



Food and Agriculture Development Center Program FY2015 Annual Report to the Environmental Quality Council

The Food and Agriculture Development Center Network continued to assist Montana agricultural producers and food manufacturers during this period. The state's four Food and Agricultural Development Centers are located at:

Bear Paw Development Corporation, based in Havre
Beartooth Resource Conservation & Development (RC&D), based in Joliet
Headwaters Resource Conservation & Development (RC&D), based in Butte
Mission Mountain Food & Cooperative Development Center housed at
Lake County Community Development Corporation (LCCDC), based in Ronan

Success Story: Western Montana Growers Cooperative (WMGC) Farm to Institution Program



The Ronan Food and Agriculture Development Center (FADC) has been working with the Kalispell Regional Medical Center to source more of its food locally. In partnership with the Western Montana Grower's Cooperative, and leveraging funds from a USDA Local Food Promotion Grant, the Ronan center processed and the Cooperative sold over \$16,000 in local fruits and vegetables. This is nearly double the amount sold during the same quarter last year. According to the Farm to Institution coordinator at the Ronan FADC, the Kalispell Regional Medical Center has committed to continue purchasing larger quantities of locally grown fruits and vegetables through this program.

Clients Served

- **18 new clients** were assisted. Highlights of clients assisted include:
- Goat cheese processing company
- CSKT Tribal fish processing
- Honey company
- Meat processing companies (2) expansion
- Cover crop seed mix start-up company
- Greenhouse expansion
- Start-up Breweries (2)
- Start-up Distillery
- Pasty company
- Organic producer - solar energy project
- Organic producer expansion & distribution project

Trainings

- **13 trainings with 141 attendees**
- Trainings included:
- "Fund Your Food Business" training highlighting traditional and new funding mechanisms that Montana food companies can use to successfully fund their food manufacturing businesses
- Food Safety trainings
- Business management trainings including QuickBooks and Profit Mastery

Food Processing

- **13 companies** used the FADC food processing facility in Ronan



Montana Food and Agriculture Development Network

**FY 2015 Annual Report
July 1, 2014 – June 30, 2015**

For the Montana Board of Research and Commercialization Technology

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Submitted by the Montana Department of Agriculture
Food and Agriculture Development Program

Montana Food and Agriculture Development Network
FY 2015 Annual Report to
The Montana Board of Research and Commercialization Technology
July 1, 2014 – June 30, 2015

Background

The Montana Food and Agriculture Development Center (FADC) program, authorized by the 2009 Montana Legislature, is a network of four centers, each housed within pre-existing, multi-county economic development organizations. The Montana Food and Agriculture Development Network helps Montanans innovate and grow businesses that produce and commercialize food, agricultural, and renewable energy products and processes – creating wealth and jobs in our communities and on our farms and ranches.

The state's four Food and Agriculture Development Centers are located at:

<p>Bear Paw Development Corporation, based in Havre Beartooth Resource Conservation & Development (RC&D), based in Joliet Headwaters Resource Conservation & Development (RC&D), based in Butte Mission Mountain Food Enterprise Center housed at Lake County Community Development Corporation (LCCDC), based in Ronan</p>

These centers, operating as a statewide network, have developed specific capacity to deliver the following services to clients:

- Business planning and development
- Financial/feasibility analysis
- Food business licensing
- Product development, testing, analysis, labeling
- Pricing and cost analysis
- Market research and analysis
- Business capitalization assistance
- Regulatory compliance training and implementation
- Food processing equipment usage
- Education on industry dynamics and technologies
- Cooperative development
- Industry-specific market analysis
- Business networking

Highlights of Program Activities

Networking

During the last year, the Network held monthly conference calls and biannual in-person meetings. Full day meetings were convened in Helena October 15, 2014 and February 11, 2015. The four centers are working cohesively as a network, using each other's strengths, and seeking the expertise of the other centers to better serve client needs which resulted in more comprehensive service delivery.

Examples of collaboration include the collaboration of the Bear Paw FADC with the Havre Small Business Development Center (SBDC) and Bear Paw Development Corporation's loan department to serve clients' needs. Over the next two years, Bear Paw FADC plans to strengthen its relationship in Eastern Montana as well as with the other Network centers. This will be done through outreach and continued communication with the other centers and the Department of Agriculture's Eastern Montana Business Development Specialist.

