



COMMITTEE OF THE WHOLE AGENDA
Tuesday, August 1, 2023 at 6:00 PM
Adel City Hall, 301 S 10th Street Adel, IA 50003

NEW BUSINESS

- 1.a. May 2, 2023 Committee of the Whole Meeting Minutes
- 1.b. June 6, 2023 Committee of the Whole Meeting Minutes
- 1.c. Greater Dallas County Development Alliance Update
- 1.d. CIRTPA Trails Project Update
- 1.e. Dallas County Request to Acquire City's Alleyway Parcel Behind Old Culligan Building Update
- 1.f. Moving Part-Time Administrative Clerk to Full-Time at Adel City Hall
- 1.g. Implications of Municipal Bond Election Changes

OTHER BUSINESS

ADJOURNMENT



AGENDA ITEM NO. 1.a
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: May 2, 2023 Committee of the Whole Meeting Minutes

ATTACHMENTS:
[05-02-2023 Committee of the Whole Minutes.pdf](#)

Committee of the Whole
Tuesday, May 2, 2023 – Meeting Minutes

The City of Adel's Committee of the Whole met in the council chambers at Adel City Hall. McAdon called the meeting to order at 6:01 p.m. Members present: Christensen, McAdon, Miller, and Ockerman. Selby joined virtually around 6:05 p.m. Others present: City Administrator Brown, Finance Director Sandquist, Public Works Director Overton, Police Chief Shepherd, Lieutenant Book, Code Compliance Officer Nichols, Adel Partners Chamber President Deb Bengtson, Alliance reps. Rachel Wacker and Sven Peterson, and McClure rep. Brian Sandberg.

NEW BUSINESS

a) March 7, 2023 Committee of the Whole Meeting Minutes

Motion by Miller, seconded by Ockerman, to approve the minutes. Motion carried unanimously. Selby was absent for this vote.

b) Greater Dallas County Development Alliance – Rachel Wacker, Executive Director

The Alliance's Executive Director Rachel Wacker and Board President Sven Peterson gave a presentation on the Alliance and its activities since Wacker began her position in August 2022. The Alliance was involved in 19 projects in Dallas County in FY21-22, 12 projects in FY22-23, and is actively working on 25 projects. Adel sites were presented a handful of times over the past few years.

The Alliance's Strategic Plan was developed in 2021 and will be revisited this year with Wacker's input. An economic development manager position is being created to replace a retirement in March. Wacker noted that the Alliance can provide service and add value through marketing, grants, TIF, workforce, housing, networking, site selection, and by providing data to prospective businesses.

Peterson stated that the Alliance's focus has changed over the years and now tries to help communities meet their individual needs. The Alliance's Executive Board meets monthly and provides detailed information on potential projects.

Miller asked about the Alliance's improvements over the years and tangible wins based on the Alliance's strategic plan. Peterson stated the Alliance is targeting placemaking, quality of life, networking, and tailoring the Alliance's services to each community. Wacker noted that the strategic plan is being revised to better align with networking and projects.

McAdon asked for more information on the Alliance's strategic plan. Wacker stated she is gathering member feedback and working on internal Alliance changes to prepare. The goal is to review an updated plan in May and then fully implement it in July.

McAdon asked about specific projects the Alliance has worked on in Adel. Wacker stated Brown and Bengtson were brought in on one project last year. The Alliance tries to share details when it can while honoring business confidentiality.

McAdon asked about the Alliance's relationship with the Greater Des Moines Partnership. Wacker stated she works with the Partnership on prospects and is involved in several Partnership groups or committees.

Christensen asked about how the Alliance fits in with the State's IEDA and IFA along with the Adel Partners Chamber of Commerce. Wacker stated that the Alliance is solely focused on Dallas County and can leverage its relationships with those other entities accordingly.

Ockerman stated that the City needs to work with property owners on annexation and development to see success with what the Alliance has to offer. Annexation must be a priority for the City.

Christensen asked about certified sites across Dallas County and whether they are coordinated to maximize the outcomes. Wacker stated the Alliance has worked on this idea. Landowner interest is critical. Peterson stated the Alliance can start conversations between elected officials and staff members.

McAdon asked about the Alliance's financial structure. Wacker stated that, for cities, the Alliance's model is \$2.50 per capita. The Alliance is looking to modify its business funding tiers and board structure. There are 30 seats on the Alliance Board now and seven Executive Board members. Wacker stated she and the Alliance would welcome the opportunity to learn more about the City's expectations of the Alliance.

The committee discussed wanting to see the Alliance's revised strategic plan and current member list.

c) Nuisance Abatement Issue

Nichols stated he has received complaints about the nuisance at 1316 Orchard Street. The property owner has not followed City letters asking them to clean up the junk. The City could spend \$15,000 to clean up the property along with court fees.

Brown stated that the City's Code of Ordinances has two processes for abating nuisances: an administrative process (i.e., the letters) and a municipal infraction process (i.e., through the court system). Brown noted that the City has not budgeted for a legal process here. Further, at least a dozen properties have been identified as having potential nuisance issues, though the City has not yet worked through those.

Ockerman stated the City needs to be prepared to work through other properties if it proceeds with one. The committee's consensus was to bring this particular property to the council meeting and to send letters to other potential properties.

d) Interim Administration Services Proposal from Callahan Municipal Consultants, LLC

The committee reviewed a proposal for services from Pat Callahan. Miller asked for more details. Christensen asked for the scope of work. Ockerman suggested using these services for some major projects. The committee's consensus was to bring a revised proposal to the council meeting.

OTHER BUSINESS

In other business, Brown provided an update on the State Legislature's property tax reform efforts.

Sandberg provided information on the City's North 15th Street Bridge Project and the need to move a water main to avoid future damage. The unbudgeted estimate was \$107,000. The committee's consensus was to bring this item to the council meeting.

The committee received an update on City Hall's new part-time administrative clerk position.

The committee received an update on PFM's cost of water production analysis.

ADJOURNMENT – 8:01 p.m.

Respectfully submitted: Anthony Brown, City Administrator



AGENDA ITEM NO. 1.b
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: June 6, 2023 Committee of the Whole Meeting Minutes

ATTACHMENTS:
[06-06-2023 Committee of the Whole Minutes.pdf](#)

Committee of the Whole
Tuesday, June 6, 2023 – Meeting Minutes

The City of Adel’s Committee of the Whole met in the council chambers at Adel City Hall. McAdon called the meeting to order at 6:00 p.m. Members present: Christensen, McAdon, Miller, Ockerman, and Selby. Others present: City Clerk Erickson, Finance Director Sandquist, Public Works Director Overton, and Parks & Recreation Director Schenck.

