

Regional Assessment

Prepared for the:



April 3, 2007

By:



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I. ASSIGNMENT

Resource Development Group (RDG) was retained by the Springfield Business and Development Corporation (SBDC) to conduct an assessment to objectively evaluate:

- The SBDC's image in the marketplace;
- How its case for funding support is viewed by stakeholders and potential investors;
- How potential campaign leaders might assist in the campaign;
- Prospective investors and anticipated funding levels;
- Potential challenges and impediments in launching and successfully completing a major funding initiative.

The results of this assessment are summarized herein.

II. METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding for more than 100 economic and community development organizations throughout the country. Collectively, these programs total close to \$400 million in operating capital and include Chambers of Commerce, Economic Development Foundations and stand alone economic development corporations.
- Familiarity with numerous economic and community development programs throughout the United States
- Background information for the study was provided by SBDC/Chamber staff
- Individual interviews with 53 strategically identified public and private sector leaders. See Appendix C: - Leadership Interviews

The Assessment focused on:

- Leadership perceptions of the Partnership for Prosperity program, its successes, shortcomings and future potential.
- Identifying challenges that will need to be overcome for the next funding campaign to be successful.
- Program component priorities.
- Identification of leadership for a funding effort.
- Testing the viability of a funding campaign to raise sufficient funds for multi-year budget.

III. KEY FINDINGS

When reviewing this document, keep in mind that our goal was two-fold: to place SBDC in the best position to fund critical economic development programs immediately, and build a more comprehensive and regional funding base for the future.

QUESTION #1

How involved have you been with SBDC over the past 5 years?

Eighteen of the fifty-three interviewees said they are actively involved, nine said they are somewhat involved, twenty-two said that they just support SBDC financially but are not involved and four interviewees said that they would like to be more involved in the future.

While the percentage of participants currently involved with SBDC may seem relatively low, the majority of the interviewees felt that SBDC and the chamber staff are experts and they should be left to complete the economic development work within the area. Overall, confidence in SBDC is extremely high.

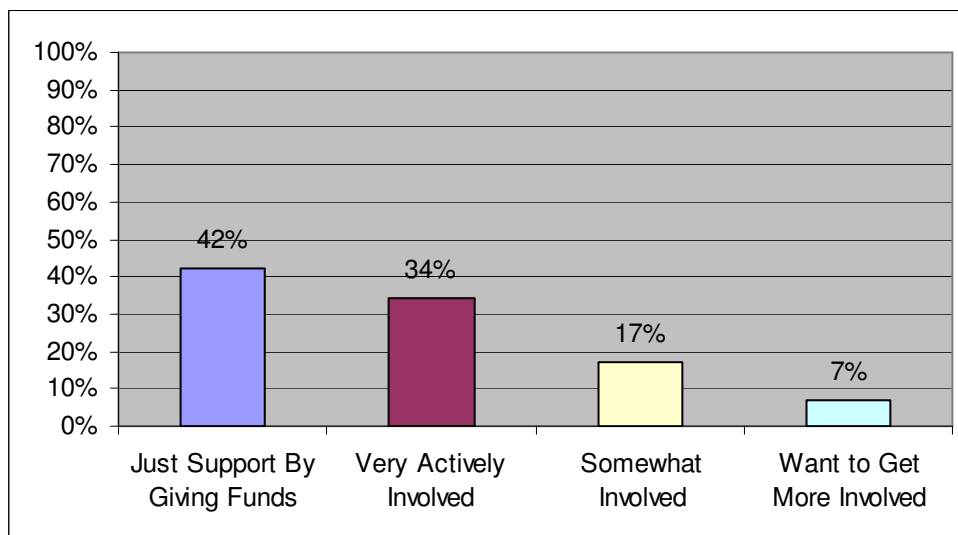
“I’ve been involved since its inception by supporting it financially.”

“Someone from the bank has been on the SBDC Board for over 20 years.”

“Not much lately but would like to get my Executive VP involved.”

“We’ve been more involved over the last two years and interested in being more involved.”

SBDC Involvement



QUESTION #2

From your perspective, what are the Springfield area’s greatest strengths and greatest weaknesses from a business development perspective?

STRENGTHS

Although a number of assets were mentioned, quality of life and economic diversification were the most frequently mentioned.

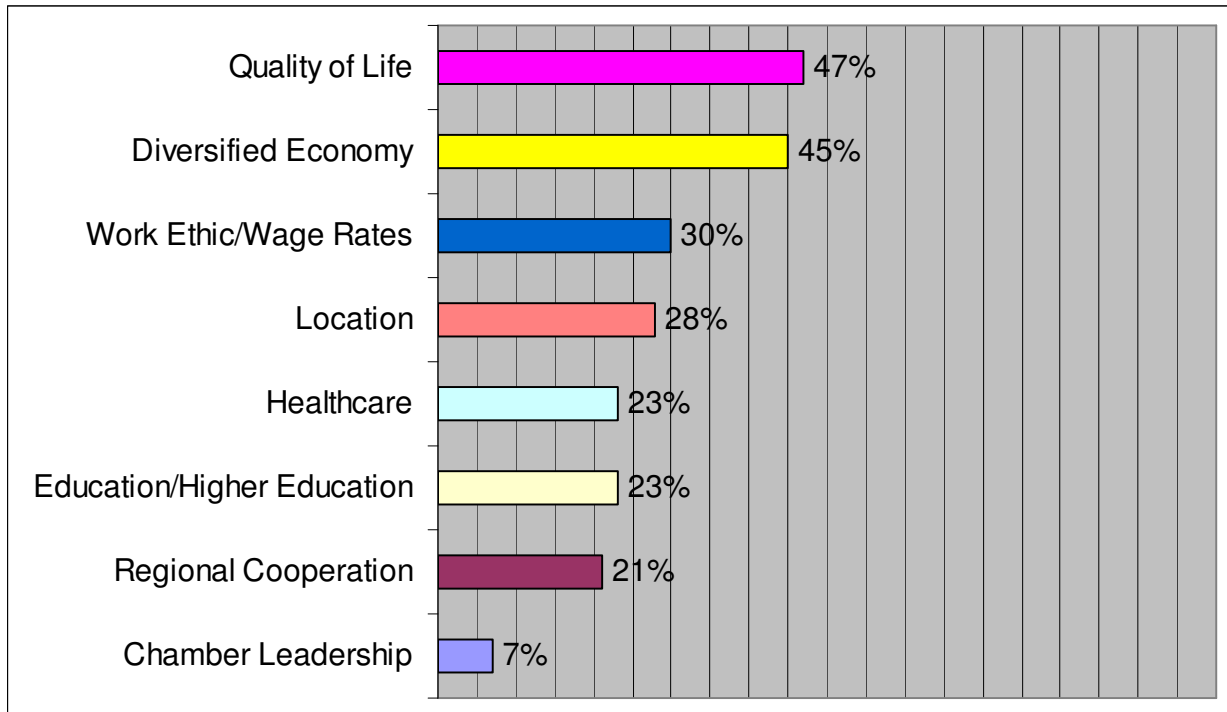
“The collaboration between the City, County and SBDC and the mix of various businesses in the area are our greatest assets.”

