IOWA RETAIL INITIATIVE SEEKS COMMUNITIES FOR PILOT PROJECT

By Lisa Bates / Community Development Specialist

According to the Iowa Small Business Development Center, there are 266,382 small businesses employing 641,288 people in Iowa, and nearly 50% of all workers in the state are employed by a small business. Of those small businesses, only one-tenth are retail; however, retail has an outsized impact on community character and quality of life.

Communities understand that supporting local retail is key to becoming and remaining economically viable. However, most local small retail business owners are so busy with the day-to-day details of running a business, they don’t have the time to equip and empower themselves and their employees with key foundational skills and tools. Without this knowledge, businesses stagnate and local economies suffer and decline.

Enter the Iowa Retail Initiative (IRI).

Administered by Iowa State University Extension and Outreach’s Community and Economic Development (CED) program, IRI provides the foundation for local retail decision makers to assess and work to address their community’s existing and future retail districts. The program is currently seeking communities interested in helping their retail districts thrive to participate in a pilot workshop.

Started in 2013 as an ISU Extension and Outreach initiative, IRI has recently gone through an update or “reboot” into a comprehensive approach to enhance and strengthen local retail. IRI recognizes that community leaders and small business owners must work together to generate a healthy retail environment for existing and new entrepreneurs. IRI accomplishes this through a three-part, nested program—consisting of IRI Champions, IRI Coaching, and IRI Snapshot—to strengthen independent retail in Iowa’s communities.

The first step in the program is the IRI Champions workshop, which is designed for multiple communities to participate. Therefore, pilot communities agree to host a Champions workshop for up to 30 participants from several communities. Pilot host communities participate for a reduced fee of $1,500 and are expected to provide a location and a light lunch for the workshop and to assist in recruiting additional communities to take part. (The regular fee for IRI Champions is $2,500.)

The workshop provides training and resources to community decision-makers to address their community’s unique needs and challenges for attracting new businesses, retaining and growing existing ones. IRI Champions workshops are coming up this fall in, among other places, Des Moines, Ames, Ankeny, and Fort Dodge.

Local retail businesses are the life blood of many small communities in Iowa.
HOW WE WORK / CED KNOWLEDGE TEAMS

The Community and Economic Development program of Iowa State University Extension and Outreach is focused on addressing five critical issues facing Iowa’s communities: housing, changing demographics, local economies, the built environment, and civic engagement and leadership capacity. Our unit consists of six specialized knowledge teams that develop and deliver programs, develop networks and build coalitions, and provide professional development for team members.

EQUITY, INCLUSION AND RESPECT

The Team for Promoting Equity, Inclusion, and Respect in Communities identifies and focuses on diverse communities to eliminate systemic barriers to success. Team members have expertise in capacity building, participatory processes, advocacy, facilitation, awareness, and support systems, which they apply to implement cultural competency training, build capacity for the underserved, strengthen coalitions and networks, and deepen diversity of thought and experience.

LOCAL ECONOMIES

The Local Economies Team strengthens communities and their local economies by teaching best practices and providing hands-on assistance to retailers and entrepreneurs. Team members have expertise in small and minority-owned business financial planning, customer service, store design and layout, and entrepreneurship, which they apply to promote small-business development and expansion for retailers and entrepreneurs, with an emphasis on those in the tourism, agritourism, grocery, and local-foods sectors.

CIVIC ENGAGEMENT AND LEADERSHIP

The Civic Engagement and Leadership Team works with other knowledge teams to enhance community leadership structures and broaden community engagement. Its members have expertise in citizen engagement processes, coalition building, and leadership dynamics, which they apply to develop programs for identifying, training, and connecting established and aspiring organizations and people in both the public and private sectors.

ART AND DESIGN APPLICATIONS

The Art and Design Applications Team harnesses the power of design thinking to address place-based issues facing Iowa’s communities. Team members have expertise in the disciplinary knowledge and processes of landscape architecture, architecture, interior design, community planning, art, and historic preservation, which they apply to promote energy efficiency, green building and design, community health and well-being, local food systems, and community building through art.

LOCAL GOVERNMENTS

The Local Governments and Nonprofits Team collaborates with local governments and nonprofit organizations to develop the leadership skills and knowledge needed to generate policies, procedures, and planning for the betterment of Iowa’s communities and regions. The team has expertise in data collection and interpretation; local government budgeting, administration, and law; and board strategic planning, visioning, and facilitation, which it applies to foster professionalism, build capacity, improve efficiencies, and emphasize sustainable practices and outcomes in the public and nonprofit sectors.

