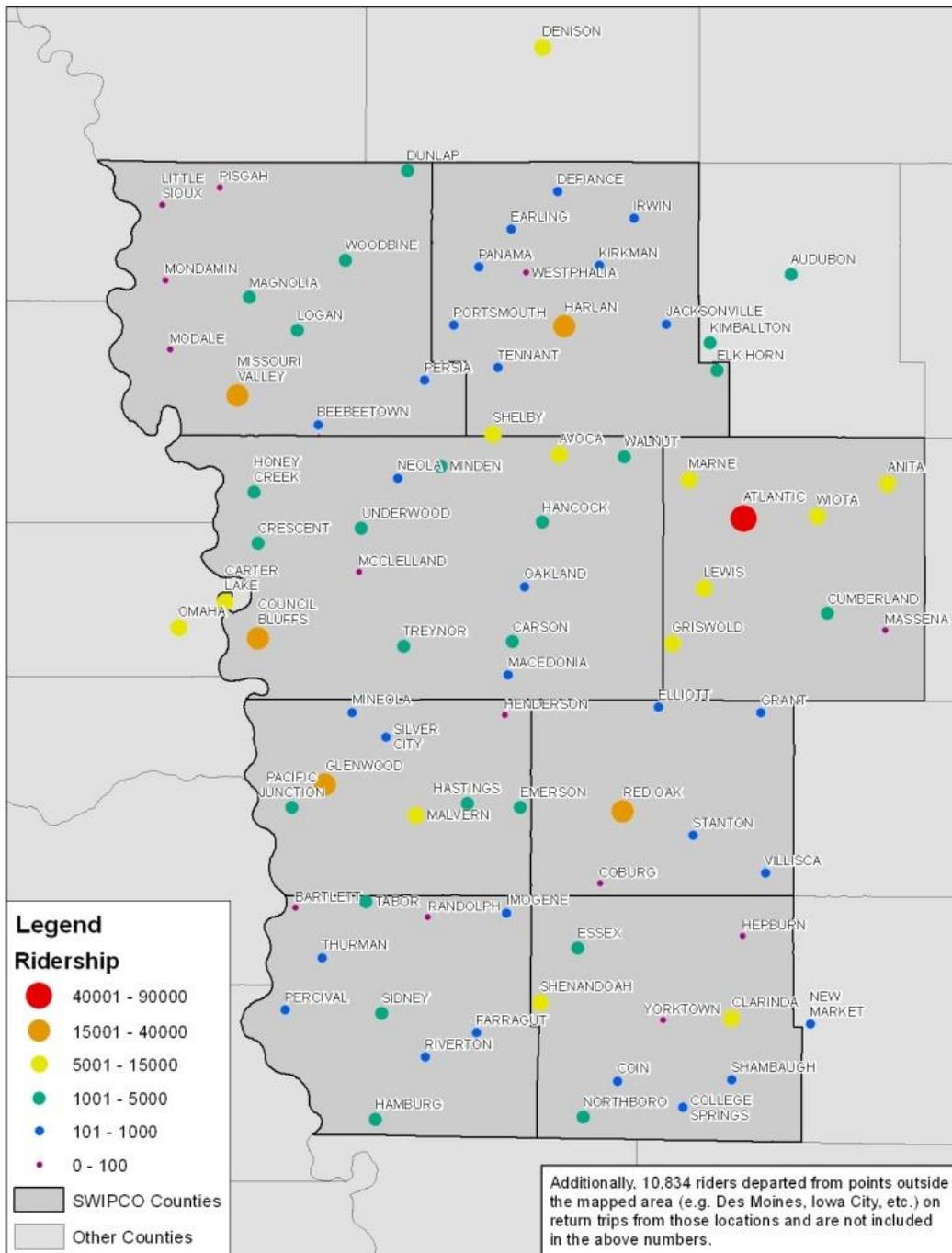
The graphs below show ridership and mileage statistics for the eight-county region that SWITA serves. The graphs show that overall the ridership and miles have increased for the whole region with declines happening in 2005, 2010 and 2013 for the number of rides and 2005-06, 2008 and 2011 for mileage. Each year there has been a decline, the preceding years have all seen growth except for 2005 mileage. This shows that declines have only been temporary. The overall increase in rides and mileage can be attributed to the increase usage of public transit in the region as well as the capacity to provide public transit through increases in staffing and fleet size.

Table 5.1: Ridership and Miles



Source: Southwest Iowa Transit Agency

Figure 5.3: Southwest Iowa Transit Agency Ridership by Municipality for 2012



Source: Southwest Iowa Transit Agency

## Chapter 6: Public and Community Services

### 6.1 – Taxes Rates

Property taxes are one of the primary sources of funding for local governments. The average municipal rate is \$13.50 per \$1,000 of taxable value. The average total rate for the region is \$42.00 per \$1,000 of taxable value. The primary recipients of property taxes levied include: K-12 schools, cities, counties, hospitals, merged area schools, assessors, townships and agricultural extension districts.

Table 6.1: Tax Rate by Type

Type	Base of Measure	Rate	Agency Responsible
Corporate Income Tax	Net income	6% on the first \$25,000; 8% next \$75,000; 10% next \$150,000; 12% next \$250,000 and above	
Franchise Tax	Capital employed to produce state income		3% Iowa Dept. of Revenue
State Sales & Use Tax	Receipts from sales/use of taxable items		6% Iowa Dept. of Revenue
Local Sales & Use Tax	Receipts from sales/use of taxable items		1% Iowa Dept. of Revenue
Personal Income Tax	Taxable Income	0.36% - 8.98% %	Iowa Dept. of Revenue
Personal Property Tax	N/A		0% N/A
Sales Tax on machinery and equipment	N/A	Rebate available up to 50% of tax rate	N/A

**Source:** Iowa Department of Revenue

#### Exemptions

The Homestead Credit is available to residential property owners. Iowans saved \$100,658,781 in property taxes in fiscal year 2010. The credit is an actual reduction in the amount of property tax owed; it is not a refund. To qualify for the credit, the property owner must be a resident of Iowa and actually live on the property on July 1 and for at least six months of every year. The only exceptions are persons in the military and nursing homes who otherwise qualify. Sign-up for the credit is at the assessor's office by July 1 of the year the credit is first claimed. Once a person qualifies, the credit continues until the property is sold or until the owner no longer qualifies.

Military veterans who (1) served on active duty and were honorably discharged or (2) members of reserve forces or Iowa National Guard who served at least 20 years qualify for this exemption. The veteran must apply with the local assessor. Once accepted, the exemption is ongoing. \$2.4 million has been appropriated for fiscal year 2010.

The Agricultural Land Tax Credit was originally established in 1939 to help offset higher farm taxes. The credit is available to all owners of agricultural land of 10 acres or more if the use is for agricultural or horticultural purposes. Land owners do not actually file a claim. The county auditor determines the amount of the credit for each taxpayer.

Legislation was enacted in 1990 to provide \$10 million for the Family Farm Tax Credit. The purpose was to give an additional property tax credit to those individual land owners who were actively engaged in farming the land. One application is required unless the ownership or a designated person changes.

Land used for agricultural or horticultural purposes in tracts of 10 contiguous acres or more qualify for this credit. Buildings and other structures do not. The application may be filed any time; however, a claim signed after November 1 is considered a claim filed for the following year.

Source: Iowa Department of Revenue

## 6.2 – Schools and Education

### *Community College*

There are two community colleges in the region. Iowa Western Community College covers Cass, Fremont, Harrison, Page and Shelby Counties. The main campus is located in Council Bluffs, Iowa with satellite campuses in Atlantic, Harlan and Clarinda. Montgomery County is served by Southwestern Community College in Red Oak. This is a satellite location with the main location in Creston, Iowa.

### *K-12 Education*

There are 23 school districts within the six-county region.

Table 6.2: School Districts in Region

<b>District</b>	<b>District Office</b>	<b>County Served</b>
A-H-S-T-W Community School District	Avoca	Shelby
Boyer Valley Community School District	Dunlap	Harrison
CAM Community School District	Anita	Cass
EEHK Community School District	Exira	Shelby
Farragut Community School District	Farragut	Fremont
Fremont-Mills Community School District	Tabor	Fremont
Griswold Community School District	Griswold	Cass
Atlantic Community School District	Atlantic	Cass
Hamburg Community School District	Hamburg	Fremont
Harlan Community School District	Harlan	Shelby
Logan-Magnolia Community School District	Logan	Harrison
Shenandoah Community School District	Shenandoah	Page
Clarinda Community School District	Clarinda	Page
Red Oak Community School District	Red Oak	Montgomery
Stanton Community School District	Stanton	Montgomery
South Page Community School District	College Springs	Page
Woodbine Community School District	Woodbine	Harrison
Sidney Community School District	Sidney	Fremont
Missouri Valley Community School District	Missouri Valley	Harrison
West Harrison Community School District	Mondamin	Harrison
IKM-Manning Community School District	Manilla	Shelby
Southwest Valley Schools	Villisca	Montgomery
Essex Community School District	Essex	Page

### 6.3 – Medical Facilities

There are seven hospitals in the six-county region. Each county has one primary hospital typically in the county seat with two in Page (Clarinda and Shenandoah). All of the hospitals have helipads for emergency transport. For additional care, patients are sent to either Des Moines or Omaha.

The region has several assisted living facilities, nursing homes and medical clinics throughout for greater access to medical attention.

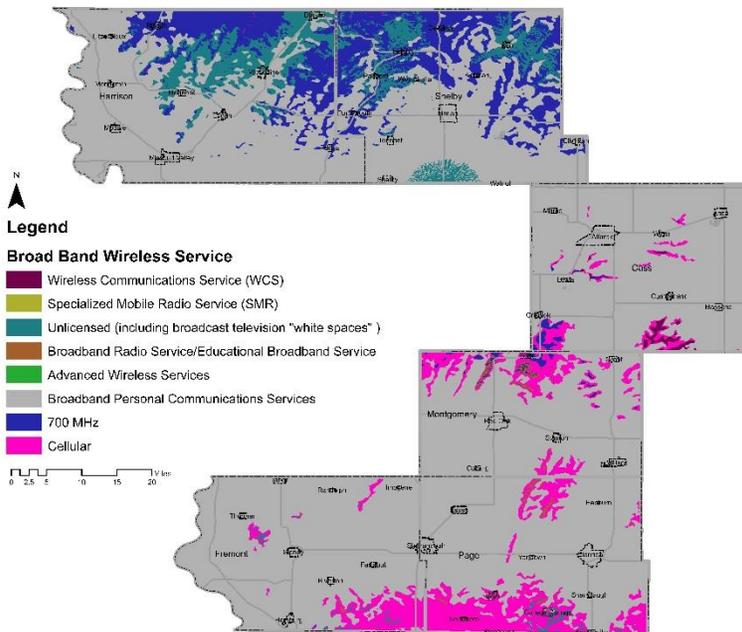
### 6.4 – Energy and Communication

Six communities are served by municipally owned electric utilities. There are four rural electric cooperatives (REC) in the region. City-owned electricity systems include Anita, Atlantic, Harlan, Shelby, Villisca, and Woodbine. Cities with their own gas utility are Harlan and Woodbine. The RECs in the area are: Harrison County REC, Nishnabotna REC, Northwest Iowa Power Co-Op and Southwest Iowa REC. The larger utility companies serving Southwest Iowa include Alliant Energy, Black Hills Energy, MidAmerican Energy, and People’s Natural Gas. Cities without gas utility service primarily use propane as their heat source.

The region’s communication system has improved immensely in the last ten years. Many rural telephone co-ops have invested in fiber optics extending it to communities gradually making each more attractive to companies needing higher speed internet services. Cable TV and internet are available to many of the cities in the region with satellite services available to the rural areas. There are several

companies providing services including Cox High Speed Internet, Cumberland Telephone Company, Griswold Telephone Company, Walnutel, Direct TV Internet, Dish Network, Frontier Communications, Harlan Municipal Utilities, Heartland Net, Loganet, Marne-Elk Horn Telephone Company, and Mediacom.

Figure 6.1 Broad Band Wireless Service



Source: Iowa Connect, 2014

## Chapter 7: Recreation and Culture

The CEDS region is rich with cultural and recreation activities of all sorts. With over sixty miles of trail, 60 county-managed recreational areas/historic landmarks encompassing over 5,500 acres, the area is rich with activity. There are four state parks, 38 county reserves/parks, 17 historical sites, the Loess Hills Scenic Byway, the Western Trails Byway, 18 museums, five art centers, nine golf courses, and three wineries and one brewery.

All of the counties have established or are working to establish county-wide trails plans to interconnect each city then connect to each county. The overall connection is known as the Frontier Iowa Trails System (FIT). FIT begins in Council Bluffs and Pottawattamie County and will eventually connect all Southwest Iowa cities through the trails system.

Each city is unique in culture and have deep-rooted history. For example, the largest Danish settlement outside of Denmark is located in Elk Horn, Shelby County. The city is home to the Museum of Danish America, Windmill, and many Danish festivals that draw thousands each year. The City of Lewis, Cass County is home to the Hitchcock House which was part of the Underground Railroad. Lewis is also home to an original Nishnabotna Ferry House that was used until 1920 when the Nishnabotna River was straightened and moved several hundred feet west, eliminating the need for a ferry at this location. The river was known as the “I-80 of the 1850s.” Another Underground Railroad home, the Todd House, is located in Tabor, Fremont County.

Like most of the Midwest, the railroad system shaped many of the cities in the region. Atlantic and Red Oak were original stops of the railroad system of 1855. Additional links were added to Hamburg (connected through Nebraska City, Nebraska), Shenandoah and Clarinda by the late 1890s to early 1900s. Many of the settlements in the region are of German decent. There are 67 sites listed on the National Register of Historic Places within the six counties.

## Chapter 8: External Trends and Forces

### 8.1 – Strengths

External trends and forces play into many of the strengths of the SWIPCO Economic Development District. Situated along Interstates 80, 29 and 680 with widespread railroad access make it a prime area for freight movement. Also, the EDD is centrally located between the Council Bluffs-Omaha, Des Moines and Kansas City Metropolitan areas.

