

WHY FARM BUREAU?

YOUR FOUNDATION FOR SUCCESS

 County Leaders Manual 2022 - 2023



IOWA FARM BUREAU
PEOPLE. PROGRESS. PRIDE.®

Table of Contents

Farm Bureau Organization	2-4
<i>History</i>	3
<i>Strategic Plan</i>	4
Roles and Responsibilities	5-11
<i>County Board & Board Members</i>	5-8
<i>Staff</i>	9
<i>County Farm Bureau Profile</i>	10-11
Finances	12
Programs and Activities	13-23
<i>Year at a Glance</i>	13
<i>County Activities</i>	14-23
<i>Be an Advocate for Ag</i>	19-20
<i>County Membership Goals</i>	21-23
County/State Relationship	24-25
IFBF Contacts	26-33
<i>Board of Directors</i>	26-28
<i>Staff & Regional Managers</i>	29-33
County Board Tools	34-38
<i>County Office Options</i>	34-35
<i>Asset Management</i>	35
<i>Better Board Meetings</i>	36-37
<i>Nominating and Recruiting</i>	38
iowafarmbureau.com	39-45
<i>Navigate the website</i>	39
<i>Get Connected</i>	40
<i>Stay Connected</i>	41
<i>Policy Tools website</i>	42-45

*This manual is also available online at www.iowafarmbureau.com
Farmer Resources—Farm Bureau Leaders—Leadership Training.
More detailed information on policy and programs can also be found on the website.*

Each county Farm Bureau is a corporation organized under the Iowa Nonprofit Corporation Act, Chapter 504A, of the Code of Iowa and granted tax exemption under Chapter 501(c)5 of the Internal Revenue Code. The information presented in this manual is based on what is most common among the majority of counties. Check with your regional manager for information about your county by-laws and policies.





2023

Dear County Leaders:

On behalf of the Iowa Farm Bureau Board of Directors, I want to thank you for serving as a leader of your county Farm Bureau. You are representing and helping to shape one of the most effective agricultural organizations in the country. For more than 100 years, the Iowa Farm Bureau has been a valuable resource for farmers due to the success and leadership shown by leaders like you at the grassroots level.

We know that being a leader can be daunting at times and requires sacrifice and determination to do the right thing. But I assure you the Iowa Farm Bureau is here to support you and your county through local issues and priorities. Your success is our success. Our ranks of talented and dedicated staff is just a phone call or e-mail away to answer your questions or provide counsel as necessary.

We are also here to synergize the efforts of our 100 county organizations to ensure strength in numbers. And, with your commitment and participation in statewide programs and policy efforts, we believe we will continue to be successful.

We have faced many challenges over the years, and the coming year is no exception. We must continue to work and lead together to ensure a healthy, prosperous future for Farm Bureau and agriculture in Iowa. With our leadership, unified for our cause, I am confident we will achieve great things. Thank you for your commitment to the People, Progress and Pride of Iowa.

Sincerely,

Brent Johnson
President, Iowa Farm Bureau

The Farm Bureau Organization

Farm Bureau is organized on three levels – local, state, and national. The county Farm Bureau is the very heart and strength of the organization. It is here that the members work together, as volunteers, in an effort to improve their professions. Seeking solutions to problems that affect their social and economic well being is the primary reason families join this general farm organization.

The county organization is much stronger than many members realize. Membership is driven by local efforts. The policy that Farm Bureau operates by is developed at the county level by active members who are concerned and interested in their organization. Activities are implemented statewide through efforts of county leaders. The more members that get actively involved, the stronger the organization becomes.

Farm Bureau Mission

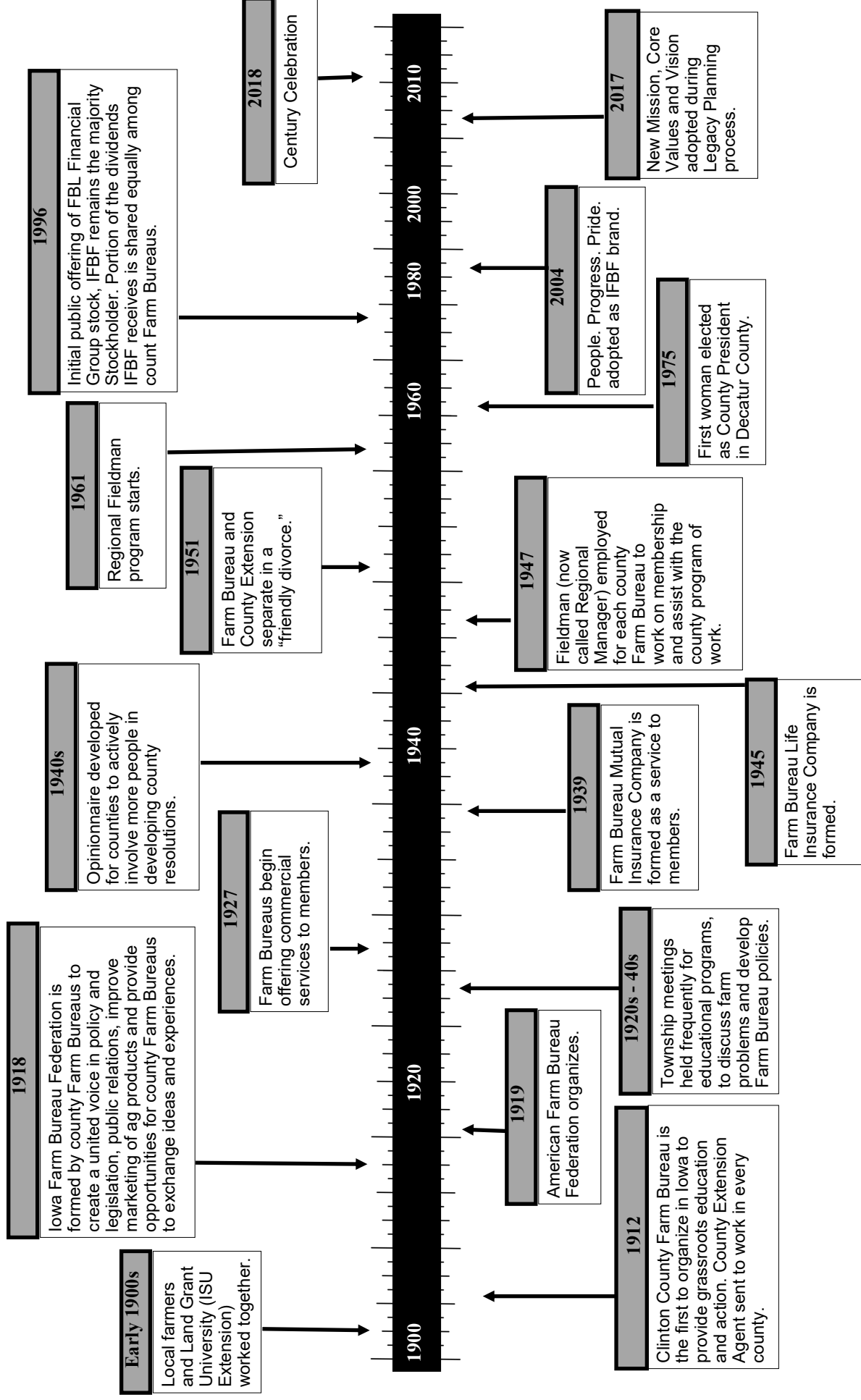
*To create a vibrant future for
agriculture, farm families and
their communities.*

Families join Farm Bureau for many reasons



The Iowa Farm Bureau Federation (IFBF) is the statewide organization. IFBF is structured to support county Farm Bureau activities, assist with programming and solidify efforts to achieve the goals of the county Farm Bureaus. It is a moderately conservative organization, which forms its policies on a non-partisan basis and prefers to devote its time and energies toward positive positions. The American Farm Bureau has a similar role to the state, working at the national level.

A Brief History of Farm Bureau





Mission

To create a vibrant future for agriculture,
farm families and their communities.

Core Values

Integrity ~ Grassroots ~ Innovation

Vision

Agriculture leading a growing and prosperous Iowa.













2018 - 2022 Goals

1. Support long term viability of agriculture, entrepreneurs and rural communities
2. Build understanding of the value of Iowa agriculture
3. Develop and engage the best agricultural leaders
4. Be the most influential policy advocacy organization in Iowa
5. Drive membership growth with increased emphasis on farmer members
6. Embrace technology to maximize member involvement and deliver efficient programming

County Board of Directors

The board manages and conducts the business of the county Farm Bureau. The board provides leadership for the organization through loyalty, initiative, participation and influence. Regular responsibilities of the board of directors are established by law, articles of incorporation, and by-laws adopted by the board and members.

Board Responsibilities

 County Board Responsibilities	 Manage the business	 Programs and activities	 Membership campaign
 Leadership	 Positive image	 Support organizational policies	 Financial strength, insurance & securities
 Budget, approve payments	 Adopt board by-laws	 Establish operational policy	 Fill board vacancies

Compensation

Each county has its own policy on expense reimbursement and compensation for board members attending Farm Bureau functions and/or representing the organization. Compensation may be allowed if the county has allowed for this in their articles and by-laws.

Who can Serve on the Board

A member in good standing, actively engaged in agriculture and not a full-time employee of Farm Bureau or affiliated services may be elected to the board. If elected or appointed to a county, state or national office (e.g., county supervisor, state legislator), unless nonpartisan or part-time in nature (less than thirty days), a board member must resign from the County Farm Bureau board. The Voting Delegate, however, shall be actually engaged in farming, which must be his or her primary interest.

Individual Board Members' Responsibilities

Attend

Monthly board meeting



Participate

County projects and activities



Communicate

Represent Farm Bureau in the community, communicate with members



Recruit

Identify new leaders, recruit new members



Legal Duties

Under well-established principles of not-for-profit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization.



Duty of Care requires that a board member be informed and that he/she perform his/her duties in good faith with the care that an ordinarily prudent person in a like position would exercise under similar circumstances. A board member should be fully informed, deliberate carefully, and exercise independent judgment.



Duty of Loyalty requires that board members exercise their powers in good faith and in the best interests of the corporation rather than in their own interests or the interests of another entity or person. Avoid conflicts of interest and the appearance of conflicts of interest.



Duty of Obedience requires board members to strongly support any policy of the federation. As an individual, one might oppose a particular motion, argue against it, or even vote against it. But once the board approves the motion, all directors must support that motion in good faith. The board form of governance requires directors to obey and follow board policies.



Duty of Transparency requires board members to exhibit that they are following the law. Nonprofit organizations are granted tax-exempt status based on their declared purpose. Therefore, these organizations have a duty to properly file public records that substantiate to the public that the organization dealings are in line with their defined purpose.

Terms and Positions

The county board of directors is made up of officers and directors. Officers include the president, vice president, secretary, treasurer, and voting delegate. The president, vice president, secretary and treasurer usually serve multiple one-year terms. The voting delegate, the official representative of the county to the Iowa Farm Bureau Federation, serves a three-year term beginning the January 1 after being elected. This group makes up the executive committee, which has the authority to act for the board of directors when necessary.

The remainder of the board consists of directors who represent either a designated geographic area of the county (e.g., township, area, NW quarter) or are elected at-large. Directors are elected by the members and serve two-year terms. Most counties do not have term limits.

Officer Responsibilities

President

- ♦ Preside at official meetings.
- ♦ Call meetings of the board, committees or membership.
- ♦ Entitled to vote on all questions.
- ♦ First alternate to IFBF House of Delegates unless there is a delegate-elect.
- ♦ Represent the organization externally.
- ♦ Sign acts and orders to carry out the will of the board.
- ♦ Prepare board meeting agendas and lead discussion.
- ♦ Establish committees and appoint members to serve. Ex-officio member of all committees.

Vice President

- ♦ Perform duties in absence of president.
- ♦ Chair of the county resolutions (PD) process.
- ♦ Succeed to the Presidency if needed.
- ♦ Second alternate to IFBF House of Delegates unless there is a delegate-elect.

Treasurer

- ♦ Keep a record of all income & expenditures.*
- ♦ Prepare financial statements at official board meetings.*
- ♦ Examine vouchers paid since last board meeting.
- ♦ Have authority to sign checks.
- ♦ Chair budget and finance committee.