NEW BUSINESS

1.a. Bailey's Grove - Aaron Court Channel Stabilization Issue

The Committee decided to bring an agreement with McClure Engineering for completing topographic survey and proposed concepts for addressing unstable drainage channel in the Baileys Grove development, more specifically in the rear yard of 1050 Aaron Court, to the Council Meeting on June 13th.

1.b. HR Green Pavement Management Study Update

Larry Stevens, from HR Green, presented the results of the Pavement Management Study and recommended:

- 75% towards reconstruction, 5% on restoration, and 20% on rehabilitation
- Clearly establish a dedicated budget for Pavement Management: recommended annual budget of \$1.4M
- Maintain average PCI of 70; hybrid goal of 60 for local and 80 for collectors

The data presented did not include the brick streets. The Committee would like to see

Dan: any technology in place to help preserve brick streets?

Larry: not aware of any preservation or treatment

Shirley: think about our current inventory and thinking ahead towards new; Next

Steps: looking at how to finance and Rob, what about street committee?

Rob: we need to get the brick streets added to this study to realistically assess

1.c. Review Goal Setting Session Priorities and Budget Implications

a. HR Green Pavement Management Study and Recommendations, Next Steps

b. Fire Station (Hiring a Consulting Firm to Study/Analyze Issues and Needs), Next Steps

c. Water Tower Park, Next Steps

The Committee would like Staff to ask for models for pavement study and fire station from PFM. Sandquist responded that this information will be able to be plugged in to the debt service levy, but the continuing operational costs are unknown right now.

1.d. Travel Policy Update

The Committee asked City Staff to put this item on the agenda for the City Council Meeting on June 13th, 2023.

1.e. Discuss Fee Schedule Changes to Go Into Effect July 1, 2023

The Committee asked City Staff to put this item on the agenda for the City Council Meeting on June 13th, 2023.

1.f. Discuss Possible Mobile Food Unit License Application and Ordinance Update

The Committee asked City Staff to put this item on the agenda for the City Council Meeting on June 13th, 2023.

1.g. Ordinance Repealing and Replacing Chapter 120, Pertaining to Liquor Licensing - Class "E" Auto Renewal Program

The Committee asked City Staff to put this item on the agenda for the City Council Meeting on June 13th, 2023.

1.h. RDG Downtown Historic Design Guidelines

There will be a meeting held at City Hall in the Council Chambers led by RDG and the Adel Historic Preservation Commission to update local businesses in the Historic District about the design guidelines on Wednesday, June 7th, at 7:00 p.m.

OTHER BUSINESS

1. Council Member Christensen asked if Public Works Director Overton could update the Council on the plan for Meadow Road. Overton responded that dust control is scheduled. A short term solution would be to place an asphalt overlay and the cost is between \$200k and \$400k.

ADJOURNMENT – 8:17 p.m.

Respectfully submitted: Carrie Erickson, City Clerk



AGENDA ITEM NO. 1.c
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: Greater Dallas County Development Alliance Update

ATTACHMENTS:

[Draft Revised City of Adel - GDCDA Scope of Services.pdf](#)

[GDCDA Strategic Plan - 28 March 2021 - Implementation Version.pdf](#)

Greater Dallas County Development Alliance Scope of Services for the City of Adel

Services will be provided to the City if it is in good standing with the Greater Dallas County Development Alliance.

General services included but not limited to:

1. Annexation & Site Preparedness Assistance

- Provide direct and technical assistance with the annexation process, including:
 - Communication with and facilitation between landowners, real estate agents, and the City on the annexation process, the benefits of annexation (e.g., taxation and abatement, development opportunities), future land use planning, land prices, and site readiness (e.g., studies needed, price points, marketability). The Alliance shall advise the City of any related concerns or bottlenecks and make recommendations accordingly.
- Provide support and guidance to the City and landowners (both within the City's limits and in annexation targets) on the State Certified Site Program and the Greater Des Moines Partnership's Site Readiness Program.
- Facilitate the creation and marketing of sites for development.

2. Economic Development Resource

- Partner with City staff, the Adel City Council's Community & Economic Development Committee, the Adel Partners Chamber of Commerce, the Greater Des Moines Partnership, the Mid-Iowa Planning Alliance, and leaders designated by elected officials.
- Representation of available sites/buildings to prospects.
- Preparation and submission of prospect RFI/RFI responses.
- Serve as a greater Dallas County regional liaison for prospects, site selection professionals, and developers.
- Create and maintain existing business relationships via Existing Business Call Program (BRE).

- Serve as information resource through research and analysis, facilitating discussion with appropriate partners, providing project briefings, tracking and reporting on legislative issues, and other relevant topics.
- Provide custom reports on project activity and community 'touch points.'
- Involvement of City staff and/or elected officials on Alliance committees including, but not limited to: Government Relations, Membership, Marketing and Events, Finance/Incentives, Rural Development.
- **Vote** on Alliance business operations through board of director seat. Opportunity for position on executive committee based on attendance, participation, and nomination.

3. Marketing, Communications, and Events

- Maintain active marketing efforts to promote business development and expansion within the community.
- Market specific properties within the community for new development, redevelopment, and expansion.
- Representation of community on Alliance website, including maintenance of LocationOne Information System (LOIS) data for available buildings and sites.
- Inclusion of community news and events in Alliance communications (email distributions, social media, website).
- Distribution of reporting, newsletters and news releases, and other content via social media and email correspondence.
- Provide general marketing support for community specific initiatives.
- Regional branding and targeted geographic marketing campaigns.
- Host networking events to cultivate relationships relevant to business and economic development.
- Provide executive summaries for any plans commissioned or created by the Alliance (e.g., Strategic Plan).

- Schedule and facilitate educational and informational workshops to share topics relevant to economic development, funding opportunities and potential projects, business, and industry.

4. Grant Writing & Finance Administration Support

- Assist community in calculating local match for IEDA High Quality Jobs projects and support the Adel City Council's approval process.
- Provide financial assistance and grant support for new or existing businesses within the community, especially related to job creation and retention.

5. Measurements & Reporting Requirements

- The Alliance shall provide City staff with monthly written reports that include details on:
 - Recent economic development projects undertaken by the Alliance in the community (i.e., completed, in-progress, or proposed).
 - Recent economic development activities and coordination (related to the scope above) by the Alliance for the community.
 - Recent efforts by the Alliance in Dallas County for other Alliance members.
- Every fiscal year, attend at least three City meetings (e.g., Council meetings, Council's Committee of the Whole meetings, or Council's Community & Economic Development Committee meetings).