### 8.2 – Weaknesses

The “Breadbasket of America” (North America’s Great Plains region) was not as negatively impacted during the 2008 recession but conventional lending for higher-risk businesses dropped completely. Only recently has lending for higher risk commercial businesses increased which has limited new startups and expansions. This has made new business ventures or expansions difficult.

### 8.3- Opportunities

Because of the prime location, the EDD should capitalize on the vast opportunities provided and market them to those in the neighboring metropolitan areas. Many of our industrial parks are located along the interstate or four-lane highway systems, but lack infrastructure such as water, sewer, gas, and internet for development. Utilizing Iowa Economic Development Authority’s Certified Sites program will increase exposure for industrial areas and match well-suited businesses with the park.

There is an opportunity for understanding the need for quality water and wastewater programs which can be funded through a variety of excellent programs. CDBG, USDA Rural Development and loan forgiveness through the State Revolving Loan Fund are available to assist cities with a large low to moderate income population.

The Loess Hills-Missouri River is an opportunity for the region. Even though the Council Bluffs-Omaha Metro has part of the Loess Hills, there are few areas for exploration within the city. Most of these areas are outside of the city and available in the CEDS region, but are not widely publicized.

### 8.4 – Threats

The education system is continually dealing with budget cuts from the state resulting in fewer programs, internships and other opportunities for students and also increased cost for attendance making higher education more and more difficult. Cost of healthcare continues to rise making it less affordable for low to moderate income families and even the middle class.

Funding cuts from the state continue to hinder the region’s transportation system. Maintenance and repairs of roadways utilized by increasingly large and heavy farm equipment continues to be a problem. Bridges that need replaced are being removed due to high costs. Transit service struggles to meet the need and maintain a quality, safe fleet.

## Chapter 9: Internal Trends and Forces

### 9.1 – Strengths

With low cost of living, the area is affordable to residents and excellent healthcare is available locally and regionally. The area has a strong education system from primary school through community college. There has been a resurgence of vocational programs and the area fosters excellent entrepreneurship programs.

The business climate has a strong economy rooted in agriculture but is diversifying and making the area more resilient. The area fosters relationships between like entities and communication between organizations has improved resulting in a better understanding of needs at all levels for the area. Cities also understand the need for flexibility to gain new businesses and are willing to rezone and provide tax incentives where applicable. Fiber optics internet services is continually expanding availability throughout the rural telephone cooperatives.

There is continued support of local trails and the area is thriving with cultural activity. County-wide trails boards are spearheading activities with assistance from regional foundations, state and federal grants and local fundraising. There are many historical sites and unique events that draw people to the region.

### 9.2 – Weaknesses

The EDD's average house construction year is prior to 1950. The aging stock with many substandard areas continues to be a problem for residents looking for quality housing—rental or owner-occupied. There are also low vacancy rates which hinders a city's power to attract outside companies. Code enforcement in small cities is a struggle furthering substandard housing and commercial properties.

While we have many business/industrial parks available, there are few with the needed infrastructure. Needed investment is too great for small cities without a business secured, and businesses want “shovel ready” sites.

The area struggles to promote itself and events. Neighboring communities often do not know of each other's amenities and events to promote the region as a whole. Each community is so unique, that uniqueness is often overlooked by the residents who do not value or see the value others might.

### 9.3 – Opportunities

The entrepreneurial spirit can be further encouraged throughout the region and assistance provided to those starting, growing or expanding their business. Businesses started and grown in the EDD can be a prime way to increase the economic vitality of the area. They are also inclined to value the community and stay in the community, more so than those based outside the area.

Most of the large funding opportunities are promoted on a state-wide level (CDBG, USDA Rural Development, etc). Few local opportunities exist for additional funding assistance. Cities meeting the program requirements that need improvements can work through SWIPCO to develop a competitive application for funding to programs. This includes water, wastewater and housing.

The largest opportunity is self-promotion. This includes business/industrial sites, low cost of living, reasonable cost community colleges, events and attractions. Working through the economic development agencies and their newsletters and social media, distribution of activities and events not just within the county but as a region will help all events reach a greater local audience and ultimately outside the EDD.

#### 9.4 – Threats

Cities with many dilapidated structures are forced to take possession and demolish buildings for safety concerns further eating into already small budgets. A lack of quality, affordable housing continues to be an issue. It is difficult to attract high paying companies if the proper housing stock is not available for workers.

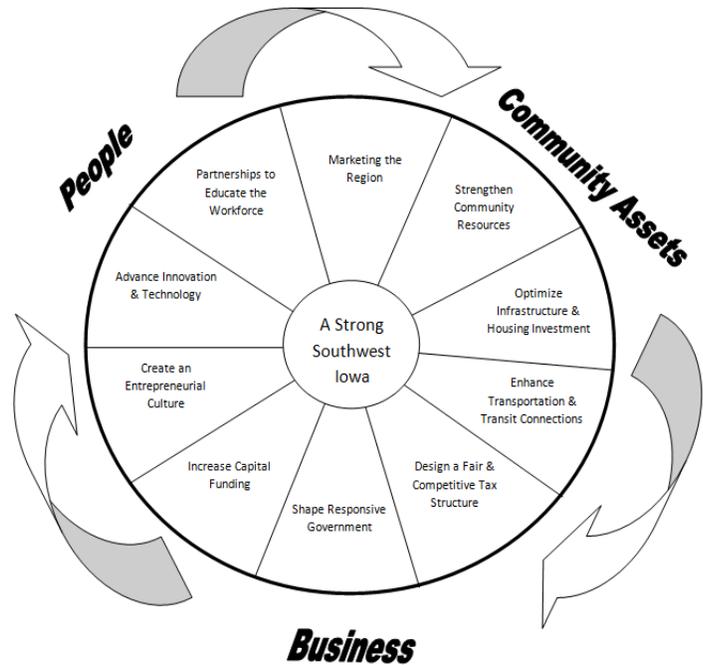
Another major threat is the aging of the population. This will mean a shift in increased need of healthcare providers which are also of retirement age. In addition, locally owned business owners are reaching retirement age without succession plans. The potential for closings of needed, stable businesses in communities is a large issue in many small cities.

## Chapter 10: Regional Vision and Goals

Southwest Iowa Planning Council's (SWIPCO) mission is to serve as the regional catalyst fostering sustainable community and economic improvements. This statement encompasses everything SWIPCO strives for in regional cooperation and betterment through community development, housing assistance, and transportation services. It also reaches all partners in the region and their goals for regional improvement.

SWIPCO views regional improvements in a circular pattern with each piece of the cog needed for development. Three focus areas emerge from this chart: People, Community Assets and Business. Utilizing the mission statement and the three focus areas, three goals were developed:

1. Improve Community Assets and Infrastructure.
2. Promote and Enhance Economic and Business Development Climate.
3. Maintain and Improve the Quality of Life for Residents.



These three goals set the framework for the wheel showing how each piece of the wheel is needed in order for the system to function smoothly.

## 10.1 – Action Plan

<b>Goal 1: Improve Community Assets and Infrastructure.</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Responsibility</b>	<b>Funding Sources</b>	<b>Evaluation</b>
<b>Infrastructure</b>				
Develop plans for infrastructure development in each city with economic growth in mind in the next 10 years.	<ol style="list-style-type: none"> <li>1. Regional comprehensive planning for infrastructure.</li> <li>2. Encourage individual jurisdiction comprehensive or strategic planning.</li> </ol>	Local Jurisdictions SWIPCO City Engineers	Local Funds IEDA grants (if available)	<ol style="list-style-type: none"> <li>1. Completion of region-wide infrastructure assessment.</li> <li>2. Completion of regional comprehensive and strategic plans.</li> </ol>
Reduce water quality issues in 10% of communities in 5 years and all communities in the next 20 years.	<ol style="list-style-type: none"> <li>1. Partner with IDNR to determine what cities have water quality issues.</li> <li>2. Work with individual cities to apply for grants for system repairs.</li> </ol>	Local Jurisdictions SWIPCO	IDNR USDA Rural Development CDBG	Reduction in number of cities with water quality issues utilizing IDNR data.
Regionally, reduce the number of communities with inflow and infiltration issues by 10% in 15 years.	<ol style="list-style-type: none"> <li>1. Work with cities to determine amount of I&amp;I.</li> <li>2. Partner with engineering firm to assess wastewater issues.</li> <li>3. Assist with grant application for funding.</li> </ol>	Local Jurisdictions SWIPCO City Engineers	IDNR USDA Rural Development CDBG	Reduction in number of cities with I&I system problems utilizing IDNR data.
Assist cities with code enforcement, code updates and city financial management.	<ol style="list-style-type: none"> <li>1. Provide assistance with five-year code updates.</li> <li>2. Work with cities to provide minor code enforcement.</li> <li>3. Provide annual budgeting assistance and regular financial advisement where needed.</li> </ol>	Local Jurisdictions SWIPCO	Local Funds	Review number of cities with updated Code of Ordinances, enforcement and audits.
Better Comprehensive Plans for cities and Hazard Mitigation Planning for all counties.	<ol style="list-style-type: none"> <li>1. Contact communities to determine when last strategic planning session was completed.</li> <li>2. Partner with county emergency management for planning.</li> <li>3. Execute contracts for planning.</li> </ol>	Local Jurisdictions SWIPCO Emergency Management	FEMA-Iowa Homeland Security Local Funds Private Foundations	Completion of updated HMPs for each county and eight new comprehensive plans in five years.

**Goal 1, cont.: Improve Community Assets and Infrastructure.**

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
<b>Roads and Transit</b>				
Improve bridge funding for region	<ol style="list-style-type: none"> <li>1. Work with legislature to increase bridge funding.</li> <li>2. Apply for grants for specific bridge projects</li> </ol>	County Engineers RPA-13	IDOT Local Funds	Increase in bridge allocation to region by 2% in 10 years.
Improve federally funded roads	<ol style="list-style-type: none"> <li>1. Review all roads to determine current classification.</li> <li>2. Work with engineer to determine local view of road condition.</li> <li>3. Prepare summary of road conditions and priorities within each county.</li> </ol>	County Engineers RPA-13	Local Funds Regional STP IDOT	Have all roads classified as in “fair”, “good”, or “excellent condition by the county engineer by 2030.
Better public transit fleet.	<ol style="list-style-type: none"> <li>1. Work with lobbyist to promote public transit at legislature.</li> <li>2. Apply for grants for transit fleet.</li> <li>3. Adequately maintain existing fleet to increase useful life.</li> <li>4. Secure contracts for new transit services</li> </ol>	SWITA IARC IPTA IDOT Transit	Local Funds IDOT FTA	Increase in number of transit vehicles by 5% in 10 years.
Improve and increase freight movement	<ol style="list-style-type: none"> <li>1. Construct barge terminal and needed infrastructure along Missouri River for I-29 connection.</li> <li>2. Widen HWY 34 to four lane.</li> <li>3. Continue routine highway and interstate maintenance for truck traffic.</li> </ol>	RPA-13 Local Jurisdictions County Engineers	Local Funds RPA-13 Regional STP RPA-18 Regional STP IDOT	Increase in truck traffic on highways and construction of new barge terminal for river freight.

**Goal 1, cont.: Improve Community Assets and Infrastructure.**

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
<b>Housing</b>				
Assist 500 homeowners with home repairs in the next five years through owner-occupied rehabilitation program.	<ol style="list-style-type: none"> <li>1. Publish request for applications through local newspapers.</li> <li>2. Work with cities to identify individual owners if needed.</li> <li>3. Continue positive relationships with contractors.</li> <li>4. Apply for funding where possible to assist with costs.</li> </ol>	SWIHTF Local Jurisdictions Local Homeowners	Local Funds SWIHTF CDBG IFA	Report the number of homes repaired each year.
Construct 35 new homes total throughout the region in the next 10 years.	<ol style="list-style-type: none"> <li>1. SWIHTF complete home construction.</li> <li>2. Work with jurisdictions to determine proper growth patterns.</li> <li>3. Partner with local contractors to construct in designated areas.</li> </ol>	SWIHTF Local Jurisdictions Local Contractors	Potential Grant Programs Private Funding	Report the number of new homes constructed each year.
Expand quality rental homes by 5% in 10 years.	<ol style="list-style-type: none"> <li>1. Assist cities with code enforcement of dilapidated structures.</li> <li>2. Partner with landlords to promote quality housing.</li> <li>3. Find potential grant opportunities for rental housing.</li> </ol>	SWIPCO Housing Landlords Local Jurisdictions	Potential Grant Programs Private Funding	Increase in the number of rental units and increase in number of good and excellent homes in each city.
Demolish 3 additional dilapidated homes per year regionally.	<ol style="list-style-type: none"> <li>1. Partner with local jurisdictions to identify dilapidated homes.</li> <li>2. Utilize housing inspector to determine homes condition.</li> <li>3. Work with SWITF's dilapidated housing demolition program.</li> </ol>	SWIHTF Local Jurisdictions	Dilapidated Housing Demo Program	Report the number of dilapidated homes demolished each year.

**Goal 1, cont.: Improve Community Assets and Infrastructure.**

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
<b>Recreation and Tourism</b>				
Develop marketing plan in the next 10 years for regional promotion of local attractions, events, and activities.	<ol style="list-style-type: none"> <li>Partner with local economic development groups to identify activities and attractions.</li> <li>Solicit bids to firms to develop a "local attractions" newsletter for publication.</li> </ol>	SWIPCO Economic Development Organizations Marketing Consultant	Local Funds	Implementation of a marketing campaign brochure and increased tourism dollars.
Increase the miles of recreational trail by 20% in 20 years.	<ol style="list-style-type: none"> <li>Develop trail database of existing extensions.</li> <li>Determine best regional extensions.</li> <li>Discuss trail desires with local jurisdictions.</li> <li>Apply for funding for extensions.</li> </ol>	RPA-13 Local Jurisdictions County Engineers	Regional TAP Statewide and Federal TAP Local Funds Private Foundations	Report the miles of trail and changes each year.
<b>Other</b>				
Increase ease of access to healthcare, eldercare and childcare.	<ol style="list-style-type: none"> <li>Partner with SWITA for transporting patients where needed.</li> <li>Lobby to stop closings of mental health facilities in region.</li> <li>Work with Veterans Affairs to provide better service to veterans</li> </ol>	Local Jurisdictions Lobbyists Healthcare providers SWITA Veterans Affairs	State Dept of Health Local Funds SWITA Dept of Justice (VA)	Increase in ridership to healthcare centers. Continuation of existing mental health centers in region. New access points for veteran health.