Secretary

- ♦ Correspondence, records, reports & official documents.*
- ♦ Minutes of official board & executive committee meetings.

Good minutes include:

- name of organization
- meeting date & time
- board members in attendance
- existence of a quorum
- motions made (optional to record who made the motion)
- key points of discussion
- voting results (i.e., motion passed or failed)
- names of abstainers and dissenters (if they want to be noted)
- assignments made, deadlines and follow-up
- actions to be taken
- discussion relevant to future decisions
- future action steps
- time meeting ends
- signature of secretary and president

Voting Delegate

- ♦ Official representative of the county to IFBF.
- ♦ Determine state legislative policies and recommend national policy.
- ♦ Elect the state board of directors, president and vice president.
- ♦ Elect internal study committee from its own membership.
- ♦ Elect voting delegates to AFBF convention.
- ♦ Fix the salary of the IFBF president, compensation for state board members and per diem of committees.
- ♦ Amend the articles and bylaws, determine state dues.
- ♦ Determine broad internal policies.
- ♦ Shall be actually engaged in farming, which must be his or her primary interest.

* In cooperation with the regional manager and office assistant

Farm Bureau Staff

Regional Manager

Regional managers (p. 31-32) are employees of the Iowa Farm Bureau Federation. They work with volunteer leaders in five or six counties to implement policy and programs of the organization that benefit members and Farm Bureau in general.

Regional manager responsibilities:

- Assist in identifying and recruiting potential Farm Bureau leaders.
- Conduct programs that enhance leadership development.
- Coordinate and assist in the direction of county membership campaigns.
- Coordinate the implementation of county and state programs.
- Supervise the operation of county Farm Bureau offices.
- Ensure all organizational protections (e.g. insurance, audits) are in place.

County leaders who have the best relationships with their regional managers are those who maintain open, frequent and timely communication, keeping each other informed of major issues, opportunities and projects. Another important factor is an effective division of responsibilities: county leaders focus on initiating and implementing projects to meet their goals; regional managers providing support, coordination and involvement of county office staff. In addition, regional managers are charged with the day to day management and administration of the county office and staff, and maintaining relationships with insurance staff. In other words, **regional managers MANAGE so county leaders can LEAD!**

County Farm Bureau Employees

The county office staff person (e.g., Office Assistant, Outreach Coordinator) is an employee of the county Farm Bureau and is directly responsible to, and managed by, the Farm Bureau regional manager.

This person carries out office activities such as telephone calls, mailings, filing and keeping county finances recorded in the treasurer's ledger and journal, and preparing a county page for the weekly Spokesman.

Counties with an Outreach Coordinator have delegated activities related to marketing, public relations, community outreach and possibly Ag in the Classroom. Some counties have hired staff specifically for Ag in the Classroom programming.

IFBF Staff

Your Regional Manager should always be your first contact for additional assistance.

IFBF staff in a variety of program areas are available to support the county Farm Bureau. (See list of staff on pages 29-30, 33.)

County Farm Bureau Profile

This inventory of your County Farm Bureau provides helpful background as you get started on the board. Contact your County President and Regional Manager to get the information, and for other questions you may have.

Board Number of positions/directors are on the county board _____

Number of seats filled _____ Number of seats open _____

How board positions are determined (e.g., township, area, at large) _____

Describe Board diversity (e.g., age, gender, farm type):

Who is included in the definition “Actively involved in Ag” and can be considered for a seat on the county board of directors?

Succession plan: President & VP tentatively identified for next _____ terms?

Who recruits new board members and how?

How does the Nominating Committee recruit new board members and identify officers?

What orientation & training is provided for new board members?

What leadership training is provided for the County Farm Bureau Board?

Board meetings Average length _____ Meetings/year with quorum? _____

Percent of board members who actively participate in discussion _____%

Technology used to communicate with/among board members and for board meetings (e.g., email, texts, conference calls, Zoom, etc.)?

Active committees (work is done outside board meetings):

Number of non-board members involved in committees and activities _____

Membership Gain Goal for 2023: _____

Number of new members per year: _____

Number of Farmer/Agri-Business members _____

Number of Non-Farmer members _____

Number of members signed by volunteers _____, signed by agents _____

Who works membership (e.g., campaign manager, committee, board)?

Insurance agents Number _____ Number of offices in county _____

Names & tenure: _____

Agency Manager & location: _____

Priorities & Programs 2023 goals:

Who/how determined?

Tend to be same year to year? Or open to new ideas and changes?

The program(s) the county does best:

Policy Development Describe process for developing county resolution (how get input, from who, who drafts, etc.)

If use Opinionnaire, who responds? How are results used?

Policy Implementation List activities organized by the County Farm Bureau to communicate with county, state and national officials:

Number of board members who participate in direct contact with elected officials: _____

Public Relations List activities that connect famers (or information about farming) with non-farmers:

List activities that market the County Farm Bureau to others involved in agriculture:

If involved in Ag in the Classroom, do you connect with kids (grades _____) or teachers?

Budget Annual Budget \$_____ Net worth \$_____

Primary income sources: _____

Primary expenditures: _____

Own or rent building?

Does budget reflect county's priorities & goals?

Reflection

What did you find most surprising?

Most interesting?

What makes you proud?

What are you concerned about?

What changes might you like to see happen?

County Farm Bureau Finances

Income

Membership Dues

County Dues	\$_____ /member
(established by each county)	
County pays IFBF	\$22.00*
Member Protector Policy	\$.80
Regional Managers Expense	\$ 1.00
Spokesman/Family Living Subscription	\$ 2.00
Total Expenses	(\$25.80)
Dues Retained by County	\$_____ /member

*IFBF pays \$5.00/member to AFBF and retains \$17 per member

County Investment

Each year, counties receive \$24,000 from IFBF. The source of the County Investment is interest that IFBF earns on one of its investments.

Insurance Royalties

County Farm Bureaus receive \$8.50 for certain Wellmark-Blue Cross contracts. County Farm Bureaus also receive a percentage of royalties earned by IFBF on insurance products written in that county. Royalty percentages differ based on product line.

Other Income

- ♦ Member Protector Policy dividend
- ♦ Interest and dividend income
- ♦ Net building rental income

Budget

The County Farm Bureau Board creates an annual budget to serve as a Guide for County Activities. The budget is generally approved in December or January. The budget year is January-December.

- ♦ Each month the board reviews and approves expenditures
- ♦ The board also reviews and discusses the county financial position (e.g., budget, income, expenses) as presented in the Treasurer's report.

Year At a Glance

Board Meeting Priorities

January	Legislative Activities Budget Issue Prioritization Young Farmer Conference	July	National Policy Trip County Resolutions adopted Nominating Committee Member Appreciation/ Annual Meeting
February	Legislative Activities Membership County Government Budget Hearings	August	Member Appreciation/ Annual Meeting State Resolutions
March	Membership Legislative Activities National Policy Trip National Ag Week Policy Development	September	State Policy Conference Issue surfacing*
April	Legislative Activities Membership year begins Policy Development	October	Harvest Issue surfacing*
May	Planting	November	Goals & Priorities Committee Appointments Board Orientation and Training Issue surfacing* Legislative Training
June	PD Issue education & discussion Nominating Committee* Member Appreciation/ Annual Meeting	December	Goals & Priorities Membership Plans Issue Prioritization State Annual Meeting

*Issue surfacing and identifying potential new leaders should occur at each meeting.

County Activities

Every County Farm Bureau Board makes decisions about activities to engage in during the year. Most activities fall within the five priority program areas.

Policy Development
Policy Implementation
Communication
Strengthen the County Farm Bureau
Membership

Get the year off to a strong start with a goal setting session (see p. 36) to determine how to best use county Farm Bureau resources—time, talent, and money—to serve the members. Don't get stuck in the rut of doing the same things every year. Work with your Regional Manager on specific activities and ideas, and to access additional assistance. IFBF staff supporting each program area (see p. 29-30) can provide technical assistance and ideas for activities.

Active committees are the most effective way to involve members in carrying out board priorities. A small group of people can focus on the details and bring recommendations to the board. Committees are also the best way to involve non-board members. Involving non-board members shares the workload, helps board members avoid burnout, brings in new energy and ideas, provides a training ground for new leaders, and involves members unable to make the time commitment to a full board position.

At the end of the year, counties report activities through the **County Recognition Program**. Each county can achieve the designation of an Excellent or Outstanding County Farm Bureau by earning the indicated number of points across the first four program areas. To earn the Presidents Incentive trip, a county must achieve its membership goal and the designation of Outstanding County Farm Bureau.

LEADING LEADERS

Successful issues and activities require three outcomes from leaders: Awareness, Action & Leading Others. Leaders need to **Be Aware** of opportunities, issues, policy, resources available, and people that can help, and what needs to be done. Farm Bureau is fortunate to have many leaders who **Take Action** to get things done: lobby a legislator, write a letter to the editor, attend a budget meeting, recruit a new board member, work membership or run a good board meeting. The next step is to **Lead Others** by taking the initiative, organizing an effort, and getting others to take action. The collective effort of **leading leaders** continues to make each county Farm Bureau and therefore, the Iowa Farm Bureau, strong and effective organizations working for agriculture and rural Iowa.

Pulling the Policy Pieces Together

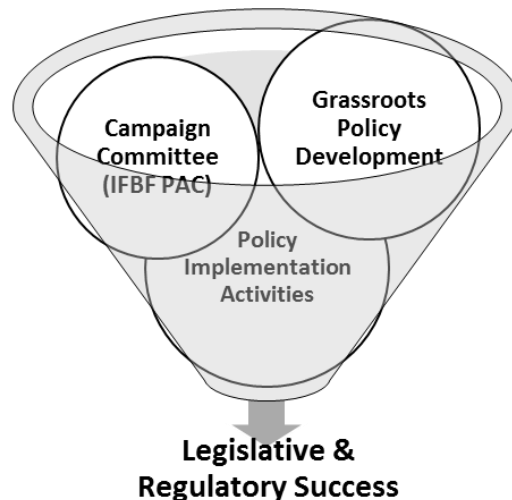
Policy is at the core of Farm Bureau's mission. The three interlocked components of policy work produce results that can lead to positive changes in government for your farm. All three components are central to the activities of every County Farm Bureau.

In the grassroots **Policy Development** process, Farm Bureau members identify issues impacting their operations, laws and regulations that don't make sense, and note how they can be improved to benefit everyone. Members collectively share these ideas, contribute to the discussion to shape the direction of county resolutions, and ultimately results in statewide policy.



Policy Implementation activities help bring Farm Bureau policy into reality in the legislative and regulatory arenas. State and national legislative activities are one of the cornerstones to Farm Bureau's long-standing history of influence over public policy. Members also engage in activities to influence the executive branch (e.g. DNR, EPA) as they create rules and regulations that farmers must comply with.

Farm Bureau members spend substantial amounts of time and effort in developing dozens of carefully thought out policies, very few of which can be implemented without the help of elected officials. **Campaign Committee** work increases member involvement and personal political effectiveness by electing candidates in both parties at the state and national level who share a philosophy similar to that of Farm Bureau members. The real strength of the **IFBF PAC** is with Farm Bureau members working for those candidates designated as "Friends of Agriculture."



All three areas of policy work need attention and action from Farm Bureau leaders so we can be successful.

Priority Programs

Priority Programs

1. **Policy Development (PD)** is the in-depth process of engaging members in identification, education and discussion of local, state and national policy issues, leading to adoption of policy resolutions.



County Activities

County PD Activities, usually chaired by the county vice-president, include determining best methods of gathering input from members (e.g., opinionnaire), issue education, discussion with active farmers and adopting resolutions. Submit and prioritize issues on the IFBF website. (See illustration on p. 42-43).

FARM BUREAU'S POLICY DEVELOPMENT PROCESS

1 Issue Surfacing & Prioritization

- Individual members and members of Farm Bureau's State Advisory Committees contribute to the issue surfacing process by submitting and prioritizing important issues any time at www.iowafarmbureau.com. By prioritizing an issue, members are indicating their support to elevate the issue for further education, discussion and research in the policy development process. Popular state and national issues will be reviewed and considered by the State Resolutions Committee.

