Envision Lincoln

Community Report

June 2018

Cover: Evening music at Hooper Park, photo by Roger Dey
This page: Sculpture in the Wild, photo by Amy McNamara

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Additional appendices for this report are available online at www.tpl.org/our-work/envision-lincoln. The online appendices are:

- Appendix 2. Summary of Envision Lincoln Community Survey
- Appendix 3. Indicator Data
ACKNOWLEDGMENTS

OVER 100 LINCOLN RESIDENTS and stakeholders helped inform and shape Envision Lincoln. Community leaders, business owners, and staff from Blackfoot Challenge, the Lincoln District Office of the Helena-Lewis and Clark National Forest, and Montana Department of Natural Resources and Conservation provided leadership and guidance as part of the Envision Lincoln Core Team (please see Appendix 1 for a full list of participants). This project was generously funded by the LOR Foundation. We truly appreciate the time, energy, resources, and passion that partners, community members, and the LOR Foundation contributed to make Envision Lincoln possible.

PROJECT TEAM

This report was prepared by The Trust for Public Land in partnership with The Civic Canopy and Blackfoot Challenge.

PROJECT PARTNERS

Blackfoot Challenge coordinates efforts that conserve and enhance natural resources and the rural way of life in the Blackfoot watershed for present and future generations.

Civic Canopy is a community-based nonprofit organization transforming the way pivotal issues are solved in our society. Our work connects diverse groups of people seeking change in their communities and equips them with tools to create meaningful and lasting impact.

The Trust for Public Land is a national nonprofit organization dedicated to creating parks and protecting land for people, ensuring healthy, livable communities for generations to come.

PROJECT STAFF

Amy McNamara, The Trust for Public Land
Bill Fulton, PhD, The Civic Canopy
Karyn Good, Blackfoot Challenge
Chrissy Pepino, The Trust for Public Land
BETWEEN OCTOBER 2017 and March 2018, Envision Lincoln brought community leaders and residents together in a facilitated and supported environment to set a solid foundation for collaboration. Lincoln’s community leaders guided a process that was designed to build on Lincoln’s existing efforts and accomplishments and invite all residents to participate and share their perspectives. A series of four meetings took place over the course of six months to develop an overarching vision to guide a collaborative effort that would help attract families to Lincoln and retain them, spur economic opportunities, and keep what makes Lincoln a special place to live.

Together, Lincoln residents worked to develop the following vision for this effort and their community:

*Lincoln is a community with a small-town atmosphere and unique natural environment that is working together to be a place that thrives economically and culturally and supports the well-being of its residents.*

Envision Lincoln participants identified ways it could measure progress on its desired results over time in ways that are reliable and meaningful to the community. They then identified and prioritized strategies that they felt were most likely to help Lincoln make progress (see Figure 5).

Moving forward, Envision Lincoln will be implemented by the Envision Lincoln Core Team as well as the Economy, Natural Environment, and Health and Well-Being action teams. The Core Team is made up of the action team co-chairs and other community leaders and will serve to guide the larger Envision Lincoln effort. The individual action teams are made up of Lincoln residents and other stakeholders, and each has a chair or co-chairs (see Appendix 1). The action teams are open to anyone who wants to contribute their time to support Envision Lincoln and the community’s agreed-on vision and strategies.

Blackfoot Challenge is providing staff time to support the Envision Lincoln Core Team and action teams. In addition, Blackfoot Challenge is providing integral communication and logistical support for the effort.
ENVISION LINCOLN WAS an outgrowth of and response to a variety of efforts across Lincoln that were successful independently but weren’t tied together in a logical or coherent way. Community leaders expressed a desire to develop an overarching vision to guide the community’s future and bring these existing efforts together under one umbrella. If successful, the effort would help attract families to Lincoln and retain them, spur economic opportunities, and keep what makes Lincoln a special place to live.

Before Envision Lincoln, the following projects were cited as creating positive momentum in Lincoln:

- Sculpture in the Wild’s success in bringing international artists and visitors from across the region to the community.
- The Lincoln Restoration Committee’s ability to bring diverse perspectives together to think about natural resource and recreation issues.
- The Base Camp Group’s open, inclusive approach to brainstorming new economic ideas related to entrepreneurship and recreation.