**Goal 2: Promote and Enhance Economic and Business Development Climate.**

Objectives	Action Items	Responsibility	Funding Sources	Evaluation
<b>Entrepreneurship</b>				
Increase funding for new businesses (conventional and alternate financing) by 5% in 10 years.	<ol style="list-style-type: none"> <li>1. Expand SWIPCO Business RLF lendable dollars.</li> <li>2. Work with local banks to promote business loans.</li> <li>3. Partner with other lending sources to provide loan packaging.</li> </ol>	SWIPCO Local Banks Economic Development Groups	SWIPCO RLF USDA Rural Development EDA Local Banks	Increase in new and existing business loans. Increase in SWIPCO RLF lending fund. Increase in jobs created.
Develop entrepreneurship technical assistance program in next 5 years.	<ol style="list-style-type: none"> <li>1. Partner with local community colleges to provide training for new entrepreneurs.</li> <li>2. Provide scholarships to complete certificate programs.</li> <li>3. Apply for funds for technical assistance.</li> </ol>	SWIPCO IWCC SWICC USDA Rural Development	SWIPCO RLF USDA Rural Development Community Colleges	Development of technical assistance program. Increase in jobs created.
<b>Other</b>				
Increase revolving loan funds by 10% in 10 years.	<ol style="list-style-type: none"> <li>1. Apply for grants to USDA Rural Development for program expansion.</li> <li>2. Apply for additional funding where possible.</li> <li>3. Develop new interest rate structure to apply some interest to relending.</li> </ol>	SWIPCO	USDA Rural Development EDA Private Foundations	Increase in lendable dollars and jobs created.
Increase number of communities with zoning ordinances by 20% in next 10 years.	<ol style="list-style-type: none"> <li>1. Work with cities to develop zoning ordinances.</li> <li>2. Update zoning for existing plans.</li> <li>3. Provide necessary support as needed.</li> </ol>	SWIPCO Local Jurisdictions	Local Funds	Increase in the number of communities with zoning ordinances and plans.
Develop regional database of existing industrial parks with amenities and available space as marketing tool in next 3 years.	<ol style="list-style-type: none"> <li>1. Contact each city to determine where industrial areas exist and onsite amenities.</li> <li>2. Work with IEDA to establish select sites as "certified" and provide information on the IEDA website.</li> <li>3. Develop spreadsheet of all sites for SWIPCO and economic development groups.</li> </ol>	SWIPCO Economic Development Groups	Local Funds	Development of industrial site database and increase in jobs created.

**Goal 2, cont.: Promote and Enhance Economic and Business Development Climate.**

<b>Objectives</b>	<b>Action Items</b>	<b>Responsibility</b>	<b>Funding Sources</b>	<b>Evaluation</b>
Increase fiber optics network coverage area by 10%.	<ol style="list-style-type: none"> <li>Partner with fiber companies to connect with potential companies.</li> <li>Encourage connections with Rural Telephone Cooperative systems.</li> </ol>	Economic Development Groups Local Utilities	Rural Telephone Cooperatives Local Funds	Increase in fiber optics network.
Promote downtown business centers through development.	<ol style="list-style-type: none"> <li>Assist cities with potential CDBG downtown revitalization projects.</li> <li>Work with public works departments for streetscape improvements.</li> <li>Encourage use of existing buildings and downtown centers.</li> <li>Where possible, consider upper-story housing.</li> </ol>	Economic Development Groups SWIPCO	CDBG Downtown Revitalization CDBG Housing Local Funding Private Foundations	Increase in downtown businesses throughout region.
Work with legislature on commercial tax rollback revisions.	<ol style="list-style-type: none"> <li>Lobby for tax reform.</li> <li>Discuss with businesses tax requirements.</li> </ol>	Local Jurisdictions Economic Development Groups	NA	Increased understanding of impacts on tax reform to local jurisdictions.

<b>Goal 3: Maintain and Improve the Quality of Life for Residents.</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Responsibility</b>	<b>Funding Sources</b>	<b>Evaluation</b>
Increase communication and support from like agencies.	<ol style="list-style-type: none"> <li>1. Facilitate communication between area agencies.</li> <li>2. Provide newsletter updates region-wide.</li> </ol>	SWIPCO Economic Development Groups Local Jurisdictions	NA	Understanding and increased communication between all local agencies. Increased joint projects between local agencies.
Work with local schools for internship programs.	<ol style="list-style-type: none"> <li>1. Contact businesses to determine where internships are available for a variety of skill levels.</li> <li>2. Work through local high schools to create partnerships with like classes.</li> <li>3. Determine if any internships can be made for college credit.</li> <li>4. Work to start centralized apprenticeship program.</li> </ol>	Community Colleges Local High Schools Business Owners Economic Development Groups	Potential Scholarships	Increase in local internships and apprenticeship programs. Increased rate of graduates obtaining jobs.
Support sustainable development projects that capitalize on innovation and environmental health.	<ol style="list-style-type: none"> <li>1. Partner with cities on capital projects with green component.</li> <li>2. Work with engineering firms for innovative projects.</li> <li>3. Train in latest sustainable practices.</li> </ol>	SWIPCO Economic Development Groups Local Jurisdictions Engineering Firms	CDBG Community Facilities USDA Rural Development SRF Keep Iowa Beautiful	Increase of "green" sustainable projects.
Expand parks, historical attractions and general green space within cities and counties by 5% in the next 15 years.	<ol style="list-style-type: none"> <li>1. Maintain existing parks and historical attractions.</li> <li>2. Demolish dilapidated structures and convert to green space.</li> <li>3. Expand parks where possible.</li> <li>4. Increase attractions at parks.</li> </ol>	Local Jurisdictions SWIPCO Local Community Support Groups	Private Foundations Local Funds Keep Iowa Beautiful	Increase in acres of green space, parks, and historical attractions.

## Chapter 12: Evaluation and Framework

The CEDS is a way for SWIPCO to set priorities for the future and evaluate the success of prior projects. Each objective has an evaluation measure that is used to ensure goals are met (as seen in the previous section). SWIPCO evaluates the overall success of the CEDS with the following measures:

1. Number of jobs created after implementation of the CEDS;
2. Number and types of investment undertaken in the region;
3. Number of jobs retained in the region;
4. Amount of private sector investment in the region due to the CEDS; and
5. Future versions of the CEDS will also be evaluated by measuring the use of this document by organizations and municipalities throughout the economic development region.
6. For the last five years, SWIPCO has tracked sustainability and resiliency planning. SWIPCO will continue to track instances of sustainability being used as a decision making criteria in projects and plans throughout these six counties.

Annually, CEDS Committee will come together to evaluate the effectiveness and appropriateness of the CEDS. Individual projects and the CEDS as a whole are examined by asking the following questions: (1) is the current CEDS addressing the Region's current economic state; (2) is the current CEDS implementation meeting expectations; and (3) what changes or modifications could be made to the CEDS to make it more effective for the region? This evaluation will be used to continually update the CEDS plan and ensure it is an active document.

In addition, the annual Government Performance Results Act (GPRA) measurement tool is submitted to EDA for review and recording of SWIPCO's quantitative achievements. Qualitative measures are documented as well through a narrative of achievements.

## 12.1 – Previously Completed Projects

In the last five years, SWIPCO has completed numerous projects that meet the goals of the region. The following types of projects were completed between 2009 and 2014 as reported in the annual Government Performance and Results Act (GPRA):

- Planning
  - Comprehensive Plans: 4
  - Hazard Mitigation Plans: 11
  - Strategic Plans: 3
  - Zoning: 3
  - Housing Studies: 3
  - Code of Ordinances Updates: 16
  - Financial Management Assistance: 6
- Housing
  - Purchase/Rehab/Resell: 6
  - Housing Inventories: 42
  - Housing Rehab Projects: 45
  - Disaster Recovery Projects: 5
  - Total Houses Rehabilitated/Built: 863
- Infrastructure
  - Water Projects: 15
  - Wastewater Projects: 11
  - Downtown Revitalization: 3
  - Trails: 7
- Community
  - Childcare Facilities: 3
  - Energy Efficiency: 4
  - Businesses: 3

## Chapter 13: Economic Resilience

The area is continuously seeking economic resilience to not only ensure quick recovery from major disruptions to the economic base but also withstand the shock and prevent the shock of any potential disruptions. Establishing economic resilience in the region requires SWIPCO staff and regional stakeholders to anticipate risk, evaluate how the risk can impact economic assets and build a responsive capacity.

Major disruptions include but are not limited to the following:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks such as a natural or man-made disaster or exit of a major employer.

### 13.1 – Integrating Resilience

Building economic resilience is critical to the region's survival should a disruption occur. Goals set by this plan – Improve Community Assets and Infrastructure, Promote and Enhance Economic and Business Development Climate and Maintain and Improve the Quality of Life for Residents - keep resilience at the forefront. Each of these three goals and their objectives contribute to a resilient region, which includes a trained workforce, thriving business culture, and community assets to draw and keep residents.

SWIPCO and regional partners continue to work together to develop pre- and post-incident planning and steady-state and responsive initiatives. Steady-state resilience (long-term planning) efforts utilized locally include:

1. Comprehensive Planning
2. Hazard Mitigation Planning
3. Promoting new businesses for general economic diversity
4. Maintaining geographic information systems (GIS) to make rapid post-incident impact assessments
5. Promoting business awareness to understand vulnerabilities
6. Employing safe development practices including locating structures outside floodplains, preserving natural lands and protecting downtowns and other existing development from impacts of extreme weather.

SWIPCO staff in conjunction with area partners works heavily with steady-state planning addressing each of the six identified efforts. Each county in the region has passed a Multi-Jurisdictional Hazard Mitigation Plan to identify natural disaster risks and mitigation techniques to reduce risk. In addition, many cities complete comprehensive plans through SWIPCO or internally address community needs and ways to promote industrial diversity and resilience. Local economic development organizations work directly with businesses to discuss their role in the city and region and to assist with finding successors ensuring business continuity.

Responsive economic resilience includes establishing capabilities for responsiveness to recover from an incident. Initiatives utilized in the region include:

1. Conducting post disaster recovery planning.
2. Establishing a process for regular communication, monitoring, and updating business community needs and issues.
3. Establishing coordination mechanisms and leadership succession plans for short, intermediate and long-term recovery needs.

Responsive initiatives are typically handled at a local level with SWIPCO taking an active role assisting where needed. Examples of this include providing transit services to evacuate areas, coordinating meetings to discuss action plans, and assist in other ways if needed.

To measure resilience, SWIPCO plans to meet with its CEDS Committee a minimum of annually to discuss the region and any potential changes or crises that may arise. In addition SWIPCO updates its CEDS plan every five years with relevant data and outlining any major changes in the local makeup. This is compared to previous years to develop a scale for the region and where improvements are or where they are needed.

## Appendices

### A.1 – Demographics

Population Change							
	1950	1960	1970	1980	1990	2000	2010
Cass County	18,532	17,919	17,007	16,932	15,128	14,684	13,956
Fremont County	12,323	10,282	9,282	9,401	8,226	8,010	7,441
Harrison County	19,560	17,600	16,240	16,348	14,730	15,666	14,928
Montgomery County	15,685	14,467	12,781	13,413	12,076	11,771	10,740
Page County	23,921	21,023	18,537	19,063	16,870	16,976	15,932
Shelby County	15,942	15,825	15,528	15,043	13,230	13,173	12,167

Source: US Census

### Median Household Income Change

	1969	1979		1989		1999		2009	
	Count	Count	Percent Change						
STATE OF IOWA	24,800	28,150	13.5%	26,229	-6.8%	41,098	56.7%	50,721	23.4%
Cass County	20,536	23,687	15.3%	21,801	-8.0%	40,564	86.1%	43,114	6.3%
Fremont County	20,183	22,121	9.6%	22,948	3.7%	46,547	102.8%	49,245	5.8%
Harrison County	19,727	23,284	18.0%	22,258	-4.4%	44,586	100.3%	53,939	21.0%
Montgomery County	20,750	24,850	19.8%	23,312	-6.2%	40,129	72.1%	40,530	1.0%
Page County	19,846	23,133	16.6%	22,050	-4.7%	42,446	92.5%	41,803	-1.5%
Shelby County	21,861	25,494	16.6%	22,702	-11.0%	44,681	96.8%	47,731	6.8%