5 Resolutions Adopted

- 100 county farmer voting delegates debate and approve state and national resolutions.
- National resolutions are forwarded to the American Farm Bureau multi-state farmer delegate body for debate and approval.

4 Draft State Resolutions

- State Resolutions Committee.
- Reviews recommendations from 100 county Farm Bureaus.
- Reviews results from statewide survey.
- Writes the first draft of resolutions for the voting delegates at the **Iowa Farm Bureau Summer Policy Conference**.

2 Issue Education & Discussion

- Suggested Statewide Opinionnaire is released by State Resolutions Committee for County Farm Bureau use.
- Policy development topic webinars and issue presentations.
- Spokesman updates during Policy Development Week.
- County education activities.
- County opinionnaire distributed to county members.

3 Adopt County Resolutions

- Completed county opinionnaires are gathered and reviewed.
- County policy development committees write proposed resolutions for county policy adoption meeting.
- Proposed resolutions are debated and approved at the county **policy adoption meeting**.
- Approved county resolutions on state and national issues are given to the State Resolutions Committee.



Priority programs

2. Policy Implementation includes activities to engage with local, state and national decision makers (legislative and regulatory) to implement Farm Bureau policy. In election years, the Iowa Farm Bureau PAC gets involved in elections, designating and supporting “Friends of Agriculture.”

County Activities

County Action activities ensure that the actions of local government (e.g., budgets, taxes, zoning, siting, land use, environment) benefit agriculture and rural communities.

State Legislative activities for county leaders include pre-session meetings with legislators to review priority issues, hosting/attending local legislative forums, participating on the FB Response team, and visiting the state capitol on Farm Bureau Legislative Days.

National Policy activities for county leaders include emailing Congressmen on a priority issue, attending local forums, visiting with district staff, or participating on the FB Response team or participating in the National Policy Trip.

Political Campaign Committees complete candidate evaluations (review incumbent voting records, interview if running for new or open seats) for all state legislative, congressional and statewide races, and submit to the IFBF PAC Committee.

Lobby your Legislators

Contact elected officials by personal visit, weekend meetings in the county, legislative visits to the state capitol, phone call, letter and/or email. Whichever methods you use to influence the direction of legislation and regulatory rulemaking, keep the following in mind:

- ♦ Do your homework on the issues, Farm Bureau policy and status of current legislation. Utilize the tools Farm Bureau provides to stay on top of the issues (e.g., policy book, website, legislative newsletters).
- ♦ Determine how the issues affect you. This is at least as important as knowing all the details and statistics related to the issue.
- ♦ Identify yourself as a constituent. Be sure to inform your legislator you are representing Farm Bureau’s position.
- ♦ Be clear about your position – do you support or oppose the legislation and why. Be specific about what you would like your legislator to do. Avoid ag jargon. Relate the issue to your everyday situation and how the issue impacts you and your operation.
- ♦ ALWAYS be courteous when speaking with your legislators. Disagreement can occur without threats, harsh words or personal remarks.
- ♦ Follow through. Do not stop calling on your legislators, even if he/she disagrees with your position. Build a relationship with your legislators for the next issue.

Priority Programs

3. Communications encompasses activities that connect farmers and consumers, build trust, help the non-farming public or consumers understand and support how you farm today, and position farmers and Farm Bureau leaders as credible sources of information. This program area also includes activities that showcase Farm Bureau's contributions to the local community.

County Activities

Public Relations (PR) includes activities such as speaking to nonfarm groups or hosting educational events. Utilize the media to amplify visibility by covering activities, letters to the editor, and making leaders available for interviews.

Ag in the Classroom activities provide schools and teachers with agricultural information to integrate into existing curriculum. Increase the impact of ag fairs, field trips and farm tours by providing materials to be used in the classroom. *Ag in the Classroom* is supported by the new Iowa Ag Literacy Foundation.

Take a page from the F.A.R.M. Team Handbook...

How well do the people understand the diversity and innovation of agriculture where you live? Today, only 4% of Iowans farm, and myths about agriculture and misunderstanding about agriculture innovation runs wild. It will take better and wider communication between farmers and consumers to bring change.

Begin at home! To build trust, bust the myths of agriculture and build support for farming, engage consumers in your community. There are many ways to share your story and build support for agriculture – even if you're not comfortable doing a media interview or giving a speech. Sometimes, you just need to know how to plan a fun event that is engaging and educational, or maybe you just need to know how to better promote what you're already doing in your community, so more people see agriculture in a new light.

For example, community support in the form of scholarships, sponsorships and donations should be accompanied by publicity to make the County Farm Bureau's involvement highly visible throughout the community. Rather than invite scholarship recipients to a county annual meeting to present scholarships, seek invitation/inclusion to a graduation event, to award the scholarship. Request two minutes to talk about Farm Bureau and how many years/students have received the award. Be sure to use the media to amplify your message and extend your reach throughout the community. Have county leaders ready and willing to talk to the media about who you are, what you are doing, and why.

Adapted from the Iowa Farm Bureau 2017 Farmer Advocates Reaching Mainstreet handbook.

Be an Advocate for Ag!

Agriculture needs more farmers ready and willing to talk about who you are, what you do, and why you do it. Farmers need to talk to non-farmers in their community, to the media, to legislators and other decision makers, to teachers and students, and the list goes on. Putting a face to the facts is at least as important, if not more so, than an in-depth discussion about the scientific and economic details about an issue. Personalizing the issues helps you better connect with others. There are other people and groups telling the story of ag, and not getting all their facts correct!

If this is new to you, start here.

Your Story

- ◆ Your family:
- ◆ Who you farm with:
- ◆ What you raise/produce:
- ◆ Farm history (years farming, generations, century farm):
- ◆ Community involvement (including with your kids):
- ◆ Why I love farming:
- ◆ Conservation practices used:
- ◆ How continuously improving:
- ◆ Something else unique about your farm:
- ◆ Legacy you hope to leave for the future:

Tell Your Story

Use the information about yourself, your farm and your role in the community to create and tell your story. Have a short version ready to use when you introduce yourself and initiate a conversation. Weave appropriate parts of your story into a media interview, letter to the editor or on-line comments to a news story. Use a longer version when you get the chance to speak to a group about who you are, or when testifying at a County Supervisor's hearing in support of another farmer or a local issue.

Priority programs

4. Strengthen the County Farm Bureau includes activities that ensure the County Farm Bureau has the right people, programs and priorities that will allow it to serve the needs of members long into the future.

5. Membership is the opportunity to invite farmers, agri-businesses and community members to join the County Farm Bureau. A little friendly competition among board members and cooperation with agents rounds out a county's membership campaign.

County Activities

Leadership Development activities include training sessions, annual goal setting and planning, improving board meetings, involving new leaders and volunteers, and sponsoring participants in the Ag Leaders Institute.

Young Farmer activities include hosting (county or regional) educational and/or networking activities, sponsoring attendance at the state YF conference, encouraging participation in the Discussion Meet and recruiting those participants to further engage with the county Farm Bureau.

Nominating Committee activities include identifying open seats, types of new members needed, potential board candidates and inviting them to get involved. See *Tips* (p. 38).

Membership Campaign activities focus on identifying and inviting new people to join the County Farm Bureau. Volunteers also contact members who need to renew their membership. Every year the county works to reach or exceed its membership goal.

Invite People to Join Farm Bureau

The best "membership pitch" is to talk about why you belong to Farm Bureau, why you stay involved with the county board, and how Farm Bureau contributes to your success. Remember to include local activities that add value to the community, such as scholarships, sports recognition and support for county fair activities.

For example: "Our County Farm Bureau supports the livelihoods of farmers by working to protect the freedom of consumer's choices in the grocery store. We do this by helping consumers learn more about where their food comes from, and making the right choices for their own budgets. We also contribute to the statewide efforts of watching local government spending, property taxes, property rights, and promoting economically sustainable levels of regulation to protect the environment. Are those things important to you? I belong because..... (list your own reasons)."

County Membership Goals

County goals for 2023 are listed below. In order for a county to achieve its goal and qualify for the Campaign Manager's Trip and/or Presidents Incentive Trip, the county must also earn points for members signed or renewed by volunteers.

County	Goal
Adair	850
Adams	464
Allamakee	1670
Appanoose	481
Audubon	551
Benton	1643
Black Hawk	2946
Boone	1706
Bremer	1775
Buchanan	1602
Buena Vista	1274
Butler	1750
Calhoun	774
Carroll	1732
Cass	567
Cedar	1377
Cerro Gordo	1683
Cherokee	842
Chickasaw	1360
Clarke	539
Clay	835
Clayton	1816
Clinton	2608
Crawford	921
Dallas	2814
Davis	579
Decatur	670
Delaware	2339
Des Moines	1712
Dickinson	714
Dubuque	4645
Emmet	523
Fayette	2381
Floyd	1574

County	Goal
Franklin	1207
Fremont	549
Greene	591
Grundy	1433
Guthrie	537
Hamilton	1037
Hancock	1105
Hardin	1266
Harrison	1038
Henry	1473
Howard	721
Humboldt	948
Ida	693
Iowa	1231
Jackson	1549
Jasper	1711
Jefferson	1243
Johnson	4285
Jones	1822
Keokuk	1003
Kossuth	1387
Lee	1540
Linn	5980
Louisa	804
Lucas	755
Lyon	1144
Madison	1659
Mahaska	1786
Marion	1355
Marshall	1111
Mills	1179
Mitchell	1197
Monona	1064
Monroe	453

County	Goal
Montgomery	831
Muscatine	2166
O'Brien	1105
Osceola	632
Page	841
Palo Alto	588
Plymouth	1880
Pocahontas	664
Polk	10241
East Pott.	620
West Pott.	2007
Poweshiek	1764
Ringgold	647
Sac	948
Scott	3828
Shelby	968
Sioux	1430
Story	2763
Tama	1296
Taylor	651
Union	673
Van Buren	830
Wapello	932
Warren	2453
Washington	1735
Wayne	669
Webster	1898
Winnebago	575
Winneshiek	1777
Woodbury	2840
Worth	652
Wright	975

Reasons to work membership

Every year the county Farm Bureau engages in a membership campaign in which volunteers contact farmers and others involved in the agriculture industry to join or renew their membership. Having volunteers participate in the membership campaign is important because:

- ♦ A healthy organization is a growing organization. Bringing other successful farmers into the organization grows our numbers and enriches the impact Farm Bureau makes in your county.
- ♦ You talk with other farmers about our policy issues. Asking them to join is a natural next step. Policy is our main priority, and it will be the reason they get involved. They just need to be asked.
- ♦ Asking local businesses to join is an effective way to educate them about the economic impact of agriculture. It reminds them of how many farmers support them and offers an opportunity for that business to return that support.

Reasons to be a Member of Farm Bureau

If you need help with your “membership pitch” here are some options to consider and adapt to your story and your own style. Use the messages that you can deliver with the most conviction.

1. *Farm Bureau contributes to a great tradition of support for the youth of this county in scholarships and sports recognition. This county Farm Bureau supports county fair activities, farm safety, and Ag in the Classroom education. Volunteers work with our schools, presenting ag materials to help kids learn where their food comes from.*
2. *Farm Bureau is a unified voice for agriculture and rural Iowa. Farm Bureau is the only organization that has the grassroots infrastructure in each county and the network to be a credible voice for agriculture. Board members meet with county supervisors, state legislators and congressional leaders to work on issues to benefit agriculture.*
3. *Farm Bureau is a strong advocate of property owner's rights and the limiting of state government regulations on business owners. We advocate for smaller government, and less reliance on property taxes to fund government services.*
4. *The county and state Farm Bureaus promote agriculture and make connections with consumers to help them learn more about the food, fuel and fiber that farmers produce. People already like farmers, we need to make sure they trust the food we produce and the way we take care of the environment.*
5. *Our County Board of Directors are volunteers who have dedicated their time and talents to help promote Iowa's number one industry, and we need your help. For our organization to continue its success, we need the support of others and being a member is just one way you can help.*
6. *Prepare a statement about other activities your county does locally to add value to the community.*

If They Object....