DATA AND TECHNOLOGY

The Data and Technology Team provides support to other knowledge teams. The team has expertise in demographic analysis; GIS; data collection, wrangling, repurposing, and education; needs analysis; indicators; evaluation; data systems; human-computer interaction (HCI); mobile technologies; data collection (quantitative, qualitative, non-traditional, survey analysis); data quality assessment; and the ability to repurpose data, which they apply to identify, discover, visualize, analyze and interpret community conditions and trends, and assess programmatic impacts.

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Community Matters is published quarterly for Iowa State University Extension and Outreach Community and Economic Development staff and their clients. Comments, questions, and suggestions regarding the content of this newsletter should be directed to:

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... and justice for all
**FACILITATION TRAINING WILL HELP CED STAY ON 'ToP' OF ITS GAME**

A major facet of community development is collaborative decision making. However, effectively leading groups of oftentimes diverse stakeholders to engage in meaningful and inclusive participation is sometimes challenging. That’s where good facilitation comes in.

Facilitation is one of the many services offered by the Community and Economic Development (CED) program at Iowa State University Extension and Outreach. In its ongoing effort to provide exceptional service to Iowa communities, CED hosted ToP® (Technology in Participation) facilitation training August 7–8 in Ames.

Nineteen ISU Extension and Outreach employees attended the training, including 15 CED faculty and staff, three Professional Development staff, and one 4-H staff person.

The training will enhance ISU Extension CED’s ability to offer facilitation, strategic planning, and group consensus workshops to a wide audience.

ToP® facilitation methods “help groups think, talk, and work together by providing facilitators with structured participatory methods” that have been created and refined over the past 50 years (ToP Facilitation Methods).

“This is an intensive-methods transfer course in which facilitators learn the three collaborative methods that are the foundation of the Technology of Participation series: Focused Conversation, the Consensus Workshop method, and Action Planning,” said Deb Burnight, Prairie River Partners training consortium registrar and one of two instructors who conducted the training at ISU.

“These methods can be used in an infinite number of situations. When creatively combined and adapted, they serve as powerful tools for any size group to think and work together in innovative and productive ways,” Burnight said.

The “Focused Conversation” method

- Provides a structure for clear dialogue and reflection
- Probes beneath the surface to the depth of a topic
- Encourages a diversity of perspectives

The “Consensus Workshop” method

- Engages the participation of each group member
- Focuses the group’s consensus
- Builds an effective team partnership
- Helps facilitate consensus in large groups

The “Action Planning” process

- Visualizes and articulates the completed task
- Analyzes the current situation
- Maximizes involvement
- Creates clear forms of accountability
- Develops an action time line

Training participants experience the methods, discuss the theory behind them, practice them in small groups, and then get feedback on their own styles and skills.

The ToP® methodology was developed by the Institute of Cultural Affairs, a nonprofit organization that has centers in more than 30 countries around the world and whose purpose relates to both community and human development.

A variety of organizations have used ToP® methods, ranging from government organizations, nonprofits, and educational institutions to businesses and multilateral agencies.

The ToP® course is recommended for committee leaders, executive directors and board members, peer mentors, facilitators, project managers, trainers, consultants, community leaders, and active citizens.

The ISU Extension and Outreach staff who participated found the training meaningful, as their comments on the workshop evaluation forms demonstrate:

“I gained a great deal of clarity in using brainstorming more effectively than just making a list, and some of the science behind getting the most likely answers out first, pairing first connections, and then finding innovation in the later answers. Very helpful.”

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EXTENSION CED EXPANDS CULTURAL COMPETENCY TRAINING TO NEW CLIENTS  By Ross Wilburn, Diversity Officer and CED Associate Program Director

Three central Iowa organizations are now more “culturally competent” thanks to Iowa State University Extension and Outreach’s Community and Economic Development (CED) program. During the past year, CED staff conducted workshops on Navigating Difference©: A Cultural Competency Training for the City of West Des Moines, the City of Ames, and the United Way of Central Iowa.

Navigating Difference© cultural competency training is a curriculum developed by Washington State University consisting of five training modules: Cultural Awareness, Cultural Understanding, Cultural Knowledge, Cultural Interaction, and Cultural Sensitivity. The complete training on all five cultural competencies takes 18 hours spread over three days. The training is also offered one module at a time.

The training program enables participants to create a safe and welcoming environment for all learners with activities that respect and support individual learning styles. In addition, Navigating Difference© helps set the tone in organizations to know and understand that diversity training is not a one-time commitment and can be more effective when the concepts and tools are integrated into the organizational culture.