**Greater Dallas County Development Alliance
2021-2023 Strategic Plan
Version: 28 March 2021 Implementation Version**

Greater Dallas County Development Alliance : Building Bridges to a Sustainable Future

Dear Alliance Partner,

There are many people to thank for this Strategic Plan's development. The Strategic Planning Committee has spent countless hours reflecting on the work of the organizations and having some difficult conversations. Their time and devotion to this process has set up our organization for success and a clear path to move forward. Joe Benesh with The Ingenuity Company brought an insightful and creative perspective to the process. We are all thankful to Joe for the work he has put in to help us along the way. Most important, we have You to thank. The input we received from stakeholders was crucial for the development of a plan that will be actionable to better the places we live and work. This process showed us how important it is to listen to and act upon the feedback we receive to make sure we are putting our efforts in the right place.

This Strategic Plan plays a vital role in the shift of our organization to serving our partners. We will seek ways to partner and engage all of our communities and businesses in Dallas County. It is critical that we have everyone involved in conversations to be able to achieve the strategies outlined in this plan. We welcome you to a new plan and vision for the Greater Dallas County Development Alliance.

Thank you,
Sven Peterson
President

Executive Summary

"Make no little plans; they have no magic to stir men's blood and probably will themselves not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die" - Daniel Burnham

Table of Contents

- i. Preamble
- I. Mission
- II. Vision
- III. Core Tenets
- IV. Characteristics of Our Organization
- V. Value Proposition
- VI. The Three Strategies
- VII. Strategic Overview of the Three Strategies
- VIII. Implementation of this Plan
- IX. Goals + Outcomes
- X. Objectives + Supporting Frameworks
- XI. Tactics: Inputs, Outputs, Accountability, and Metrics



Prepared by: The Ingenuity Company
Joe Benesh
joe@ingenuitycompany.com

i. Preamble

This document is a starting point. It is intended as a living, changing, ever evolving instrument to empower the GDCDA to imagine and build the organization in new and innovative ways. The document provides a framework to guide our growth and progress and shall be revisited annually to ensure that there is consistency with the Mission and Vision set forth below.

I. Mission

By leveraging the strengths of our region, the Greater Dallas County Development Alliance seeks to improve economic success and achieve a higher quality of place.

II. Vision

Through a renewed focus on members, the Greater Dallas County Development Alliance will transform, provide connections to resources, and convene conversations with partners to be consistently present and support the momentum of expansion and development in our region and set the stage for future growth and sustainable success.

III. Core Tenets

As we conducted focus groups, surveyed those in the region, and worked with Board and staff, we feel our strategic plan must be rooted in our value system and represent who we are as an organization - supporting any mission and vision our organization employs. The following are what we believe we most embody as an organization and how we serve each other and our community, **we are an organization that:**

Tenet 1: Builds Thoughtful Partnerships

- *We will spend time in each community to listen and be available as a resource for our members*
- *We understand that each community is in a different stage of development or growth and has unique needs*
- *We will bring different parties and resources together to enhance the uniqueness of our region*

Tenet 2: Enhances the Quality of Place and Sets the Stage for Success

- *We understand that our strength comes from being a facilitator of conversations rather than the tactical execution of specific efforts*
- *We will connect our partners to those who may be able to assist and support their efforts*
- *We will follow the lead of our stakeholders and help them enhance their awareness of available resources and provide support in leveraging these resources*

Tenet 3: Are Thought Leaders in the Area of Economic Development

- *We will maintain a broad and strategic focus for the region, looking at things holistically and with a long-term lens*
- *We will adapt to the needs of changing conditions actively and based on the needs of our members*
- *We will create a culture that celebrates, shares, and helps create economic success and improvements to quality of place*

IV. Characteristics of Our Organization

Through our process, we have identified the following words that best describe our organization currently:

Reactive | Collaborative | Dormant | Stagnant

The characteristics identified above indicate an organization in transition. This strategic plan contains goals, objectives, and tactics that will represent a bias away from certain barriers to our success based on the words identified, from all levels of the organization and employ the means to meet the value proposition set forth in this document.

It is our desire as an organization to move away from being reactive – always looking forward to determining how to best execute strategies that will support the mission of our organization. The raw materials for success exist from members, staff, and the communities and business partners in the region; the emphasis of this strategic plan is to become the bridge builder that shifts a reactive focus from responding to forecasting needs. Repositioning the organization to clarify its role in this way will lead to greater clarity of purpose and the ability to direct growth with a very specific target capacity in mind.

V. Value Proposition

As we explored the different dynamics of our organization, we developed a value proposition outlining the major components of our sustainable competitive advantage. As we work to better strengthen and clarify what we do, these are significant considerations that will ultimately help us more deeply consider what we do and how we function as an organization.

The value proposition of GDCDA is for Public/Private regional stakeholders, who seek growth, we provide collaborative opportunities and answers that expand our Dallas County, from connectors, coaches, conveyors, that together our efforts increase jobs, enhance quality of life, and increase taxable value throughout Dallas County and or neighbors. Specific to each area:

The GDCDA is for:

**Who is
it for?**

- Regional Stakeholders
- Business Owners
- Utilities
- Education Systems
- Those Looking to Build Strategic Partnerships
- Municipalities and Communities
- City Governments / Dallas County Government
- Those Doing Business with Municipalities, Cities, and the County

Who seek from us:

- Those Seeking a Broader Perspective on Regional Economic Development
- Partnership and Collaboration
- Increases in Taxable Valuation
- Collaborations in the Public and Private Sectors
- Coordinated Opportunities and Support for Development
- Regional Economic Growth
- **An Organization that Helps Position Future Success for Members**

What do they seek?

Through our research and work within the region and focus group sessions, as we considered who our target audience might be, and what they hope to find in our offerings using research and data. From those conversations and data points, we more purposefully and dynamically considered **what we provide:**

We Provide

- An Environment for Efforts to have the Best Chance for Success
- Enhancements to the Pace of Growth
- Knowledge and Support for Directed Business Growth
- A Forum to Develop the Next Generation of Development
- **Leadership in Regional Economic Development**
- Recognizing and Publicizing Opportunities
- Collaboration with Public, Private, and Regional Stakeholders

How is the GDCDA Different? What makes our efforts unique? Our differentiators as an organization are key points from which to build a strategy for growth. The key differentiators we identified are as follows:

- We are Connectors, Coaches, and Conveners
- Our Focus is a Specific Region
- Our Role is to Know, Understand, and Provide Support
- Our Approach is to Work with Others and Help their Efforts Be More Successful
- Our Value is to Provide a Solid Foundation to Enhance the Quality of Life of Dallas County

We are different than others....