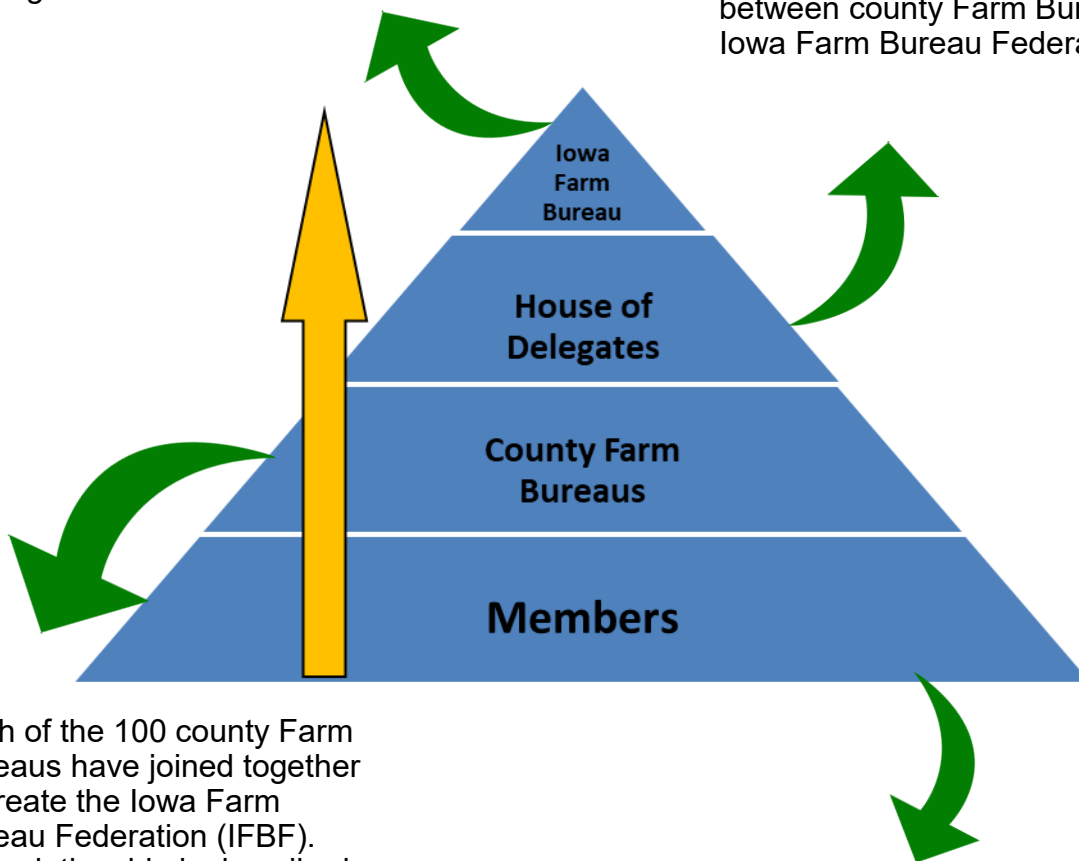
You may run into some tough questions or strong objections about joining. Prepare by reviewing some common objections, and effective responses.

1. I had a bad experience with Farm Bureau Insurance years ago.
I understand how an experience like that can have a big influence in how you perceive an organization. I would just ask that you consider the farm organization side separately, particularly as it relates to our work on policy.
2. I disagree with Farm Bureau's policy on XYZ
I can understand that. I doubt you could find a Farm Bureau member who agrees with every policy. Our grassroots policy development process does ensure that every policy comes from our members after extensive research and discussion, and follows the will of the majority of our members. Our county board welcomes differing views on issues and we have some spirited debates. If you are a member you have that chance influence issues that are important to you.
3. Farm Bureau is just for the big corporate farmers, not for farmers like me.
Farm Bureau supports all agriculture large and small. Our policies are developed by farmers from 40 acres to 4000. It's still one family, one vote. Wouldn't you like to vote too?
4. I'm a Democrat. You all just support Republicans.
It's true that Farm Bureau is a conservative organization. We support those legislators and elected officials who support our policy and do not look at party affiliation in those decisions.
5. Farm Bureau supports factory farms who pollute the environment over healthy small family farms who grow local/organic/etc. food.
Farm Bureau does not advocate one system of growing food over another. Instead, we advocate for consumers to continue having the freedom to choose the food which fits their budget and lifestyle goals. Would you join us to help protect that freedom for all Iowans?
6. I belong to the other commodity groups, I don't need another one.
While the commodity groups do a great job of advocating for their specific commodity, the singular nature of that activity does not extend to other areas of regulation and taxation which affects all of agriculture. Farm Bureau is the organization looked upon by legislators as the "go to" voice of credibility. We need your voice to be added with ours. Would you join us?

County / State Relationship

The Internal Study Committee is elected by the voting delegates as their liaison with the state board of directors. This group makes recommendations to the delegate body concerning changes in the articles or policy changes dealing with internal affairs. The IFBF board of directors hires the executive director, who then hires the IFBF staff to support the county Farm Bureau members and programs.

The voting delegate is the county's official representative to the Iowa Farm Bureau. The voting delegates elect a director to represent their district on the IFBF board of directors. The House of Delegates elects the IFBF president and vice president. The House of Delegates is the link between county Farm Bureaus and the Iowa Farm Bureau Federation.



Each of the 100 county Farm Bureaus have joined together to create the Iowa Farm Bureau Federation (IFBF). The relationship is described in a document called the *Uniform Cooperative Agreement between IFBF and the County Farm Bureau*.

Individual families join their county Farm Bureau. All Farm Bureau members are eligible to vote on policy and elect their county directors and officers at the county annual meeting. The voting delegate is elected by farmer members—those actively engaged in agriculture.

Agreements

The County Farm Bureau has a number of articles, contracts and agreements with the Iowa Farm Bureau. Complete copies of these documents are available in the county office or by calling Mary Foley Balvanz at 515-225-5463.

County Articles of Incorporation

Establishes the organization; describes its powers and purposes; and establishes the board as the governing body.

County Bylaws

Defines board positions and officers, qualifications for removal from office; sets county dues; defines membership eligibility; employees; and meetings.

Uniform Cooperative Agreement between IFBF and the County Farm Bureau

County recognize jurisdiction of IFBF on state matters and, through AFBF, on national matters; county and IFBF cooperate on all state and national matters; county must give approval on all local business services; both agree to support declarations of policy by the delegate body; agree on membership promotion and dues payment; both must keep adequate records; and agree to provide members with the official publication of the IFBF (i.e. Spokesman).

County Office Lease

Allows county Farm Bureau to lease space to the Farm Bureau Insurance Agency.

County Service Agreement

County Farm Bureau agrees to provide services to the Farm Bureau Insurance Companies.

Non-Proselyting Agreement

County agrees not to solicit or encourage membership from outside the county.

IFBF Board of Directors



BRENT JOHNSON
President
Calhoun County
Corn and soybeans.



JOE HEINRICH
Vice President
Jackson County
Grain, hay, beef and dairy cattle



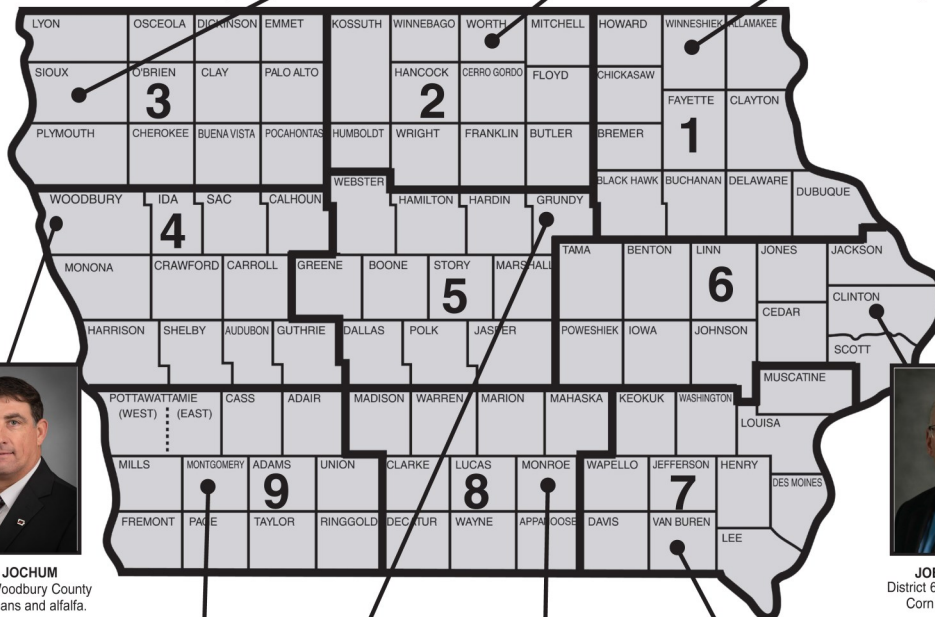
MATTHEW SCHUITEMAN
District 3 - Sioux County
Alfalfa, corn, hogs and beef cattle.



ANDREW HILL
District 2 - Worth County
Corn and soybeans.



RANDY BRINCKS
District 1
Winnebago County
Alfalfa, corn, cattle, hogs and soybeans.



GREG JOCHUM
District 4 - Woodbury County
Corn, soybeans and alfalfa.



JOE DIERICKX
District 6 - Clinton County
Corn and soybeans.



MARTY SCHWAGER
Executive Director and Secretary-Treasurer



WILL FRAZEE
District 9 - Montgomery County
Cattle, corn and soybeans.



Brian Feldpausch
District 5 - Grundy County
Corn, soybeans, alfalfa, hogs, and cattle.



TIM KALDENBERG
District 8 - Monroe County
Beef, hay, corn and soybeans.



RICHARD PLOWMAN
District 7
Van Buren County
Beef, hay and corn.



MARK WICKHAM
General Counsel

Responsibilities of the Board of Directors

- Oversee the management and affairs of the organization.
- Develop, with senior management, a strategic plan, including programs to achieve objectives.
- Monitor the organization's attainment of strategic goals, program effectiveness and adherence to mission.
- Provide fiscal oversight and ensure availability of resources to sustain the organization and allow it to carry out its strategic plan.
- Interpret legislative policy.
- Approve major recommendations to county Farm Bureaus.

Responsibilities of District Directors

- Act at all times in good faith and with loyalty in carrying out a director's duties, including attending board meetings, openly and fully discussing issues, utilizing all available information in arriving at decisions, and by placing the organization's interest above any individual interest.
- Represent IFBF in its entirety, not just the members from one county or district.
- Inform members of established policies and programs of IFBF.
- Present the views of the Board of Directors to fellow members, rather than one's own, whenever speaking for Farm Bureau.
- The estimated number of meeting days for IFBF activities is 70 days, which includes state board meetings, county and district meetings, IFBF & AFBF Annual meetings, policy conferences and the Presidents Incentive Trip. In addition, some tenured board members may represent IFBF by serving on the board of other ag organizations, or boards of our affiliated insurance companies.

Responsibilities of the President

- Serve as president of FBMC, chairman of the IFBF Board, and chairman of the FBL Board.
- Make policy statements.
- Interpret policy (between board meetings).
- Serve as spokesperson for IFBF; communicate the value of ag to Iowa and the nation.

Responsibilities of the Vice President

- Serve as chairman of the State Resolutions Committee.
- Serve on the FBL Board and as a board member of Farm Bureau Mutual.
- Assume the duties of the President in his absence.

Requirements to serve on the IFBF Board of Directors

The two pre-requisites are to be a Farm Bureau member in good standing (dues paid), with farming as your principal occupation and interest. Employees of Farm Bureau or partisan office holders are not eligible to run for the board of directors. No county Farm Bureau board positions must be held prior to being elected to the state board.

Elections

- The regular election is held during the IFBF Annual Meeting in December.
- The Voting Delegates within each district vote for their District Director. The district's nominee is then reported to the House of Delegates for election.
 - Districts 4, 6 & 8 are up for election in 2022. Districts 2, 7 & 9 are up for election in 2023. Districts 1, 3 & 5 are up for election in 2024.
- The House of Delegates elects the President and Vice President.
 - The President is up for election in 2023 and 2025. The Vice President is up for election in 2022 and 2024.