“The cost of living is low and the crime rate is really low here and the quality of life is real. It’s a great place to live.”

“Our economy is extremely diversified; we are not influenced by one industry”

“Springfield is a regional area; it’s not just Springfield but Southwest Missouri and because of our location, we should be able to continue the growth we’ve been experiencing.”

Strengths



WEAKNESSES

The greatest perceived weakness according to interviewees is the Ozark perception. Interviewees felt that many young people want to leave the area after they complete their education. Interestingly, according to several interviewed, they thought that some young people become interested in returning to the area once they marry and begin to raise a family.

The lack of a qualified workforce was mentioned by thirty-six percent of the interviewees. They said:

“It’s difficult to find qualified people. The Ozark mentality is hard to break; young people want to go elsewhere after school but may come “home” once they decide to begin a family.”

“The wage rates are relatively low which is good for employers but makes it difficult to attract more qualified workers.”

“I think it’s hard for people to take Springfield seriously. We have a difficult time recruiting doctors here but once they get here, they are pleasantly surprised.”

It is worth mentioning that while the majority did not comment on the lack of diversity in Springfield, sixteen percent feel that it can adversely impact the success of attracting major employers to the region.

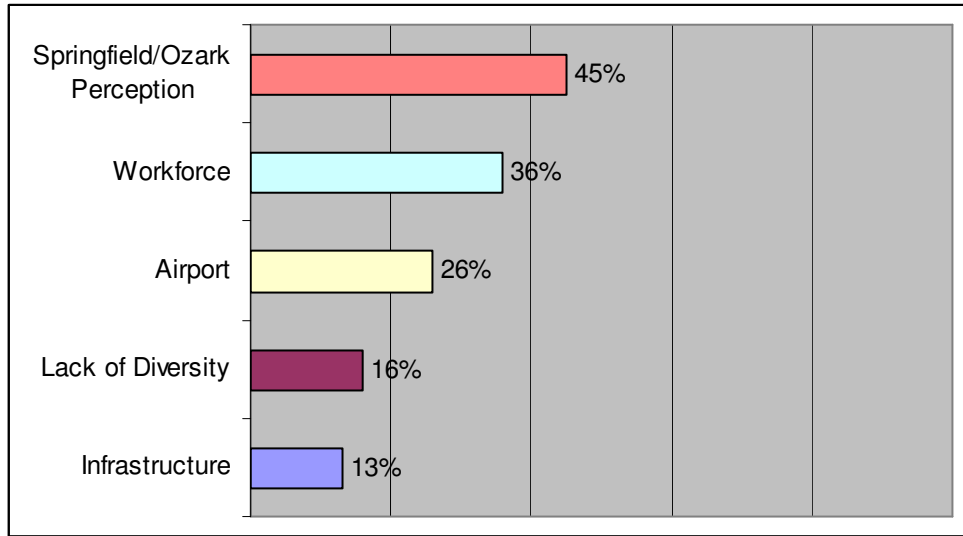
“The attitude of our people needs to change; if we hope to compete with other markets for new employers, attracting minorities to our community is important.”

“We need to do a better job of attracting more minorities to the area.”

Springfield shares a weakness with the State of Missouri, they both are perceived to be conservative and have an “anti-growth” mentality according to many interviewed. Several also mentioned that Springfield does not play the “Sweepstakes Game” when trying to attract new businesses and jobs. The result is that this may leave the region at a competitive disadvantage with other areas that provide incentives to attract businesses and jobs.

Toyota’s decision not to build a new plant in Springfield crystallized the relative weaknesses for many. According to several interviewed, many in the region did not want the new plant to locate in Springfield because it would increase wages, make it more difficult to attract and retain employees and negatively impact the quality of life in the area.

Weaknesses

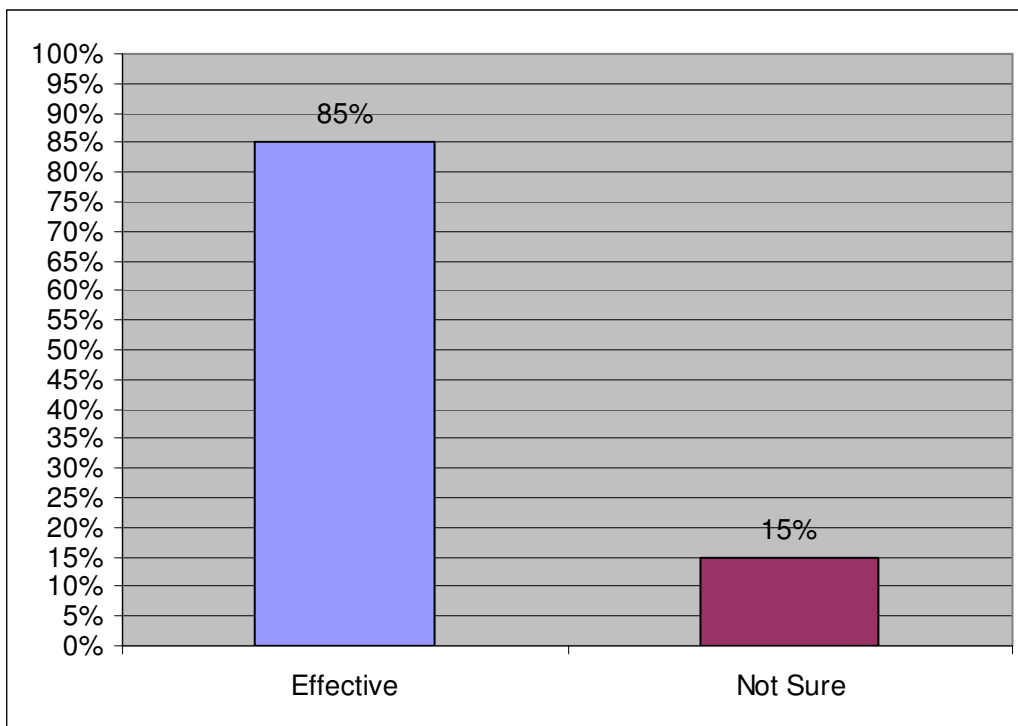


QUESTION #3

How would you assess the performance of the SBDC?