Through the Navigating Difference© curriculum, exercises, and tools, participants and organizations learn together to:

- Become more aware of our own personal and organizational cultures,
- Examine how our personal and organizational cultures affect our ability to work across difference in both negative and positive ways, and
- Build skills to increase competencies as we work with others who are different from us.

In 2016, ISU Extension and Outreach implemented Navigating Difference© as part of its internal professional development. Sixteen ISU Extension and Outreach employees, including six CED staff, attended a train-the-trainer retreat and then began teaching the workshop to their Extension and Outreach colleagues.

In fall 2017, the CED staff began taking the workshop to organizations outside of Extension and Outreach, starting with United Way of Central Iowa, which participated in the full 18-hour training.

“Navigating Difference© were helpful in building a common understanding of what diversity and inclusion mean and the many ways we can view our work through a diversity and inclusion lens.”

Next, the City of Ames completed the Cultural Awareness module in February 2018, and the City of West Des Moines completed all five modules in March 2018.

“Diversity and inclusion are about giving value to every human being, no matter our differences. You have to understand that where you come from is just one view from a multitude of other life views,” said Jane Pauba Dodge, human resources director, City of West Des Moines.

“ ‘The exercises and models discussed in Navigating Difference© were helpful in framing an understanding of the value of other life views, perspectives, and cultures,’ Dodge said.”

“This training has been helpful as the city moves forward in taking these various perspectives into account, including the perspectives of other minority groups, such as those with disabilities and the LGBTQ community who live in the city of West Des Moines,” she said.

“I liked the entire training, in particular the conversation surrounding ‘Understanding Privilege.’ It helped me to see that I am privileged not only as it relates to me, but as it relates to other minority groups. It has helped me to question how a system may favor someone like me over someone else unfairly,” Dodge added.

Groups or communities interested in the training can contact Ross Wilburn at 515-294-1482 or wilburn@iastate.edu, or Carol Heaverlo at 515-294-8876 or heaverlo@iastate.edu.

City of West Des Moines staff participate in a mapping exercise as a part of their Navigating Difference© training.

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In fall 2017, the CED staff began taking the workshop to organizations outside of Extension and Outreach, starting with United Way of Central Iowa, which participated in the full 18-hour training.

“At United Way of Central Iowa, it is imperative that we approach diversity and inclusion more broadly and deeply to meet our goals and carry out our mission,” said Elizabeth Buck, president, United Way of Central Iowa.

“The Navigating Difference© workshop series was a solid foundation for all of our staff members to experience in order to build a common understanding of what [diversity and inclusion] mean and the many ways we can view our work through a diversity and inclusion lens.”

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City of West Des Moines staff participate in a mapping exercise as a part of their Navigating Difference© training.

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makers and retail supporters, such as chambers of commerce and economic development organizations. During the day-long workshop participants will learn how they can assess existing and future retail needs, evaluate their retail district amenities, identify funding opportunities, maximize the use of social media, and explore retail niches.

Once a community has completed the IRI Champions workshop, it may choose to participate in the IRI Coaching and/or IRI Snapshot components of the program. Pilot communities will have the first opportunity to take part in these components at a discounted rate.

IRI Coaching is one-on-one consulting with retailers, preparing them for success with technical assistance and training. IRI Coaching helps retailers tackle any obstacles that prevent business growth.

The IRI Snapshots component trains local leaders to collect and analyze place-based information about their retail districts. Participants will use accessible tools to map their retail districts, conduct an inventory of existing retail conditions, and use the data collected to make meaningful decisions.

Communities interested in participating in the IRI pilot program should contact Lisa Bates at 515-357-8185 or lbates@iastate.edu.
FIVE STEPS TO EXCELLENT CUSTOMER SERVICE

STEP TWO: MAKE IT PERSONAL

In the last issue of the Community Matters newsletter, we introduced a series of articles about our customer service workshops and the five steps a business must take to provide excellent service to its customers.

In volume 10, issue 1, we highlighted the first step of excellent customer service: Make it Your Own. Define what you want your customers to say about you and strategically create your business’s unique culture in a way that makes you stand out from your competition.

Step two is make it PERSONAL. Greet customers by name if possible. Customers will become loyal and are more likely to forgive any future problems when they feel a personal connection with you. Listen for your customers’ personal likes and dislikes, and address these without their asking during their next visit. No detail is too small to impress a customer.