Term of Office

- District Directors serve three year terms.
- The President and Vice President serve two-year terms.
- There are no term limits.

Hosting state board candidates

The position representing your county on the Iowa Farm Bureau Federation Board of Directors is up for election every three years. The President and Vice President seats are up for election every two years, on alternating years. It is common practice for those running for office, both incumbents and challengers, to visit county board meetings in the months prior to the election at the IFBF Annual Meeting in December.

The following suggestions for hosting IFBF board candidates are based on what has worked well for County Farm Bureaus over the years, and can serve as a guideline when your county is asked by board candidates to attend your meetings. These suggestions may also apply to candidates for other types of elected office (e.g., county supervisors, state legislator, Congress).

- ♦ Candidates request time on your agenda. If the agenda is already full, or if the candidate has already made a visit, it is the board's prerogative to delay or forego the visit.
- ♦ Prepare a few good questions ahead of time to ask each of the candidates. If the venue is a very large group, this is especially important to ensure the discussion remains focused on what is most important to the board.
- ♦ Set a time limit for each candidate's comments and Q&A (e.g., 10 minutes) and enforce this equally for each candidate by using a timer and having a timekeeper.
- ♦ Have only one candidate meet with the board at a time. If multiple candidates are at the same meeting, ask the others to wait outside the board room.
- ♦ If a current county board member or incumbent state board member is running for that office, treat them the same during their opponent's time with the board. If they have other reports to give, ask them to do so before the candidate forum. You will want some time to discuss the candidates afterwards for the benefit of the Voting Delegate.
- ♦ If a candidate asks to remain for the rest of the board meeting, it is up to the board to allow this. Remember that you will first want some time to discuss the candidates. If you do welcome the candidate to remain as a guest, it is to listen and get to know you better. If they are not a member of the county, they should not participate in the discussion unless specifically invited to do so.

Other venues besides county board meetings also work effectively as a way for county leaders to get to know board candidates (e.g., regional forum for multiple candidates). The choice of how to accommodate candidates requests rests with county leaders.

IFBF Contacts for County Issues

Ag Education	Kelly Foss	515/331-4182
Ag Impact Analysis	Tim Johnson	515/225-5523
Ag in the Classroom	Kelly Foss	515/331-4182
Ag Leaders Institute	Mary Foley Balvanz	515/225-5463
Brochure Development	Bo Geigley	515/225-5468
Budgets, State and Local Government	Tim Johnson	515/225-5523
Business Development & Investments	Adam Koppes	515/225-5455
Coalition to Support Iowa's Farmers	Brian Waddingham	515/225-5531
Charitable Contributions	Ronnette Vondrak	515/225-5460
Communications	Sara Payne	515/225-5408
Cookout Contest	LaVonne Baldwin	515/225-5633
County Action	Chris Gruenhagen	515/225-5528
County Government Budgets	Tim Johnson	515/225-5523
County Recognition Program	Mary Foley Balvanz	515/225-5463
County Spokesman Pages	Tom Block	515/225-5942
Discussion Meet	John Sandbothe	515/225-5407
Economic Analysis	Vacant	515/225-5427
Elections	Matt Steinfeldt	515/225-5525
Environmental Issues	Vacant	515/225-5432
F.A.R.M. Team	Andrew Wheeler	515/225-5414
Family Living	Teresa Bjork	515/225-5412
Farm Business Development Education	Amanda Van Steenwyk	515/225-5494
Farm Management	Ed Kordick	515/225-5433
Farm Transitions	Amanda Van Steenwyk	515/225-5494
FB Response	Deb Rhoads	515/225-5534
Field Service	Ryan Steinfeldt	515/225-5411
Foundation	Ronnette Vondrak	515/225-5460
Government/Administrative Rules	Chris Gruenhagen	515/225-5528
Governmental Relations	Matt Steinfeldt	515/225-5525
International Activities/Trade	Vacant	515/225-5427
Iowa Ag Literacy Foundation	Kelly Foss	515/331-4182
Leadership Training	Mary Foley Balvanz	515/225-5463
Legal	Chris Gruenhagen	515/225-5528
Legislative Issues - State	Vacant	515/225-5910
Legislative Issues - State	Kevin Kuhle	515/225-5572
Legislative Issues - National	Daniel Heady	515/225-5423
Livestock Issues	Brian Waddingham	515/225-5531
Lobbyist - State	Vacant	515/225-5910
Lobbyist - State	Kevin Kuhle	515/225-5572
Local News Releases	Caitlyn Lamm	515/225-5470

Market Analysis	Ed Kordick	515/225-5433
Market Education	Ed Kordick	515/225-5433
Marketing	Dana Ardary	515/225-5456
Media Contacts	Andrew Wheeler	515/225-5414
Media Training	Andrew Wheeler	515/225-5414
Membership	Ryan Steinfeldt	515/225-5411
Membership Benefits	Hotline	866-598-3693
National Policy	Daniel Heady	515/225-5423
Policy Development	Matt Steinfeldt	515/225-5525
Political Action Committee	Matt Steinfeldt	515/225-5525
President's Incentive Award	Mary Foley Balvanz	515/225-5463
President's Incentive Trip	Ronnette Vondrak	515/225-5460
Property Taxes	Tim Johnson	515/225-5523
Public Relations	Andrew Wheeler	515/225-5414
PR County Committee	Andrew Wheeler	515/225-5409
Regulatory Assistance	Chris Gruenhagen	515/225-5528
Renewable Energy Projects	Nathan Katzer	515/225-5524
Rural Vitality	Adam Koppes	515/225-5455
Scholarships	Ronnette Vondrak	515/225-5460
Spokesman	Tom Block	515/225-5413
State Fair	Evelyn George	515/225-5477
State Government Budgets	Tim Johnson	515/225-5523
Trade Shows Displays	Kim Firebaugh	515/225-5532
Training	Mary Foley Balvanz	515/225-5463
Value Added Opportunities	Nathan Katzer	515/225-5524
Video	Aaron Siskow	515/225-5420
Website	Dana Ardary	515/225-5456
Wellmark	Deb Ferjak	515/225-5533
Young Farmers	Mary Foley Balvanz	515/225-5463



REGIONAL MANAGERS



Ryan Steinfeldt
Director
Field Service

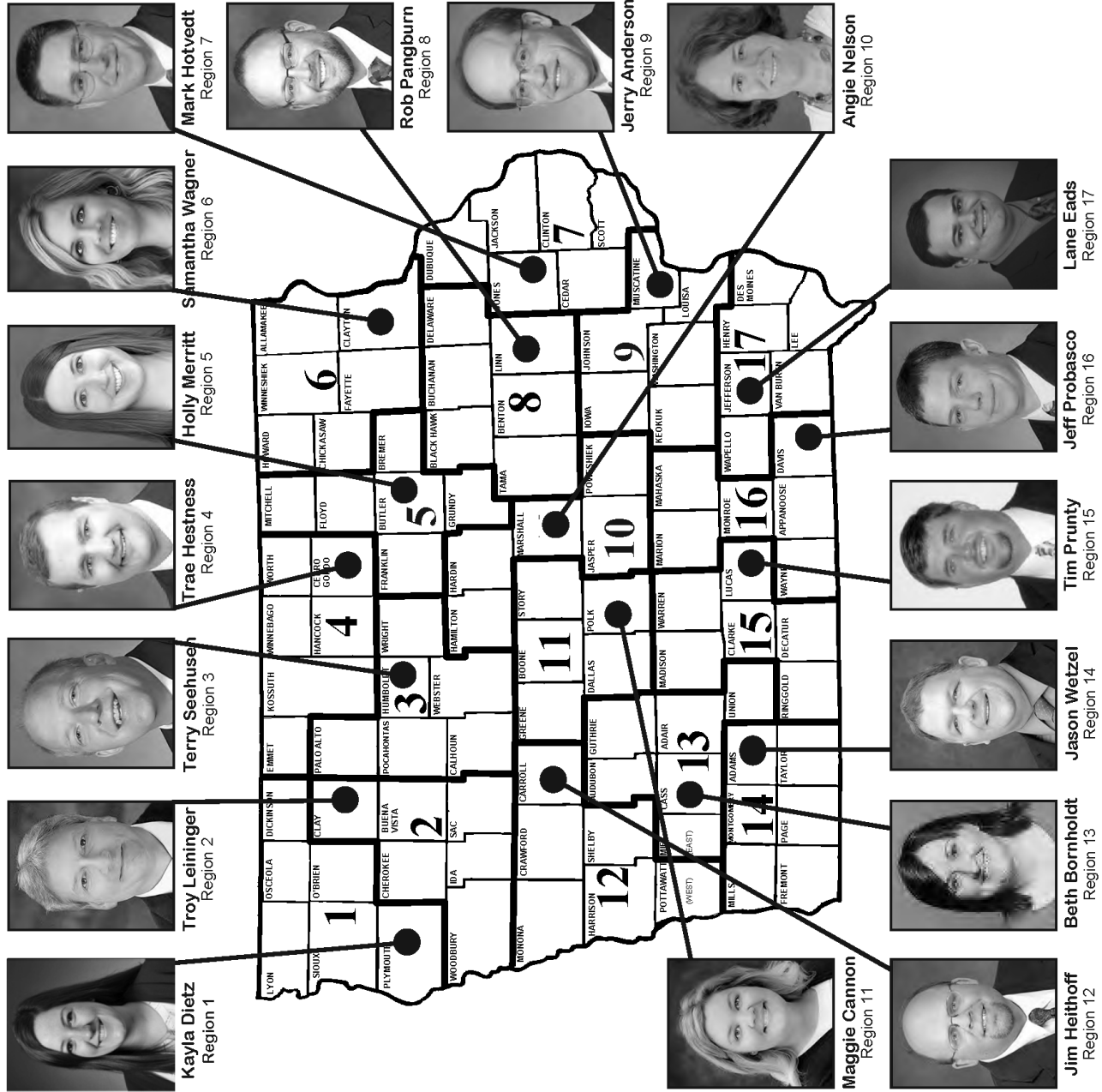


Jeremy Coyle
Field Service
Manager



John Sandbothe
Field Service
Manager

Regional Managers



Regional Manager Contacts

Region 1

Kayla Dietz
641/220-5606
kdietz@ifbf.org

Region 2

Troy Leininger
712/346-7846
tleininger@ifbf.org

Region 3

Terry Seehusen
515/368-0592
tseehusen@ifbf.org

Region 4

Trae Hestness
641/420-1473
thestness@ifbf.org

Region 5

Holly Merritt
712/209-6591
hmerritt@ifbf.org

Region 6

Samantha Wagner
563/380-5898
swagner@ifbf.org

Region 7

Mark Hotvedt
563/590-0315
mhotvedt@ifbf.org

Region 8

Rob Pangburn
402/740-0102
rpangburn@ifbf.org

Region 9

Jerry Anderson
319/330-2045
janderson@ifbf.org

Region 10

Angie Nelson
515/210-7759
anelson@ifbf.org

Region 11

Maggie Cannon
641/521-1162
mcannon@ifbf.org

Region 12

Jim Heithoff
712/830-3021
jheithoff@ifbf.org

Region 13

Beth Bornholdt
712/210-6431
bbornholdt@ifbf.org

Region 14

Jason Wetzel
641/344-9414
jwetzel@ifbf.org

Region 15

Tim Prunty
641/895-9421
tprunty@ifbf.org

Region 16

Jeff Probasco
641/777-0919
jprobasco@ifbf.org

Region 17

Lane Eads
641/777-1589
leads@ifbf.org

IOWA FARM BUREAU FEDERATION STAFF

5400 University Avenue - West Des Moines, Iowa 50266

IOWA FARM BUREAU FEDERATION PHONE LIST

MANAGEMENT

Brent Johnson, president	515/225-5401
Marty Schwager, exec. director/secretary-treasurer	515/225-5403
Mark Wickham, general counsel	515/226-6590
Lori Dowd, event & meeting services coordinator	515/225-5454
Meghan Lacquement, sr. executive assistant	515/225-5402
Teresa Soderstrum, executive legal assistant	515/225-5519
Jana Zarkowski, executive assistant	515/225-5404

AG ANALYTICS & RESEARCH

Vacant, director, ag analytics & research-sr. economist	515/225-5427
Lavonne Baldwin, administrative assistant	515/225-5633

