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**Facts and Items of Interest**

- For every inch of snow removed in New York City, the cost is \$1 million.
- According to the Women in Government and Civil Society, 24.7% of today's government leadership positions are held by women.
- Public spending on health care is expected to equal private spending on health care by the year 2014.
- Santa Fe, New Mexico has the highest minimum wage requirement in the nation—\$9.50 per hour for municipal government and private companies and contractors having more than 25 employees.

## THE LITTLE ENGINE THAT COULD

COMMUNITIES ADOPT A "CAN-DO" ATTITUDE

An essential ingredient for rural community success is the adoption of a positive attitude. Ideally, local leaders all have a can-do attitude that interlaces all discussions.

Lance Armstrong's cycling achievements—the most wins ever in the *Tour de France*—are attributed to his "attitude is everything" philosophy. Dying towns across the Midwest can imitate this philosophy. But, it takes a "can-do" attitude.

The determination to change a community takes a group of hometown people who care and want to prove that change can be productive.

Leavenworth, Washington's success has been widely chronicled in national magazines. In the 1960's their population had fallen significantly. Today, Leavenworth has an expanding population of 2,074—nearly doubling its size in the past three and one-half decades. Using their community assets, a group of



The Bavarian community of Leavenworth, Washington's Christmas Parade is a cultural heritage festival which brings tourists to town.

local investors decided it was time to take charge of their own destiny. Of course, there were those who expressed negative opinions. The investors forged ahead with a "can-do" attitude.

It has been suggested that it may make a difference in how one asked a question: "Is the town half-full or half-empty?" Those having

pessimistic thoughts are occupied with their own descent. The task is to find a solution.

In small Midwestern towns, people are survivors. The "can-do" attitude is contagious. Small towns triumph because of their developed sense of an entrepreneurial community spirit.

## "CAN-DO" COMMUNITY CHARACTERISTICS

Several characteristics are common in towns with a "can-do" attitude.

Words and phrases to describe these towns are: visionary, honest, able to see beyond problems, courageous, intuitive,

focused, firm, and relentless. Two other phrases describing the "can-do" towns are: they are aware of strengths and weaknesses, and they engage in team-building. Hidden among these successful traits is that a town remains open to new suggestions and asks

others for their opinions.

Different towns have different strengths. These strengths are unique qualities upon which to build.

Whatever the strengths, a "can-do" attitude creates a win-win situation.

## BUILDING THE MEETING AGENDA AN AGENDA IS THE MEETING “BIBLE”

*Group decision-making can often be “group indecision.” When this happens, it is crucial that a truly informed, unbiased expert on the issue(s) be consulted.*

*If the problem is complex, a variety of views and expertise is required before a decision is made.*

*When expert legal advice is obtained, the focus will become one of serving the customer’s needs, meeting their expectations and producing a product that is satisfactory.*

A resourceful approach to building a meeting agenda is to use a structured format for all meetings. Once established, this format allows the person structuring the agenda to naturally “fit” the items.

The agenda is often referred to as the “sketch” of things to come and does determine the effectiveness of the meeting.

Often the timing for meeting topics goes unspecified on the agenda. However, time limits for certain items may be set on the agenda. An example of this might be established by policy limiting public input to a specific amount of time per person or

group of persons. Some agendas may also be time sensitive on every issue. Time management within an



Shall we or shall we not put this on the agenda?

agenda is a positive thing. Experience indicates that when time limitations are stated, the meeting tends to move along with expectations.

In today’s hurried lifestyles, meeting participants are often asked to notify the meeting chairperson about their planned attendance or absence two days before the scheduled meeting.

### Agenda Tips

By scheduling workday meetings at 9:00 or at 3:00, participants can avoid being so preoccupied with workday activities.

Be realistic in how much can be addressed in the time allotted.

Do follow the scheduled list of items to be discussed, acted upon and the timelines.