Source: US Census

## Demographics by County

	Cass County		Fremont County		Harrison County		Montgomery County		Page County		Shelby County	
	count	percent of total	count	percent of total	count	percent of total	count	percent of total	count	percent of total	count	percent of total
<b>Population</b>	13,865		7,373		14,838		10,710		15,902		12,158	
<b>Age:</b>												
< 5 years	875	6.3%	446	6.0%	899	6.1%	585	5.5%	890	5.6%	629	5.2%
5-9 years	827	6.0%	440	6.0%	940	6.3%	688	6.4%	776	4.9%	818	6.7%
10-14 years	861	6.2%	472	6.4%	1,046	7.0%	692	6.5%	997	6.3%	910	7.5%
15-19 years	927	6.7%	491	6.7%	1,053	7.1%	745	7.0%	1,112	7.0%	785	6.5%
20-24 years	629	4.5%	324	4.4%	637	4.3%	409	3.8%	777	4.9%	465	3.8%
25-34 years	1,432	10.3%	700	9.5%	1,454	9.8%	980	9.2%	1,779	11.2%	1,031	8.5%
35-44 years	1,407	10.1%	783	10.6%	1,796	12.1%	1,222	11.4%	1,836	11.5%	1,330	10.9%
45-54 years	2,104	15.2%	1,165	15.8%	2,390	16.1%	1,666	15.6%	2,337	14.7%	1,972	16.2%
55-59 years	1,007	7.3%	591	8.0%	1,007	6.8%	940	8.8%	1,308	8.2%	948	7.8%
60-64 years	889	6.4%	515	7.0%	965	6.5%	621	5.8%	931	5.9%	671	5.5%
65-74 years	1,410	10.2%	684	9.3%	1,318	8.9%	972	9.1%	1,460	9.2%	1,155	9.5%
75-84 years	1,042	7.5%	553	7.5%	782	5.3%	838	7.8%	1,135	7.1%	978	8.0%
>85 years	455	3.3%	209	2.8%	551	3.7%	352	3.3%	564	3.5%	466	3.8%
<b>Median Age</b>	44.8		45.4		42.7		45.2		43.8		45.8	
<b>Race</b>												
White alone	13,395	96.6%	7,062	95.8%	14,427	97.2%	10,215	95.4%	14,724	92.6%	11,756	96.7%
Black or African American alone	28	0.2%	15	0.2%	15	0.1%	4	0.0%	353	2.2%	10	0.1%
American Indian and Alaska Native alone	38	0.3%	16	0.2%	23	0.2%	0	0.0%	40	0.3%	8	0.1%
Asian alone	12	0.1%	2	0.0%	45	0.3%	11	0.1%	143	0.9%	90	0.7%
Native Hawaiian and Other Pacific Islander alone	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	12	0.1%
Hispanic or Latino (of any race)	267	1.9%	182	2.5%	185	1.2%	314	2.9%	446	2.8%	221	1.8%
Some other race		0.0%	0	0.0%	10	0.1%	0	0.0%	6	0.0%	0	0.0%
Two or more races	125	0.9%	96	1.3%	133	0.9%	166	1.5%	190	1.2%	61	0.5%
<b>Education (over 18 years)</b>												
Less than high school graduate	882	8.2%	585	10.3%	1,153	10.3%	1,161	14.1%	1,575	12.6%	890	9.6%
High school graduate (including equivalency)	4,696	43.8%	2,415	42.4%	4,502	40.0%	2,864	34.7%	4,813	38.6%	3,695	39.8%
Some college or associate degree	3,437	32.1%	1,707	30.0%	3,798	33.8%	3,010	36.5%	3,995	32.0%	3,148	33.9%
Bachelor's degree or higher	1,700	15.9%	990	17.4%	1,798	16.0%	1,209	14.7%	2,092	16.8%	1,552	16.7%
<b>Household Income</b>												
<\$10,000	401	6.6%	177	5.8%	306	5.1%	392	8.5%	472	7.4%	368	7.2%
\$10,000-\$14,999	401	6.6%	174	5.7%	402	6.7%	396	8.6%	485	7.6%	260	5.1%
\$15,000-\$24,999	923	15.2%	443	14.5%	641	10.7%	811	17.6%	855	13.4%	655	12.8%
\$25,000-\$34,999	777	12.8%	287	9.4%	594	9.9%	502	10.9%	862	13.5%	521	10.2%
\$35,000-\$49,999	1,045	17.2%	464	15.2%	851	14.2%	618	13.4%	1,073	16.8%	888	17.4%
\$50,000-\$74,999	1,421	23.4%	711	23.3%	1,259	21.0%	917	19.9%	1,175	18.4%	1,057	20.7%
\$75,000-\$99,999	377	6.2%	400	13.1%	1,025	17.1%	410	8.9%	696	10.9%	679	13.3%
\$100,000-\$149,999	510	8.4%	272	8.9%	671	11.2%	355	7.7%	549	8.6%	485	9.5%
\$150,000-\$199,999	79	1.3%	55	1.8%	174	2.9%	115	2.5%	89	1.4%	77	1.5%
>\$200,000	140	2.3%	76	2.5%	78	1.3%	92	2.0%	128	2.0%	112	2.2%
	6,074		3,059		6,001		4,609		6,384		5,102	
<b>Percent of Individuals below Poverty Status</b>		14.9%		9.1%		9.9%		16.2%		12.6%		11.3%
<b>Median household income</b>	\$43,114		\$49,245		\$53,939		\$40,530		\$41,803		\$47,731	
<b>MHI-margin of error</b>	+/-2,039		+/-4,022		+/-3,050		+/-3,075		+/-2,320		+/-2,507	

Source: American Community Survey 2008-2012 5-year estimates

### Demographics by City Over 5,000

City of Atlantic			City of Clarinda			City of Harlan			City of Red Oak			City of Shenandoah		
count	percent of total	M.O.E. +/-	count	percent of total	M.O.E. +/-	count	percent of total	M.O.E. +/-	count	percent of total	M.O.E. +/-	count	percent of total	M.O.E. +/-
7,040		62	5,535		28	5,098		19	5,710		32	5,144		24
423	6.0%	69	349	6.3%	110	192	3.8%	50	343	6.0%	71	288	5.6%	81
418	5.9%	79	213	3.8%	91	326	6.4%	76	347	6.1%	71	269	5.2%	71
365	5.2%	76	260	4.7%	81	403	7.9%	101	288	5.0%	70	381	7.4%	89
479	6.8%	102	485	8.8%	98	331	6.5%	69	448	7.8%	74	211	4.1%	62
381	5.4%	65	325	5.9%	73	168	3.3%	60	280	4.9%	43	255	5.0%	83
774	11.0%	123	739	13.4%	139	545	10.7%	86	461	8.1%	85	627	12.2%	109
680	9.7%	88	726	13.1%	115	588	11.5%	87	674	11.8%	74	595	11.6%	88
903	12.8%	100	899	16.2%	124	811	15.9%	118	910	15.9%	95	546	10.6%	104
578	8.2%	130	321	5.8%	74	383	7.5%	80	511	8.9%	89	438	8.5%	102
470	6.7%	119	202	3.6%	63	252	4.9%	75	248	4.3%	86	350	6.8%	103
687	9.8%	76	399	7.2%	91	471	9.2%	83	478	8.4%	73	583	11.3%	94
574	8.2%	87	383	6.9%	91	395	7.7%	98	493	8.6%	86	386	7.5%	97
308	4.4%	89	234	4.2%	69	233	4.6%	71	229	4.0%	68	215	4.2%	79
45.0			40.6			44.9			45.1			44.1		
6,712	95.3%		4,828	87.2%		4,904	96.2%		5,275	92.4%		4,868	94.6%	
28	0.4%		328	5.9%		8	0.2%		0	0.0%		0	0.0%	
11	0.2%		35	0.6%		0	0.0%		0	0.0%		5	0.1%	
9	0.1%		143	2.6%		27	0.5%		8	0.1%		0	0.0%	
0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%	
216	3.1%		141	2.5%		148	2.9%		275	4.8%		213	4.1%	
0	0.0%		6	0.1%		0	0.0%		0	0.0%		0	0.0%	
64	0.9%		54	1.0%		11	0.2%		152	2.7%		58	1.1%	
516	9.3%		673	15.3%		431	10.9%		806	18.2%		521	12.9%	
2,476	44.6%		1,552	35.2%		1,391	35.1%		1,502	33.9%		1,535	38.0%	
1,652	29.8%		1,501	34.0%		1,430	36.1%		1,533	34.6%		1,232	30.5%	
909	16.4%		686	15.6%		714	18.0%		585	13.2%		755	18.7%	
275	8.5%		126	6.5%		228	10.1%		297	11.8%		249	11.0%	
242	7.5%		158	8.1%		110	4.9%		227	9.0%		219	9.7%	
582	18.0%		200	10.3%		343	15.2%		534	21.2%		373	16.5%	
411	12.7%		358	18.4%		237	10.5%		285	11.3%		251	11.1%	
495	15.3%		337	17.3%		394	17.5%		265	10.5%		317	14.0%	
795	24.6%		339	17.4%		467	20.7%		484	19.2%		421	18.6%	
100	3.1%		230	11.8%		223	9.9%		169	6.7%		197	8.7%	
220	6.8%		152	7.8%		142	6.3%		174	6.9%		158	7.0%	
39	1.2%		14	0.7%		27	1.2%		63	2.5%		25	1.1%	
71	2.2%		35	1.8%		83	3.7%		20	0.8%		52	2.3%	
3,230			1,948			2,254			2,517			2,261		
	14.8%			12.7%			15.6%			20.6%			16.5%	
\$37,212			\$40,236			\$42,386			\$31,429			\$36,659		
+/-3,462			+/-3,787			+/-3,941			+/-4,721			+/-4,759		

Source: American Community Survey 2008-2012 5-year estimates

<b>Educational Level of Completion</b>							
	<b>Cass</b>	<b>Fremont</b>	<b>Harrison</b>	<b>Montgomery</b>	<b>Page</b>	<b>Shelby</b>	<b>Average</b>
<b>Population 18 to 24 years</b>	969	497	989	661	1,125	725	828
<b>Less than high school graduate</b>	15.60%	21.50%	22.20%	20.60%	28.00%	14.20%	20.35%
<b>High school graduate (includes equivalency)</b>	36.00%	43.30%	29.70%	36.00%	41.40%	27.30%	35.62%
<b>Some college or associate's degree</b>	38.90%	30.60%	39.50%	40.80%	24.20%	46.10%	36.68%
<b>Bachelor's degree or higher</b>	9.50%	4.60%	8.50%	2.60%	6.40%	12.40%	7.33%
<b>Population 25 years and over</b>	9,746	5,200	10,263	7,591	11,350	8,551	8,784
<b>Less than 9th grade</b>	2.20%	2.50%	2.80%	7.00%	3.80%	5.10%	3.90%
<b>9th to 12th grade, no diploma</b>	5.30%	6.70%	6.30%	6.50%	7.30%	4.10%	6.03%
<b>High school graduate (includes equivalency)</b>	44.60%	42.30%	41.00%	34.60%	38.30%	40.90%	40.28%
<b>Some college, no degree</b>	22.40%	22.30%	25.40%	24.70%	22.70%	20.40%	22.98%
<b>Associate's degree</b>	9.00%	7.60%	7.80%	11.40%	10.10%	12.50%	9.73%
<b>Bachelor's degree</b>	12.00%	14.70%	13.30%	11.60%	12.90%	13.10%	12.93%
<b>Graduate or professional degree</b>	4.50%	4.00%	3.40%	4.10%	4.90%	4.00%	4.15%
<b>Percent high school graduate or higher</b>	92.50%	90.80%	90.90%	86.40%	88.90%	90.90%	90.07%
<b>Percent bachelor's degree or higher</b>	16.50%	18.60%	16.70%	15.80%	17.80%	17.10%	17.08%
<b>Population 25 to 34 years</b>	1,432	700	1,454	980	1,779	1,031	1,229
<b>High school graduate or higher</b>	92.20%	89.60%	96.10%	89.00%	87.00%	95.70%	91.60%
<b>Bachelor's degree or higher</b>	19.30%	20.90%	22.80%	26.10%	18.50%	21.10%	21.45%
<b>Population 35 to 44 years</b>	1,407	783	1,796	1,222	1,836	1,330	1,396
<b>High school graduate or higher</b>	94.20%	94.90%	95.40%	87.70%	92.20%	95.10%	93.25%
<b>Bachelor's degree or higher</b>	15.70%	17.80%	22.60%	18.70%	21.50%	28.60%	20.82%
<b>Population 45 to 64 years</b>	4,000	2,271	4,362	3,227	4,576	3,591	3,671
<b>High school graduate or higher</b>	92.70%	93.40%	91.70%	88.30%	92.30%	94.70%	92.18%
<b>Bachelor's degree or higher</b>	17.90%	21.50%	17.40%	15.50%	17.60%	17.90%	17.97%
<b>Population 65 years and over</b>	2,907	1,446	2,651	2,162	3,159	2,599	2,487
<b>High school graduate or higher</b>	91.50%	85.20%	83.70%	81.70%	83.00%	81.40%	84.42%
<b>Bachelor's degree or higher</b>	13.50%	13.50%	8.40%	9.80%	15.40%	8.30%	11.48%

Source: 2010 US Census

## A.2 – Labor Statistics

### Local Employers

<u>NAME</u>	<u>CASS COUNTY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>ANNUAL SALES</u>
Mahle Engine Components USA	Atlantic	250-499	100-500 million
WalMart Supercenter	Atlantic	250-499	50-100 million
Cass County Memorial Hospital	Atlantic	250-499	20-50 million
Cass Inc.	Atlantic	100-249	N/A
Griswold Community Schools	Griswold	100-249	N/A
Plastic Professionals	Atlantic	100-249	50-100 million
Henningsen Construction Inc	Atlantic	100-249	20-50 million
Heritage House	Atlantic	100-249	2.5-5 million
Atlantic Senior High School	Atlantic	50-99	N/A
CAM High Schol	Anita	50-99	N/A
Griswold High School	Griswold	50-99	N/A
Rem Iowa Community Service Inc	Atlantic	50-99	N/A
Washington Elementary	Atlantic	50-99	N/A
YMCA	Atlantic	50-99	N/A
Duke Aerial Inc	Atlantic	50-99	100-500 million
Coca Cola Bottling Co	Atlantic	50-99	50-100 million
Mid American Energy Co	Massena	50-99	50-100 million
Fareway	Atlantic	50-99	10-20 million
Hy-Vee	Atlantic	50-99	10-20 million
A Plus Designs Inc.	Atlantic	50-99	5-10 million
Atlantic Carriers Inc	Atlantic	50-99	5-10 million
Atlantic Medical Center	Atlantic	50-99	5-10 million
Atlantic Nursing & Rehab	Atlantic	50-99	2.5-5 million
Caring Acres Nursing & Rehab	Anita	50-99	2.5-5 million
Cass County Home Care	Atlantic	50-99	2.5-5 million
Griswold Care Center	Griswold	50-99	2.5-5 million
Atlantic Community School District	Atlantic	20-49	N/A
Atlantic Light Dept	Atlantic	20-49	N/A
Atlantic Middle School	Atlantic	20-49	N/A
C&M Community School District	Anita	20-49	N/A
CAM North Elementary School	Anita	20-49	N/A
First Whitney Bank & Trust	Atlantic	20-49	N/A
Lewis Elementary School	Lewis	20-49	N/A
Lewis Fire Department	Lewis	20-49	N/A
Maintenance Garage	Atlantic	20-49	N/A