For example, my motor coach group was enjoying breakfast at the Hotel Julien Dubuque, when a person in my group said he had a problem. “There is no hot sauce on the buffet table,” he said. “I can’t eat eggs without hot sauce.” I asked our server for hot sauce. “For breakfast?” she asked incredulously, but quickly returned with the requested bottle of liquid fire.

The next morning, a bottle of hot sauce appeared on the breakfast table without my asking. That was great customer service. However, this same hotel took making it personal one step further two years later.

I was bringing another motor coach group to eastern Iowa, and I called the Hotel Julien Dubuque for a bid. The sales person quoted a price and a suggested breakfast menu, ending with the words, “And of course, we will have hot sauce on the tables.” Wow. I had forgotten about the hot sauce request of two years earlier. This was excellent customer service.

I had been using a different hotel, but this attention to detail earned my booking and continued loyalty. When your business pays attention to individual preferences and details, customers feel more confident that you will take care of any larger problems.

Obviously, this hotel keeps a record of each group, and our server had added this detail to our record. Her action benefited the sales office. Use a record system for customers if that works with your type of business. Train your frontline staff to observe and record customer preferences, so you can impress customers and foster their loyalty.

Watch for the next customer service steps in future newsletter issues.

1. Make it YOUR OWN
2. Make it PERSONAL
3. Make it EFFICIENT
4. Make it SATISFYING
5. Make it MEMORABLE

See more information about our Customer Service Workshops at www.extension.iastate.edu/communitys/customer-service.

What innovative customer service ideas do you offer to your customers, or have you personally experienced? Let us know. We may use your example in an upcoming workshop or article. Contact Diane Van Wyngarden at dvw@iastate.edu.

IOWA MUNICIPAL PROFESSIONALS INSTITUTE TAKES FISCAL TRAINING ‘ON THE ROAD’

By Sandra Oberbroeckling / Extension Program Specialist

Many smaller cities find it difficult to accurately complete the required financial documents and perform proper procedures necessary to create their budgets and file their Annual Financial Reports, in part because they rely on part-time clerks or treasurers who are unable to attend training sessions because of time and budget constraints.

To meet the needs of these communities, for the past four years the Iowa Municipal Professionals Institute (MPI) has been offering a four-hour training session on administration and accounting. MPI is part of the Office of State and Local Government Programs in the Community and Economic Development Program at Iowa State University Extension and Outreach.

Cindy Kendall, ISU Extension and Outreach specialist, developed the curriculum for the program, which is called “On-The-Road Budgeting, Examinations, and Accounting for Municipalities.” To ensure accuracy, Kendall reviewed the materials with staff from both the Office of the State Auditor of Iowa and the Iowa Department of Management.

This hands-on training aids city clerks and treasurers in accurately completing required financial reports and implementing proper internal control procedures.

Topics covered include the value of a chart of accounts and understanding fund accounts and how budgets, financial reports, and regular reconciliations can lead to good audits and examinations that are required by state law.

To minimize participants’ travel time and expense, the training sessions are being held in six locations throughout the state during the month of October. In 2018, locations include Osceola (October 2), Manchester (October 4), Emmetsburg (October 9), Mount Pleasant (October 11), Atlantic (October 23), and Charles City (October 25). The cost of the sessions is $70, which includes a meal and training materials.
Since its inception in 1996, the Iowa’s Living Roadways Community Visioning program has made visible impacts in small Iowa communities, ranging from entrance signage and corridor enhancements to recreation trails and pedestrian-friendly streetscapes.

Program staff have documented these impacts over the years through site visits, surveys, and one-on-one interviews. However, little has been done to understand the impacts of the program beyond physical changes to the landscape.

To identify the learning outcomes of participation in Community Visioning, program director and Iowa State University professor of landscape architecture Julia Badenhope decided to employ a relatively new research technique called “ripple effects mapping” in past visioning communities.

Ripple Effects Mapping (REM) is defined as “a group participatory evaluation method that engages program and community stakeholders to retrospectively and visually map the chain of effects resulting from a program or complex collaboration” (A Field Guide to Ripple Effects Mapping, p. xii).

In July 2018, a research team of two staff people and two students conducted a pilot study in which they facilitated REM workshops in four target communities: Tripoli (program year 2012), Mapleton (program year 2013), Preston (program year 2014), and Manning (program years 2012 and 2016). These communities were selected because they represent different program years, they represent different parts of the state, and all have either completed projects or are in the process of completing projects.

Visioning committee members, stakeholders, and residents from each community participated in the two-hour REM workshops. The Trees Forever field coordinators who worked with each of the communities were also invited to attend.