Those more involved feel that SBDC has been extremely effective. The success of the industrial parks, especially the eastside industrial park contributes to SBDC's overall performance. The recruitment of new businesses is also recognized as a success for SBDC. Many pointed to the outstanding job that SBDC has done coordinating and facilitating economic development activities with stake-holders throughout the community.

SBDC Performance



“That’s a good question, I really don’t know. Philosophically, it’s the right thing to do.”

“I think it’s been successful, look at the growth of the city.”

“I think you need to do a better job of promoting what you do, especially to the investors because I think you’ve been very successful, I’m just not sure enough people know that.”

“It’s a group that no one knows about that has more impact on everyone in Springfield than any other organization.”

“The development of industrial parks has been wonderful. Now we need to go to the next level.”

QUESTION #4

Do the program priorities outlined in the pre-case make sense?

The current program is supported by an overwhelming majority (98%) of those interviewed. While support exists for the two new proposed programs, Capital Formation Network and International Development, the general consensus was that more detail was necessary before a strong case could be made to provide funding.

“International Development and the Capital Formation Network are important but I’m not sure that we can really make a difference with the funding indicated. I think we should focus the additional funding on expanding the current programs.”

“I agree with all of the current programs, especially retention and expansion; I’m just not convinced about International Development and the Capital Formation Network. Those areas may be best left to the private sector.”

“The two proposed program areas really need more specifics if you expect to fund them.”

“Not sure that International Development would be money well spent and I think it will be too challenging and the money earmarked for Capital Formation won’t be enough to make a difference”

“Yes, Retention and Expansion are the strongest pieces of the program.”

“Yes and I really like that higher education and healthcare are important components of the campaign.”

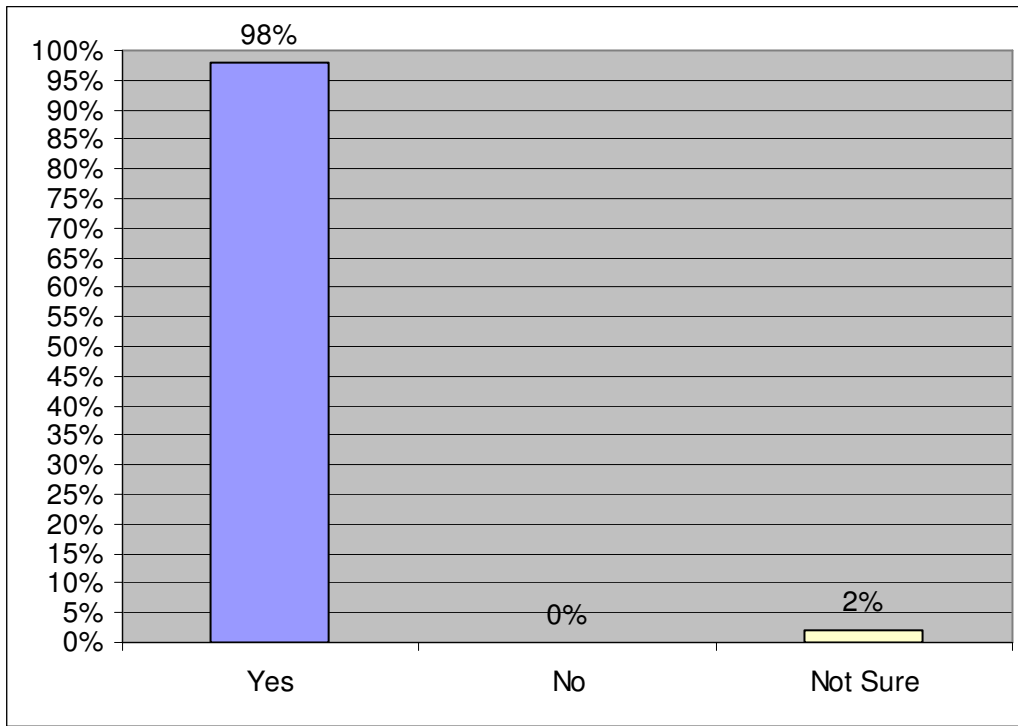
“Absolutely”

“Yes, if you exclude International Development and the Capital Formation Network.”

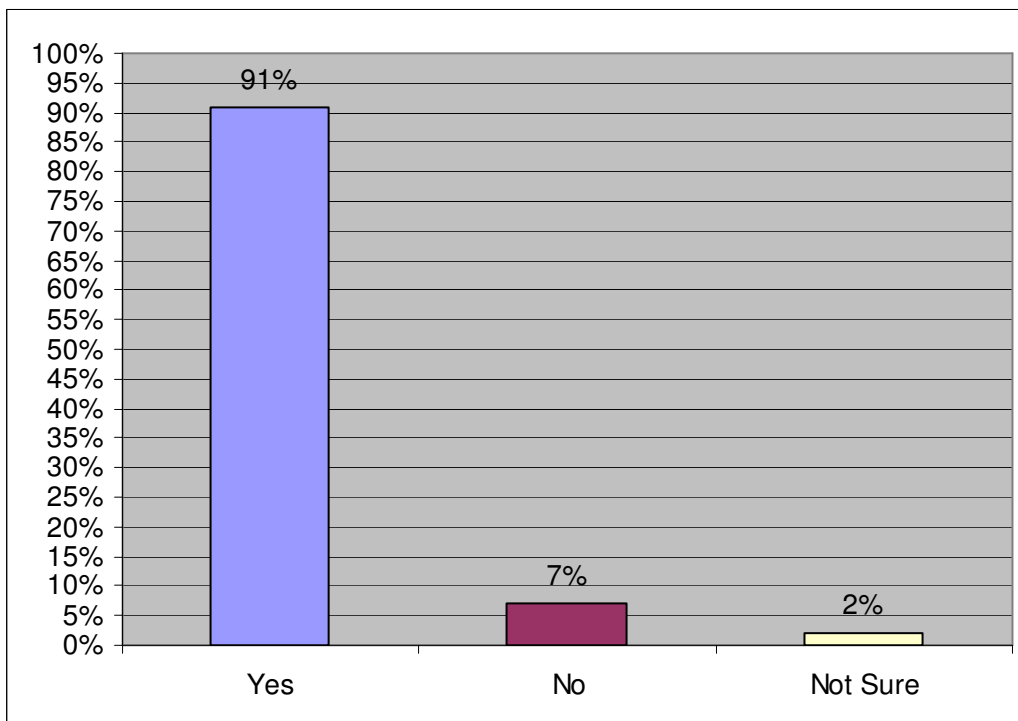
“The Capital Formation piece might be a tough sell because most won’t know what it is and it is very vague.”