The Beartooth FADC has developed a great network of collaborators and partners to utilize in providing assistance to clients including local economic development professionals, Certified Regional Development Corporation (CRDC) staff, Revolving Loan staff and committee, the regional SBDC, USDA Rural Development staff, local businesses, Western Sustainability Exchange, local food groups and marketing consultants, Montana State University Agricultural Extension as well as Natural Resource and Conservation Services (NRCS). The Beartooth FADC utilized these and other professional partners to assist clients in meeting their business needs. Beartooth FADC worked closely with the SBDCs in Billings and Eastern Montana on several projects that required in depth business planning and the utilization of Incumbent Worker Training funds. The Beartooth FADC also takes part in the local Business Expansion and Retention (BEAR) team as a food and agriculture business resource.

The Headwaters FADC worked very closely with the Butte SBDC officer on numerous projects in addition to other SBDCs and economic development agencies in southwest Montana. Key partners included Prospera Business Network and the Montana Community Development Corporation in Bozeman. These partnerships are particularly valuable for preparing financial loan packages for business expansion and start-up projects including applications for Growth Through Agriculture (GTA) grants as well as other state and federal grant funding sources. Partners provided high-level technical analysis of the financial aspect of each business applicant and relationships with local lenders. These partnerships are valuable for sharing information and the strong lines of communication have been a benefit for all parties.

In an effort to expand into the Gallatin Valley, Headwaters FADC partnered with Northern Rocky Mountain Economic Development Center and Montana Manufacturing Extension Center (MMEC). These two partners, particularly MMEC, have been valuable to promoting and hosting the Network's food safety trainings. These new partnerships will continue to grow as the Network strengthens its base in Bozeman and the Gallatin Valley.

The Mission Mountain FADC partnered with Montana Farmers Union and a broad steering committee in the Harvest Montana, 2014 regional grain conference. The Center director also served on the following projects:

- Steering committee member of Grow Montana Food Policy Coalition,
- DPHHS food safety advisory committee,
- The Governor's Food and Agriculture Key Industry Network (KIN),
- Chair of the local food subcommittee, and
- Leadership Committee for the Office of Public Instruction's Farm to School Taskforce

The Mission Mountain FADC is also a pilot project for Wallace Group's Good Agricultural Practices and Quality Management Systems project. As such, the center continues to engage in the Wallace Center's community of learning monthly phone calls.

Client Training

The Network held 54 trainings for 442 participants. A complete list of the trainings is listed in Appendix 1 to this document. The Network hosted food safety trainings which is building a crucial part of the state's food safety infrastructure in coming years. Other trainings focused on business skills, internet marketing, Quickbooks and a new class titled How to Fund Your Food Business.

Specialty Crop Block Grant Project

In October 2014, the Network received a Specialty Crop Block Grant (SCBG) for \$57,327. The award will allow the Food and Agriculture Development Centers to offer much needed food safety training during the next three years. Joe Willauer, Center Director for the Headwaters FADC, is coordinating the SCBG project on behalf of the Network. The first training under this program, Wholesale Success, was held February 9, 2015 in Bozeman. Food Safety Management System Planning Toolkit training also was held in March 2015 in Bozeman and Great Falls. Food safety training for food manufacturers, Hazard Analysis and Critical Control Point (HACCP) and Better Process Control Systems (BPCS), was held in May 2015.

Center Staff Professional Development

Joe Bertolino, Center Director, Beartooth FADC, continued training on the Neoserra system to improve system utilization in assisting clients.

Joe Willauer, Center Director, Headwaters FADC, continued National Development Council (NDC) Economic Development Finance Professional training. Once completed, this series of trainings and corresponding exams will result in Mr. Willauer becoming a Certified Economic Development Finance Professional (CEDFP).

Jan Tusick, Center Director, Mission Mountain FADC, completed group GAP audit training, and attended the Northwest Food Processors Convention among other trainings.

Outreach and Publicity

The Network has made headway in implementing their three-year outreach and publicity strategic plan. Many elements of the plan were accomplished during FY 2015 including working with Department of Agriculture staff to improve the Network's website, and the individual centers' web sites, communicating with other economic development organizations around the state and developing collaborative relationships that help Montana's economic development community provide a fuller range of services to food and agriculture clients.