- The 2017 establishment of the Blackfoot River Community Park, which brought much-needed in-town swimming and a water play area along the Blackfoot River for Lincoln residents.
- A Headwaters Economics study completed in 2017 that identified economic opportunities.
- Additional community assets include trusted relationships, the Blackfoot River, Helena National Forest, the Parker Medical Clinic, a complete complement of wildlife, the Bob Marshall Wilderness Complex, the Continental Divide Trail, the historical Matt King Homestead, the Lincoln School Outdoor Club, and the Lincoln Airport.

Community members sought a process that would build on these existing efforts and accomplishments and invite all residents to participate and share their perspectives and build on these aforementioned groups, resources, and assets. The hope was that new leaders would emerge from this work to join existing leadership to support and implement the final Envision Lincoln vision and its strategies and implementation approach.
OVERVIEW OF PROCESS

THE ENVISION LINCOLN process was designed to support community leaders as they developed a vision and strategies for their locally based efforts. Envision Lincoln brought community leaders together in a facilitated and supported environment to set a solid foundation for collaboration. Between October 2017 and March 2018, Lincoln community leaders and stakeholders worked together to set a vision for their work as they engaged others in establishing and forming a path forward. A series of four meetings took place over the course of six months, and critical activities took place in between meetings to increase participation in the work, bring information into the process, and get key aspects of the effort started (Figure 1).

Envision Lincoln was designed and facilitated using the Community Learning Model that focuses on results, includes relevant and diverse stakeholders in thoughtful dialogue, and develops action plans and structures from learning from results—all within a culture of trust and collaboration. The Community Learning Model (Figure 2) has four tenets: include, dialogue, act, and learn.
MEETING ONE: Building a Foundation for Collaboration (October 2017)

THE FIRST MEETING in the sequence was designed to create the conditions necessary to establish a strong foundation for the ongoing work together. Participants defined community assets and resources and began to outline a framework for pursuing their desired future. Particular attention was paid to establishing trust and the markers of a high-quality process. The meeting also provided the opportunity to establish a common vocabulary around results and accountability, and how to mark progress and make decisions over time. Participants learned from the very start that they are co-constructors of the planning process and that their level of engagement and ownership will largely determine the success of their efforts.
Stakeholders were asked to identify what they valued most about Lincoln (Figure 3) and what assets and resources Lincoln has as a community (Figure 4).

Finally, participants worked as teams to develop statements that expressed the desired results for Envision Lincoln. A result statement is a condition of well-being for children, adults, families, and the community. Stakeholders identified the following initial result statements and sought feedback from the Lincoln community through an online and paper survey.

- Lincoln has a thriving economy with diverse career opportunities based on local industry, culture, and recreational opportunities.
- Lincoln is a community for recreation, art, and wellness.
- Lincoln offers a high quality of life with respectful and inclusive values.
- Lincoln is a safe and healthy community.
- Lincoln retains its small-town atmosphere, unique natural environment, and heritage.
- Lincoln offers high-quality health and family services along with a vibrant community support system.
- Lincoln’s natural environment supports and sustains our quality of life.
**Envision Lincoln Vision**
Lincoln is a community with a small-town atmosphere and unique natural environment that is working together to be a place that thrives economically and culturally and supports the well-being of its residents.

**Table 1. Result areas and indicators**

<table>
<thead>
<tr>
<th>Result Area</th>
<th>Indicators</th>
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| Economy                   | • Employment rate  
• Number of hours worked per week and weeks worked per year  
• Downtown Lincoln vacancy rates (number and percentage of empty storefronts)  
• Poverty rate  
• Percentage of students who qualify for free or reduced lunch at Lincoln School  
• Attendance rate at key local heritage and cultural institutions and community events |
| Natural Environment       | • Upper Blackfoot water quality (total maximum daily load, dissolved oxygen, temp, pH, PCBs)  
• Number of restored stream miles  
• Fish and wildlife data  
• Forest health  
• Conserved acres |
| Culture and Heritage      | *Indicators integrated into Economy and Health and Well-Being*                                                                                                                                               |
| Health and Well-Being     | • Statistics related to crime, domestic abuse, and drug and alcohol abuse  
• Number of visits to Parker Medical Center each year; number of medical professionals serving Lincoln; diversity and scope of services provided  
• Miles of trail and bike lanes; parks; diversity of type of trails; information available about trails  
• High school graduation rates, 3rd-grade reading competency  
• Family-oriented events and activities  
• Lincoln demographics (community-wide and K-12 school statistics) |
MEETING THREE: Taking Action (January 2018)