You can believe us because...

We carefully considered our role in the region in many different venues, speaking with many stakeholders and extensively surveying different populations to test and substantiate our analysis of who we want to be as an organization. A central question for our region and its stakeholders is **why they can believe us:**

- We have proof points in our efforts:
 - **Increases in jobs;**
 - **Enhancements to quality of life;**
 - **Our tax base continues to increase**
- We have a high degree of trust with our partners
- Our partners generate a high degree of credibility and desire for other stakeholders to participate
- We consistently develop and work with partners to develop the “how” in project execution
- We have a proven record of being able to identify and support opportunities for growth
- We exist in a unique place with a high desirability for future development from our region
- The pace we establish for our support sets up projects and collaborations for success
- We are able to identify and put the right voices in the room

Section VI below outlines what the GDCDA strategies entail when determining purposeful action for the future as our organization evolves.

VI. Strategies

“Strategy is about making choices, trade-offs; it’s about deliberately choosing to be different.” - Michael Porter

There are three core organizational strategy pillars that are essential to our Vision, outlined below:

- **Become the Trusted Source for Economic Growth and Development Collaboration in the Region**
- **Evolve Organizational Identity and Clarity of Purpose**
- **Develop Clarity in How GDCDA Works with Partners, Members, Staff, and External Efforts**

Further elaboration on the relationship to the Vision and Strategy is provided below. Each of the areas listed exist to create positive growth in the key areas we identified through our planning process. We acknowledge that it may take time to achieve our goals. However, we feel the strategies outlined above set a solid foundation for future success.

VII. Strategic Overview of the Three Strategies

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

The first strategy is centered around the most critical piece of this strategic plan – re-engaging as “the source” for support in economic development in Dallas County. The most common data point shared in terms of feedback was a lack of consistency in and clarity of the types of engagement the organization provides.

To that end the first strategy includes setting and maintaining a consistent level of communication with key stakeholders. The role of GDCDA should be that of convening and providing structure to conversations, as a resource to those who are responsible for implementation of retention, expansion, and attraction strategies for the county. Connecting conversations such as lead generation, infrastructure connectivity, and the cross-sharing of the differing priorities of each member group, entity, or community should be the main focus of the organization and will more clearly afford for the success of GDCDA.

Evolve Organizational Identity and Clarity of Purpose

Clearly defining the target audience of the organization is a key piece of the organization’s efforts for the next three years. As the external role of the organization is defined, the interactions with each of the stakeholders involved will become clearer as well. The work associated with clearly defining the scope of services and understanding how to broaden the focus of staff and supporting efforts can ease the burden of developing a messaging and communications plan for how to “reboot” the organization in accordance with introducing new thinking and energy around GDCDA.

Another aspect of this strategy pillar is to develop strong listening skills around what member organization’s and the region’s needs are proactively. By convening conversations pursuant to strategy 1, we will be better able to focus our efforts in a responsive way, critical to current circumstances and more actively than economic development groups responsible for execution of specific policies.

Develop Clarity in How GDCDA Works with Partners, Members, and External Efforts

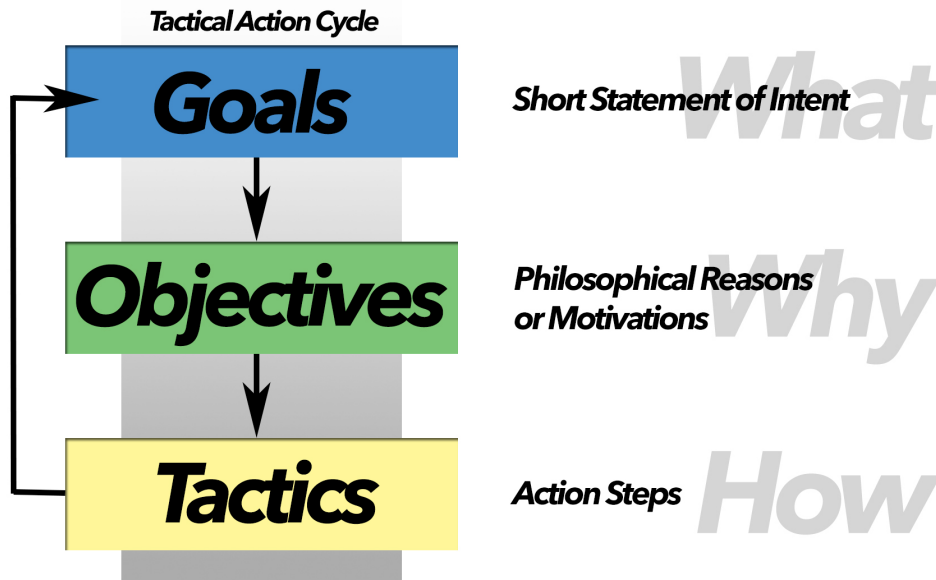
Changes to the executive leadership of the organization affords the opportunity for staff roles and responsibilities to be revisited to assure that every member of the organization is working to underwrite the most pressing and relevant needs of the organization.

Opportunities to provide development opportunities to staff is also a priority, as we look to evolve each component of the organization to a positive result. Staff assessment, clearly defining job descriptions, and setting normative key performance indicators for staff members is a critical part of establishing and monitoring sustainable and positive accountability within our organization.

As an extension of the above, the current model of membership must be revisited to determine the return on investment, Cost-Value, and engagement level of members, with data strongly indicating that a tiered or more structured model is desirable to help build clarity and understanding of what each stakeholder is expected to provide or receive through their interactions with GDCDA.

VIII. Implementation of this Plan

Below is an outline of how the tactical portion of our plan works to implement our goals. The goals listed, their underlying strategies, and how we plan to accomplish them follow the steps outlined below. Each goal is **what** we plan to do; the objectives define **why** we plan to pursue these goals; the tactics define **how** we plan to accomplish them.



IX. Goals + Outcomes

Within each principle exists a set of strategies and goals for the organization. We must align our central tenets with our goals in order to support our Mission and Vision. We start by indicating some areas that are successful, followed by areas of improvement, and then move into stated goals for each central tenet. We do this because of the need to recognize what we are strongest at, followed by what we may need to address in the context of how these characteristics may impact our ability to be successful and, in the spirit of continuous improvement, move ahead.

Strengths:

Localized Group. Strong Contact List Network / Support. Diverse Mix of Organizations Involved. Dedication to Specific Partners. Strong History. Good at Recognizing Efforts of Members. Desire to Improve. Willingness to Change Focus. Collaboration. Certified Sites. Strong Availability of Resources.