Another notable addition to the program was the hiring of a Promotions and Event Coordinator located at the Headwaters FADC. This position will be dedicated to creating press releases for events and success stories, organizing trainings, and communicating results of the centers' activities. The Network hopes to increase the amount of time that the position is allotted and increase responsibility of the position to continue to provide benefit to all Centers.

The Mission Mountain FADC has experienced a national attention on the processing facility capacity and the food safety expertise and resources that have been developed. The Center is part of the Wallace Centers community of learning and hosted a site visit this year with other Food HUBs.

Additionally, the Mission Mountain FADC completed development of a website listing the services

available to potential clients. The website is located at www.mmfec.org.

In FY2015 and continuing into FY2016, the Network is working to complete a strategic social media plan that will ensure that centers are represented state wide through a variety of formats. Additionally, the Network entered a contract for the production of promotional videos to be produced for each center and for the Network as a whole.

Network and Client Milestones

The Network maintained the number of active clients, with 195 receiving services from the Network in 2015 as compared to 197 in 2014. Among active clients, 51 were new to receiving support from the Network. A total of 434 counseling sessions were held in 2015 accounting for 657 hours of direct client service.

Perhaps most impressively, the Network increased the number of trainings offered from 12 in 2014 to 54 in 2015. Through expanded course offerings, the Network was able to reach 487 individuals.

	FY 2015
Active Clients	195
New Clients	51
Counseling Sessions	434
Counseling Hours	657
Trainings Held	54
Training Participants	487
Hours clients used MMFEC facilities	1315.5
Clients using MMFEC facility for freezer, cooler, and dry storage warehousing	30
Marketing Plans Produced	2

Existing Clients breakdown

Food	Value-Added	Energy	Other	Total
118	20	4	31	195

Funds Leveraged

Public Grants	\$973,597
Public Loans	\$292,500
Private Loans	\$220,000
Private Investment	\$111,926
Total	\$1,598,022

FY 2015 Food and Agriculture Development Centers Financial Report

Description	<i>Contract amount</i>	<i>FY14 Actuals</i>	<i>FY14 PAID IN FY15</i>	<i>FY15 Actuals</i>	<i>Balance remaining</i>
BEARTOOTH FADC	\$130,014.00	46,305.60	18,701.40	62,207.20	\$2,799.80
HEADWATERS FADC	\$162,945.06	30,349.41	21,897.59	113,674.65	-\$2,976.59
MISSION MOUNTAIN FOOD ENTERPRISE CENTER	\$170,496.00	92,106.95	15,817.71	62,571.34	\$0.00
BEAR PAW FADC	\$106,793.00	46,833.90	16,820.10	42,962.21	\$176.79
Center Sub Total	\$570,248.06	215,595.86	73,236.80	281,415.40	\$0.00
Network Operations	\$29,750.94	11,166.34	-	18,584.60	\$0.00
Grand Total	\$599,999.00	\$226,762.20	\$73,236.80	\$300,000.00	\$0.00

Financial Narrative

Center Operations

Center budgets for the Mission Mountain and Beartooth FADCs remained relatively consistent from FY2014 to FY2015. Due to a change in staff needs, the Bear Paw FADC requested a budget amendment in FY 2015 and 2016 to reduce the amount of FADC funding received. Concurrently, the Headwaters FADC requested additional funding for FY 2015 and 2016 to take advantage of new opportunities to promote the Network and advertise Network events, trainings and services so that more Montana food and agriculture entrepreneurs and business owners can take advantage of the Network's services.

Tiffany Melby, Center Director, Bear Paw FADC, reduced hours charged to the FADC program in order to serve as a part time loan officer for Bear Paw Development Corporation's loan funds. She often served the same clients in both roles and the arrangement worked well for the FADC host organization Bear Paw Development Corporation to utilize Ms. Melby's financial background and expertise.

The Headwaters FADC assumed increased costs to take on some project work promoting the Network's services and promoting trainings as well as the development of a Network-wide social media plan to promote its FADC activities statewide, rather than regionally through each Network partner. The Headwaters FADC will continue these activities in FY2016.

Network Operations

The Food and Agriculture Development Center program's enabling legislation allowed for \$10,000 annually for program administration however, the Department of Agriculture continued to use that funding for Network Services to support the growth of the program rather than staff administration. The program coordinator in the Agriculture Development and Marketing Bureau was supported by the bureau's budget in FY2015.