COALITION TO SUPPORT IOWA'S FARMERS

Brian Waddingham, executive director	515/225-5531
Hope Brecht, communication specialist	515/225-5526
Kody Havens, field specialist	515/225-5422

COMMUNITY RESOURCES

Ronnette Vondrak, community resources manager	515/225-5460
Katie Turk, administrative assistant	515/225-5461

DESIGN & PRODUCTION SERVICES

Doug Diaz, digital/press operations	515/225-5595
Vacant, digital operations	515/225-5446
Printing Center, PrintingCenter@InsideFB.com	515-225-5447

FIELD SERVICE

Ryan Steinfeldt, director, field service	515/225-5411
Theresia Murphy, administrative assistant	515/225-5417
Mary Foley Balvanz, leadership training manager	515/225-5463
Jeremy Coyle, field service manager	515/225-5425
Ashley Davis, administrative assistant	515/225-5512
Ed Kordick, farmer education program manager	515/225-5433
John Sandbothe, field service manager	515/225-5407
Amanda Van Steenwyk, farm business dev. manager	515/225-5494

FIELD SERVICE - REGIONAL MANAGERS

Jerry Anderson, region 9 manager	319/330-2045
Kayla Dietz, region 1 manager	641/220-5606
Beth Bornholdt, region 13 manager	712/210-6431
Maggie Cannon, region 11 manager	641/521-1162
Lane Eads, region 17 manager	641/777-1589
Jim Heithoff, region 12 manager	712/830-3021
Trae Hestness, region 4 manager	641/420-1473
Mark Hotvedt, region 7 manager	563/590-0315
Troy Leininger, region 2 manager	712/346-7846
Holly Merritt, region 5 manager	712/209-6591
Angie Nelson, region 10 manager	515/210-7759
Rob Pangburn, region 8 manager	402/740-0102
Jeff Probasco, region 16 manager	641/777-0919
Tim Prunty, region 15 manager	641/895-9421
Terry Seehusen, region 3 manager	515/368-0592
Samantha Wagner, region 6 manager	563/380-5898
Jason Wetzel, region 14 manager	641/344-9414

IOWA AGRICULTURE LITERACY FOUNDATION

Kelly Foss, executive director	515/331-4182
Melissa Anderson, administrative assistant	515/225-5462
Melanie Bruck, Loess Hills program coordinator	712/579-0824
Cathryn Carney, education program manager	515/331-4183
Lauren Kaldenberg, education program intern	515/225-5458
Chrissy Rhoads, education program coordinator	515/225-4181

FINANCE & ACCOUNTING

Jim Gardner, chief financial officer	515/225-5444
Tim Bigley, controller	515/225-5441
Joanne Byars, associate accountant	515/225/5437
Dan Conway, sr. accountant	515/225-5434
Andrea DeLong, accounting assistant I	515/226-6792
Jenny Deputy, staff accountant	515/225-5426
Nicole Feikema, accounting assistant I	515/225-5439
Nathan Katzer, investment manager	515/225-5524
Adam Koppes, sr. investment manager	515/225-5455
Kathy Musser, lead accountant	515/225-5438
Jeff Pardun, facilities manager	515/225-5953

GOVERNMENT RELATIONS

Matt Steinfeldt, director, government relations	515/225-5525
Matt Gronewald, state policy advisor	515/225-5910
Christina Gruenhagen, government relations counsel	515/225-5528
Daniel Heady, national policy advisor	515/225-5423
Tim Johnson, sr. research & policy analyst	515/225-5523
Kevin Kuhle, state policy advisor	515/225-5572
Vacant, grassroots program manager	515/225-5547
Deb Rhoads, administrative assistant	515/225-5534
Shawn Richmond, cons. & natural res. policy advisor	515/225-5432
Lora Wright, law clerk	515/225-5451

INFORMATION RESOURCE-HELP DESK-X6611

Chad Bishop, director, information resources	515/226-6330
Jenifer Anderson, business relationship consultant	515/225-5502
Erin Boyenga, sr. solutions analyst	515/225/5503
Abram Carolan, application development manager	515/225-5504
Vacant, sr. application developer	515/226-6338
Lucas Carroll, sr. application developer	515/225/5452
John Coulter, network services analyst	515/225-5587
Matt Dole, sr. application developer	515/225-5466
Nicholas Doud, network systems administrator	
Michelle Elliott Eddy, program manager	515/225-5554
Kyle Flatness, application developer	515/225-5435
Kathleen Gilman, sr. solutions analyst	515/226-6689
Janell Hansen, helpdesk manager	515/226-6503
Vacant, data base analyst	515/225-4675
Jingyang Li, sr. database administrator	515/225-5505
Sonja Luna, sr. software services specialist	515/225-5436
Cole McCombs, ui/ux developer	515/226-6591
Zach Sturgeon, software services specialist	515/225-5428
Michael Waldron, technical services manager	515/225-5496

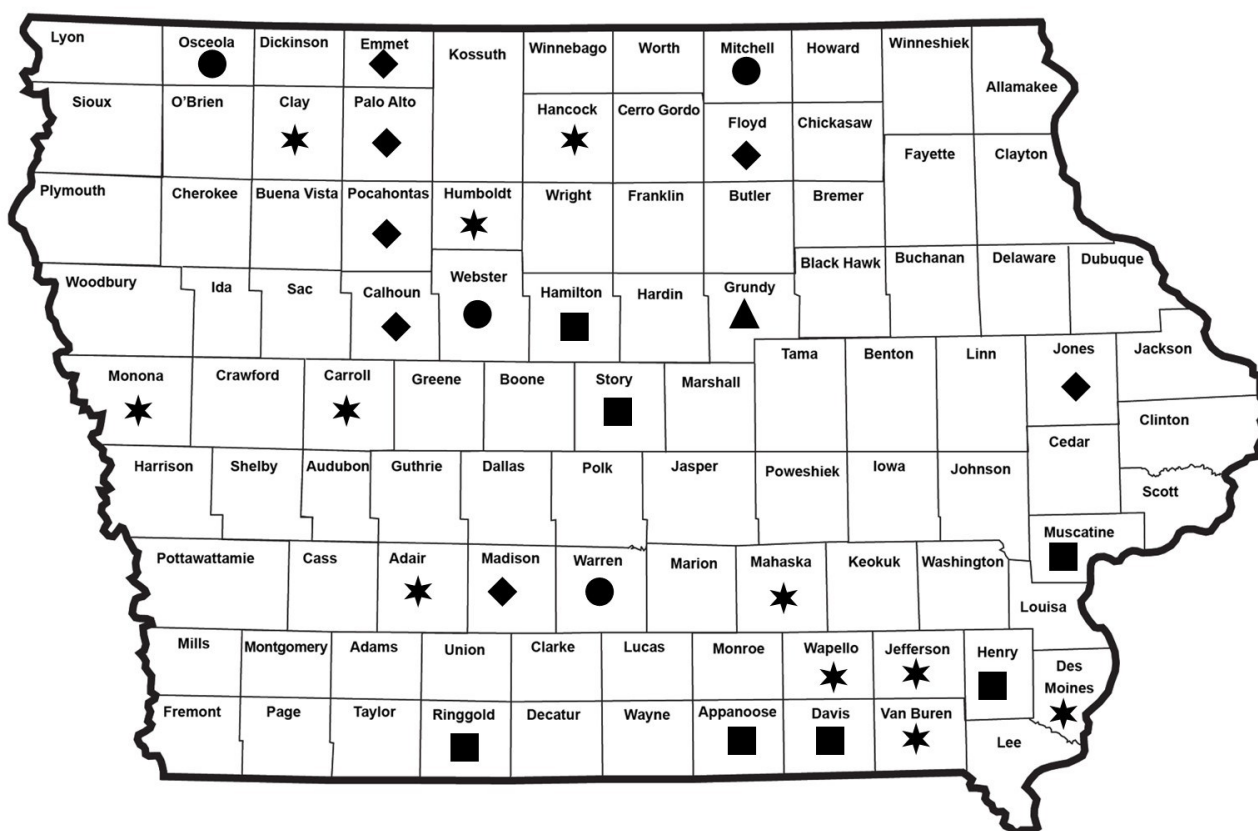
MARKETING & COMMUNICATIONS

Sara Payne, chief marketing & communications officer	515/225-5408
Dana Ardary, sr. marketing manager	515/225-5456
Zach Bader, digital marketing manager	515/225-5464
Bob Bjoin, news services coordinator	515/226-6572
Teresa Bjork, consumer content manager	515/225-5412
Tom Block, news services manager	515/225-5413
Kim Firebaugh, administrative assistant	515/225-5532
Bo Geigley, sr. multimedia/print designer	515/225-5468
Evelyn George, marketing coordinator	515/225-5477
Cindy Hopton, administrative assistant	515/225-5416
Caitlyn Lamm, public relations coordinator	515/225-5470
Vacant, digital marketing analyst II	515/225-5421
Corey Munson, commodities writer	515/225-5521
Conrad Schmidt, photographer I	515/225-5415
Aaron Siskow, producer digital multimedia services	515/225-5420
Andrew Wheeler, public relations manager	515/225-5414
Vacant, public relations coordinator	515/225-5409

LEADERSHIP FAX: 515-225-5661

County Office Options

County Farm Bureaus have the option to own or rent office and meeting space. There are currently 29 County Farm Bureaus who do not own their building; most of those lease space from an agent or co-lease space with agents because of the value of the county/agent relationship. The map below provides information on the various arrangements they have entered. Decisions about building ownership are primarily driven by financial considerations and a desire to reprioritize time and energy. If your county needs to explore building options, it can be helpful to know what other counties have done, and to use the questions below to guide your discussion. Before entering into a new arrangement, have all potential leases reviewed by Mark Wickham, IFBF General Counsel, for proper legal representation. Mark Wickham should also represent the county in the sale of a building.



- ◆ Sold building to an agent and lease back space.
- ★ Sold building and lease from agent who built/purchased new building.
- Sold building and co-lease space with agents.
- Sold building and lease space separate from agents.
- ▲ Rent out building and co-lease different space with agents.

Questions to Consider

1. How important is our building to the identity of the County Farm Bureau?
2. In terms of an asset, how does the value of the building perform?
3. What are the projected maintenance costs for the next five years?
4. How much meeting time is dedicated to issues about the building?
5. What is the current market for commercial buildings in our county?
6. What are the population and membership trends in our county?
7. Are we located in the right community?
8. Is there rental space or properties for sale in the right community?
9. Would our agent(s) prefer to own a building rather than rent?
10. If the agent(s) are interested in owning the building, would we want to lease space back from the agent(s)?
11. Should we build a new building? Would it be with or without agents?
12. Can we afford to build a new building? What would our expenses be?
13. How much space does the County Farm Bureau and/or agent(s) need?
14. What amount of rent would we have to charge if we built a new building?
15. What would it be worth to never have these conversations again?

Asset Management

As a “tax exempt” organization, the county Farm Bureau is allowed to acquire and grow assets to provide programs and services as needed. Management of assets contributes to the long term viability of the County Farm Bureau and its programs.

Investment Discussion

One part of the fiduciary responsibility of the Board of Directors is managing the assets and investments of the County Farm Bureau to insure its sustainability. Regardless of the amount of resources a County Farm Bureau has, it is important for the Board of Directors to review their financial situation and discuss their investment philosophy and financial position. Consider the following questions to help guide this discussion:

- Do we currently have investments? If so, what type and what amount?
- Do we have access to a financial advisor? A financial advisor should have a discussion with the board about its goals and offer a strategy to help meet those goals, while investing at a tolerable risk level.
- In the absence of a financial advisor to assist in the process, consider the following:
 - ◊ Do we need to form a committee to handle this task?
 - ◊ Do we review our investments to see how they are performing? If so, how often? Who reviews the investments? What benchmarks are we using? How was the allocation of our investments determined? Have we considered rebalancing our portfolio to realign with these allocations? How liquid are these investments?
 - ◊ Do we have excess money in our checking and/or savings accounts that could be moved into an investment? If so, how much? If not, what is the amount we would need to have in before we felt comfortable moving the excess to an investment?
 - ◊ What is the goal of our investment(s) (e.g., philanthropy, generate income, fund a specific program)? Do investment goals align with the goals and mission of the County Farm Bureau?
 - ◊ Fiduciary responsibility and the county Farm Bureau’s tolerance for risk should be considered when discussing the goal of an investment portfolio. What is our philosophy regarding investment risk? Have you discussed your fiduciary responsibility when considering risk? Are we protecting the assets and interests of the organization and its members? Are we ensuring that the organization will remain viable?