Areas for Improvement:

Lack of Leadership. Lack of Marketing Efforts. Poor Staff Outreach. Lack of Understanding on How to Connect to Communities and Community/County Government Leadership. Limited Time Collaborating and Connecting with Some Communities and County Leadership. Too much singular focus on some efforts. Accountability. Limited Focus. Lack of Connectedness. Communication + Listening. Retaining Relationships.

Below are brief statements intended to be achieved, demonstrating our commitment to each strategy, parsed by internal and external deliberate actions. These are written as though completed, to emphasize their nature as the goals as things you are trying to achieve and how they present in an end-state:

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

Internal and Organizational: <ul style="list-style-type: none">• Defined Role in Economic Development Conversations• Clearly Identified Pathways to Economic Development Data and Leads	External and Programmatic: <ul style="list-style-type: none">• Collaboration Meetings and Annual Schedule of Support Identified and Developed• Defined Role for Economic Development and Quality of Life Partnering Organizations, Illustrating Value of Membership
---	---

Evolve Organizational Identity and Clarity of Purpose

Internal and Organizational: <ul style="list-style-type: none">• Identified Target Audience• Clearly Identified Scope of Services• Staff Understanding of How/When to Connect with Partners	External and Programmatic: <ul style="list-style-type: none">• Distinctive and Clear Set of Services and Support Identified• Messaging on External Role Clearly Established and Understood By Partners
--	--

Develop Clarity in How GDCDA Works with Partners, Members, and External Efforts

Internal and Organizational: <ul style="list-style-type: none">• Staff Roles and Responsibilities Identified• Strong Internal Leadership	External and Programmatic: <ul style="list-style-type: none">• Membership Model and Divisions Identified• Board Member Roles, Commitment, and Board Size Identified
--	---

X. Objectives + Supporting Frameworks

To realize the potential of goals established, smaller steps must be taken. These smaller steps, or objectives, are intended to be succinct and clear. Based on our core tenets, we have segmented the tactical objectives in these main areas within the context of the emphasis areas above. Each of the objective areas has an associated set of granular detail, including the supporting framework from which this objective was developed. These details, in turn, are the basis for the tactical action framework to follow:

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

- Objective 1:** Create Conditions for Economic Development and Growth in the Dallas County Region / Support and Share the Quality of Life / Place of the Dallas County Region
- Objective 2:** Seek Opportunities to be a Resource for Member Communities, Companies, and Economic Development Organizations
- Objective 3:** Encourage Existing Business Retention/Growth and Create an Environment that Increases Taxable Value / Actively Support Entrepreneurship

Evolve Organizational Identity and Clarity of Purpose

- Objective 4:** Build Organizational Identity, Create Effective Messaging, and Awareness on the Role of GDCDA
- Objective 5:** Connect and Convene Conversations Between Communities
- Objective 6:** Focus Efforts of the GDCDA to Specific Areas Based on Member Input

Develop Clarity in How GDCDA Works with Partners, Members, and External Efforts

- Objective 7:** Clarify Roles and Empower Staff and Board to Support Organizational Growth and Sustainability
- Objective 8:** Adapt and Renew the Organization to Current Needs / Conditions Evaluate Board Structure + Membership Model

XI. Tactics: Inputs, Prioritized Outputs, Accountability and Metrics

"Vision without execution is just hallucination." – Henry Ford

What you plan to do is often easier than how you plan to go about doing it. Corresponding with each objective in section X above is a brief overview of the associated strategy to ensure the objective is met.

Identify the critical inputs, including milestone dates, audience, and durations of major activities, goals, significant local, state, and/or national information. Factor in interdependencies between various dates and activities as required. Input all data into a scheduling program with anticipated budget for tracking, distribution, and resource allocation. Collect and aggregate significant local events for sharing and to allow for adequate review; develop board and/or leadership team expectations, as appropriate.

Some initiatives, goals, and objectives will require more time than others. As a result, each implementation team shall prioritize the goals, estimate the requirements associated with each (i.e. an individual's interest, availability, etc.). Establish a timeline for each major initiative and distributing it to the other committee members to scrutinize. Subsequently, incorporate feedback, finalizing the plan and begin implementation, regularly reporting progress to staff and board as a whole:

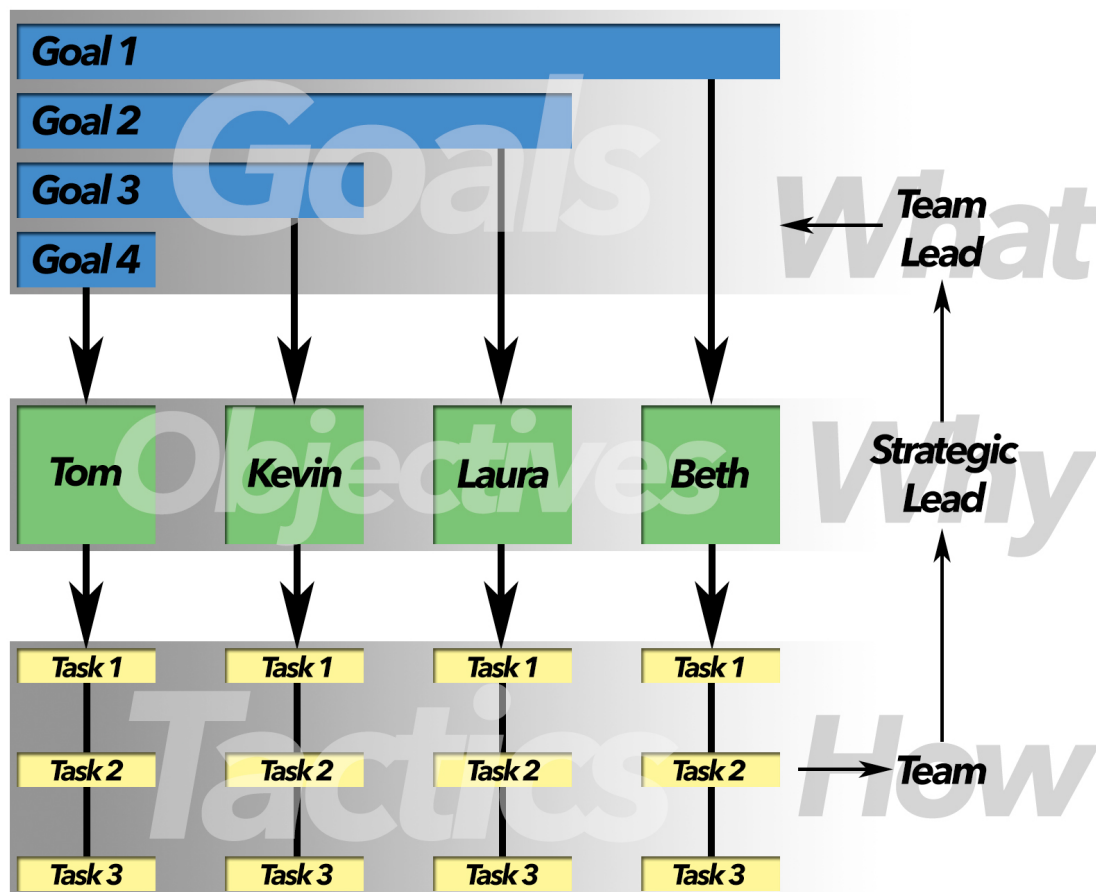


Diagram of Tactical Action Cycle with Additional Granularity; Team Lead = Board of Directors