The Network operations budget includes subscriptions to E-center Direct, Neoserra client-

tracking software, and ProfitCents financial analysis software. This budget also includes meeting and conference call expenses, professional development, client training, and program marketing. Some of the funding originally allocated to Network services was reallocated to the Headwaters FADC budget commensurate with the additional work that the Center was taking on to coordinate and promote statewide trainings and Network services.

Activities by Each Center

Bear Paw Food and Agriculture Development Center

The Bear Paw FADC has had the opportunity to work with a number of clients on their respective applications for Growth Through Agriculture and other state and federal funding programs. Over the FY 2014-2015 biennium, Bear Paw FADC clients were able to secure \$101,312 in grant and loan funds.

Additional private leveraged funds totaled almost \$600,000. This capital injection by entrepreneurs has led to many start-up businesses as well as expansion and contributed to the regional economy.

The Bear Paw FADC has seen the continued success of some of their clients.

Triple Divide Spirits, Helena, Montana worked with the Bear Paw FADC to put together a start-up financing package in 2012 and 2013. The distillery has since opened and has experienced great success and is currently looking to expand their operation further through increased production and space.

Montana Horizons Food Co., Big Sandy, Montana, owned by Bob Quinn, worked with the Bear Paw FADC for help in valuing equipment to make a long-time dream become a reality. Through funding from GTA as well as considerable owner investment, Montana Horizons Food Co. bought a vacant facility in Big Sandy. In FY2015, they began production of their Kamut Crunchies™ snack and are currently working to expand their market to retail stores.

Big Sandy Meat Shop, Big Sandy, Montana, worked with Bear Paw FADC in FY2013 on a GTA grant for equipment to expand into the local school and institutional markets and also on a financing package for further expansion needs. In FY2015 the business continued to grow, adding employees, sales and the amount of agricultural products processed. They are currently working directly with a new restaurant in Havre to be the sole supplier of their meat.

Vilicus Farms, Havre, Montana, owned and operated by Anna Crabtree-Jones approached the Bear Paw FADC in early 2015 for assistance. They run an apprenticeship where they teach students about becoming organic farmers. The Bear Paw FADC assisted with the application to the Rural Energy for America grant and they were awarded almost \$4,000 to expand their use of solar energy.

Beartooth Food and Agriculture Development Center

The Beartooth FADC was able to assist clients in receiving two large grants from USDA Rural Development. These grants helped Becky's Berries in Absarokee and The Rocky Fork Food Hub in Red Lodge develop marketing plans that included logos, labeling, packaging, websites, newsletters and promotional materials. These businesses felt they could have never afforded this type of business assistance themselves. They expect the results to show a turning point in those businesses due to this professional marketing assistance they received.

Another notable achievement has been working with the Montana Department of Agriculture's Eastern Montana Business Development Specialist Treston Vermandel in promoting the Growth Through Agriculture program.

This has resulted in several applications receiving funding to grow their businesses:

Powder River Meat Company, Terry, Montana, continued to grow their business.

Yellowstone River Farms, also in Terry, Montana, for their start up business producing and selling non-GMO corn.

Story Mill, Laurel, Montana, worked with the Beartooth FADC to develop their start up business milling specialty crops and pressing oil seed into oil that will be marketed locally.

Everpower, Carbon County, Montana, The Beartooth FADC worked with a wind energy consultant company that utilizes Montana wind power data to interest potential investors. This resulted in Everpower, a wind development company based in Pittsburg, Pennsylvania, officially becoming a partner in the Mud Springs Wind Development project in Southern Carbon County. Everpower broke ground on the project in December of 2014.

Headwaters Food and Agriculture Development Center

The Headwaters FADC began the food safety training series through the federally funded Specialty Crop Block Grant program. This included hosting three trainings in Bozeman, as well as one in Billings and one in Ronan. The three Bozeman trainings included Wholesale Success, HACCP/BPCS and the Food Safety Toolkit. The Food Safety Toolkit training was also provided Billings and Ronan. The purpose of these trainings is to assist food producers in the state to keep up with the impending implementation of the federal Food Safety Modernization Act. The students that attended the trainings will be well prepared when the legislation becomes law. These same three courses will be offered in new locations throughout the state in the 2015-2016 year. The Center had intended to offer GAP training with the specialty crop funding but a GAP trainer was not available. A new trainer has been identified and GAP will be offered in the 2015/16 schedule.