## TOP 10 MISTAKES MADE BY ENTREPRENEURS WHEN RAISING CAPITAL... HARVARD BUSINESS SCHOOL

When starting a business, it is difficult to know who to turn to for all of the needed legal advice. Constance Bagley, Harvard Business School, notes, “Lawyers who have no experience working with entrepreneurs and venture capitalists will most likely focus on the wrong things.”

There are 10 mistakes often made by entrepreneurs.

#10: Failing to incorporate early enough. Incorporating early before significant value has been created is Bagley’s advice.

#9: Issue founder shares without vesting. If people remain on the team, their shares will vest. If they leave earlier, the stock can be redirected.

#8: Hire the wrong lawyer. Inexperience often focuses on things without noticing subtle traps. Experience in the game is always preferred to the hiring the novice without established experience with corporation structures.

#7: Failing to make a timely selection of share values. IRS calculates the price value of shares at the beginning and weighs them against later values.

#6: Negotiating solely based on valuations. Equity comes in a variety of ways, and often one should have asked, “What is the reputation of the firm or its leadership? What is their history?” Do they have good contacts in their business?

#5: Waiting too long to consider “Intellectual Property” protection often makes an idea or product unpatentable in foreign markets.

Be aware of patent and copyright laws in international markets.

#4: Disclosing inventions

without a nondisclosure agreement or before the patent is filed can lead to others stealing the product or idea. In some states, if a person knows they have been exposed to a trade secret, they can’t use it without permission of the owner.

#3: If one starts the business while employed with a competitor, there could be some legal issues. Even after leaving a competing employer, one cannot disclose that employer’s trade secrets.

#2: Often, entrepreneurs are so excited, they promise more in their business plan than they can deliver.

#1: Legal problems are best solved up front than later in a business startup. Excellent advice can make the difference between success and failure.



“The life of a start-up can be precarious; a wrong turn can be disastrous.”

# COMMUNITY CAPITAL AN EXPANDED VIEW...

Community development is defined as a planned effort to produce assets that increase capacity of residents to improve their quality of life.

Recent writings indicate that the traditional forms of community capital have expanded from five to seven categories. These categories include: financial, political, human, social, cultural, natural and built.

Financial assets within a community involves changes in resources and leverage of resources—including in-kind.

Changes in access to resources and standards occur in the political area involving administration, decision-making and who has

the power to control or influence community life practices.

With ever-changing population demographics, communities continually need to re-assess their capacity for individual skills and abilities.

Because of the changing population trends within a community, the social changes in quantity and quality of relationships, networks, and connections between individuals and their cultural understandings and community beliefs influence what is possible and what is problematic.

The natural environment has tremendous influence on



Natural environmental assets are also community capital resources.

everyone and provides opportunities for beginning or expanding entrepreneurships.

The “built” capital influences community capacity for both new and old structures.

*“We refer to community attributes as capital because investments in them will yield greater returns in the quality of community life.”*

—Green and Haines

## PRIORITIZING CHANGE...THE FIRST STEPS ALWAYS AIM FOR THE BEST POSSIBLE...

Perhaps nothing is as formidable to so many as change. Learning to prioritize for best results causes groups to deal with the processes they feel unable to change.

Generally, people categorize change into high, medium, and low priorities. Research implies that as change happens, change is dealt with

that has high impact and high urgency. When change is necessary, groups are encouraged to examine several processes.

Examine the process used to deal with change and how it impacts customer service. Assess whether there is an need to upgrade technology. Look at staffing structures,

and determine what size team might better serve the customer.

Reassess staffing assignments to determine if the right personality is in the right customer service position.

Look at the support resources being provided to employees.

## THE SUNSHINE LAW CORNER... ELECTRONIC MESSAGING AMONG BOARD MEMBERS...

The Missouri Sunshine Law sets forth the provision that governing bodies have established quorums. Electronic messaging about board business issues between and among the various members of a governing body is not without scrutiny.

Whatever the established number required for a meeting quorum, electronic messaging discussing the

business issues at hand is interpreted the same as if the parties were present in a single room discussing or acting upon those issues including e-mail, web conferences, chats, etc.