Each workshop started with participants pairing up and interviewing each other about their experiences during and after the Community Visioning process and then sharing their experiences with the larger group.

As each story was presented, the larger group discussed and added to the story. The facilitators took notes and created a diagram called a “mind map” that represented linkages between ideas, actions, and participants.

Three of the study communities—Manning, Mapleton, and Tripoli—have completed all the projects proposed through the visioning program, while Preston is still in the project implementation phase.

The following summarizes the accomplishments discussed at the workshops in each community.

**Manning**
- Downtown improvements
- Creation of a green space at the entrance to Main Street
- Signage and monuments along Highway 141
- Great Western Park improvements
- Creation of Trestle Park

**Mapleton**
- Complete streets
- Pedestrian crossing nodes
- Integrated green infrastructure
- Street tree restoration

**Preston**
- Basketball court
- Two Good Park play equipment
- Community grocery store
- Accessible sidewalks

**Tripoli**
- Sweet Water Trail
- Welcome center and trailhead
- Sidewalk extension along Highway 93
- New park space along Sweet Water Creek
- Sweet Water Creek bank restoration

After sharing their stories, participants reflected on them and considered the activities that they should keep doing, those they should stop doing, and some new ideas that could be beneficial to their community.

Although the projects completed or in process in each study community are unique to that community, the learning outcomes across the four communities are similar. Examples of what residents in all four communities discovered through the visioning process include:

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This play equipment in Two Good Park in Preston was constructed completely by volunteers.
The need for expanding the volunteer base, whether that mean more youth, families, or simply more residents.

The need to have patience when working on projects. Things may not happen as fast as anticipated.

The importance of understanding the perspectives of different age groups and user types.

The ability to raise funds through writing grants, soliciting donations, and increasing local buy in through communication.

The importance of partnerships with local organizations, such as businesses, schools, and clubs.

Through shared experiences and stories of residents, the REM workshops illustrated the “ripple effects” of the Community Visioning process on participating communities. Specifically, the workshops were designed to reveal new ways of thinking and new habits among residents, as well as new community practices that emerged through the planning and project implementation processes. In addition, the workshops explored lessons learned and addressed future goals and plans for action.

One of the “ripple effects” of Community Visioning on all four study communities is increased volunteerism, as demonstrated by residents’ willingness to help with planting in Mapleton and Manning, to build the playground equipment in Preston, and to build and landscape the welcome center in Tripoli.

Another outcome of the visioning process is that the communities learned to do strategic planning before undertaking projects. As a result, workshop participants said they feel “more organized.” Other impacts include more environmental stewardship and increased buy in among local businesses.

In terms of future goals for the four communities, themes that emerged from the REM workshops include improving communication, revitalizing downtown, improving connectivity and accessibility in the community, engaging with local businesses, and engaging younger residents and youth.

More information about the Community Visioning Program is available from Sandra Oberbroeckling at 515-294-3721 or soberbr@iastate.edu.

Top: Volunteers planted a bioswale along a roadside in Mapleton in summer 2018. Middle: After completing community visioning in 2012, Manning residents planted roadside vegetation along Highway 141. Bottom: Residents of all ages helped build and landscape the Tripoli welcome center.
“I thought [the training] was excellent and am looking forward to taking more workshops in the future both in an official capacity at Iowa State and for personal development.”

“This two-day training provided ‘real-time’ tools that would benefit any facilitator regardless of their scope of work. The class moved at a great pace, and participants were allowed time to practice their new skills.”

“I see a lot of people who have participated in a facilitation and then gone out and attempted it themselves, thinking they know all there is to know about facilitation through osmosis. Take this class instead of muddling through on your own.”

The response to the August ToP® training was so positive that community development specialist Shelley Oltmans organized a follow-up session on September 20 for those who attended the training to practice the technique, as well as for those who did not attend the training but were interested in experiencing the methodology.

CED faculty and staff are already putting their newfound skills to work.

“We are working with the Institute of Cultural Affairs, who developed the ToP® training techniques, to incorporate some of their methods into the Leading Communities leadership program,” said Deb Tootle, associate professor and Extension specialist in community and regional planning.

“The techniques we learned will help us engage more diverse community members in the processes of community participation and leadership,” she added.

“I plan on using my updated facilitation skills when presenting programming such as Leading Communities, leading processes such as project planning, and during projects such as using an action plan when discussing a capital campaign,” said community development specialist Brian Perry.

“I am working with two community development specialists and we are in the early stages of discussion with a nonprofit where action planning seems to be the appropriate method for moving the board forward.”