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

Objective 1: Create Conditions for Economic Development and Growth in the Dallas County Region / Support and Share the Quality of Life / Place of the Dallas County Region

Tactic: "Set the stage for positive significant impact to the quality of place of Dallas County."

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Conduct Gap Analysis and Knowledge Needed for Support (Zoning Laws, Incentives, Infrastructure, Etc.)**
 - Inventory Communities and Geographic Coverage to Determine Focus
 - Assess Gaps in Services and Specific Needs
 - Create Database of Criteria Indicated for Support in the Areas Indicated
 - Determine Contact List / Role of Staff in Economic Development by Community
- **Determine Groups to Conduct Further Listening / Data Collection and Schedule Meetings / Collect and Assess Where Communities Are with Comprehensive Planning**
 - Develop Inventory of Community Questions to Conduct Needs Assessments with Member Communities and Stakeholder Groups
 - Survey Communities to Determine Level of Economic Development and Stage of Comprehensive Planning
 - Stratify Data to Be Collected By Key Areas:
 - Workforce, Education, Quality of Place, Housing
- **Create Running Inventory of Growth / Development Opportunities**
 - Develop Criteria and Tranches of Interest Areas for Opportunities to Be Tracked
 - Develop or Procure Tracking Infrastructure with Appropriate Delivery System
- **Set Specific Annual Goals and Determine Board Articulation and Actions**
 - Determine Specific Responsive Actions Based on Member Input and Focus Group Sessions
 - Conduct Semi-Annual Planning Update Sessions to Sustain Active Organizational Momentum with Set Agenda Priorities in Key Areas:
 - Existing Business Growth / Retention
 - Quality of Place
 - Housing
 - Business Attraction
 - Create Annual Plan for Board Outreach into Community / Business Groups to Enhance the Visibility of the Organization's Efforts

External and Programmatic:

- **Schedule and Conduct Visits to Determine Needs from Member Groups and Communities**
 - Research and Calendar Meetings By Community and Stakeholder Group
 - Assign Staff / Set Outcomes for Each Meeting to Be Attended and Reporting Mechanism

Accountability: TBD (Committee / Leadership Individual)

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

Objective 2: Seek Opportunities to be a Resource for Member Communities, Companies, and Economic Development Organizations

Tactic: *"Be the resource and a point of connection for our region."*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Develop a Value Delivery Diagram for Services and Roles for Staff and Board**
 - Change Format of Board Meetings to "Roundtable" Discussions of Member Needs, Perspectives, and Focus Areas
 - Research and Deploy Resources:
 - Quarterly Newsletter Content
 - Website Content and Links
 - Specific Value-Added Knowledge Content, Education, and Thought Leadership

External and Programmatic:

- **Determine Strategic Partnerships and When there are Appropriate Hand-offs to Other Organizations**
 - Conduct Focused Analysis on Suites of Services and Eliminate Redundant Offerings
 - Inventory and Eliminate Overlaps with Similar Groups
 - Identify Opportunities to Collaborate with MPO, Greater DSM Partnership, IADG, ABI, IEDA, Other Groups
- **Develop and Maintain "City Focus" List; Help Communities "Connect the Dots"**
 - Template City Support Agendas and Facilitation Strategies for Communities
 - Inventory Full List of City Contacts and Current Economic Development Stakeholders
 - Deploy Meetings or Sessions Where GDCDA Has Identified Opportunities for Collaboration Between Issues and Communities
- **Stratify Support Efforts into Groups and Template Assistance Programs:**
 - Deploy Assistance Programs Templated in the Following Areas:
 - Existing Business Growth / Retention / Attraction / Entrepreneurship
 - Quality of Life
 - Housing
 - Infrastructure
 - Workforce Development

Operational:

- **Conduct Annual Organizational SWOT Review**
 - Determine Internal and External Analysis of Key Markers

Accountability: Greg Wilde / Kyle Michael

Become the Trusted Source for Economic Growth and Development Collaboration in the Region

Objective 3: Encourage Existing Business Retention/Growth and Create an Environment that Increases Taxable Value / Actively Support Entrepreneurship

Tactic: *"Keep and diversify the business and economic development offerings in our Region."*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Expand Existing Business Target List**
 - Diversify Business List
 - Survey Board Members for Potential Businesses or Entities to Be Included
 - Match Board Members with Specific Business Types / Member Types for Outreach
 - Develop Retention Based Value Survey – "Why did you choose Dallas County? Why will you stay here?" for Use in Developing Broader Messaging Platform

External and Programmatic:

- **Develop and Deploy Business Retention Strategies**
 - Create Comprehensive List of Businesses in the Region
 - Categorize Business List By Size, Risk of Leaving
 - Participate with the Iowa Economic Development Authority and Utilities in the Business Expansion and Strategic Trends (BEST of Iowa) initiatives
 - Develop and Deploy Retention Strategies / Outreach Based on Identified Criteria:
 - Calls
 - Business Visits
 - Resources Needed
 - Other Supports, As Indicated (Track for Future Use)
- **Develop and Provide Resources that Make Dallas County More Attractive to This Sector**
 - Inventory this Tranche of Businesses to Determine Need
 - Develop and Deploy Specific Resources with Regard to This Market Sector
 - Provide Venues and Success Supports for Small Businesses
 - Emphasize the Distinctiveness of Dallas County Through Messaging and Access to Specific Support Services and Connection Points
- **Work with Greater DSM Partnership to Determine How to Best Serve This Sector**
 - Set Up Regular Coordination Meetings Specific to Start-up Support and Entrepreneurial Efforts to Eliminate Overlaps
 - Work with Greater DSM Partnership Staff to Determine Specific Regional Goals