The Headwaters FADC also began offering a new training titled "How to Fund your Food Business". The first training was held in Bozeman and was well attended. Aimed at assisting businesses navigate the many options of funding sources, the course lays out the many options and provides details for each program that can only be gained from experience working with them. The course will be offered throughout the regions in the upcoming year, beginning with a training in the Missoula/Ronan region.

To help promote the Network throughout the state, the Headwaters FADC has contracted to create a series of 5 videos. These videos will highlight each Center as well as one of their clients. The videos will cover the work the centers have done with the clients as well as details about the client and what they produce. Each Center will have a unique video and then a collaborative video showcasing the Network as a whole. The videos will be able to be shared online, and will create a new resource to promote the services provided by the Network.

The Headwaters FADC has also been the leader on social media promotion, and is working with the Network to gather information and content to make a strong social media push in the next year.

Mission Mountain Food Enterprise Center

The Mission Mountain Food Enterprise Center continues to play a significant role in food manufacturing business development in the state of Montana. In the last fiscal year, the Center provided technical assistance to existing clients and **33** new clients to help them build their food businesses. Over the past two years the Center has created **123 jobs**. The processing facility presently provides the following clients food processing infrastructure for their food product production and development: *Tipus Chai Tea, Orchard at the Flathead, Uncle Bills Sausage Co., Rooks Hot Sauce, Western Montana Specialty Foods, Angels Fire, Fat Robin Orchard, Montgomery Distillery, Kick in the Boots, 5 Sparrows, Ranchers Original, Jan in a Can, Kvichak Fish Company, Triple Divide Seed, Golden Triangle, Western Montana Specialty Foods, Thompson Foods, Blue Moon Herbs, and the Mustard Seed Specialty Sauces*. The Center also provides freezer storage and warehousing to approximately 30 clients.

Farm to Institution

More significantly the Center has expanded its Farm to Institution Program to hospitals in collaboration with the Western Montana Growers Cooperative (WMGC), which is comprised of more than 40 farms. The program is also serving six regional and two statewide school districts in the delivery of fresh fruits and vegetables for the schools Fresh Snack program and other processed products such as frozen beans, peas, cherries, carrots, squash, pumpkin, a lentil patty and a lentil burger crumble. For the past fiscal year WMGC sold \$97,266.00 of local product to regional institutions. This is a 48% increase in pounds of produce processed from 2013-2014.

Other significant activities include the delivery of Concept to Consumer, Food Safety Management Toolkit and numerous business development trainings. There have been significant requests to continue the training programs in the next fiscal year. The Center is committed to continue to provide leadership and expertise in food safety to all our clients and those who need to meet the demand of the marketplace for third party farm audits and other food safety requirements.

Mission Mountain FADC also took a lead on a marketing campaign for local fruits and vegetables, "Choose Local", which is now highlighted in Polson, Ronan, Missoula, Kalispell, Hamilton, Red Lodge and Great Falls stores. A regional beef cooperative, Ranchers Choice is developing markets for grass-fed beef in Montana schools and other markets. Additionally, MMFEC is now processing a ground beef crumble product for them.

The Mission Mountain Food Enterprise Center is projecting a 20% increase in client usage in the next fiscal year and a 20% increase in food processing for the Farm to Institution Program. In the last fiscal year the Center had an increase in revenue of \$28,275 which represents a 21% increase in the Center's revenue from the previous year.

Department of Agriculture Staff Comments

During this reporting period, the Food and Agriculture Development Center program has continued to experience steady interest from client numbers. This is due in part to growing awareness of the Network and the consistent outreach efforts of the centers and the Department of Agriculture. It is also due to the increased demand for these services and the increase in food manufacturing companies. The centers are reaching a more diverse group of businesses. This has also resulted in the offering of more diverse training, including food safety, social media marketing, and Multifunctional Agriculture courses.

Outreach efforts have also resulted in increased collaboration and cooperation between the centers themselves and with other economic development agencies and local lenders. This collaboration provides the clients with more resources and more expertise. In addition, the Food

and Agriculture Development Centers have taken a collaborative approach with the Department of Agriculture to assist food and agriculture-based businesses. As the Network implements its plans to promote the Network via social media and other promotional activities, knowledge of centers will be increased and services will be more greatly utilized.

Montana's Food and Agriculture Development Centers are leaders in providing food safety training. The Network has also become an up to date resource on new financing options and successful business strategies to support the State's food and agriculture businesses. For the state, FADCs are creating more jobs, supporting new food products and increasing opportunities to meet the growing demand for local food in Montana.