BUILDING ON INFORMATION GATHERED
from outreach efforts between the second and third meetings, participants reviewed data from the indicators selected in December on where Lincoln currently stands in light of their intended goals (see Appendix 3 for Indicator Data). Participants sought to understand the root causes for the trends they saw and the “story behind the data.” Based on these discussions, stakeholders identified and prioritized strategies (see below) that they felt were most likely to help Lincoln make progress.

It should be noted that data were not available for all of the desired indicators listed in Table 1. For example, the Lewis and Clark County Sheriff’s Office was unable to provide meaningful crime statistics because very few people report crimes in Lincoln or they don’t use the proper channels to report crimes (e.g., individuals call the sheriff’s cell phone rather than call 911 to report crime). Once the issue was understood, the Health and Well-Being Action Team prioritized an education campaign to educate Lincoln residents about the importance of reporting crimes by calling 911. Data were also unavailable for forest health, 3rd-grade reading levels, and detailed information about Parker Medical Center services and statistics. Lincoln will need to work with appropriate entities to secure these data in the future.

In January 2018 participants reviewed data about Lincoln and identified and prioritized strategies.

Economy Strategies¹

- Develop and implement a communications strategy for Lincoln that benefits both residents and visitors.
- Main Street: Learn from other communities through the Montana Main Street Program and take first steps for Lincoln.
- Develop an in-town trail plan that focuses on connecting community assets.
- Hire an AmeriCorps volunteer to support Envision Lincoln implementation.
- Form an airport subgroup that will develop an airport strategy and report back to the economy action team.

¹ Prioritized Economy strategies are in bold.
Natural Environment Strategies

- Promote and support ongoing community-based natural environment efforts through storytelling.

- Develop a natural history educational trail as part of the in-town trail plan.

- Support the Blackfoot Challenge Fuels Reduction Program and the U.S. Forest Service Timber Management Program.

- Endorse and support Lincoln Vegetation Management Area efforts (weed management).

- Implement motorized and nonmotorized trail efforts through the Lincoln District Travel Plan.

Health and Well-Being Strategies

- Launch education campaign to increase safety and reduce crime in Lincoln by educating residents about the need to report all incidents and suspicious activity through 911.

- Create family-friendly events in Lincoln that increase opportunities for music and arts and build Lincoln’s quality of life, community, and sense of place.

- Increase local knowledge about health and wellness through articles in the *Blackfoot Valley Dispatch* curated by Parker Medical Center.

- Support the launch of the Powerhouse Recreation Center, which will be a community resource for youth and adults.

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2 Prioritized Natural Environment strategies are in bold.
3 Prioritized Health and Well-Being strategies are in bold.
MEETING FOUR: Sustaining Momentum (March 2018)

THE FINAL MEETING focused on mapping out Envision Lincoln’s work going forward. Action teams were formalized, and each outlined initial steps to take action together on identified strategies. Attention was paid to how to outline action plans in ways that invite broader participation, reinforce learning and accountability, and build capacity over time.

Three action teams were formed: Economy, Natural Environment, and Health and Well-Being. Each team identified initial strategies to prioritize and first steps for each strategy. The priority strategies are those bolded above and in the action map below (Figure 5). As each group implements the strategies, it should go through the continual cycle of include, dialogue, act, and learn to achieve Envision Lincoln’s desired results (see Community Learning Model in Figure 2).