Accountability: TBD (Committee / Leadership Individual)

Evolve Organizational Identity and Clarity of Purpose

Objective 4: Build Organizational Identity, Create Effective Messaging, and Awareness on the Role of GDCDA

Tactic: *"Tell the story of the Alliance expansively and with clarity."*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Utilize Task Force / Boardwork to Determine Clarity of Organizational Identity Around Strategic Planning Inputs**
 - Conduct Board Member Training and Education Sessions
 - Assign Board Member Leads to Objective Committees of the Strategic Plan
- **Development and Implement a Comprehensive Marketing and Communications Plan**
 - Develop and Deploy Quarterly Newsletter Document
 - Design and Structure Communication and Public Relations Update for Outreach
 - Ensure the Public is Aware of the Function of the Alliance
 - Coordinate Efforts with City Councils, Chambers, and Local Entities
 - Conduct Market Research and Evaluate / Implement Effective Marketing Strategies for the Alliance to Raise the Visibility of the Organization
 - Inventory Media Partners
 - Inventory Community Contacts / Local Communication Channels
 - Determine Pace and Content of Press Releases
 - Set Up, Assign, and Conduct Business Calls / Executive Business Call Program in the Region
- **Conduct a "Refresh / Reboot" of Organizational Branding**
 - Evaluate Logo / Colors / Style Guide
 - Conduct Process of Updating Identity and Brand Markers
 - Develop and Deploy Organizational Positioning Statement

External and Programmatic:

- **Focus on Efforts that Create a Sense of "One Dallas County" vs. Competing Priorities**
 - Conduct Focused / Facilitated Discussions on "Who We Are" as an Organization
 - Provide More Investment and Attention to Communities in a More Balanced Way
 - Provide Leadership and Guidance on "Crisis Planning" in Regional Communities
- **Work to Bridge Gaps Between Rural and Urban Areas Through Focused Messaging and Collaboration**
 - Work with Communities to Build Understanding of Roles in Economic Development Between Suburban and Rural Areas, With an Emphasis on Aligning Priorities and Reducing Misaligned Expectations

Accountability: Greg Wilde / Kyle Michael

Evolve Organizational Identity and Clarity of Purpose

Objective 5: Connect and Convene Conversations Between Communities

Tactic: *"Interaction with businesses in our region breeds opportunity for the success of all."*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Create Inventory of Stakeholders and Interest Areas (Education, Policymakers, Economic Development Staff)**
 - Conduct Focused Outreach and Education Sessions with Policymakers on the Role of GDCDA
 - Work with Policymakers to Build an Understanding of How We can Collaborate / Create Uniform Policies Throughout the Region
- **Bring in Members as "Experts" to Enhance Connectivity**
 - Develop List of Speakers from Member Communities and Stakeholders for Education Sessions for GDCDA as an Offering

External and Programmatic:

- **Identify and Document Common Issues Being Faced Throughout Region**
 - Conduct Analysis of Data Points Collected in Other Objectives to Be Utilized as Stakeholder Meeting Agenda / Talking Points Document / Website Content
 - Determine and Implement Mechanisms for Celebrating "Wins" in Region
- **Set In Motion a Series of Regular / Recurring Conversations Based on Annual Issue Inventory**
 - Leverage the Core Convening Function of the Organization Through Actions / Outcomes
 - Set Up Regular "Issues Forums" or Inter-community Meetings to Create a Mechanism for Different Communities to Share Insights, Opportunities for Collaboration, and Issues Being Faced
 - Consider Capacities and Preferred Venues for Discussion When Scheduling Sessions; Evaluate Success and Engagement and Adjust As Needed
 - Create Recorded "Library" of Digital Meeting Interactions as Value-Add for Organizations, Communities, Partners, and Members

Operational:

- **Assign Board "Champions" for Specific Issues and/or Geographic Areas**
 - Conduct Board Assessment of Key Knowledge Areas / Skills to Match With Community Needs or Geographies
 - Set Expectations for Board Member Outreach in this Area to Determine Desired Outcomes, Expectations, and Communication Strategies
 - Be Inclusive of Education, Economic Development Partners, and Business Types in Determining Outreach

Accountability: TBD (Committee / Leadership Individual)

Evolve Organizational Identity and Clarity of Purpose

Objective 6: Focus Efforts of the GDCDA to Specific Areas Based on Member Input

Tactic: *"By listening, we can respond better."*

Tactical Plan (For Prioritization):

External and Programmatic:

- **Develop and Conduct an Annual Member Survey**
 - Determine Relevant Evaluation Criteria and Emphasis Areas
 - Leverage Key Data Points into 2-5 Structured Response Actions Per Annum
 - Report Out to Members / Stakeholders Survey Outcomes and Plans of Action to Address Data Collected
- **Utilize Task Force to Monitor / Review Regional Issues and Best Practices / Relevant Needs**
 - Determine Issues Inventory and Mechanisms for Tracking
 - Work with IEDA, Greater DSM Partnership, MPO, and Others on Developing Regional Understanding of Needs
- **Create Organizational Focus Around Supporting Quality of Life / Place Based on What Alliance Can Do to Help Partners Grow**
 - Establish, Format, and Conduct Annual Regional Economic Summit
 - Be More Inclusive in Conversations and Diversity of Board Member Experiences and Contributions
- **Aggregate Community / Region Needs and Overlapping Topics to Review as Task Force**
 - Establish Task Force of Board Members and Regional Stakeholders
 - Establish Outcomes and Work with Staff to Determine Knowledge Support + Education Needed to Conduct Focused Support in Identified Need Areas
- **Conduct Regular Business Visits to Stay Current with Local Initiatives and Developments**
 - Create Master Calendar of Business Visits / Businesses to Be Visited
 - Assign Board Members Specific Businesses to Visit / Interact With
 - Develop Talking Points and Questions / Agenda Template for Visits

Operational:

- **Analyze and Determine Complementary Services to Similar Organizations / Eliminate Duplication of Efforts (Compliment / Coordinate / Collaborate)**
 - Conduct Scope of Services Analysis Meetings / Conversations with Local and Regional Economic Development Entities to Determine Focused Services Complementary to Current Offerings / Narrow Focus of Alliance Efforts
 - Work More Closely with City Economic Development / Chamber Efforts to Determine "Best Fit" for Alliance Role, By Community

Accountability: Sven Peterson / Deb Calvert

Develop Clarity in How GDCDA Works with Partners, Members, and External Efforts

Objective 7: **Clarify Roles and Empower Staff and Board to Support Organizational Growth and Sustainability**