Better Board Meetings

County board meetings are important for many reasons: decisions are made, work gets done, information is shared and networks are developed. The best way to ensure a successful meeting is to prepare. Careful preparation of the meeting agenda helps determine which business is most important to cover, how much time to allocate to each item, and how to handle the routine business more efficiently. The County President and Regional Manager should meet before the board meeting to develop the agenda. Organized and well-run meetings keep board members coming back. Every board member contributes to productive meetings by adhering to these tips, and encouraging others to do so, too.

Productive Meetings

- ☒ Start and end on time.
- ☒ Follow the agenda. Provide and adhere to time limits for discussion.
- ☒ Address the most important agenda items first. Start with an important issue that gets board members engaged in discussion.
- ☒ List information-only items (e.g., meeting dates) on the agenda and don't spend unnecessary time in discussion.
- ☒ Use Roberts Rules of Order or Parliamentary Procedure to stay focused. A motion and second are required before discussion begins. Consider only one motion at a time. Vote on amendments, then go back to the motion.
- ☒ Refer to minutes of previous meetings if the same topics get brought up repeatedly.
- ☒ The executive committee can deal with routine business and provide a report or recommendation to the full board. Leave the details about running the county office to the staff.
- ☒ Draw out the quiet members. Keep dominators, ramblers and side conversations in check with a polite reminder to stay focused on the group discussion.
- ☒ Issues or decisions that arise annually (e.g., donation requests, scholarship amounts) should be placed in a policy manual.
- ☒ Details of planning an event or activity should be delegated to a committee or task force. A small group of people who are interested in a priority can focus on the project, discuss options, work out details, and bring recommendations to the board. Committees are also a great way to involve non-board members .

Facilitating Discussion at Meetings

Good board meetings include lively discussion about important issues. Make sure this happens *during* the board meeting rather than *afterwards* in the parking lot! To ensure a high level of participation:

- Include the topic or question on the agenda that is sent out before the meeting so everyone comes to the meeting ready to share their ideas or opinions. Before the meeting, ask the members most passionate about the issue to start the discussion.
- Encourage a variety of opinions or perspectives. After one or two people speak, ask “Are there any other thoughts about this issue?” or “Do any of you have a different opinion on this issue?” Call on individuals by name and ask them to join the discussion. The discussion leader should hold back their own ideas until group members have contributed.
- Criticism of ideas will stifle discussion. Allow a variety of opinions to come out early in the discussion so there will be more information on the table. After most people have shared their ideas, the discussion can become focused toward a solution.
- When the discussion stalls or you sense a common theme emerging, summarize the discussion to check for consensus. If action is needed, ask for a motion.

Outside Speakers

Including outside speakers in your board meeting brings timely information to discussions. Consider including county supervisors, school superintendents, economic development officials, county officials (e.g., roads, planning and zoning) and IFBF staff working on issues relevant to your county.

Clear communication will help ensure the speaker fits the focus and timeframe of your meeting. Be very specific what you want them to focus on, how much time they will have to make their presentation and how much additional time for discussion. Repeat this information when you greet the speaker when they arrive at your meeting.

Introducing the Speaker

Introductions should be approximately one minute. The purpose is to interest the audience in what the speaker has to say and establish the speaker’s credibility. A well-known person requires a shorter introduction because you do not need to spend as much time building credibility with the audience.

A good introduction includes the following information about the speaker:

- Name
- Position/role
- Topic to be addressed
- Qualifications for the topic
- Specific expectations of the audience (e.g., questions, discussion)
- Name repeated (e.g., Please welcome....)

Tips for Nominating Committees

1. **Determine what the Board needs (quantity and quality)** Determine which seats are open, which are up for re-election, and which areas of the county, types of farming, and types of farmers (e.g., age, gender) need to be represented.
2. **Determine who is a “regular” member that can serve on the board.** Each county Farm Bureau decides if a “regular member” is someone who has farming as their primary source of income or if it also includes someone employed in ag business.
3. **Create a list of potential nominees.** Ask current board members, agents, OAs, extension agents, ag instructors, ag businesses and other ag leaders for names. Don’t discount a prospect for fear they might turn you down.
4. **Pick your best nominating committee.** You need three people who know what the Board needs, know lots of people, will do the work, and aren’t afraid to ask!
5. **Provide information needed for a strong invitation.** Prepare the basic information needed by potential board members.

Recruiting Tips

1. **Be confident, think positive. Aim for the county’s best farmers.**
2. **Prepare an effective invitation**
 - Purpose of Farm Bureau, recent accomplishments
 - Role of the board, time commitment
 - Why you’re asking them, what they will gain
3. **Meet with prospects in person** It’s much harder to turn you down, and the conversation will help you...
4. **Find their “hot button”** Ask questions to determine what issues, needs or interests are most important to them?
5. **Focus your invitation on their hot button** Talk about their interests and how it can be met by being involved.
6. **ASK!** Remember to seal the deal!
7. **Follow-up** (within a week)

When you are successful....Welcome new board members!

- Invite to first board meeting or Annual Meeting
- Provide orientation and/or use a Buddy System (pair with a veteran board member)
- Put them to work in an area related to their “hot button”

Navigate the Website

www.iowafarmbureau.com

Highlights for County Leaders



1. Click the logo to return to the Home Page from anywhere on the site.
2. Spokesman, Family Living and Exchange Ads, Iowa Minute, news releases and the Farm Fresh Blog. *(Must login as a member to access Spokesman, Family Living and Exchange Ads.)*
3. Programs related to Government & Public Policy, Markets and Farm Financials, Conservation & Natural Resources, Young Farmers and Leadership Programs. See more details on pages 16-20, 42-45. *(Must login as a member to access selected information.)*
4. Submit and prioritize issues for Policy Development (PD) process.
5. Your shortcut to finding what you need on the website.
6. Login to access Members Only content. *(See next page for details.)*

Disclaimer: Website screenshots are not clearly legible, but are meant as an examples, and to be used guide while you are on-line.

Get Connected

Login to access Members Only information.



Members Only information such as Spokesman, Family Living and Exchange Ads, many of the sites related to Farm Bureau policy, the Policy Development process, regulations assistance, County Action, and farm management education are noted with this symbol and requires you to login.

You can Login when you are prompted.

Or you can Login when you access the website.

The very first time you login, select this to Create your Login information & password.

Enter your member number from your membership card or your Spokesman address label.

Select your correct information if more than one name appears.

Disclaimer: Website screenshots are not clearly legible, but are meant as an examples, and to be used guide while you are on-line.

Stay Connected

Stay up to date on Farm Bureau activities and ag issues. Share or repost the information on your own social networks to help advocate for agriculture. For ideas on how to increase your effectiveness in advocating for agriculture using social media, contact Zach Bader, Online Community Manager at zbader@ifbf.org or 515-225-5464.

Like us on Facebook:



Iowa Farm Bureau

Iowa Farm Bureau's Young Farmer Program

Follow us on Twitter:



@IowaFarmBureau

@IowaYoungFarmer

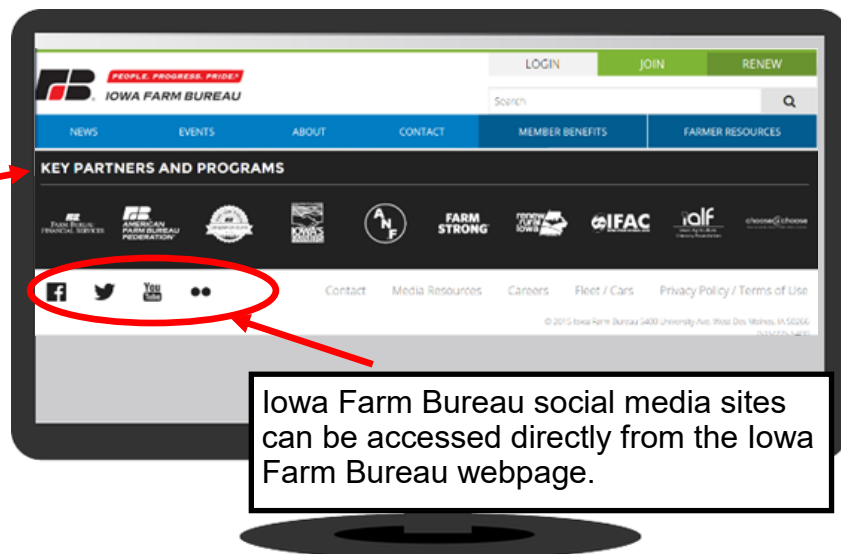
Follow us on Instagram:



@IowaFarmBureau

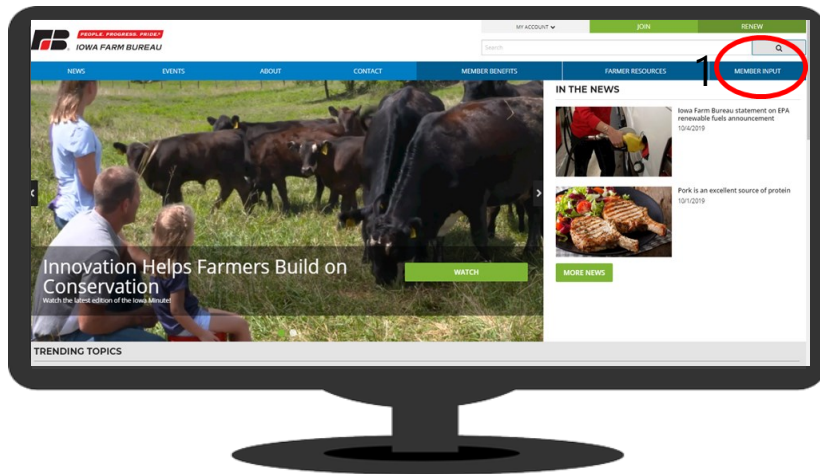
@IowaYoungFarmers

Access information from key Farm Bureau Partners and affiliated programs directly from the bottom of the website home page.



Iowa Farm Bureau social media sites can be accessed directly from the Iowa Farm Bureau webpage.

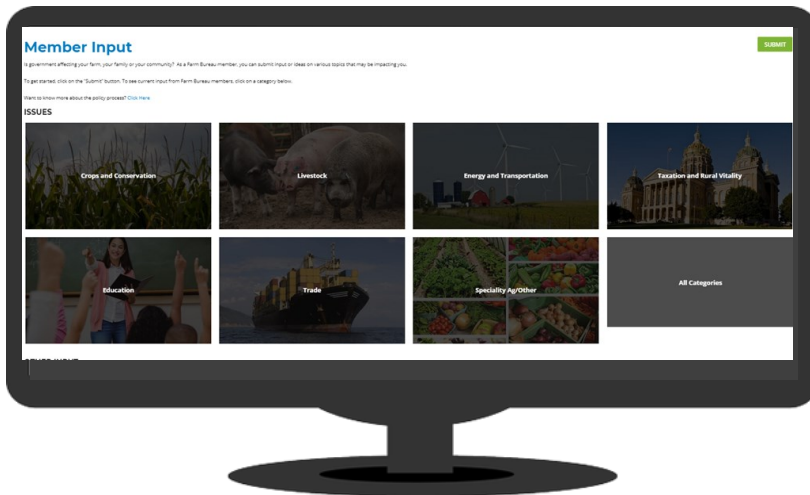
On-Line Policy Tools and Information Issue Surfacing



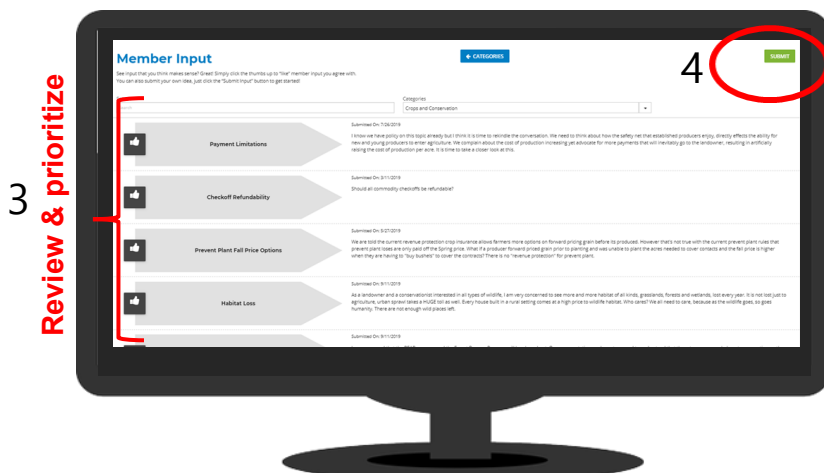
Member input is needed to **surface** and **prioritize** issues.