*Figure 5. Envision Lincoln action map*

| VISION: Lincoln is a community with a small-town atmosphere and unique natural environment that is working together to be a place that thrives economically and culturally and supports the well-being of its residents. |
|---|---|---|---|
| **Improve community infrastructure to support a thriving economy** | **Promote community activities that encourage healthy, active living** | **Protect Lincoln’s natural resources** | **Improve communication about Lincoln’s resources and activities** |
| Increase the safety, walkability, and beauty of Lincoln’s downtown | Increase safety and reduce crime by promoting the use of 911 | Increase forest health | Develop a communications strategy to benefit local residents and visitors |
| Develop in-town trails | Promote family-friendly activities | Reduce noxious weeds | Share stories about Lincoln’s natural resources and successes |
| Implement motorized and nonmotorized trails on the National Forest | Increase health and wellness knowledge of Lincoln residents | Create a natural history education trail |
| Leverage the airport | Support the launch of the Powerhouse Recreation Center |

*The action map presents the economy, natural environment, and health and well-being strategies by organizing the by types of outcomes. This action map will change with time as work is completed and new strategies emerge.*
Each team developed initial purpose statements. These statements help the action teams define their work and recruit members to their teams. These purpose statements will evolve over time as work gets accomplished and new work and activities are undertaken.

**Action Team Purpose Statements**

- The Economy Team will work with Montana Main Street and other partners to create a calm, inviting, walkable, and safe downtown.

- The Natural Environment Team will promote access to Lincoln’s recreational opportunities and awareness of Lincoln’s unique natural environment by taking the first key steps toward developing a quality trails system that enhances quality of life for locals and attracts visitors from outside the community.

- The Health and Well-Being Team will (1) advance a campaign to increase safety and reduce crime in Lincoln and (2) start a regular outdoor farmers’ and craft market and music event in Lincoln.
Implementing Envision Lincoln

MOVING FORWARD, ENVISION LINCOLN
will be implemented by the Envision Lincoln Core Team as well as the Economy, Natural Environment, and Health and Well-Being action teams. Ad-hoc teams and committees will emerge and dissolve over time as necessary. Going forward, the Core Team will guide the larger Envision Lincoln effort. Its membership will include long-standing community leaders, the action team co-chairs, and new leaders who have emerged from this process. The individual action teams are made up of Lincoln residents and other stakeholders, and each has a chair or co-chairs (see Appendix 1). The action teams are open to anyone who want to contribute their time to support Envision Lincoln and the community’s agreed-on vision and strategies.

Blackfoot Challenge is providing staff time to support the Envision Lincoln Core Team and action teams. In addition, Blackfoot Challenge is providing integral communication and logistical support for the effort.

Progress to Date

ALTHOUGH ONLY A few short months have passed since the final Envision Lincoln meeting took place on March 28, 2018, Envision Lincoln action teams have already seen the following progress toward implementing their vision:

Economy Action Team
• Community trail workshops for Lincoln’s in-town trail plan were hosted in May and June. The final in-town trail plan is expected in August.

Natural Environment Action Team
• Lincoln Ranger District’s Beaver Creek Trail Project was awarded an $82,839 Recreational Trails Program grant from Montana State Parks for eight miles of dedicated mountain bike trails and eight miles of off-highway vehicle connector trails.
• The Upper Blackfoot Vegetation Committee secured a $19,400 grant from the Montana Noxious Weed Trust Fund for weed management on private lands in Lincoln.

Health and Well-Being Action Team
• Envision Lincoln partnered with the Lincoln High School, the Lewis and Clark County Sheriff’s Office, the Lincoln Volunteer Fire Department, and the Lincoln Arts Council to host a student art contest to develop a 911 education poster. On May 22 two Lincoln graphic design students were awarded for their designs, and one poster was selected for display around town as part of the broader 911 education campaign.
• The Powerhouse Recreation Center opened on June 9.
Next Steps

**EACH OF THE THREE** Envision Lincoln action teams is pursuing one or more strategies. In addition, the teams have the skills and tools to develop action plans for the remaining strategies once the initial strategies are completed, or under way. Continuing to build on the initial success will build momentum and will increase interest in the overall effort. Here are some next steps that will help Envision Lincoln’s future success:

1. **Regular check-ins on shared vision:** Envision Lincoln came about in part because there was a sense that the community would benefit from a common vision and more collaboration. Bringing people together regularly will allow people to remain focused on the shared agenda, coordinate across teams, share progress, and leverage one another’s efforts.