Massena Fire Dept	Massena	20-49	N/A
Rolling Hills Bank & Trust	Atlantic	20-49	N/A
Schuler Elementary School	Atlantic	20-49	N/A
Transporation Dept.	Atlantic	20-49	N/A
US Post Office	Atlantic	20-49	N/A
Zion Recovery Service Inc	Atlantic	20-49	N/A
21st Century Co-op	Cumberland	20-49	50-100 million
Schuler Manufacturing	Griswold	20-49	50-100 million
A&M Green Power	Massena	20-49	20-50 million
Lindeman Tractor Inc.	Atlantic	20-49	20-50 million
Recycling Services	Atlantic	20-49	20-50 million
Southwest Iowa Egg Co-op	Massena	20-49	20-50 million
Central Western Fabricators	Atlantic	20-49	10-20 million
Concept Builders LTD	Atlantic	20-49	10-20 million
Deter Motor Co	Atlantic	20-49	10-20 million
Atlantic News Telegraph	Atlantic	20-49	5-10 million
Atlantic Water Dept	Atlantic	20-49	5-10 million
Milk Unlimited Dairy Farm	Atlantic	20-49	5-10 million
Murphy Heavy Contracting Corp	Atlantic	20-49	5-10 million
Schwan Food Co	Atlantic	20-49	5-10 million
21st Century Co-op Elevator	Cumberland	20-49	2.5-5 million
Family Transport	Griswold	20-49	2.5-5 million
Hansen Co	Griswold	20-49	2.5-5 million
Producers Hybrids	Massena	20-49	2.5-5 million
Americas Best Value Inn	Atlantic	20-49	1-2.5 million
Atlantic Golf & Country Club	Atlantic	20-49	1-2.5 million
Mc Donald's	Atlantic	20-49	1-2.5 million
Pelgrow	Atlantic	20-49	1-2.5 million
Pizza Hut	Atlantic	20-49	1-2.5 million
Pizza Ranch	Atlantic	20-49	1-2.5 million
Redwood Steak House	Anita	20-49	1-2.5 million
Super 8	Atlantic	20-49	1-2.5 million
Willow Heights	Atlantic	20-49	1-2.5 million
Wise Motels Inc	Atlantic	20-49	1-2.5 million
Burger King	Atlantic	20-49	500k-1 million
KFC	Atlantic	20-49	500k-1 million
Taco Bell	Atlantic	20-49	500k-1 million
Thornton Moving & Storage	Griswold	20-49	500k-1 million
Wing Street	Atlantic	20-49	500k-1 million

<u>NAME</u>	<u>FREMONT COUNTY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>ANNUAL SALES</u>
Hy Vee	Shenandoah	100-249	20-50 million
Hy Vee Pharmacy	Shenandoah	100-249	20-50 million
Farragut Community School	Farragut	50-99	N/A
Fremont-Mills Elementary school	Tabor	50-99	N/A
Fremont-Mills High School	Tabor	50-99	N/A
Sidney Community School District	Sidney	50-99	N/A
Sidney High School	Sidney	50-99	N/A
Con Agra Snack Foods	Hamburg	50-99	20-50 million
Sapp Brothers	Percival	50-99	20-50 million
Tabor Manor Care Center Inc	Tabor	50-99	2.5-5 million
Fremont County Engineer	Sidney	20-49	N/A
Fremont County Sheriff	Sidney	20-49	N/A
Fremont County Shop	Sidney	20-49	N/A
Hamburg Community School District	Hamburg	20-49	N/A
Hamburg Jr-Sr. High	Hamburg	20-49	N/A
Marnie Simons Elementary	Hamburg	20-49	N/A
Sidney Elementary School	Sidney	20-49	N/A
Hendrickson Enterprises	Hamburg	20-49	50-100 million
Manindra Milling Corp	Hamburg	20-49	10-20 million
A&M Green Power Group LLC	Hamburg	20-49	5-10 million
Miller Orthopaedic Affiliates	Hamburg	20-49	5-10 million
Tabor Market & Deli	Tabor	20-49	5-10 million
Southwest Iowa Home Health Service	Sidney	20-49	2.5-5 million
Apple Barrel	Percival	20-49	1-2.5 million
McDonald's	Shenandoah	20-49	1-2.5 million
Wendy's	Percival	20-49	1-2.5 million
Pizza Hut	Shenandoah	20-49	500k-1 million

<u>NAME</u>	<u>HARRISON COUNTY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>ANNUAL SALES</u>
Carry-On Trailer Inc	Missouri Valley	100-249	20-50 million
Perfection Learning Corp	Logan	100-249	10-20 million
Longview Home Inc.	Missouri Valley	100-249	5-10 million
Boyer Valley High School	Dunlap	50-99	N/A
Boyer Valley Middle School	Dunlap	50-99	N/A
Logan Magnolia Community School	Logan	50-99	N/A
Logan-Magnolia Elementary School	Logan	50-99	N/A
Missouri Valley High School	Missouri Valley	50-99	N/A
Mosaic	Logan	50-99	N/A
Woodbine Community School District	Woodbine	50-99	N/A
Vulcan Industries	Missouri Valley	50-99	100-500 million
Tommy Gate Co	Woodbine	50-99	20 -50 million
Woodbine Manufacturing Co	Woodbine	50-99	10-20 million
Business Cleaning Solutions	Missouri Valley	50-99	2.5-5 million
Rose Vista Home Inc	Woodbine	50-99	2.5-5 million
Westmont Care	Logan	50-99	2.5-5 million
Mc Donald's	Missouri Valley	50-99	1 -2.5 million
Crossroads of Western Iowa	Missouri Valley	20-49	N/A
DeSoto National Wildlife	Missouri Valley	20-49	N/A
Dunlap Fire Dept	Dunlap	20-49	N/A
Fire Hall	Missouri Valley	20-49	N/A
Green Hills Education Agency	Missouri Valley	20-49	N/A
Harrison Co Yards	Logan	20-49	N/A
Midstates Bank	Missouri Valley	20-49	N/A
Missouri Valley City Clerk	Missouri Valley	20-49	N/A
Missouri Valley Community School	Missouri Valley	20-49	N/A
Missouri Valley Elementary	Missouri Valley	20-49	N/A
Missouri Valley Middle School	Missouri Valley	20-49	N/A
Steamboat Bertrand Collection	Missouri Valley	20-49	N/A
West Harrison Community School	Mondamin	20-49	N/A
West Harrison Elementary School	Mondamin	20-49	N/A
Woodbine Elementary School	Woodbine	20-49	N/A
Woobine High School	Woodbine	20-49	N/A
Sullivan Supply	Dunlap	20-49	50-100 million
Apotheca Naturale Inc	Woodbine	20-49	20-50 million

Harrison County REC	Woodbine	20-49	20-50 million
Cogdill Farm Supply	Dunlap	20-49	10-20 million
Dunlap Livestock Auction	Dunlap	20-49	5-10 million
Logan's Super Foods	Logan	20-49	5-10 million
Perfection Press Inc	Logan	20-49	5-10 million
Valley Drug Store	Missouri Valley	20-49	5-10 million
Energique Inc.	Woodbine	20-49	2.5-5 Million
Food Land Super Market	Missouri Valley	20-49	2.5-5 Million
Shopko Hometown	Missouri Valley	20-49	2.5-5 Million
Burger King	Missouri Valley	20-49	1-2.5 million
Dallas Airmotive Inc.	Logan	20-49	1-2.5 million
Gurney's Lounge	Missouri Valley	20-49	1-2.5 million
Oak Tree Inn	Missouri Valley	20-49	1-2.5 million
Penny's Diner	Missouri Valley	20-49	500k-1 million
Pizza Hut	Missouri Valley	20-49	500k-1 million

NAME	MONTGOMERY COUNTY	NUMBER OF EMPLOYEES	ANNUAL SALES
American Hydraulics	Red Oak	500-999	100-500 million
Montgomery County Hospital	Red Oak	250-499	20-50 million
Parker Hose Products Division	Red Oak	100-249	50-100 million
Western Union	Red Oak	100-249	50-100 million
Acorn Development Two Inc	Red Oak	100-249	20-50 million
Hy-Vee	Red Oak	100-249	20-50 million
Red Oak Greenhouses Inc	Red Oak	100-249	5-10 million
Good Samaritan Society Red Oak	Red Oak	100-249	2.5-5 million
Inman Primary School	Red Oak	50-99	N/A
Nishna Productions Inc.	Red Oak	50-99	N/A
Stanton Junior-Senior High	Stanton	50-99	N/A
Villisca Community Schools	Villisca	50-99	N/A
Villisca Good Samaritan Center	Villisca	50-99	N/A
YMCA	Red Oak	50-99	N/A
Fresco System	Red Oak	50-99	100-500 million
Johnson Controls	Red Oak	50-99	10-20 million
Sunbest-Papettis Farms	Villisca	50-99	10-20 million
UPS Customer Center	Red Oak	50-99	10-20 million
Kmart	Red Oak	50-99	5-10 million
Red Oak Rehab & Care Center	Red Oak	50-99	2.5-5 million
Stanton Care Center	Stanton	50-99	2.5-5 million
Tru Green	Red Oak	50-99	2.5-5 million
Arlington Place of Red Oak	Red Oak	20-49	N/A
Elliott Elementary School	Elliott	20-49	N/A
Elliott Fire Dept	Elliott	20-49	N/A
Green Valley AEA Staff Office	Red Oak	20-49	N/A
Houghton State Bank	Red Oak	20-49	N/A
Montgomery County Engineer	Red Oak	20-49	N/A
Montgomery County Sheriff	Red Oak	20-49	N/A
Red Oak High School	Red Oak	20-49	N/A
Red Oak Middle School	Red Oak	20-49	N/A
Select Rehab	Stanton	20-49	N/A
Sylvia Enarson Elementary School	Villisca	20-49	N/A
Washington School	Red Oak	20-49	N/A
Farmers Livestock Auction Market	Red Oak	20-49	50-100 million
Minsa Group	Red Oak	20-49	50-100 million
AM Green Power Group	Red Oak	20-49	20-50 million
Fareway	Red Oak	20-49	5-10 million
Lake City Health Svc	Red Oak	20-49	2.5-5 million
Methodist Physicians Clinic	Red Oak	20-49	2.5-5 million
Red Oak Internal Medicine	Red Oak	20-49	2.5-5 million
Firehouse Restaurant	Red Oak	20-49	1-2.5 million
McDonald's	Red Oak	20-49	1-2.5 million
Pizza Hut	Red Oak	20-49	1-2.5 million
Pizza Ranch	Red Oak	20-49	1-2.5 million
Red Coach Inn	Red Oak	20-49	1-2.5 million
Red Coach Restaurant & Lounge	Red Oak	20-49	1-2.5 million
Red Oak Swimming Pool	Red Oak	20-49	1-2.5 million
Terminix	Red Oak	20-49	1-2.5 million
KFC	Red Oak	20-49	500k-1 million

<u>NAME</u>	<u>PAGE COUNTY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>ANNUAL SALES</u>
Pella Manufacturing Plant	Shenandoah	500-999	100-500 million
NSK Corp	Clarinda	250-499	100-500 million
Lisle Corp	Clarinda	250-499	50-100 million
Clarinda Regional Health Center	Clarinda	250-499	20-50 million
Medical Record Dept Health	Clarinda	250-499	20-50 million
Clarinda Academy	Clarinda	100-249	N/A
EZ Way	Clarinda	100-249	20-50 million
Shenandoah Medical Center	Shenandoah	100-249	20-50 million
Walmart	Shenandoah	100-249	20-50 million
Central Surveys Inc	Shenandoah	50-99	N/A
Earl May Seed & Nursery Co	Shenandoah	50-99	N/A
Garfield Elementary School	Clarinda	50-99	N/A
Page County Court House	Clarinda	50-99	N/A
Shenandoah K-8 School	Shenandoah	50-99	N/A
South Page Community School Sup	College Springs	50-99	N/A
Lloyd Inc	Shenandoah	50-99	50-100 million
HH Cargo	Clarinda	50-99	20-50 million
Hy-Vee	Clarinda	50-99	10-20 million
Garden View Care Center	Shenandoah	50-99	2.5-5 million
Goldenrod Manor Nursing Home	Clarinda	50-99	2.5-5 million
Westridge Quality Care & Rehab	Clarinda	50-99	2.5-5 million
J Bruner's Restaurant	Clarinda	50-99	1-2.5 million
Bank Iowa	Shenandoah	20-49	N/A
Brown's Shoe Fit Co	Shenandoah	20-49	N/A
City National Bank	Shenandoah	20-49	N/A
Clarinda Correctional Facility	Clarinda	20-49	N/A
Clarinda Fire Dept	Clarinda	20-49	N/A
Clarinda High School	Clarinda	20-49	N/A
Clarinda Middle School	Clarinda	20-49	N/A
Clarinda Parks & Recreation	Clarinda	20-49	N/A
Eiler House	Clarinda	20-49	N/A
Essex Community School	Essex	20-49	N/A
Essex Elementary School	Essex	20-49	N/A
Essex Fire Dept	Essex	20-49	N/A
Essex Junior-Senior High School	Essex	20-49	N/A
Iowa Western Community College	Clarinda	20-49	N/A
Loess Hills Area Education Center	Shenandoah	20-49	N/A
Nishna Productions HCBS	Shenandoah	20-49	N/A