For more information on the ToP® facilitation and to attend a session, contact Deb Burnight at debburnight@gmail.com.

**CED AND IOWA LEAGUE OF CITIES CREATE SHARED POSITION**

*By Sandra Oberbroeckling / Extension Program Specialist*

Erin Mullenix has been the research director at the Iowa Leagues of Cities since 2010, with an intermezzo from 2016 to 2018 as the director of data-driven science for Iowa State University, where she developed strategic planning and collaborative programs to support institution-wide activities related to big data and local government.

This experience made her the logical choice for a new shared position with the Iowa League of Cities and ISU Extension and Outreach’s Community and Economic Development (CED) program, which she started in mid-July 2018.

The purpose of the position is to serve as a bridge between CED and the League to find shared needs for data collection, research, and analysis that benefit Iowa cities and other local governments.

As research director for the League of Cities, Mullenix supports the organization’s advocacy efforts and membership services, conducting research on local government finance issues and economic and fiscal issues.

“When the legislature is in session, I interpret bills that might affect local governments and try to calculate the financial impacts,” she said.

For CED, Mullenix is working with the Local Governments and Data and Technology teams conducting research and making data more accessible to CED clients.

“Erin brings tremendous strengths in working with a variety of datasets in creative ways, to give us insights into current demographic, tax, and fiscal conditions and trends that don’t come from examining individual datasets in isolation,” said CED program director Gary Taylor.

Mullenix is already working on a variety of projects at both the League of Cities and ISU. For example, she is conducting a levy rate study, using data from multiple sources to look at city levy data over time and to study trends. The purpose of the study is to show the reality of city resources. She is also surveying communities to obtain information about current residential and commercial utilities charges for a utility rate study.

Upcoming projects include a TIF (tax increment financing) study, a housing data project, and debt reporting. Mullenix believes the position offers her the best of both worlds.

“At ISU, I am not concerned with the legislative side, while at the League I have the creative freedom to help advocate for cities,” she said.

“The Extension advantage is having credibility behind you when approaching the state,” she added.

Mullenix earned a BSE in industrial engineering, a BA in Spanish, and a certificate in management from the University of Iowa in 2004. She earned her master of public administration from the University of Nebraska at Omaha in 2011. Between degrees, she was employed by a variety of organizations, including the US Postal Service, Wells Fargo Financial, Goodrich Corporation, and the Iowa Homeland Security and Emergency Management Division.

She sees a logical connection between engineering and local government work.

“My engineering degree provided experience in math and science, as well as process improvement, which I think is part of local government,” she said. “You can problem solve at a manufacturing plant, but you can also problem solve for local governments, but in a different way.”
EXTENSION CED GAINS REAL ESTATE EXPERTISE WITH NEW FACULTY MEMBER  

By Sandra Oberbroeckling / Extension Program Specialist

Real estate development matters to communities, whether it’s residential, providing homes for community members; or commercial, creating jobs and boosting the local economy.

To address this important facet of community development, Iowa State University Extension and Outreach’s Community and Economic Development (CED) program has added a new member to its team. In August 2018, Daniel Kuhlmann joined ISU’s Department of Community and Regional Planning as an assistant professor with responsibilities in the CED program and with the ISU Ivy College of Business.

Kuhlmann came to ISU from Cornell University, where he earned a master’s degree in 2014 and a PhD in 2018 in city and regional planning. Prior to studying at Cornell, he served as a business systems consultant for Wells Fargo Home Mortgage in Minneapolis from 2010 to 2012. He previously had been a researcher for CB Richard Ellis in Bloomington, Minnesota, and an associate consultant with RCLCO in Los Angeles.

It was his time in Los Angeles, where he worked with planners, that sparked Kuhlmann’s interest in planning.

“Through [the job at RCLCO] I got introduced to planning and real estate in one fell swoop,” he said. “I was interested in the way that planners look at real estate. I like the way it’s not just about profits; it’s about what you’re actually building and I think both from a feel-good perspective and certainly from a practical perspective understanding what cities want and need and how they regulate new real estate development is an important skill for real estate developers to have.”

Kuhlmann was attracted to the position at ISU because he thought that it fit well with his research and career goals.

“I was really looking for teaching positions where I could teach planning and real estate and then sort of live at the intersection of those two fields. I think that’s exactly what this position is[,]” he said. “I also really like to do applied policy work and I think Extension’s a great place to be able to apply that trade as well.”

Originally from Minnesota, Kuhlmann is also happy to be back in the Midwest.