2. **Clear communication:** There is already progress coming out of Envision Lincoln. It will be critical for Blackfoot Challenge to ensure that Lincoln residents can follow the progress and know how to get involved. Using and promoting social media channels as well as thinking creatively about how Envision Lincoln’s progress and updates can be highlighted monthly in the Blackfoot Valley Dispatch would be a win-win for the community and the overall effort.

3. **Consistent execution:** Envision Lincoln has developed positive momentum. The opportunity now is to build on that progress by continuing to host regular action team meetings, develop new strategies as appropriate, and implement them while continuing to evolve as necessary. The teams have the skills and tools to develop new strategies. As a community, Lincoln has demonstrated it has the resources to see its plans through to completion. There are many public and private partners working together in the Lincoln area who have been engaged in this effort and will continue to provide resources for the action teams. The action map is meant to be an evolving tool as long as the strategies remain mutually reinforcing to ensure that organizations and teams aren’t working at cross-purposes.

4. **Measure progress:** Once a year, Envision Lincoln should measure progress against community indicators to understand the impact that collective efforts are having. Some strategies might take longer to show progress, while others might need to be reevaluated if they aren’t showing the progress that Lincoln had hoped for. This will help everybody learn together and think constructively about Lincoln’s collective work and impact.

5. **Celebrate achievements:** Stop, pause, and celebrate when you achieve an outcome you were working toward. Community change is hard work, and celebrating the small steps is essential to securing Lincoln’s vision for the future.
LINCOLN RESIDENTS AND STAKEHOLDERS found common ground this year as they identified a collective vision for Lincoln. In just a few months, measurable progress has been made toward the community’s vision and the action teams have plans in place as they move their work forward.

All Envision Lincoln participants can play a role in creating progress. Action team leaders, the Envision Lincoln Core Team, and Blackfoot Challenge staff will provide the leadership to measure progress, share updates, and provide the backbone support necessary to support this effort.

Annually, Envision Lincoln will bring the community back together to benchmark progress on its key indicators. These regular measurements will help Lincoln know if the strategies it is implementing are making the progress it had hoped for. These check-ins are part of the continual cycle of include, dialogue, act and learn that will help achieve Lincoln achieve its desired results.
Appendix 1. Envision Lincoln Participants

### Table 2. Envision Lincoln Core Team (January 2017 to March 2018)

<table>
<thead>
<tr>
<th>Core Team Member</th>
<th>Organization/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annie Allen, artist</td>
<td>Josh Lattin, U.S. Forest Service</td>
</tr>
<tr>
<td>Becky Garland, business owner and Sculpture in the Wild</td>
<td>Karyn Good, Blackfoot Challenge</td>
</tr>
<tr>
<td>Bill Cyr, Montana Department of Natural Resources and Conservation</td>
<td>Laurie Richards, Chamber of Commerce</td>
</tr>
<tr>
<td>Brent Anderson, business owner</td>
<td>Michael Stansberry, U.S. Forest Service</td>
</tr>
<tr>
<td>Erin Dey, <em>Blackfoot Valley Dispatch</em> and Chamber of Commerce</td>
<td>Paul Roos, Sculpture in the Wild</td>
</tr>
<tr>
<td>Jerry Cain, Smiling Gulch Ranch, Lincoln Airport, and Lincoln Hospital District</td>
<td>Ryan Chapin, Five Valleys Land Trust</td>
</tr>
<tr>
<td>Jordan Reeves, The Wilderness Society</td>
<td>Sara Schmidt, Blackfoot Challenge</td>
</tr>
</tbody>
</table>