Page County Jail	Clarinda	20-49	N/A
Page County Sheriff	Clarinda	20-49	N/A
Page County State Bank	Clarinda	20-49	N/A
Shenandoah High School	Shenandoah	20-49	N/A
Shenandoah Parks & Recreation	Shenandoah	20-49	N/A
South Page High School	College Springs	20-49	N/A
Whitmore Co Inc.	Clarinda	20-49	N/A
Bank Iowa	Clarinda	20-49	50-100 million
Dr. Pepper Snapple Group	Shenandoah	20-49	50-100 million
Beecher Inc.	Shenandoah	20-49	20-50 million
Clarinda Livestock Auction LLC	Clarinda	20-49	20-50 million
Mt. Arbor Nurseries	Shenandoah	20-49	20-50 million
Barker Implement & Motor Co	Clarinda	20-49	10-20 million
Clarinda Cooperative Co	Clarinda	20-49	10-20 million
NSK-AKS Precision Ball Co	Clarinda	20-49	10-20 million
Shore Motor Co	Clarinda	20-49	10-20 million
Easters True Value	Clarinda	20-49	5-10 million
Fareway	Shenandoah	20-49	5-10 million
Jay's George Drug Co	Shenandoah	20-49	5-10 million
KMA	Shenandoah	20-49	2.5-5 million
Shenandoah Clinic	Shenandoah	20-49	2.5-5 million
Shenandoah Outpatient Clinic	Shenandoah	20-49	2.5-5 million
Burger King	Shenandoah	20-49	1-2.5 million
Clarinda Ambulance Service	Clarinda	20-49	1-2.5 million
Clarinda Mental Health Institute	Clarinda	20-49	1-2.5 million
Clarinda Reed Center	Clarinda	20-49	1-2.5 million
Depot Deli & Lounge	Shenandoah	20-49	1-2.5 million
Elm Heights Care Center	Shenandoah	20-49	1-2.5 million
Hallmark Gold Crown	Shenandoah	20-49	1-2.5 million
McDonald's	Clarinda	20-49	1-2.5 million
Orkin	Clarinda	20-49	1-2.5 million
Shenandoah Swimming Pool	Shenandoah	20-49	1-2.5 million
Terminix	Shenandoah	20-49	1-2.5 million
Turnbull Child Development Center	Shenandoah	20-49	1-2.5 million
Godfather's Pizza	Shenandoah	20-49	500k-1 million
Grandma's House Day Care	Clarinda	20-49	500k-1 million
Ice House Restaurant & Lounge	Clarinda	20-49	500k-1 million
J's Pizza & Steak House	Clarinda	20-49	500k-1 million
Lied Recreation Center	Clarinda	20-49	500k-1 million
Longhorn Restaurant & Bar	Braddyville	20-49	500k-1 million

<u>NAME</u>	<u>SHELBY COUNTY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>ANNUAL SALES</u>
CDS Global	Harlan	250-499	50-100 million
Western Engineering Co	Harlan	250-499	50-100 million
Concerned Inc	Harlan	100-249	N/A
Shelby County Cookers LLC	Harlan	100-249	100-500 million
Hy-Vee	Harlan	100-249	20-50 million
Monogram Prepared Meats	Harlan	100-249	20-50 million
Panama Transfer Inc.	Panama	100-249	20-50 million
Elm Crest Retirement Community	Harlan	100-249	2.5-5 million
Harlan Community Middle School	Harlan	50-99	N/A
Harlan Elementary Primary School	Harlan	50-99	N/A
Harlan Intermediate School	Harlan	50-99	N/A
Conductix Inc	Harlan	50-99	20-50 million
Jacobs Corp	Harlan	50-99	10-20 million
Variety Distributors Inc	Harlan	50-99	10-20 million
Salem Lutheran Homes	Elk Horn	50-99	5-10 million
Little Flower Haven Nursing	Earling	50-99	2.5-5 million
My Transportation Inc	Elk Horn	50-99	2.5-5 million
Myrtue Medical Center	Harlan	50-99	1-2.5 million
Country Care Center Corp	Harlan	20-49	N/A
Elk Horn Kimballton Elementary	Elk Horn	20-49	N/A
Elk Horn Kimballton High School	Elk Horn	20-49	N/A
Farm Service Co-Op	Harlan	20-49	N/A
Harlan Rural Fire Dept	Harlan	20-49	N/A
Harlan Schools-Bus Barn	Harlan	20-49	N/A
IKM Elementary School	Irwin	20-49	N/A
Iowa Western Community College	Harlan	20-49	N/A
Irwin Elementary School	Irwin	20-49	N/A
Midstates Bank Shares Inc	Harlan	20-49	N/A
Midstates Bank NA	Harlan	20-49	N/A
Mytrue Medical Center	Harlan	20-49	N/A
New Park School	Harlan	20-49	N/A
Panama Police Dept	Panama	20-49	N/A
Shelby County Catholic School	Harlan	20-49	N/A
Shelby County State Bank	Harlan	20-49	N/A
Shelby Fire Hall	Shelby	20-49	N/A
US Post Office	Harlan	20-49	N/A
US West Central Development Corp	Harlan	20-49	N/A

West Central Development	Harlan	20-49	N/A
Westphalia Fire Dept	Harlan	20-49	N/A
Molded Products	Harlan	20-49	50-100 million
Nishnabotna Valley REC	Harlan	20-49	20-50 million
Progressive Nutrition LLC	Harlan	20-49	20-50 million
Keast Motors	Harlan	20-49	10-20 million
Proliant Inc	Harlan	20-49	10-20 million
Fareway	Harlan	20-49	5-10 million
Harlan Municipal Utilities	Harlan	20-49	5-10 million
Miller Orthopaedic Affiliates	Harlan	20-49	5-10 million
Pennysaver & Rocket	Harlan	20-49	5-10 million
Obe	Harlan	20-49	5-10 million
Sta-Bilt Construction Co	Harlan	20-49	5-10 million
Harlan Tribune & News	Harlan	20-49	2.5-5 million
Heartland Technology Solutions	Harlan	20-49	2.5-5 million
Remington Hybrid Seed Co	Harlan	20-49	2.5-5 million
Counsel Office	Harlan	20-49	1-2.5 million
Harlan Golf & Country Club	Harlan	20-49	1-2.5 million
Kountry Kids Care	Harlan	20-49	1-2.5 million
McDonald's	Walnut	20-49	1-2.5 million
Medivac Ambulance-Rescue Svc	Harlan	20-49	1-2.5 million
Medivac Wheel Chair Vans	Harlan	20-49	1-2.5 million
Pizza Ranch	Harlan	20-49	1-2.5 million
Shelby County Public Health	Harlan	20-49	1-2.5 million
Burger King	Harlan	20-49	500k-1 million
H&R Block	Harlan	20-49	500k-1 million
Peace Haven Retirement Home	Walnut	20-49	500k-1 million
Pizza Hut	Harlan	20-49	500k-1 million
West Central Community Action - Head Start	Harlan	20-49	500k-1 million

Source: Iowa Workforce Development

<b>Employment Gain by Decade</b>			
	1990 to 2000	2000 to 2010	2010 to 2012
Cass	581	-586	133
Fremont	426	-641	173
Harrison	821	-108	232
Montgomery	304	-1290	104
Page	1365	-929	-67
Shelby	895	291	773

Source: US Census

**Business Sectors: Cass**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing	23	D	21,639	560
Wholesale trade	26	151,451	6,722	207
Retail Trade	79	178,171	18,118	927
Information	16	N	2,409	108
Real estate and rental and leasing	14	11,765	2,215	68
Professional, scientific, and technical services	29	9,971	3,825	121
Administrative and support and waste management and remediation services	24	10,869	3,347	234
Educational services	3	D	D	<19
Health care and social assistance	41	63,318	29,189	1,180
Arts, entertainment, and recreation	6	2,132	552	44
Accommodation and food services	33	11,638	3,135	374
Other services (except public administration)	42	15,220	2,995	205

**Business Sectors: Fremont**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing	7	D	D	500-999
Wholesale trade	13	105,476	3,440	93
Retail Trade	35	102,932	8,495	478
Information	4	N	1,060	31
Real estate and rental and leasing	2	D	D	<19
Professional, scientific, and technical services	8	2,444	787	34
Administrative and support and waste management and remediation services	6	D	D	100-249
Educational services	1	D	D	<19
Health care and social assistance	16	18,301	7,957	324
Arts, entertainment, and recreation	1	D	D	<19
Accommodation and food services	26	14,804	1,959	241
Other services (except public administration)	14	D	D	20-99

**Business Sectors: Harrison**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing				
Wholesale trade	29	130,170	7,807	255
Retail Trade	55	100,916	7,506	466
Information	5	N	D	20-99
Real estate and rental and leasing	10	1,713	400	29
Professional, scientific, and technical services	21	D	D	20-99
Administrative and support and waste management and remediation services	17	7,152	3,367	123
Educational services	1	D	D	<19
Health care and social assistance	36	43,286	18,119	657
Arts, entertainment, and recreation	5	D	D	<19
Accommodation and food services	31	10,399	2,801	304
Other services (except public administration)	23	D	D	20-99

**Business Sectors: Montgomery**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing	12	180,839	36,311	813
Wholesale trade	13	150,731	4,487	109
Retail Trade	56	88,288	8,596	510
Information	9	N	10,682	446
Real estate and rental and leasing	9	4,860	1,101	49
Professional, scientific, and technical services	18	10,354	2,132	81
Administrative and support and waste management and remediation services	11	3,042	1,138	58
Educational services				
Health care and social assistance	38	49,577	22,360	849
Arts, entertainment, and recreation	7	D	D	20-99
Accommodation and food services	26	7,599	2,146	256
Other services (except public administration)	34	8,632	1,708	93

**Business Sectors: Page**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing	24	348,217	80,859	2,019
Wholesale trade	16	116,438	5,599	155
Retail Trade	92	163,001	12,755	738
Information	9	N	2,472	76
Real estate and rental and leasing	11	1,731	254	20
Professional, scientific, and technical services	20	5,805	2,471	158
Administrative and support and waste management and remediation services	14	3,839	983	49
Educational services	1	D	d	<19
Health care and social assistance	51	91,442	43,365	1,587
Arts, entertainment, and recreation	7	930	238	30
Accommodation and food services	34	12,573	3,627	439
Other services (except public administration)	33	6,640	1,534	102

**Business Sectors: Shelby**

2007 NAICS CODE	Number of Establishments	Sales, Shipments, receipts (\$1,000)	Annual payroll (\$1,000)	Number of Employees
Manufacturing				
Wholesale trade	25	158,609	11,687	423
Retail Trade	66	135,125	10,528	588
Information	8	N	8,529	378
Real estate and rental and leasing	7	D	D	<19
Professional, scientific, and technical services	26	11,360	3,682	150
Administrative and support and waste management and remediation services	17	5,427	1,933	108
Educational services	2	D	D	20-99
Health care and social assistance	38	52,432	24,445	1,065
Arts, entertainment, and recreation	7	D	D	20-99
Accommodation and food services	27	8,692	2,300	292
Other services (except public administration)	24	7,386	1,647	85

Source: 2010 US Census

### A.3 – Land Use and Natural Resources

<b>Change in Farmland Value 2011-2012</b>			
<b>SWIPCO CEDS COUNTIES</b>	<b>2011 \$/acre</b>	<b>2012 \$/acre</b>	<b>% change</b>
Cass	\$ 6,558	\$ 6,558	21.74%
Fremont	\$ 6,247	\$ 7,416	18.72%
Harrison	\$ 6,975	\$ 8,637	23.82%
Montgomery	\$ 5,655	\$ 6,713	18.72%
Page	\$ 5,198	\$ 6,171	18.72%
Shelby	\$ 7,453	\$ 9,252	24.13%

Source: Iowa State Extension

Land Use: Cass County

CLASS_NAMES	Acres	Percent Area
Corn	144,217.48	39.88%
Sorghum	4.66	0.00%
Soybeans	114,336.86	31.62%
Winter Wheat	206.61	0.06%
Rye	3.81	0.00%
Oats	1,250.04	0.35%
Millet	2.33	0.00%
Alfalfa	6,265.04	1.73%
Other Hay/Non Alfalfa	24,272.67	6.71%
Clover/Wildflowers	56.95	0.02%
Sod/Grass Seed	33.87	0.01%
Fallow/Idle Cropland	0.21	0.00%
Open Water	2,132.17	0.59%
Developed/Open Space	16,996.59	4.70%
Developed/Low Intensity	5,700.88	1.58%
Developed/Med Intensity	730.76	0.20%
Developed/High Intensity	185.02	0.05%
Barren	122.78	0.03%
Deciduous Forest	9,824.65	2.72%
Evergreen Forest	7.20	0.00%
Mixed Forest	0.42	0.00%
Shrubland	1,409.03	0.39%
Grassland/Pasture	31,777.39	8.79%
Woody Wetlands	1,367.11	0.38%
Herbaceous Wetlands	705.57	0.20%
Total	361,610.10	100%

Land Use: Fremont County

CLASS_NAMES	Acres	Percent Area
Corn	106,672.30	32.25%
Sorghum	4.08	0.00%
Soybeans	101,963.46	30.83%
Pop or Orn Corn	172.96	0.05%
Winter Wheat	135.36	0.04%
Oats	129.99	0.04%
Alfalfa	1,092.34	0.33%
Other Hay/Non Alfalfa	1,456.10	0.44%
Switchgrass	39.53	0.01%
Fallow/Idle Cropland	3.01	0.00%
Open Water	4,226.70	1.28%
Developed/Open Space	18,587.19	5.62%
Developed/Low Intensity	4,258.07	1.29%
Developed/Med Intensity	483.22	0.15%
Developed/High Intensity	187.57	0.06%
Barren	75.20	0.02%
Deciduous Forest	20,575.06	6.22%
Evergreen Forest	61.66	0.02%
Grassland/Pasture	45,849.94	13.86%
Woody Wetlands	4,634.28	1.40%
Herbaceous Wetlands	20,147.28	6.09%
Total	330,755.30	100%

Land Use: Harrison County

CLASS_NAMES	Acres	Percent Area
Corn	184,236.45	41.10%
Sorghum	3.95	0.00%
Soybeans	105,478.12	23.53%
Pop or Orn Corn	293.01	0.07%
Winter Wheat	6.32	0.00%
Rye	21.52	0.00%
Oats	145.32	0.03%
Alfalfa	1,625.94	0.36%
Other Hay/Non Alfalfa	873.69	0.19%
Fallow/Idle Cropland	2.37	0.00%
Open Water	3,438.87	0.77%
Developed/Open Space	24,735.88	5.52%
Developed/Low Intensity	3,668.50	0.82%
Developed/Med Intensity	941.80	0.21%
Developed/High Intensity	174.93	0.04%
Barren	61.60	0.01%
Deciduous Forest	33,623.59	7.50%
Evergreen Forest	77.00	0.02%
Grassland/Pasture	82,082.68	18.31%
Woody Wetlands	3,501.26	0.78%
Herbaceous Wetlands	3,321.19	0.74%
Total	448,314.00	100%