“Yes, but you need more specifics.”

General Support for Current Program of Work

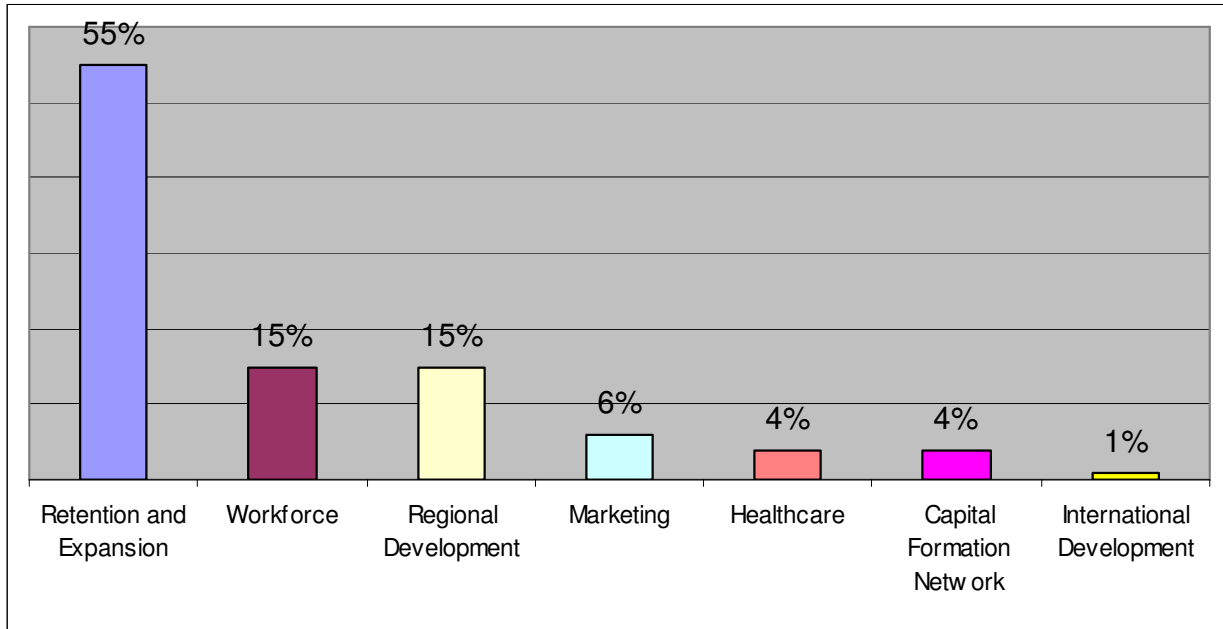


Do the Pre-Case/Campaign Components Make Sense?



Not all of the interviewees felt comfortable prioritizing the program components, but those that did mentioned Retention and Expansion and Workforce as the top priorities followed by Regional Development, Marketing Healthcare/High Education, International Development and Capital Formation Network.

Program Priorities



QUESTION 5

How important is direct involvement in program activities and decision making? Is the ability to serve on the board or a task force attractive/important?

While it was almost evenly split on the question of involvement (53% said it was important), those with interest in being involved were quite passionate.

“It’s very important. I want to be more involved.”

“Absolutely!”

“Yes it is attractive to be involved and the construction industry needs to be involved in this.”

“Yes, it’s important and I would like to be more involved.”

QUESTION 6

We have estimated the total cost of implementation to be a minimum of \$3 million over the next 5 years beginning in 2008 or \$600,000 per year. In your opinion, is \$600,000 per year a reasonable target from businesses and government throughout the region?

SBDC is seen as a tremendous success for Springfield. While the goal was exceeded for the *Partners for Prosperity* campaign, current investors feel that new investors are needed. They also all agree that continued public sector support is critical. It should be noted that increasing private sector funding is always an encouraged policy for the continued support from the public sector. Also, in the unlikely event that public support is significantly reduced, the impact on the SBDC budget will be minimal. When asked specifically if the projected campaign goal was reasonable, interviewees said:

“I’m not sure.”

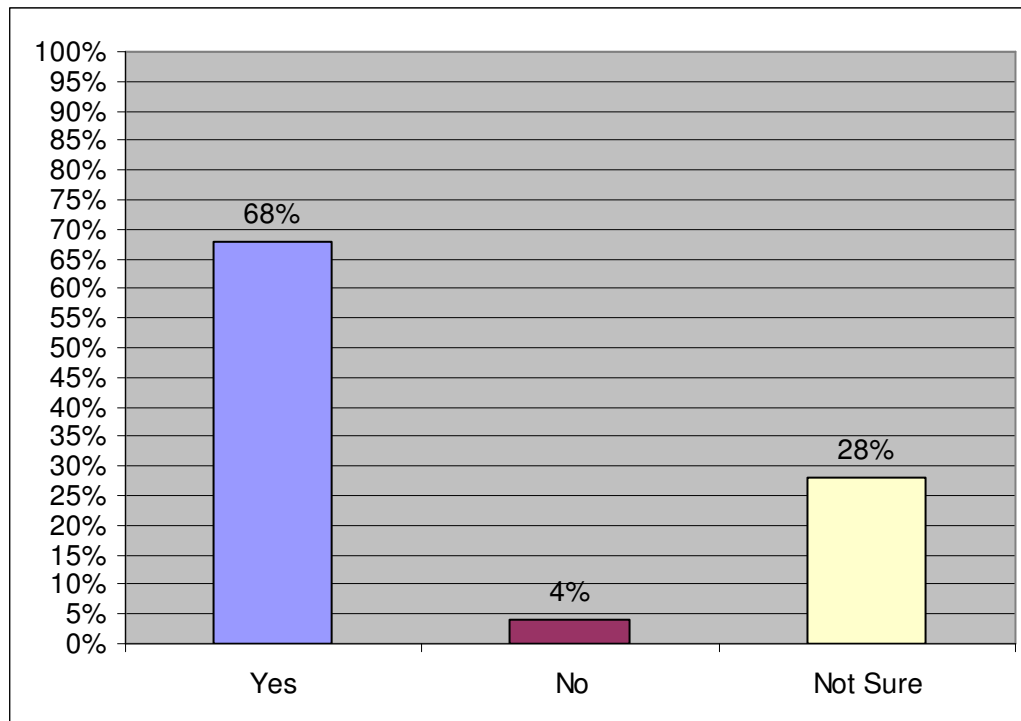
“Oh yeah!”