For example, a public board has five members. Their rules state that three members constitute a quorum. Their rules further state that a majority of two is

necessary to pass or defeat an issue of discussion. If two of the board members electronically discussed business issues, how could the public access or attend the meeting?



Specific rules govern Internet meetings.

In such cases, best practice is to not discuss board issues outside of called meetings accessible to the public.

*Meetings conducted via the Internet are subject to the Sunshine Law (Section 610.010(5)). Notices of meetings that are to take place by Internet chat, message board or computer link must explain to the public how it may access the meeting. The public body also must post a notice of the meeting on its Web site. (Section 610.020.1).*

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*Entrepreneurship  
need is as much a  
human resource  
development  
challenge as it is  
about creating new  
ventures.*

*Strategies for  
building a  
community  
entrepreneurship  
program involve  
broad local support.*

*Successful programs  
provide networking  
opportunities to  
entrepreneurs.*

*University of Missouri Extension works in partnership with county extension councils to engage people to understand change, solve problems and make informed decisions using science-based knowledge. Atchison, Gentry, Holt, Nodaway, and Worth County Extension Community Development offers programming in:*

**Leadership Development**

Leadership Academies  
Orientation for Public  
Officials  
Team Building  
Community Change  
Conflict Resolution  
Diversity Training  
Ethical Problem Solving  
Facilitation of Public Forums  
Marketing Your Community  
Understanding Community  
Demographics

**Civic Engagement**

Community Visioning  
Community Decision-  
Making & Governance  
Business Retention  
and Expansion

**Community-Based Structure**

Affordable Housing Issues  
Community Revitalization  
Entrepreneurial Climates  
—Customer Service  
Training  
—Demographic Research  
—Needs Assessment  
Strategic Planning  
Tourism Inventory Planning  
—Festivals and Special  
Events

*To request any of the above programming services contact Jerry Baker at the  
Atchison County Extension Office — 660.744.6231*

## SUPPORTING ENTREPRENEURSHIP...A KEY COMPONENT FOR COMMUNITY SURVIVAL

One in 10 American adults are actively engaged in entrepreneurship according to most research. According to a number of reports, those starting a business have limited potential for success. Others may have unfilled entrepreneurial potential.

There are five types of entrepreneurs in most communities.

Type 1: Limited Potential

Type 2: Potential

Entrepreneurs

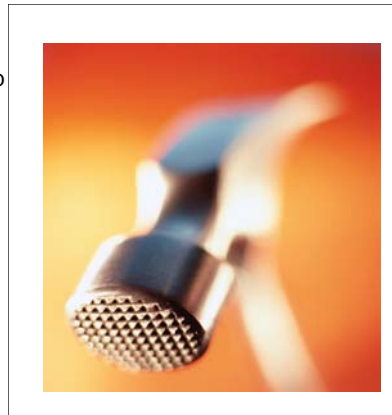
Type 3: Business Owners

Type 4: Entrepreneurs

Type 5: Civic Entrepreneurs

A generally accepted truism is that entrepreneurs are made not born. Most are not likely to be entrepreneurs.

Potential entrepreneurs are just that—they have the potential to become one. The most critical question is whether they have the



**Civic entrepreneurs create, team build, venture plan, mobilize and reach markets.**

knowledge and skills to become an entrepreneur.

Current business owners are likely to have entrepreneurial traits, but all are not necessarily labeled as an entrepreneur. Kauffman identified the business owner as one who works “in” business while the entrepreneur is one who works “on” the

business. The revitalizing, growing and reinventing of business is entrepreneurial.

“An entrepreneur is one who has the motivation and the capacity to create and grow successful ventures,” notes Don Macke, a nationally known authority on entrepreneurship activity.

Within this group there are three subcategories: growth-oriented, entrepreneurial companies and serial entrepreneurs. There is limited information on growth-oriented entrepreneurs.

Current research indicates between 4% and 5% of existing businesses fit the definition of an entrepreneurial growth company.

Civic entrepreneurs create programs, institutions and resources that enrich our communities and our lives. They create and build.