### Table 3. Community Meeting Attendees

<table>
<thead>
<tr>
<th>Community Meeting Attendee</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amy McNamara, The Trust for Public Land</td>
<td>Karen Frank-Plumlee, resident</td>
</tr>
<tr>
<td>Annie Allen, artist</td>
<td>Karissa Ninahuanca, student</td>
</tr>
<tr>
<td>Becky Garland, business owner</td>
<td>Karyn Good, Blackfoot Challenge</td>
</tr>
<tr>
<td>Bill Cyr, Montana Department of Natural Resources and Conservation</td>
<td>Kathie Roos, part-time resident</td>
</tr>
<tr>
<td>Bill Frisbee, Community Council and business owner</td>
<td>Laura Broussard, Parker Medical Center</td>
</tr>
<tr>
<td>Bill Fulton, The Civic Canopy</td>
<td>Laura Bullis, teacher</td>
</tr>
<tr>
<td>Billy Saylor, resident</td>
<td>Laurie Richards, Chamber of Commerce and business owner</td>
</tr>
<tr>
<td>Bob Frank-Plumlee, resident</td>
<td>Lisa Gibson, artist</td>
</tr>
<tr>
<td>Brent Anderson, business owner</td>
<td>Mandy Miller, student</td>
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<tr>
<td>Carly Templeton, student</td>
<td>Melody McDonough, resident</td>
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<tr>
<td>Charles Curtin, Blackfoot Challenge</td>
<td>Michael Stansberry, U.S. Forest Service</td>
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<tr>
<td>Chris Joyce, Lewis and Clark County sheriff</td>
<td>Mike Mullens, resident</td>
</tr>
<tr>
<td>Chrissy Pepino, The Trust for Public Land</td>
<td>Nikki Snyder, student</td>
</tr>
<tr>
<td>Clare Evenson, resident</td>
<td>Pat Freeland, Powerhouse Recreation Center</td>
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<tr>
<td>Clay Dailey, student</td>
<td>Pat McElgunn, resident</td>
</tr>
<tr>
<td>Connie McCafferty, Lincoln Bible Church</td>
<td>Paul Roos, Sculpture in the Wild</td>
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<tr>
<td>Dan Lerum, Bushwackers Steakhouse</td>
<td>Payton Peterson, student</td>
</tr>
<tr>
<td>Debbie Sayler, resident</td>
<td>Renee Lundberg, resident</td>
</tr>
<tr>
<td>Erin Dey, <em>Blackfoot Valley Dispatch</em> and Chamber of Commerce</td>
<td>Rick Foreman, American Legion</td>
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<tr>
<td>Ernie Lundberg, resident</td>
<td>Rick Freeland, Powerhouse Recreation Center</td>
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<td>Forest Moulton, U.S. Forest Service</td>
<td>Rod Bullis, resident</td>
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<tr>
<td>Frances Cannon, student</td>
<td>Roger Dey, <em>Blackfoot Valley Dispatch</em>, Lincoln Historical Society</td>
</tr>
<tr>
<td>Frank Malek, resident and ATV trails interest</td>
<td>Ron Gibson, resident</td>
</tr>
<tr>
<td>Galen Steffens, Montana Department of Commerce</td>
<td>Ron Zarr, Community Council and Ponderosa Snow Warriors</td>
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<tr>
<td>Gary Burnett, Heart of the Rockies</td>
<td>Russ Ehnes, off-highway vehicle interest</td>
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<tr>
<td>Gary Moseman, resident</td>
<td>Ryan Chapin, Five Valleys Land Trust</td>
</tr>
<tr>
<td>Jason Corzine, The Trust for Public Land</td>
<td>Sara Schmidt, Blackfoot Challenge</td>
</tr>
<tr>
<td>Jerilyn Dietz, student</td>
<td>Sharon McElgunn, resident</td>
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<tr>
<td>Jerry Cain, Smiling Gulch Ranch, Lincoln Airport, and Lincoln Hospital District</td>
<td>Suzanne Lattin, resident</td>
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<tr>
<td>Jordan Reeves, The Wilderness Society</td>
<td>Suzie Gehring, Spring Creek RV</td>
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<tr>
<td>Josh Lattin, U.S. Forest Service</td>
<td>Tanea Reisch, student</td>
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<tr>
<td>Judy Spath, resident</td>
<td>Terry Spath, resident</td>
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<tr>
<td>Julie Zarske, resident</td>
<td>Trace Clarke, resident</td>
</tr>
<tr>
<td>Economy</td>
<td>Natural Environment</td>
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<tr>
<td>Brent Anderson</td>
<td>Connie McCafferty</td>
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<td>Erin Dey</td>
<td>Bill Cyr</td>
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<tr>
<td>Ernie Lundberg (co-chair)</td>
<td>Becky Garland</td>
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<tr>
<td>Jerry Cain (co-chair)</td>
<td>Bob Frank-Plumlee</td>
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<tr>
<td>Karen Frank-Plumlee</td>
<td>Gary Moseman (chair)</td>
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