This report was submitted by:

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APPENDIX 1

Client Training

FY 2015 Food and Agriculture Development Network Training

Date	Host	Training	Attendance
3/13/2015	Beartooth FADC	Food Safety Management System Planning Toolkit	3
8/6/2014	Beartooth FADC	Concept to Consumer Developing Your Food Product for Market	3
6/16/2015	Headwaters FADC	Fund Your Food Business! - Bozeman	12
5/5/2015	Headwaters FADC	HACCP/Better Process Control School	8
3/26/2015	Headwaters FADC	Small Business Bootcamp	6
3/11/2015	Headwaters FADC	Food Safety Management System Toolkit Training- Bozeman	4
3/10/2015	Headwaters FADC	Food Safety Management System Toolkit Training- Great Falls	1
2/9/2015	Headwaters FADC	Wholesale Success Bozeman	19
8/5/2014	Headwaters FADC	Concept to Consumer Developing Your Food Product For Market	2
1/27/2015	Mission Mountain Food Enterprise Center/Lake County Community Development	Cash Flow Projections - Ronan	11
2/24/2015	Lake County Community Development	Concept to Consumer	9
2/23/2015	Lake County Community Development	Concept to Consumer Libby	2
2/25/2015	Lake County Community Development	Concept to Consumer Superior	5
2/26/2015	Lake County Community Development	Concept to Consumer Thompson Falls	9
9/25/2014	Lake County Community Development	Contracting with the State of Montana: How to Workshop	1
3/24/2015	Lake County Community Development	Excel Spreadsheets	25
3/26/2015	Lake County Community Development	Excel Spreadsheets - Superior	9
3/25/2015	Lake County Community Development	Excel Spreadsheets - Thompson Falls	14
10/21/2014	Lake County Community Development	Marketing	11
10/23/2014	Lake County Community Development	Marketing - Superior	4
1/15/2015	Lake County Community Development	Microsoft Word - Superior	2
1/14/2015	Lake County Community Development	Microsoft Word - Thompson Falls	7
1/13/2015	Lake County Community Development	Microsoft Word Processing - Ronan	10
11/20/2014	Lake County Community Development	Mission Valley Business Women's Network	8
5/21/2015	Lake County Community Development	Mission Valley Business Women's Network	5
4/16/2015	Lake County Community Development	Mission Valley Business Women's Network	9
2/19/2015	Lake County Community Development	Mission Valley Business Women's	5

		Network	
1/15/2015	Lake County Community Development	Mission Valley Business Women's Network	9
12/18/2014	Lake County Community Development	Mission Valley Business Women's Network	10
9/18/2014	Lake County Community Development	Mission Valley Business Women's Network	12
10/16/2014	Lake County Community Development	Mission Valley Business Women's Network	5
5/26/2015	Lake County Community Development	Profit Mastery	9
5/27/2015	Lake County Community Development	Profit Mastery 2	8
6/15/2015	Lake County Community Development	QuickBooks II Libby	8
6/17/2015	Lake County Community Development	QuickBooks II Ronan	15
6/18/2015	Lake County Community Development	QuickBooks II Thompson Falls	7
4/22/2015	Lake County Community Development	QuickBooks Thompson Falls	11
10/10/2014	Lake County Community Development	QuickBooks Training	24
4/23/2015	Lake County Community Development	QuickBooks Training - Superior	10
4/24/2015	Lake County Community Development	QuickBooks Training Libby	21
4/21/2015	Lake County Community Development	QuickBooks Training Ronan	18
6/4/2015	Lake County Community Development	Ronan Chamber of Commerce	35
10/30/2014	Lake County Community Development	Social Marketing - Superior	7
10/29/2014	Lake County Community Development	Social Media - Thompson Falls	5
8/7/2014	Lake County Community Development	Social Media and Marketing - Superior	5
10/28/2014	Lake County Community Development	Social Media Marketing	20
2/11/2015	Lake County Community Development	Word Press	19
12/9/2014	Lake County Community Development	Writing an Effective Business Plan - Ronan	16
12/11/2014	Lake County Community Development	Writing an Effective Business Plan - Superior	5
12/10/2014	Lake County Community Development	Writing an Effective Business Plan - Thompson Falls	4