“If we have the right focus and the right people are involved, then yes.”

“It sounds reasonable to me.”

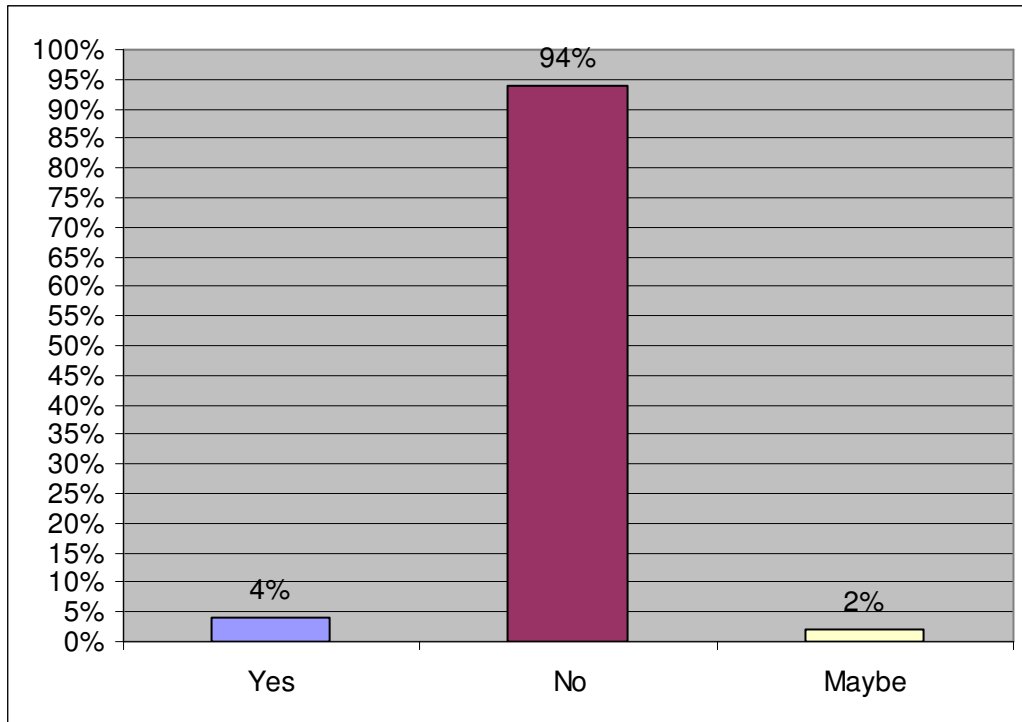
“It might be a challenge.”

Is Target Goal Reasonable?



QUESTION 7

Do you prefer to Earmark your Funding?



“It’s better to support the entire organization.”

I want my support to go to healthcare.”

I’ll give and assume the right people are involved to make program decisions.”

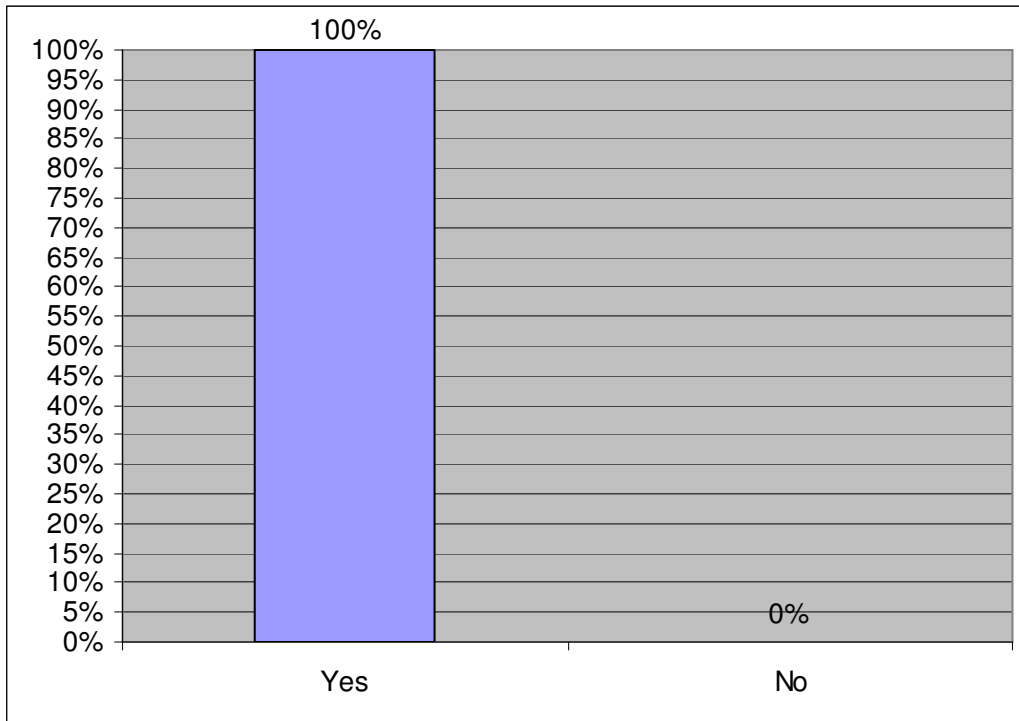
“The board should decide not investors.”

QUESTION 8

Are you comfortable with a multi-year pledge as long as it is subject to your annual review and approval?

All of the interviewees agreed to support a year-five campaign subject to their annual review and approval.

Multi-Year Pledge



QUESTION 9

Discuss corporate leadership; if you had to put this funding together and could pick five corporate leaders to help you, who would they be?

Thirteen individuals were mentioned at least five times by interviewees. Of those mentioned most, four are actively involved with SBDC. Based on the leadership comments and suggestions, we recommend a campaign structure that should include Honorary Chair(s), and a Campaign Cabinet.

Specific leadership recommendations and structure will be handled separate from this document.