Since starting at ISU in mid-August, Kuhlmann has worked primarily in housing. For example, one project on which he is working looks at the relationship between transportation and housing—specifically, understanding whether owning a vehicle and/or having access to good transportation networks affects the likelihood of people being evicted or forced to move.

He is also in the process of developing Iowa-specific research.

“Housing quality is a big issue, especially in rural Iowa,” Kuhlmann said. “Trying to understand how we can develop programs and policies that help improve the physical condition of housing stock in these small, rural areas where incomes are low and housing is inexpensive but not inexpensive enough.”

Fifty-percent of Kuhlmann’s appointment is teaching in the Department of Community and Regional Planning. He will be teaching a real estate development and marketing course, which he hopes to present from the planner’s perspective: “how during the real estate development process do real estate developers interact—successfully or not—with cities and understanding the ways cities see real estate development.”

In addition to his extension and teaching responsibilities, Kuhlmann will also help lead a new master’s program in real estate development offered by the College of Design and the Ivy College of Business. The Master of Real Estate Development (MRED) is an interdisciplinary, professional degree offered in a blended format of online courses and brief campus residencies. The program, which can be completed in 21 months, is especially suited for professionals with work experience in a real estate-related field. It will launch in fall 2019.

TWO-DAY SHORT COURSE ON ArcGIS 10.5 OFFERED

By Bailey Hanson / CED Systems Analyst

Iowa State University Extension and Outreach’s Geospatial Technology Program is offering a two-day Essentials of ArcGIS workshop October 25-26, 2018.

This two-day course will explore the new, easy-to-use features in ESRI’s ArcGIS 10.5 software suite, which includes ArcMap and ArcCatalog. ArcMap is a map-centric application for the editing, display, query and analysis of map data as well as map layout tasks. ArcCatalog is a data-centric application that lets the user locate, browse and manage spatial data. Topics covered include:

- Making maps from geospatial data
- Mapping data from tables
- Querying your database and selecting features by location
- Displaying, projecting, and editing data

The course is intended for both new and experienced users of geographic information systems. Experience using Windows-based applications is highly recommended.

The $500 course fee includes two days of instruction by a GIS professional, tutorial manual and data, and a one-year ArcGIS license. ISU faculty, staff, and students receive a 50% discount at $250 per person. For more information visit our website at [www.extension.iastate.edu/communities/GIS/courses](http://www.extension.iastate.edu/communities/GIS/courses).
EXTENSION CED TO ASSUME ROLE OF INSTITUTE OF PUBLIC AFFAIRS

By Eric Christianson / Community Development Specialist

In April 2018, the University of Iowa announced the closure of the Institute of Public Affairs, along with several other programs. The institute has been an important resource for Iowa’s local governments since its founding in 1949. The mission of the Institute of Public Affairs was to provide information and services that assist in maintaining and strengthening the effectiveness of Iowa’s state and local governments.

Despite its closing, it is important to ensure that the vital services provided by the Institute of Public Affairs remain available to local governments. Iowa State University Extension and Outreach’s Community and Economic Development (CED) staff have had a long history of working with the institute to provide services and educational programming. Therefore, ISU Extension and Outreach’s CED program will be assuming the role that the institute had in delivering those services. Over the past few months CED staff have been working closely with the Iowa League of Cities and former staff from the Institute of Public Affairs to make the transition as smooth as possible.

Perhaps the most important service provided by the institute had been facilitating goal setting sessions for local governments and nonprofits. During these sessions, leadership teams address critical issues, identify priorities, and develop action plans to accomplish those priorities. An effective board or council is one that works together toward common goals, but all too often groups can get caught up in addressing issues day to day rather than taking a step back to prioritize the many issues they may be facing. Taking time annually as a group to plan to move forward is vital for any government or nonprofit group.

It is important to distinguish between goal setting and strategic planning. Strategic planning considers the broader mission and vision of the organization or government and sets goals for the next 5–10 years. Goal setting has a narrower focus and usually focuses on actions that a leadership team wants to accomplish in the next year or two. Goal setting is normally accomplished annually through one or two sessions while strategic planning will often consist of two or more sessions depending on the size and complexity of the group.

Although CED staff have always provided some strategic planning and goal setting services, the closure of the institute has already led to a significant increase in interest. Already, staff will be working with several city and county governments and nonprofits to help them set a practical vision and take action to bring that vision to life.

For more information about the CED program’s strategic planning and goal setting services, contact Eric Christianson at 515-451-5662 or ejchr@iastate.edu.