Land Use: Montgomery County

CLASS_NAMES	Acres	Percent Area
Corn	93,368.40	34.32%
Sorghum	7.35	0.00%
Soybeans	85,544.34	31.45%
Pop or Orn Corn	0.42	0.00%
Winter Wheat	201.10	0.07%
Oats	543.84	0.20%
Alfalfa	2,660.97	0.98%
Other Hay/Non Alfalfa	8,148.51	3.00%
Clover/Wildflowers	1.89	0.00%
Sod/Grass Seed	34.46	0.01%
Fallow/Idle Cropland	3.15	0.00%
Open Water	1,651.89	0.61%
Developed/Open Space	13,344.59	4.91%
Developed/Low Intensity	4,308.66	1.58%
Developed/Med Intensity	427.84	0.16%
Developed/High Intensity	143.73	0.05%
Barren	46.44	0.02%
Deciduous Forest	13,064.68	4.80%
Evergreen Forest	8.83	0.00%
Shrubland	955.29	0.35%
Grassland/Pasture	45,823.05	16.84%
Woody Wetlands	1,334.79	0.49%
Herbaceous Wetlands	411.66	0.15%
Total	272,035.90	100%

Land Use: Page County

CLASS_NAMES	Acres	Percent Area
Corn	111,673.81	32.59%
Sorghum	12.07	0.00%
Soybeans	103,885.32	30.31%
Pop or Orn Corn	0.21	0.00%
Winter Wheat	367.50	0.11%
Oats	562.80	0.16%
Alfalfa	4,622.26	1.35%
Other Hay/Non Alfalfa	6,264.26	1.83%
Clover/Wildflowers	2.33	0.00%
Sod/Grass Seed	114.38	0.03%
Fallow/Idle Cropland	12.92	0.00%
Open Water	2,054.19	0.60%
Developed/Open Space	16,852.74	4.92%
Developed/Low Intensity	4,701.05	1.37%
Developed/Med Intensity	500.52	0.15%
Developed/High Intensity	186.61	0.05%
Barren	72.65	0.02%
Deciduous Forest	24,537.02	7.16%
Evergreen Forest	1.48	0.00%
Shrubland	765.08	0.22%
Grassland/Pasture	63,125.72	18.42%
Woody Wetlands	1,592.65	0.46%
Herbaceous Wetlands	803.63	0.23%
Total	342,711.20	100%

Land Use: Shelby County

CLASS_NAMES	Acres	Percent Area
Corn	178,803.54	47.25%
Sorghum	9.44	0.00%
Soybeans	127,494.46	33.69%
Pop or Orn Corn	166.46	0.04%
Winter Wheat	6.94	0.00%
Rye	188.81	0.05%
Oats	236.97	0.06%
Alfalfa	2,939.59	0.78%
Other Hay/Non Alfalfa	2,911.27	0.77%
Clover/Wildflowers	0.19	0.00%
Fallow/Idle Cropland	1.93	0.00%
Open Water	703.98	0.19%
Developed/Open Space	19,583.00	5.17%
Developed/Low Intensity	3,184.65	0.84%
Developed/Med Intensity	451.78	0.12%
Developed/High Intensity	107.89	0.03%
Barren	54.91	0.01%
Deciduous Forest	4,225.01	1.12%
Evergreen Forest	5.59	0.00%
Mixed Forest	1.54	0.00%
Shrubland	181.29	0.05%
Grassland/Pasture	36,366.47	9.61%
Woody Wetlands	462.77	0.12%
Herbaceous Wetlands	352.76	0.09%
Total	378,441.20	100%

Source: Iowa Department of Natural Resources

## Wildlife Preserves

PRESERVE NAME	LOCATION	Type	ACRES	WILDLIFE	HABITAT
DeSoto National Wildlife Refuge	Harrison County	National wildlife preserve	8,365	Mallards, blue and green winged teal, norther pintail, American wigeon, wood ducks, Canada geese, pelicans, dickcissels, grasshopper sparrows, meadowlarks, songbirds	Missouri River Floodplain, Bottomland Forest, Tallgrass Prairie
Derald W. Dinesen Prairie	Shelby County	State wildlife preserve	20	Bobolink, dickcissel, meadowlarks, vesper sparrow, upland sandpiper, prairie vole, meadow vole, thirteen-lined ground squirrel, white-tailed jackrabbit, and eastern cottontail	Tallgrass Prairie
Frank Chapman Pellett Memorial Woods	Cass County	State wildlife preserve	20	Prairie trillium, hepatica, bloodroot, spring beauty, Virginia bluebells, wild ginger, violets, Dutchman's breeches, American bellflower, white trout-lily, bellwort, blue cohosh, mayapple, jack-in-the-pupit, blue phlox, toothwort, Solomon's seal, kidneyleaf buttercup, Virginia waterleaf, carrion flower, false Solomon's seal, starry Solomon's plume, moonseed, white snakeroot, lopseed, and woodland sunflower	Upland Woodland
Lake Anita	Cass County	Wildlife Management Area	112	Deer, Pheasant, Rabbit, Dove	Grassland
Auldon Bar	Fremont County	Wildlife Management Area	1,370	Deer, waterfowl	1/3 Timber; 2/3 Upland
Bartlett I-29	Fremont County	Wildlife Management Area	65	Pheasant, waterfowl	2/3 Lake, 1/3 Upland
Cooper Creek	Fremont County	Wildlife Management Area	261	Pheasant, waterfowl	2/3 Wetland, 1/3 Upland
Copeland Bend	Fremont County	Wildlife Management Area	3,230	Deer, waterfowl	1/2 Timber, 1/2 Upland
Draper Bottoms	Fremont County	Wildlife Management Area	517	Deer, waterfowl	River Bottom
Forney Lake	Fremont County	Wildlife Management Area	1,136	Deer, pheasant, waterfowl, dove	1/2 marsh, 1/2 upland
Frazer's Bend	Fremont County	Wildlife Management Area	1,293	Waterfowl, pheasant, deer, turkey, dove, rabbit	River bottom wetlands & grassland
Green Hollow	Fremont County	Wildlife Management Area	337	Deer, turkey, squirrel, dove	3/4 timber, 1/4 upland
Lake Shawtee	Fremont County	Wildlife Management Area	1,166	Deer, pheasant, rabbit, quail, dove	Upland
Lower Hamburg	Fremont County	Wildlife Management Area	325	Deer	Timber
McPaul I-29	Fremont County	Wildlife Management Area	169	Pheasant, waterfowl	1/4 lake, 3/4 upland
O.S. Wing	Fremont County	Wildlife Management Area	138	Deer, turkey, squirrel, dove	1/2 Timber, 1/2 Upland
Percival I-29	Fremont County	Wildlife Management Area	81	Pheasant, waterfowl	1/3 lake, 2/3 upland
Riverton	Fremont County	Wildlife Management Area	3,990	Deer, pheasant, waterfowl, dove	1/2 marsha, 1/2 upland
Scott I-29	Fremont County	Wildlife Management Area	88	Deer, waterfowl	1/3 lake, 2/3 timber
Waubonsie Access	Fremont County	Wildlife Management Area	84	Deer, waterfowl	1/2 lake, 1/2 timber
California Bend	Harrison	Wildlife Management Area	466	Deer, turkey, pheasant, waterfowl, quail	1/4 marsh, 3/4 Willow/Cottonwood
Deer Island	Harrison	Wildlife Management Area	802	deer, turkey, squirrel, pheasant, quail	1/5 marsh, 4/5 timber
Fawn Island	Harrison	Wildlife Management Area	20	deer, waterfowl	Island in Missouri River
Fish Lake	Harrison	Wildlife Management Area	15	Pheasant	Grassland
Missouridale	Harrison	Wildlife Management Area	7	Deer, pheasant, waterfowl, rabbit	1/2 wetland, 1/2 upland
Mondamin	Harrison	Wildlife Management Area	33	Deer, squirrel, rabbit	1/3 wetland, 2/3 timber

Source: Iowa Department of Natural Resources

## A.4 – Threatened and Endangered Species

Common Name	Scientific Name	Class	Location	State Status	Federal Status
Alpine Rush	<i>Juncus alpinus</i>	PLANTS (MONOCOTS)	Harrison	S	
Annual Skeletonweed	<i>Lygodesmia rostrata</i>	PLANTS (DICOTS)	Harrison	E	
Bald Eagle	<i>Haliaeetus leucocephalus</i>	BIRDS	Cass, Fremont, Harrison, Montgomery, Page, Shelby	S	
Barn Owl	<i>Tyto alba</i>	BIRDS	Cass, Fremont, Harrison, Montgomery, Page, Shelby	E	
Bigroot Prickly-pear	<i>Opuntia macrorhiza</i>	PLANTS (DICOTS)	Montgomery, Page	E	
Biscuit Root	<i>Lomatium foeniculaceum</i>	PLANTS (DICOTS)	Fremont	E	
Black Tern	<i>Chlidonia niger</i>	BIRDS	Fremont	S	
Blanding's Turtle	<i>Emydoidea blandingii</i>	REPTILES	Fremont, Harrison	T	
Blue Mud-plantain	<i>Heteranthera limosa</i>	PLANTS (MONOCOTS)	Fremont	S	
Blue Wild Indigo	<i>Baptisia australis</i>	PLANTS (DICOTS)	Page	S	
Broom Sedge	<i>Andropogon virginicus</i>	PLANTS (MONOCOTS)	Page	S	
Bullsnake	<i>Pituophis catenifer sayi</i>	REPTILES	Fremont, Harrison	S	
Butterweed	<i>Senecio glabellus</i>	PLANTS (DICOTS)	Fremont	S	
Clustered Poppy-mallow	<i>Callirhoe alcaeoides</i>	PLANTS (DICOTS)	Page	T	
Cobaea Penstemon	<i>Penstemon cobaea</i>	PLANTS (DICOTS)	Fremont	S	
Cutleaf Water-milfoil	<i>Myriophyllum pinnatum</i>	PLANTS (DICOTS)	Fremont	S	
Dusted Skipper	<i>Atrytonopsis hianna</i>	INSECTS	Fremont, Harrison	S	
Eastern Massasauga	<i>Sistrurus catenatus</i>	REPTILES	Fremont	E	
Edwards' Hairstreak	<i>Satyrrium edwardsii</i>	INSECTS	Page	S	
False Hellebore	<i>Veratrum woodii</i>	PLANTS (MONOCOTS)	Page	T	
False Loosestrife	<i>Ludwigia peploides</i>	PLANTS (DICOTS)	Fremont	S	
Frost Grape	<i>Vitis vulpina</i>	PLANTS (DICOTS)	Harrison, Shelby	S	
Glomerate Sedge	<i>Carex aggregata</i>	PLANTS (MONOCOTS)	Fremont	S	
Golden Corydalis	<i>Corydalis aurea</i>	PLANTS (DICOTS)	Harrison	T	
Great Plains Ladies'-tresses	<i>Spiranthes magnicamporum</i>	PLANTS (MONOCOTS)	Montgomery	S	
Great Plains Skink	<i>Eumeces obsoletus</i>	REPTILES	Fremont	E	
Henslow's Sparrow	<i>Ammodramus henslowii</i>	BIRDS	Cass	T	
Hickory Hairstreak	<i>Satyrrium caryaeorum</i>	INSECTS	Fremont	S	
Large-leaf Pondweed	<i>Potamogeton amplifolius</i>	PLANTS (MONOCOTS)	Cass	S	
Least Tern	<i>Sterna antillarum</i>	BIRDS	Fremont, Harrison	E	E
Leonard's Skipper	<i>Hesperia leonardus</i>	INSECTS	Fremont, Harrison	S	
Long-eared Owl	<i>Asio otus</i>	BIRDS	Cass, Page	T	
Nodding Thistle	<i>Cirsium undulatum</i>	PLANTS (DICOTS)	Cass, Fremont	S	
Northern Harrier	<i>Circus cyaneus</i>	BIRDS	Fremont	E	
Olympia Marble	<i>Euchloe olympia</i>	INSECTS	Fremont, Harrison	S	
Ornate Box Turtle	<i>Terrapene ornata</i>	REPTILES	Fremont	T	
Ottoo Skipper	<i>Hesperia ottoe</i>	INSECTS	Fremont, Harrison	S	
Pallid Sturgeon	<i>Scaphirhynchus albus</i>	FISH	Fremont, Harrison	E	E
Paw Paw	<i>Asimina triloba</i>	PLANTS (DICOTS)	Fremont	S	
Philadelphia Panic Grass	<i>Panicum philadelphicum</i>	PLANTS (MONOCOTS)	Montgomery	T	
Piping Plover	<i>Charadrius melodus</i>	BIRDS	Harrison	E	T
Plains Pocket Mouse	<i>Perognathus flavescens</i>	MAMMALS	Fremont, Harrison	E	
Prairie Moonwort	<i>Botrychium campestre</i>	PLANTS (PTERIDOPHYTES)	Fremont	S	
Pretty Dodder	<i>Cuscuta indecora</i>	PLANTS (DICOTS)	Harrison	S	
Prionopsis	<i>Prionopsis ciliata</i>	PLANTS (DICOTS)	Harrison	S	
Purplish Copper	<i>Lycaena helleoides</i>	INSECTS	Page	S	
Raccoon Grape	<i>Ampelopsis cordata</i>	PLANTS (DICOTS)	Fremont	S	
Regal Fritillary	<i>Speyeria idalia</i>	INSECTS	Shelby	S	
Scarlet Globe-mallow	<i>Sphaeralcea coccinea</i>	PLANTS (DICOTS)	Harrison	T	
Sensitive Briar	<i>Schrankia nuttallii</i>	PLANTS (DICOTS)	Fremont, Harrison	S	
Short-eared Owl	<i>Asio flammeus</i>	BIRDS	Fremont	E	
Silver Buffalo-berry	<i>Shepherdia argentea</i>	PLANTS (DICOTS)	Harrison	T	
Slender Penstemon	<i>Penstemon gracilis</i>	PLANTS (DICOTS)	Harrison	T	
Small Morning Glory	<i>Ipomoea lacunosa</i>	PLANTS (DICOTS)	Fremont, Page	S	
Small White Lady's Slipper	<i>Cypripedium candidum</i>	PLANTS (MONOCOTS)	Fremont	S	
Smooth Green Snake	<i>Liochlorophis vernalis</i>	REPTILES	Fremont	S	
Southern Bog Lemming	<i>Synaptomys cooperi</i>	MAMMALS	Fremont, Harrison, Montgomery, Page	T	
Spear Needlegrass	<i>Stipa comata</i>	PLANTS (MONOCOTS)	Harrison	S	
Spreading Yellow Cress	<i>Rorippa sinuata</i>	PLANTS (DICOTS)	Fremont, Harrison, Page	S	
Spring Avens	<i>Geum vernum</i>	PLANTS (DICOTS)	Page	S	
Spring Ladies'-tresses	<i>Spiranthes vernalis</i>	PLANTS (MONOCOTS)	Fremont, Harrison	T	
Spurge	<i>Euphorbia missurica</i>	PLANTS (DICOTS)	Harrison	S	
Ten Petaled Mentzelia	<i>Mentzelia decapetala</i>	PLANTS (DICOTS)	Harrison	S	
Three-seeded Mercury	<i>Acalypha ostryifolia</i>	PLANTS (DICOTS)	Fremont	S	
Toad Rush	<i>Juncus bufonius</i>	PLANTS (MONOCOTS)	Harrison	S	
Toothcup	<i>Rotala ramosior</i>	PLANTS (DICOTS)	Fremont	S	
Tumble Grass	<i>Schedonardus paniculatus</i>	PLANTS (MONOCOTS)	Harrison, Page	S	
Umbrella Grass	<i>Fuirena simplex</i>	PLANTS (MONOCOTS)	Fremont	S	
Western Prairie Fringed Orchid	<i>Platanthera praeclara</i>	PLANTS (MONOCOTS)	Shelby	T	T
Western Worm Snake	<i>Carphophis amoenus</i>	REPTILES	Fremont	T	
White Evening Primrose	<i>Oenothera speciosa</i>	PLANTS (DICOTS)	Fremont	S	
Wild Indigo Dusky Wing	<i>Erynnis baptisiae</i>	INSECTS	Fremont	S	
Zebra Swallowtail	<i>Eurytides marcellus</i>	INSECTS	Cass, Fremont, Page	S	