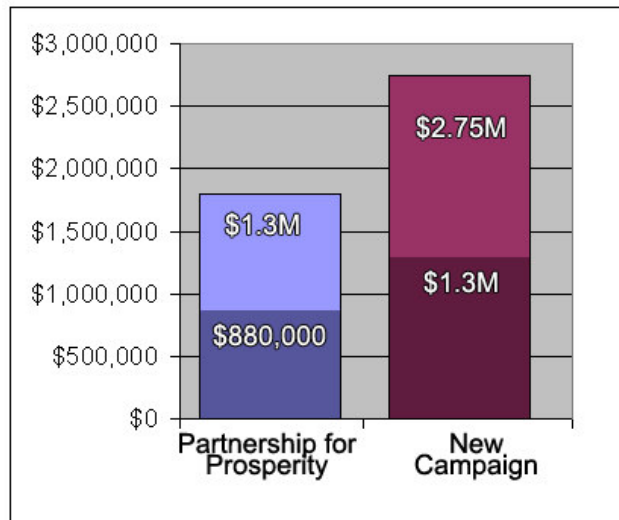
IV. RECOMMENDATIONS

The following recommendations are based on our **Regional Assessment Findings**. The goal of these recommendations is to help position SBDC to successfully fund its programs and establish effective economic development accountability and measurable benchmarks. The end result will be a higher level of potential investment from the private and public sectors.

- 1) History is an outstanding indicator of future potential. When reviewing the last campaign, the top 18 investors in *Partners for Prosperity* accounted for 47% of the total dollars raised. This is one of many criteria analyzed when setting a goal. We have projected that the top 18 prospects for a new campaign will invest approximately \$1.3 million, which would comprise 47% of a \$2.75 million campaign.

Prudent planning would suggest a 5% attrition rate over the life of the campaign. Although base broadening needs to be a key element of a new campaign, it is also the most difficult to predict. Based on the aforementioned, we recommend a \$2.75 million campaign goal.

Top Eighteen Investors



- 2) The minimum investment level for the *Partners for Prosperity* campaign was \$2,500 annually. We recommend that the minimum investment level remain the same. RDG will remain focused on increasing investment levels from current investors while encouraging new businesses to support the program.

We recommend commencement of a funding campaign May 1, 2007. With proper leadership response and an expanded base, we believe there are resources available within the community to create a resource pool for the \$550,000 annual program. Our campaign timeline is included. (See *Appendix C—Campaign Timeline*).

- 3) We recommend that specific goals with corresponding benchmarks be adopted for the campaign. Specifically, SBDC should establish a task force to identify and agree upon a short but impactful list of objectives with corresponding *measurable* benchmarks for each program area.
- 4) We recommend a five-year initiative to ensure stability in funding and a timetable that allows for successful implementation. Conversely, it also mandates a sunset to ensure appropriate consideration of continuation.

V. NEXT STEPS

1. Identify and Recruit Campaign Leadership
2. Refine Program of Work
3. Establish measurable benchmarks for the campaign
4. Oversee campaign process

Springfield Business & Development Corporation

Mission Statement

The Springfield Business & Development Corporation is the economic development subsidiary of the Springfield Area Chamber of Commerce and its mission is to provide a continued revenue source for the Chamber's economic development program, assisting business and industry, and attracting new business and industry to the Springfield area.

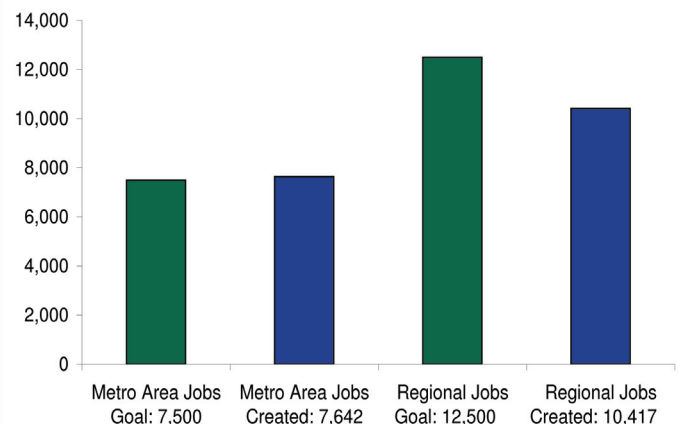
What is Partnership for Prosperity II?

For almost twenty-five years, the Springfield Business and Development Corporation (SBDC) has been involved in economic development activities and the surrounding area has seen tremendous growth. If we expect this growth to continue, we need to devote additional effort and resources towards setting a new course to make sure our area's economy remains strong. Meaningful opportunities for quality growth will undoubtedly present themselves in the coming years. In order to compete and win, Springfield must continue to position itself to take full advantage of future economic development opportunities.

What we Need to do!

- Build on momentum and success of our regional economic development program
- Enhance region's workforce development programming and develop strategies to address the needs of current employers
- Harness strengths and resources of our community's university and healthcare systems
- Continue to aggressively assist in the business retention, expansion and attraction of new businesses
- Expand the marketing of the Springfield area
- Continue investor relations programming and expand involvement of more businesses in the efforts

Partnership for Prosperity Accomplishments (2003-2007)



Capital Investment: \$156,450,000
(thru 2006)

Partnership for Prosperity II Enhanced Program Goals

Enhanced Regional Economic Development Partnerships

- Spearhead/lead the implementation of a proactive regionally focused economic development program of work engaging partners/stakeholders across the region.
- Work with public/private entities to impact the entire area's economic vitality and support the ongoing collaboration and problem solving among the numerous local and regionally focused organizational partners.
- Serve as a key central resource and frequent "first stop shop" for information, data and referrals in support of prospects and regional partners throughout the region.
- Dedicate Economic Development staff person to the Ozark Regional Partnership.
- Conduct Bi-Annual "State of the Region" Update Meetings
- Implement new innovative economic development initiatives to ensure the continued success of the region. These include:
 - o An enhanced web presence and new online tools/capabilities for prospects and area stakeholders.
 - o Additional trade missions with stakeholders to promote the region and business opportunities.
 - o Conduct Regional membership meetings to engage members in regional development.
 - o Maintain community profile database including: Demographics, available housing, buildings and sites, education and workforce data.