KENDALL RECEIVES 2018 DWIGHT INK PUBLIC SERVICE AWARD

By Sandra Oberbroeckling / Extension Program Specialist

Cindy Kendall received the 2018 Dwight Ink Public Service Award from the Department of Political Science.

The award recognizes public managers in Iowa who exemplify the highest standards of dedication to public service and are characterized by their leadership abilities, their passion for their work, their high professional standards and the respect they are given by their peers.

Kendall earned her Master of Public Administration at Iowa State University.

She was inducted to the Iowa League of Cities Hall of Fame in 2007 and was a recipient of the 2018 Excellence in Partnership to Iowans Award from ISU Extension and Outreach. She is on the Board of Directors for the Iowa Municipal Finance Officers Association, the Board of Trustees for the Municipal Fire and Police Retirement System of Iowa, and has been a contributing editor of the City Clerk/Finance Officers Handbook for more than 30 years.

She has an extensive record of service including mentoring in the Iowa League of Cities Mentor Program; instructing classes each year since 1988 at the Iowa MPI/MPA; serving on the Curriculum Development Committee for the Iowa Municipal Finance Officers Association; hosting government representatives from Russia, Georgia, and Japan through the Iowa Resource for International Service; hosting city representatives from the Czech Republic and Slovakia as part of an ISU-sponsored grant; doing regional trainings for regional city clerk groups; facilitating county affiliate certification programs; teaching City Finance 101 for elected officials and contributing to the Iowa Government Financial Initiative.

To learn more about the services that Kendall and the rest of the CED Local Governments team provide, visit the www.extension.iastate.edu/communities/local-government.
### 2019 IOWA’S LIVING ROADWAYS COMMUNITY VISIONING PROGRAM TOWNS SELECTED

**By Sandra Oberbroeckling / Extension Program Specialist**

Ten Iowa communities have been selected to participate in the Iowa’s Living Roadways Community Visioning Program in 2019.

The award-winning program integrates technical landscape planning and design techniques with sustainable community action to assist community leaders and volunteers in making sound and meaningful decisions about the local landscape.

The 2019 visioning communities are Audubon, Bedford, Coggon, Durant, Mount Pleasant, Royal, Sumner, Treynor, Van Meter, and Walcott. The program is sponsored by the Iowa Department of Transportation in partnership with Iowa State University Landscape Architecture Extension and Trees Forever, an Iowa-based nonprofit environmental advocacy organization.

To qualify for the visioning program, a community must have a population of fewer than 10,000 residents, existing transportation-related issues, and a committee of volunteers willing to dedicate their time and talent to the visioning process.

The Community Visioning Program empowers local leaders through a planning process that results in a transportation enhancement plan reflecting the values and identity of the community.

A committee of local residents participates in a series of steps toward creating a conceptual design plan, including:

- Identifying issues
- Investigating the physical and cultural dimensions of landscape issues
- Setting goals for change
- Developing strategies to meet those goals
- Creating an implementation plan

Throughout the process, the committee receives support from the technical experts at Trees Forever, a professional landscape architecture firm, and the ISU Department of Landscape Architecture.

The sustainability and success of the program is evident by the number of communities with which it has collaborated. Since Iowa’s Living Roadways was created in 1996, more than 230 communities have participated in Community Visioning, more than a dozen of which have gone through the process more than once.

### CED SPECIALISTS HONORED AT UNIVERSITY AWARDS CEREMONY

**By Willy Klein / Advancement Specialist, ISU Extension and Outreach**

Six extension professionals in the Iowa State University Extension and Outreach Community and Economic Development unit were honored during ISU’s annual awards ceremony Friday, September 14, in the Memorial Union Great Hall in Ames. The ISU Award for Achievement in Economic Development in Iowa was presented to the Latino Business and Entrepreneurship Team, a team of community development specialists—Lisa Bates, Himar Hernández, Victor Oyervides, Jill Sokness, Scott Timm and Jon Wolseth.

Their work with Latino entrepreneurs has impacted more than 150 businesses in Iowa. Recently, they have broadened their scope to entrepreneurs from other minority business groups, including African-American and refugee populations, which is meeting a growing economic need as Iowa’s population becomes more ethnically and racially diverse. Their work has been recognized by national media such as Good Morning America and the Wall Street Journal, and by academic and community economic development organizations.

Pictured from left to right are the members of the Latino Business and Entrepreneurship Team: Scott Timm, Lisa Bates, Victor Oyervides, Jon Wolseth, Jill Sokness, and Himar Hernández.
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