1. Start out in **Member Input** on the home page.

You must login as member to access policy information. See page 40.



2. To **review issues** already surfaced by members from around the state, click on one of the seven topics or All Categories.

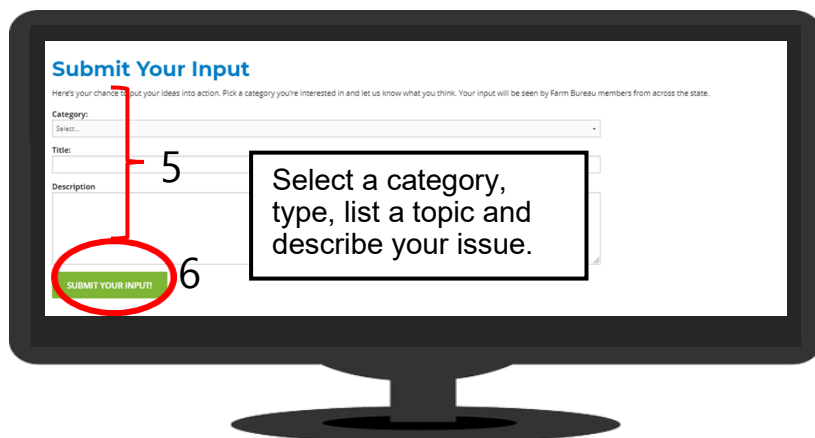


3. Click on the 'Like' button to **prioritize an issue** that you think merits further attention in the PD process. Issues prioritized by February 1 will be included in the PD process for the upcoming year.

4. If your issues is not listed, click on the green **Submit** button to submit a new issue.

Disclaimer: Website screenshots are not clearly legible, but are meant as an examples, and to be used guide while you are on-line.

5. Follow the steps on the **Submit Your Input** screen to list and describe your issue of concern.
6. **Submit your Input** to share it with other Farm Bureau members. They will be able to view and prioritize the issue.



Submit Your Input

Here's your chance to put your ideas into action. Pick a category you're interested in and let us know what you think. Your input will be seen by Farm Bureau members from across the state.

Category:

Title:

Description:

SUBMIT YOUR INPUT

Select a category, type, list a topic and describe your issue.

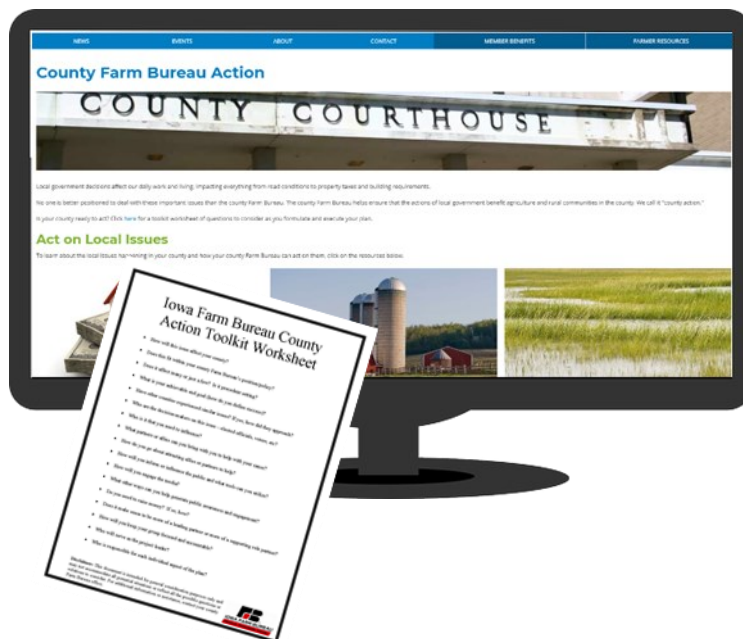
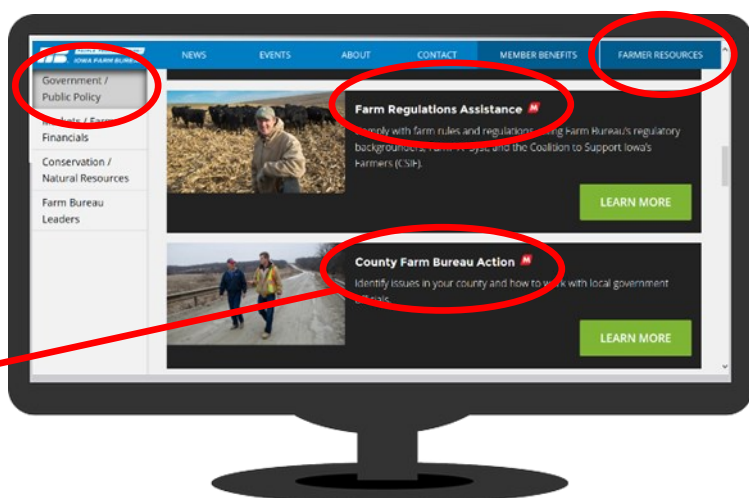
Regulations

The **Farm Regulations Assistance** section includes background information to help you understand and comply with environmental rules and regulations.

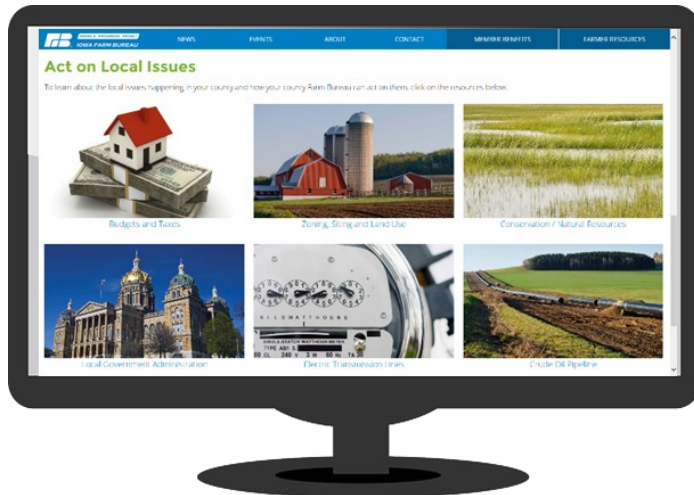
County Action

The **County Farm Bureau Action** section helps ensure that the actions of local government benefit agriculture and rural communities.

This section contains resources to help your county Farm Bureau identify issues happening in your county, **create an action plan** and access a wealth of resources to help your county Farm Bureau address those issues.

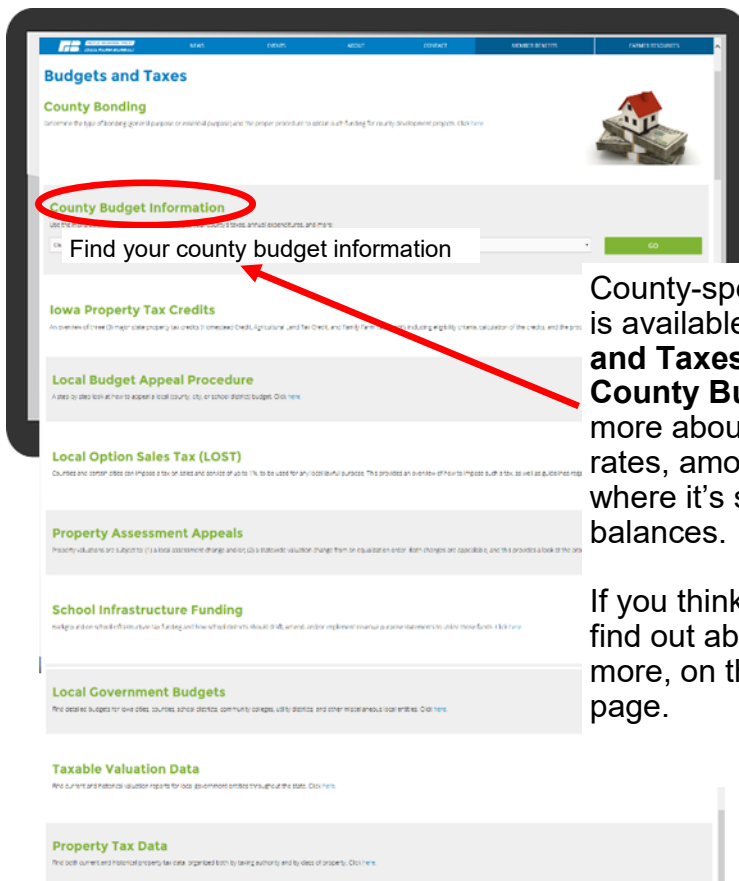


County Action (continued)



In depth, often county-specific, information is available on:

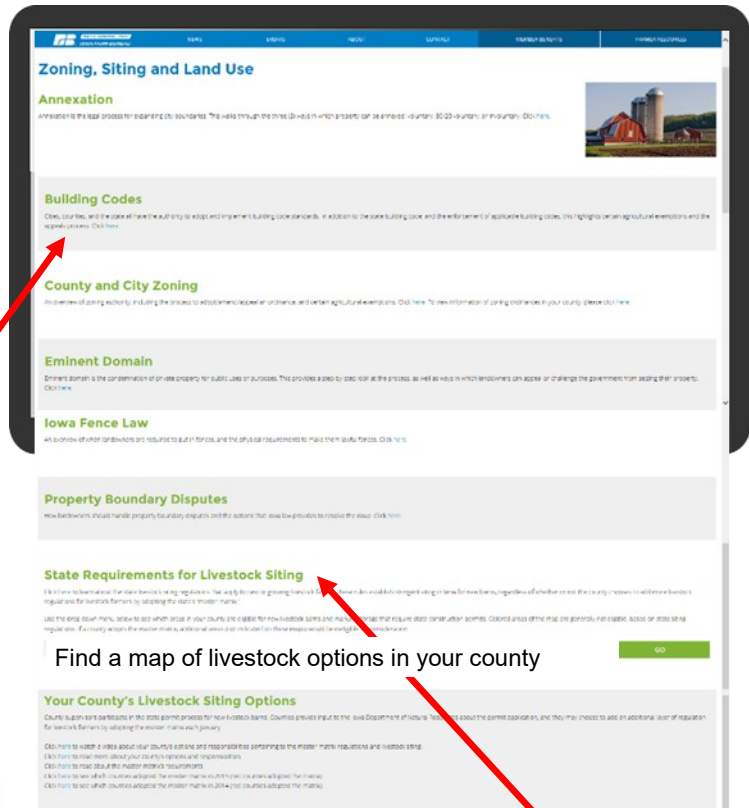
- **Budget & Taxes**
- **Zoning, Siting & Land Use**
- **Conservation & Natural Resources**
- **Local Government Administration**
- **Electric Transmission Lines**
- **Crude Oil Pipeline**



County-specific and statewide information is available on issues related to **Budget and Taxes**. Enter your county name in **County Budget Information** to find out more about your county's budget, tax rates, amount of tax dollars collected, where it's spent and ending fund balances.

If you think the numbers are out of line, find out about the appeals process, and more, on the other links available on this page.

The **Zoning, Siting and Land Use** section provides easy to interpret information on what governments and property owners can and can't do according to current laws. Examples include ag exemptions from county **Building Codes**, zoning authority and the issue of eminent domain.



Information about state **Livestock Siting** regulations and county-specific maps showing livestock siting options can also be found in this section.