Partnership for Prosperity II Enhanced Program Goals

Recruitment and Retention

- Collaborate with Federal, State, Local governments and education partners to ensure that the Springfield region is positioned to take advantage of growth opportunities.
- Attract Corporate Headquarter and Corporate Regional Headquarter operations that would provide management-level jobs to college graduates in the Springfield area
- Develop innovative programs to connect entrepreneurs, assets, education, research and private innovation to improve the quality of life and attract new opportunities in Springfield.
- Develop and implement “Industry-Leading” Prospect Response/handling system.
- Grow jobs by assisting companies already in the market.
- Support the ongoing needs of the manufacturing industry by implementing an aggressive visitation program to assess their growth potential and assist with their challenges.
- Coordinate and strengthen relationships with area universities and technical colleges in the region.
- Enhance regional partnerships and continue to work with regional elected leadership.
- Attract and retain great talent by offering recruitment and retention services to better advocate for the Region. Provide information for young professionals promoting employment opportunities of the region whereby increasing the talent pool for current and future employers.
- Develop a “grassroots” process involving business and community volunteers throughout the region to “tackle” the region’s greatest challenges and opportunities. The results of this process will be long-term changes in how we measure and tackle our issues such as regional growth, attraction and retention of our young people and increasing per capita income as examples.
- Provide one-stop shopping for regional information on working, living and doing business in the Springfield region.
- Serve as the primary communication vehicle with site-selection consultants and others interested in the region as a place to expand or relocate a business.
- Improve air transportation services for the region.

Partnership for Prosperity II Enhanced Program Goals

Workforce Development

- Develop new strategies to address the workforce issues in the Springfield area by conducting research on current and anticipated workforce needs and trends; and develop solutions for these issues.
- Create a young professional network to position the Springfield area as an attractive community for young professionals.
- New communication and marketing efforts need to be developed to help address growing workforce supply and quality issues faced throughout the region.
- Continue a local calling program to meet with area businesses to determine workforce issues and anticipated needs for the future.
- Work with the local public school systems and higher education partners to develop programs that prepare people for the jobs of today and tomorrow.

Healthcare and Higher Education

- Grow Healthcare and Life Sciences research which will lead to new manufacturing and logistics employment opportunities.
- Work with healthcare professionals throughout the region to assist in promoting the advantages of locating businesses and attracting new people because of our healthcare advantages.
- Develop programs to promote employment opportunities to local college graduates.
- Work with area universities to develop new programs targeted to new growth businesses and to assist current businesses throughout the region.
- Attract clinical trials to Springfield.
- Analyze current and future healthcare and life sciences needs, the future labor pool needs (professionals, technical, administrative support, etc.) and identify areas where universities and technical colleges can correct deficiencies.

Partnership for Prosperity II Enhanced Program Goals

Marketing

- Develop direct and electronic mail campaigns for targeted business prospects and develop state-of-art media packages promoting the region as a business location.
- Continue to attend trade shows and target growth oriented trade show(s) to exhibit.
- Consider regional, national and international advertising campaigns.
- Redesign and update website.
- Continue image enhancement campaign locally, regionally and nationally.

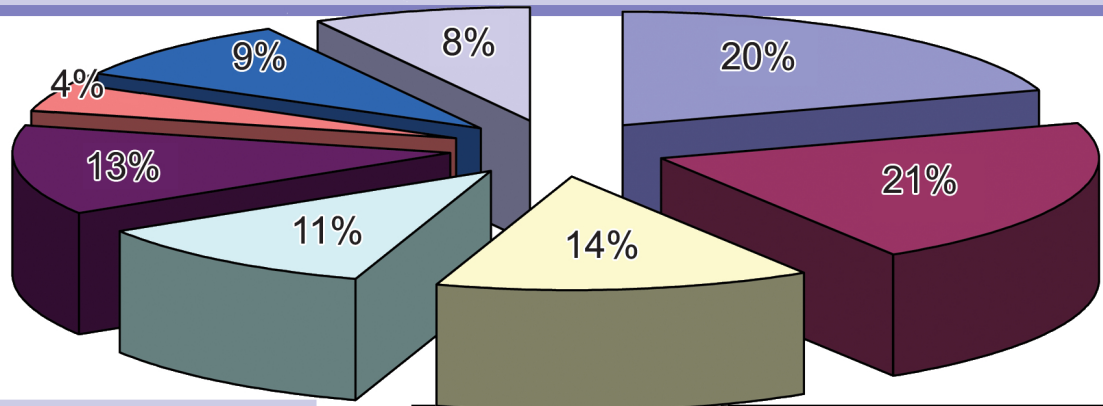
International Development

- Participate in trade missions that partner organizations, such as the State of Missouri implement.
- Attend International Development Conferences
- Participate in targeted industry trade shows

Capital Formation Network

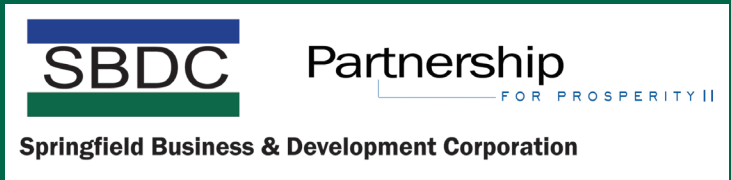
- Create a seed fund to support and attract new and emerging businesses in/to the region.

Partnership for Prosperity II Proposed Enhanced Budget



| | Current | Proposed |
|-------------------------------|--------------------|--------------------|
| Regional Development | \$525,000 | \$600,000 |
| Retention & Expansion | \$400,000 | \$630,000 |
| Workforce Development | \$300,000 | \$420,000 |
| Healthcare & Higher Education | \$175,000 | \$330,000 |
| Marketing | \$275,000 | \$390,000 |
| Investor Relations | \$75,000 | \$120,000 |
| International Development | \$0 | \$270,000 |
| Capital Formation Network | \$0 | \$240,000 |
| Total | \$1,800,000 | \$3,000,000 |

- Regional Development-20%
- Retention & Expansion-21%
- Workforce Development-14%
- Healthcare & Higher Education-11%
- Marketing-13%
- Investor Relations-4%
- International Development-9%
- Capital Formation Network-8%



- Regional Development
- Retention & Expansion
- Workforce Development
- Healthcare & Higher Education
- Marketing
- Investor Relations

2003-2007

- **International Development**
- **Capital Formation Network**
- Regional Development
- Retention & Expansion
- Workforce Development
- Healthcare & Higher Education
- Marketing
- Investor Relations

2008-2012

Appendix B: Questionnaire



Feasibility Questions/Issues February/March 2007

The following is a general guideline for use by the interviewer for the funding feasibility. It is not designed to be a survey instrument but rather a tool to help format the interview and to ensure all subject areas are covered.

General

1. General information about company/firm.
2. How involved have you been with the Springfield Business and Development Corporation (SBDC) over the past 5 years?
3. From your perspective, what are the Springfield region's greatest assets and greatest weaknesses from a business development perspective?
4. How would you assess the performance of the SBDC?

Priorities

Briefly review priorities / goals / programming / target budget then:

5. Take a look at this summary list of targeted program priorities and give me your reaction. Does it make sense to be more regional in its approach?
 - a. Do these make sense?
 - b. Are there items you would add? Exclude? Emphasize more or less?
 - c. Is one area more or less important in your view than another?
6. Generally speaking, are you supportive of the approach and major priorities as outlined? If not, why not?
7. How important is direct involvement in program activities and decision making to you? Is the ability to serve on the board, task forces, etc. attractive / important?

Springfield Business and Development Corporation

Funding

We have estimated the total cost of implementation to be a minimum of \$3 million over the next five years beginning in 2007—or about \$600,000 per year.

8. In your opinion, is \$600,000 per year a reasonable target from corporations throughout the region? If not, what is a reasonable goal?
9. From your perspective, is it better to support the entire organization or pieces thereof? In other words, do you prefer the flexibility of directing your dollars to specific program areas?
10. In order to attain the \$600,000 annual target, we think that _____ will be required from your sector.
 - a. What do you think of that target?
 - b. If that is not a reasonable goal, what is?
 - c. How would you tackle your particular sector?
 - d. Who are your sectors key leaders?
 - e. What will be most attractive to people in your industry?
 - f. Would a formula approach to funding work?
11. We have already discussed the total corporate need and your sectors piece of that. If we are to achieve those targets we think something in the range of _____ will be required from a firm such as yours.
 - a. This is not a request and I am not asking for any kind of commitment but give me your reaction to that.
 - b. What would it take to get you to that kind of number?
12. Are you comfortable with a multi-year pledge as long as it is subject to your annual review and approval? Do you prefer a 3, 4 or 5 year term?

Leadership

13. Discuss for a minute corporate leadership. If you had a major project and could pick 5 corporate leaders to help you accomplish your mission, who would they be?
14. In your opinion who is the single most well-respected corporate leader in this region?

Closing

13. Is there anything else you would like to share or add?

Appendix C: Campaign Timeline

SPRINGFIELD BUSINESS AND DEVELOPMENT CORPORATION

April 15, 2007 through December 31, 2007

| Phase I | Phase II | Phase III | Phase IV |
|--|--|--|---|
| <p>April 15th to May 30th</p> <ul style="list-style-type: none"> • Refine program details • Hire and Train Coordinator • Develop measurable benchmarks for each program area • Recruit campaign leadership • Screen and rate prospects • Develop and produce campaign materials | <p>June 1st to August 31st</p> <ul style="list-style-type: none"> • Initiate long lead time prospects • Solicit top 50-75 prospects: • Solicit: <ul style="list-style-type: none"> -Board Members -Assessment Participants -Other Top Tier Prospects • Prep and schedule Leadership Functions • Prep for Kick-off? | <p>September 1st to November 30th</p> <ul style="list-style-type: none"> • Secure benchmark commitments • Selected leadership functions • Intense solicitation of all business sectors and selected individuals • Complete all initial meetings and presentations • 130 solicitations estimated • Hold Campaign Kick-off? | <p>December 1st to December 31st</p> <ul style="list-style-type: none"> • Follow up and closure • Close out function? • Records hand-off • Initiate investor relations |

Appendix D: Leadership Interviews

| | |
|-----------------------|--|
| 1. Dave Agee | Blackwell Sanders Peper Martin |
| 2. Jim Anderson | Springfield Area Chamber of Commerce |
| 3. Mary Arnold | Esterly, Schneider & Associates, AIA |
| 4. Jim Baker | Missouri State University |
| 5. Ann Marie Baker | UMB Bank |
| 6. Chuck Banta | Banta Foods |
| 7. Bob Bezanson | CoxHealth |
| 8. Mike Briggs | Willow Brook Foods |
| 9. Gary Cyr | Springfield-Branson National Airport |
| 10. Steve Davidson | Hamra Enterprises/Wendy's of Missouri |
| 11. Kim Day | St. John's Health System |
| 12. Dianne Elizabeth | Springfield Business Journal |
| 13. Eldon Erwin | Liberty Bank |
| 14. Tom Finnie | City of Springfield |
| 15. Brian Fogle | Great Southern Bank |
| 16. Steve Fox | Quest Capital Alliance |
| 17. John Griesemer | Springfield Underground |
| 18. Bob Hammerschmidt | Commerce Bank |
| 19. Kurt Hellweg | American Dehydrated Foods, Inc. |
| 20. Hal Higdon | Ozarks Technical Community College |
| 21. Frank Hilton | Citizens National Bank |
| 22. Michael Homeyer | Bank of America |
| 23. Roger Howard | BNSF Railway Co |
| 24. Gordon Kinne | Med-Pay, Inc. |
| 25. Dave Kunze | The Signature Bank |
| 26. Andy Lear | BKD, LLP |
| 27. Russ Marquart | Empire Bank |
| 28. Fred Mathews | Mathews & Associates |
| 29. Mark McFatrige | Regions Bank |
| 30. Tom McLoud | McLoud & Company |
| 31. Mark McNay | SMC Packaging Group |
| 32. Mary Kay Meek | Meek's Building Centers |
| 33. Bob Murray | R.B. Murray Co. |
| 34. Dave Murray | R.B. Murray Co. |
| 35. Michael Phillips | Kirkpatrick, Phillips & Miller, CPAs, PC |
| 36. Jack Preston | Preston & Nacy, CPAs |
| 37. Rick Quint | Walton Construction |
| 38. Pete Radecki | Drury University |
| 39. Tom Rankin | Sperry Van Ness/Rankin Company |
| 40. Tim Rosenbury | Butler, Rosenbury & Partners |
| 41. Kenny Ross | Morelock-Ross Builders |
| 42. Michael Sapp | Sapp Design Associates |
| 43. John Schaefer | Ozarks Coca Cola/Dr Pepper Bottling Co. |
| 44. Mike Scott | KYTV |
| 45. Todd Sherman | Kraft Foods |
| 46. Robert Spence | Evangel University |
| 47. Jack Stack | SRC Holdings Corporation |
| 48. Dean Thompson | City of Republic |
| 49. Dave Tooley | Metropolitan National Bank |
| 50. John Twitty | City Utilities |
| 51. Mike Walker | TCSI, Inc. /Transland, Inc. |
| 52. Randell Wallace | Lathrop & Gage, LC |
| 53. John Wanamaker | BKD, LLP |
| 54. John Wilson | U.S. Bank |