Source: Iowa Department of Natural Resources

## A.5 – Infrastructure

### Water System

City	County	Type of potable water	Purchased from	Minimum water bill	Average water bill	Date of last water system upgrade	Project details	What needs to be done
Anita	Cass	wells	Anita Municipal Utilities	\$ 20.00	\$ 37.60	2014-2015	water treatment plant and new well	
Atlantic	Cass	wells	Atlantic Municipal Utilities	\$ 9.00	\$ 24.20	2013	SCADA system	
Cumberland	Cass	wells	city-owned	\$ 25.00	\$ 44.50	2014	replaced lines and mains, added fire hydrants	
Griswold	Cass	wells	city-owned	\$ 8.00	\$ 25.64	2014	clean water tower	
Lewis	Cass	wells	city-owned	\$ 33.33		2012	New well and replaced mains	Loop dead ends and replace more mains
Marne	Cass	purchased	Atlantic Municipal Utilities					
Massena	Cass	wells	city-owned	\$ 17.00	\$ 28.00	2004	water lines; water plant upgrades	filters, aeration, high service pumps
Wiota	Cass	wells	city-owned	\$ 24.00	\$ 29.00			correct pressure and discoloration issues
Farragut	Fremont	wells	city owned	\$ 20.00	\$ 30.00	2014	pulled wells, new dewatering system, update water treatment plant	
Hamburg	Fremont	wells	city-owned	\$ 8.50	\$ 25.84	2014	control panel upgrade water treatment plant	
Imogene	Fremont	purchased	SWRWD					
Randolph	Fremont	wells	city-owned	\$ 23.00	\$ 25.00	1992	went to metered system	install shut-offs east end of town, new mains
Riverton	Fremont	wells	city-owned	\$ 26.00	\$ 44.00	2007	new filters, purchased generator, clear well outside, upgrades to water treatment plant	re-locate water tower due to pressure issues, new wells, line upgrades
Sidney	Fremont	wells	city-owned	\$ 25.50	\$ 41.40	2014	new water lines downtown	
Tabor	Fremont	wells	city-owned	\$ 8.50	\$ 11.00	unknown		none
Thurman	Fremont	wells	city-owned	\$ 27.50	\$ 27.50	2014-2015	loop dead ends; new well	
Dunlap	Harrison	wells	city-owned	\$ 7.23	\$ 35.00	2006	new well	possible nitrate reduction
Little Sioux	Harrison	wells	city-owned	\$ 25.00	\$ 43.00	unknown		discoloration issues
Logan	Harrison	wells	city-owned	\$ 25.57		1992	new water mains; new water tower; new well fields	
Magnolia	Harrison	wells	city-owned	\$ 12.83	\$ 40.00	2014	clean water tower	rehab entire system
Missouri Valley	Harrison	wells	city-owned	\$ 12.00	\$ 30.43	2008	New water treatment plant	replace infrastructure
Modale	Harrison	wells	city-owned	\$ 15.00	N/A	2008	new high service pumps	purchase generator
Mondamin	Harrison	wells	city-owned	\$ 25.00		2008	New water tower	replace filter media

City	County	Type of potable water	Purchased from	Minimum water bill	Average water bill	Date of last water system upgrade	Project details	What needs to be done
Persia	Harrison	purchased	Regional Water	n/a				
Pisgah	Harrison	wells	city-owned	\$ 13.42	\$ 33.49	2014	new panel in pumphouse	
Woodbine	Harrison	wells	city-owned	\$ 10.70	\$ 25.00	unknown	new well (not online)	water treatment plant - system to treat for nitrates
Coburg	Montgomery	private wells	N/A					
Elliott	Montgomery	wells	city-owned	\$ 21.50	\$ 23.50	2014	added alarm system to tower	move from a flat rate system to a metered system
Grant	Montgomery	rural	SIRWA					
Red Oak	Montgomery	wells	city-owned	\$ 6.25	\$17-\$18	2007	5000 feet of water main	continue to replace water mains
Stanton	Montgomery	wells	city-owned	\$ 23.00	\$ 41.00	2014	Finish new distribution lines; water plant improvements, water tank maintenance; install radio read water meters	
Villisca	Montgomery	wells	city-owned	\$ 11.80	\$ 20.60	unknown	reservoir	treatment plant, wells
Blanchard	Page	purchased	SWRWD	\$ 28.00				
Braddyville	Page	purchased	SWRWD	\$ 47.00	\$ 47.00	2014	connect to Rural Water; upgrade distribution system	
Clarinda	Page	surface water	city-owned	\$ 15.00	\$ 37.00	2006	New water treatment plant	none
Coin	Page	purchased	SWRWD	\$ 32.50	\$ 34.70	1977	water system upgrade; main and curbstops	Work on a 'failure' mode and make repairs as needed
College Springs	Page	purchased	SWRWD			2010	connect to rural water	
Essex	Page	wells	city-owned	\$ 10.00	\$ 22.32	2004	Add polyphosphates to the water to control the iron/manganese	water tower replacement (size and age)
Hepburn	Page	purchased	SWRWD					
Northboro	Page	purchased	SWRWD					
Shambaugh	Page	purchased	SWRWD	\$ 45.00	\$ 50.00	2014	connect to Rural Water	
Shenandoah	Page	wells	city-owned	\$ 10.51	\$ 49.19	2014	5,580 feet of 8 inch pipe on east side of city, 6110 feet of 14 inch and 16 inch pipe to new water plant	New line softening water treatment plant
Yorktown	Page	purchased	SWRWD					
Defiance	Shelby	wells	city-owned		\$ 20.00		put in 4" main to new tower and installed a new tower	
Earling	Shelby	wells	city-owned with Rural Water backup	\$ 12.50	\$ 21.50	unknown		
Elk Horn	Shelby	wells	city-owned; also purchase from Regional Water if needed			2011	New water treatment plant	High service pumps, lighting, wells
Harlan	Shelby	wells	city-owned	\$ 26.40	\$ 36.93	2013	New treatment plant & pump station	Paint inside and outside of water tower located at 12th St.
Irwin	Shelby	purchased	West Central Iowa Rural Water	\$ 13.00	\$ 19.00	2013	painted water tower	unknown
Kirkman	Shelby	purchased	Regional Water					
Panama	Shelby	wells with rural water back-up	city-owned and purchased from Regional Water	\$ 15.75	n/a	2014	water tower sandblasted and painted inside and out. Replaced valve on outside of tower	none
Portsmouth	Shelby	purchased	Regional Water	\$ 15.00	\$ 18.00			Upgrade pressure

City	County	Type of potable water	Purchased from	Minimum water bill	Average water bill	Date of last water system upgrade	Project details	What needs to be done
Shelby	Shelby	wells	city-owned	\$ 19.71	\$ 35.97	2014	increase size of lines and mains	none
Tennant	Shelby	purchased	Regional Water					
Westphalia	Shelby	purchased	Regional Water					

### Sewer System

City	Type of sewer system	Minimum sewer bill	Average sewer bill	Date of last sewer system upgrad	Project details	What needs to be done
Anita	aerated lagoon system	\$ 17.01	\$ 23.51	2013	replaced and relined sewer mains and manholes	
Atlantic		\$ 28.50		2012	New wastewater treatment plant	
Cumberland	lagoons	\$ 17.00	\$ 32.00	2011	repaired, replaced, and lifted 15 manholes	
Griswold	lagoons	\$ 43.30	\$ 58.06	2013	relining and replacing mains	continue upgrades
Lewis	lagoons	\$ 32.48		2012	replaced line to lagoon, lined mains and dredged lagoons	
Marne	septic					
Massena	lagoon	\$ 14.85	\$ 37.50	2014	sewer re-lining for infiltraton	controls/pumps
Wiota	septic					
Farragut	lagoons	\$ 10.00	\$ 15.00	unknown		5-yr DNR requirement
Hamburg	lagoons	\$ 14.00	\$ 25.82	2014	re-rock lagoons	add additional cell
Imogene	septic					
Randolph	lagoon	\$ 16.00	\$ 16.00	2014	new floats at lift station	
Riverton	lagoon	\$ 27.50	\$ 48.00	2014	recalibrated lift station	fix leak in cell
Sidney	lagoons	\$ 11.00	\$ 15.50	2014	fire hydrant installation	
Tabor	lagoons	\$ 19.00	\$ 26.00	unknown		none
Thurman	septic					
Dunlap	lagoons	\$ 5.43	\$ 26.25	2009	air inductor installation, new lift station pumps	add 3rd cell
Little Sioux	lagoons	\$ 40.00	\$ 40.00	2008	installed sanitary sewer collection system	
Logan	lagoon	\$ 22.57		2002	new lagoons	
Magnolia	septic					
Missouri Valley	lagoon	\$ 9.60	\$ 22.79	2013	new lagoon pumps	dredge lagoon, add additional cell, replace infrastructure
Modale	lagoon	\$ 23.00	n/a	2007	entire new sewer system	none

City	Type of sewer system	Minimum sewer bill	Average sewer bill	Date of last sewer system upgrad	Project details	What needs to be done
Mondamin	lagoon	\$ 15.00		2012	replace mains, service connections, manholes	
Persia	owned by Regional Water	n/a				
Pisgah	lagoons	\$ 17.50	\$ 31.50	2012	new lagoons	televise system
Woodbine	lagoons	\$ 6.42	\$ 15.00	unknown	expanded lagoon from a 2 cell to a 3 cell	manhole rehab
Coburg	septic					
Elliott	lagoons	\$ 24.50	\$ 25.50	2014	replace system cleanouts with manholes, relining, sludge removal	
Grant	septic					
Red Oak	tirckling filter with anaerobic digestion	\$ 6.05	\$ 18.00	2012	installed UV disinfection, added one new final clarifier, new pump station, upgraded the digesters, installed a new grit system, and replaced distribution arms in the packed towers	none
Stanton	lagoon	\$ 13.80	\$ 24.00	2013	Lift station upgrades	Continue lift station upgrades
Villisca	lagoon	\$ 20.65	\$ 36.05	2007	entire new sewer system	
Blanchard	septic					
Braddyville	lagoons	\$ 20.50	\$ 24.50	2010	cleaned lagoon cells and raised dike	
Clarinda	lagoons	\$ 9.00	\$ 24.00	1997	no info available	Either install a UV light system to treat wastewater before it goes into the river or install a system that chlorinates the water, then turns around and dechlorinates the wastewater before it releases into the river.
Coin	lagoon	\$ 20.00	\$ 21.50	1979	Scoped and repaired with camera	Work on a 'failure' mode and make repairs as needed
College Springs	septic					
Essex	lagoons	\$ 14.00	\$ 21.89	2012	main to treatment plant replaced; relining/sealing of some lines; purchased generator	Mains need to be televised and either infiltration stopped through replacement of lines of lining needs to be done
Hepburn	septic					
Northboro	septic					
Shambaugh	lagoons	\$ 20.00	\$ 25.00			

City	Type of sewer system	Minimum sewer bill	Average sewer bill	Date of last sewer system upgrad	Project details	What needs to be done
Shenandoah	lagoons	\$ 5.00	\$ 23.40	2009	Trickling filter, SCUDA, shredding equipment, digester lid	Functional digester lid
Yorktown	septic					
Defiance	lagoons		\$ 20.00			sludge removal from lagoons
Earling	lagoons	\$ 15.00	\$ 25.50	unknown		lagoon upgrades, DNR mandates, new treatment system
Elk Horn	4 cell lagoon			2013	Main lining and larger interceptor main	additional main lining and riprap work on all lagoon cells
Harlan	lagoons	\$ 6.75	\$ 13.39	2013	upgraded in-town and west lift station and grit removal equipment in 2013; finished final phase of rehabilitation of all sewer mains in the city in 2014	Install new UV disinfection
Irwin	lagoon	\$ 8.20	\$ 11.97	2005	lagoon added	televise system
Kirkman	septic					
Panama	septic with effluent going to city sewer system, trickling sand filter	\$ 12.60	n/a	1989	all new sewer system including septic tanks, piping, treatment plant	Plant needs to be upgraded to help the city meet new ammonia nitrogen and E. Coli limits of the NPDES permit.
Portsmouth	lagoon	\$ 7.25	\$ 13.00			Pump replacement
Shelby	lagoons	\$ 9.00	\$ 13.50	unknown		none
Tennant	septic					
Westphalia	septic					