Tactic: *“Build a positive culture of engagement and support inside and outside of the organization.”*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Conduct Focused Work on Organizational Culture**
 - Define What Constitutes Positive Culture Specific to GDCDA
 - Inclusive
 - Encourage Ideas and Innovation
 - Mission-Driven / Member Driven
 - Supportive of Members
 - Adaptive / Responsive / Nimble
 - Conduct Staff Assessments / Organizational Design Efforts
- **Create more Interdependencies Between Board and Staff**
 - Create and Implement Board Roles and Responsibilities Document
 - Create Master List of Collaboration Opportunities for Board and Staff
 - Redefine Components of Staff Job Descriptions to Reflect Higher Engagement with Board Members

External and Programmatic:

- **Encourage Ideas and Innovation from Staff / Board By Being Inclusive and More Actively Engaging Feedback Loops**
 - Conduct More Staff / Board Workshops on Organizational Growth and Strategic Direction
 - Provide Higher Levels of Accountability in Staff Reporting of Efforts and Engagement with Specific Assigned Strategic Initiatives

Operational:

- **Identify Staff Training Opportunities with Partner Organizations**
 - Create Curriculum of Desired Staff Training Opportunities
 - Develop List of Potential Member / Board Synergies to Provide Training
 - Budget or Create Resourcing Plan for Annual Staff Development Activities
- **Review and Provide Feedback / Open Dialog to/with Staff on More Consistent Basis**
 - Conduct Timely Annual Reviews
 - Conduct Quarterly Staff Engagement Survey Work
 - Regular Assessment and Improvement to Access to Tools and Other Staff Needs to Enhance Workflow

Accountability : Ryan Peterson / Aaron Chittenden

Develop Clarity in How GDCDA Works with Partners, Members, and External Efforts

Objective 8: **Adapt and Renew the Organization to Current Needs / Conditions Evaluate Board Structure + Membership Model**

Tactic: *"Evolve the organization to the next level of development for its sustained success."*

Tactical Plan (For Prioritization):

Internal and Organizational:

- **Create Task Force to Make Recommendations and Implement Board Structure Change Process Utilizing Member Feedback and Involvement**
 - Evaluate Member Model (Via Task Force)
 - Determine "Member" / "Partner" Definition
 - Evaluate Contribution Models and Engagement Levels
 - Evaluate Membership Models for Cities
 - Create Model that Encourages Broad Participation
 - Evaluate Board Structure (Via Task Force)
 - Develop Size and Qualifications Mix Criteria
 - Evaluate Mix of Private / Public Members
 - Evaluate Model of Revenue vs. Other Types of Contribution

External and Programmatic:

- **Work with Local Economic Development Groups, Businesses, Communities, and the County to Provide Additional Connectivity and Support**
 - Create Partnerships Through Joint Committees and Task Force Work
 - Evolve Role of Executive Director to Work Directly and Collaboratively with Economic Development Groups and Regional Communities
 - Create Annual Check on Membership Model Viability / Organizational Relevance
 - Define Evaluation Criteria
 - Determine Evaluation Group Inside / Outside Organization
 - Work with Individual Communities to Maintain Connectivity and Reduce Redundancies and Overlaps Through Regular Meetings and Outreach
 - Meet with Diverse Sized Businesses and Educational Institutions to Maintain Visibility and Relevance
 - Establish External Advisory Group / Investor Group to Create External Feedback Mechanism and Build External Engagement

Operational:

- **Define Criteria and Evaluate Board Skills and Makeup Based on Needs and Impact**
 - Conduct Board Skills Assessment
 - Evaluate Skills Assessment, Aligned with Organizational Needs and Priorities
 - Determine if "Gaps" in Skills or Revenue Potential Exist

Accountability: Mark Hanson / TBD



AGENDA ITEM NO. 1.d
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: CIRTPA Trails Project Update

ATTACHMENTS:



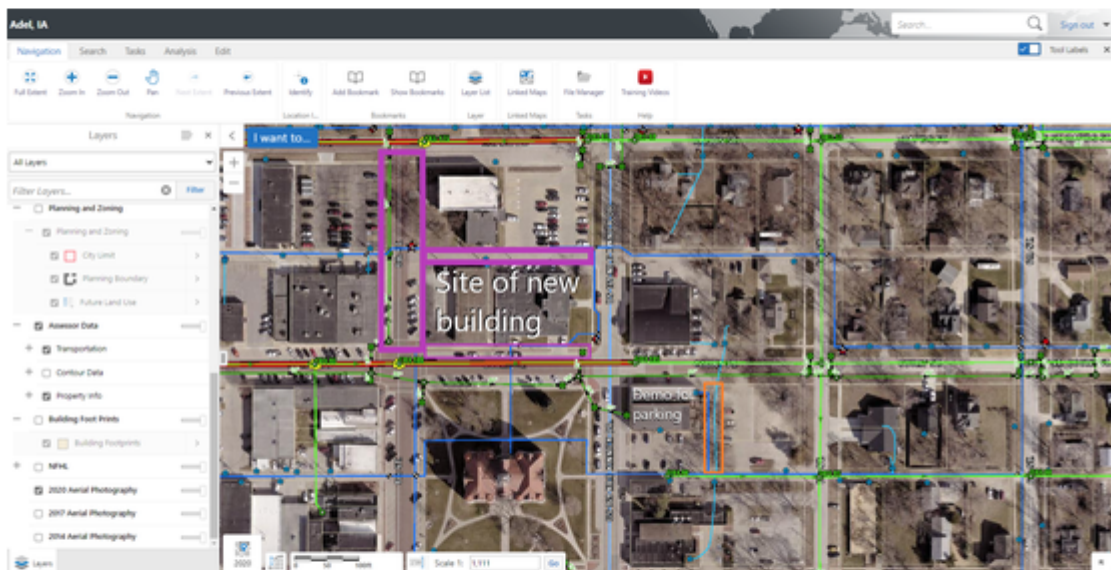
AGENDA ITEM NO. 1.e
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: Dallas County Request to Acquire City's Alleyway Parcel
Behind Old Culligan Building Update

ATTACHMENTS:
[Downtown Areas - Orange Rectangle is City's Alley Parcel.png](#)





AGENDA ITEM NO. 1.f
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: Moving Part-Time Administrative Clerk to Full-Time at Adel City Hall

ATTACHMENTS:



AGENDA ITEM NO. 1.g
AGENDA SECTION: NEW
BUSINESS

COMMITTEE OF THE WHOLE AGENDA ITEM REPORT

MEETING DATE: August 1, 2023

AGENDA HEADING: Implications of Municipal Bond Election Changes

ATTACHMENTS: