

Strategic Theme	Goal	Strategic Action Step	Performance Measure (M) & Target (T)	Project Lead	Achievement Goal Date	
Enhancement of Housing	1.1 Improve & Expand Housing Inventory	1.1.1	Develop alternative building codes for downtown 2nd story housing		Scott Olesen	July 2011
		1.1.2	Work with Developer to complete condo site		Mike Wilson	September 2010
		1.1.3	Review building permit fees to spur residential development		Scott Olesen	July 2012
		1.1.4	Seek partnerships with developers to encourage residential development		Mike Wilson	March 2011
		1.1.4	Seek partnerships with developers to encourage residential development	M: West School LMI Housing Development Project	Jim Patrick	September 2010
		1.1.5	Facilitate tax credit housing project		Mike Wilson	October 2010
		1.1.6	Complete a new Comprehensive Plan	M: Selection of consultant to assist in development	Scott Olesen	August 2010
		1.1.6		M: Research and seek Grant to assist in Cost of plan development	Justin Yarosevich	August 2010
		1.1.6		M: Develop special transitional zones for Ag areas with less restrictive regulations	Jim Patrick	August 2011
		1.1.6		M: Develop planing tools focused on green development	Scott Olesen	August 2011
		1.1.6		M: P&Z Commission Approval of Plan	Scott Olesen	September 2011
		1.1.6		M: Council approval of Plan	Scott Olesen	December 2011
		1.1.7	Update the City's Zoning Ordinance	M: Develop & Coordinate strategies for high visibility & Targeted community policing	Mark Prosser	December 2012
1.1.7	M: Revise subdivision ordinance to allow for rural type developments as an altrenative	Pat Kelly		July 2012		

# 1. Facilitate the Expansion &

	M: Selection of Consultant to assist in development of ordinance	Scott Olesen	July 2011
	M: P&Z Commission Approval of Ordinance	Scott Olesen	October 2012
	M: Council approval of Ordinance	Scott Olesen	December 2012
<b>1.2 Create Affordable Housing</b>	<b>1.2.1</b> Launch annual briefings & education for landlords & managers on Crime Prevention tips	Mark Prosser	May 2011
	<b>1.2.2</b> Research feasibility and community interest in establishing a foundation and/or Land Trust	Jim Patrick	May 2011
<b>1.3 Revitalize Existing Housing Stock</b>	<b>1.3.1</b> Develop a partnership between the Library & CommUNITY Education for home owner education & maintenance classes	Misty Gray	September 2012
	<b>1.3.2</b> Place greater emphasis on the enforcement of the property maintenance code	Scott Olesen	
	<b>1.3.3</b> Develop housing assistance resource brochure/web page	Justin Yarosevich	December 2010
	<b>1.3.4</b> Promote & fund NW IA Housing Trust Fund	Justin Yarosevich	December 2010
	<b>1.3.5</b> Expand home owner maintenance collection at the Library	Misty Gray	December 2011
	<b>1.3.6</b> Create an improvement award program	Scott Olesen	October 2011
	<b>1.3.7</b> Create & fund Historic District	Scott Olesen	May 2012
<b>1.4 Expand the land base available for residential</b>	<b>1.4.1</b> Annex & provide water & sewer to McKenna Addition	Jim Patrick	October 2010
	<b>1.4.2</b> Work with agricultural owners in targeted housing growth areas to annex into the City	Mike Wilson	December 2010
	<b>1.4.3</b> Find & partner with developer(s)	Mike Wilson	September 2010

development	1.4.4 Work with southside residents to provide sanitary sewer with annexation	Jim Patrick	September 2010	
2.1 Ensure adequate financial resources to maintain & replace City Infrastructure	2.1.1 Complete rate study for all utilities based on a completed inventory	Jennifer Movall	July 2010	
	2.1.2 Develop & implement innovative ideas to keep water and wastewater treatment costs down	M: Development Stage	Dave Schmitz	December 2010
		M: Implement Stage	Dave Schmitz	December 2013
2.1.3 Construct a new clear well	Dave Schmitz	December 2013		
2.2 Develop a Functional Storm Water System	2.2.1 Use innovative storm water practices to treat water before the underground system	Pat Kelly	July 2012	
	2.2.2 Complete & use watershed assessments	Pat Kelly	March 2011	
	2.2.3 Fund & complete NE Storm Water Project	M: Find funding for project	Justin Yarosevich	March 2011
		M: Construct Project	Pat Kelly	December 2013
	2.2.4 Fund & complete SE Storm Water Project	Pat Kelly	Long Term (5+ Years)	
	2.2.5 Improve water quality run off with innovative techniques	Pat Kelly	July 2012	
2.2.6 Clean lime dikes & develop storm water filtering system before the Little Lake	M: Clean Lime Dikes T:	Dave Schmitz	December 2010	
	M: Develop filtering system T:	Dave Schmitz	August 2011	
	2.3.1 Fund & install strategic & directional neighborhood lights	M: Identify locations and prioritize	Mark Prosser	November 2011
		M: Find funding for priority lighting areas	Justin Yarosevich	March 2012
	2.3.2 Identify areas where traffic calming projects will help improve safety IE no outlets, cul-de-sacs, three lanes, and round-a-bouts	M: East Lakeshore Dr. changed to 3 Lanes T:	Pat Kelly	October 2012
		M: North Lake Ave changed to 3 Lanes T:	Pat Kelly	August 2012
2.3.3 Create neighborhood focus groups	Mark Prosser	May 2011		

## 2. Reinvest In & Expand the Community's Infrastructure

2.3 Improve Neighborhood Safety & Infrastructure	2.3.4	Create a "3 Strikes & you're out" program in all City parks		Mark Prosser	May 2011
	2.3.5	Placement of outreach offices in neighborhoods		Mark Prosser	October 2013
	2.3.6	Fund & install camera surveillance systems in City parks & high calls for service areas	M: Identify and prioritize locations	Mark Prosser	May 2011
			M: Fund the purchase and installation	Justin Yarosevich	March 2012
	2.3.7	Evaluate & make recommendation on camera enforcement systems		Mark Prosser	May 2011
	2.3.8	Identify future needs & locations based on projected growth & space needs for a 2nd Fire Station and/or expand existing station	M: Complete a study to determine needs	Mike Jones	June 2013
			M: Identify potential locations	Mike Jones	June 2016
			M: Purchase Land if needed	Mike Jones	Long Term (5+ Years)
			M: Construction	Mike Jones	Long Term (5+ Years)
	2.3.9	Rehabilitate critical roads and streets	M: Lake Avenue from Railroad south to Lakeshore Dr.	Pat Kelly	May 2011
			M: Vestal Street Construction	Pat Kelly	November 2011
M: East 10th Avenue reconstruction			Pat Kelly	July 2015	
M: West 6th Street Extension Construction			Jim Patrick	April 2011	
M: Vilas Road Reconstruction			Pat Kelly	October 2010	
2.3.10	Working with School District and Hospital develop pedestrian routes between 5th Street and Elementary School		Mark Prosser		
2.3.11	Develop Tornado/Storm Shelters	M: Obtain FEMA Grant Funding for Tornado Shelters	Justin Yarosevich	August 2010	
		M: Construct Tornado Shelter in Sunrise Campground	Jim Patrick	December 2011	

		M: Construct Tornado Shelter in the area of Field of Dreams	Jim Patrick	December 2012	
<b>2.4</b> Expand the Library to 24-27,000 sq. ft.	<b>2.4.1</b>	Develop a fundraising campaign	Misty Gray	June 2014	
	<b>2.4.2</b>	Complete building Program Phase 2	M: Develop cost estimate	Misty Gray	June 2012
			M: Develop Alternative Plans	Misty Gray	June 2012
			M: Identify potential locations	Misty Gray	June 2012
			M: Develop conceptual drawings	Misty Gray	June 2012
<b>2.5</b> Renovation of the Sanitary Sewer System	<b>2.5.1</b>	Get an up-to-date equipment inventory for the wastewater system to develop life cycles/needs assessments	Dave Schmitz	December 2010	
	<b>2.5.2</b>	Research & transition to SCADA for Lift Stations	Dave Schmitz	December 2010	
	<b>2.5.3</b>	Reduce inflow and infiltration into the Sanitary Sewer system	Pat Kelly	August 2013	
	<b>2.5.4</b>	Obtain FEMA funding for Hazard Mitigation	Justin Yarosevich	June 2010	
	<b>2.5.5</b>	Purchase land needed for plant expansion	Jim Patrick	March 2011	
	<b>2.5.6</b>	Sara Lee Pretreatment Facility	Jim Patrick	January 2011	
	<b>2.6</b> Implement a GIS System	<b>2.6.1</b>	Purchase information center hand held	Pat Kelly	December 2011
<b>2.6.2</b>		Complete GIS Network	M: Signs T:	Pat Kelly	July 2012
			M: Streets T:	Pat Kelly	July 2012
			M: Storm Sewer T:	Pat Kelly	July 2012
			M: Water Mains T:	Pat Kelly	July 2011
			M: Hydrants T:	Pat Kelly	July 2014
			M: Valves T:	Pat Kelly	July 2014
			M: Sanitary manholes T:	Pat Kelly	July 2014
			M: Pipe on grade T:	Pat Kelly	July 2014

Create & Enhance an Employee Friendly Environment

	<b>2.6.3</b> Purchase software & obtain training for GIS software system	Pat Kelly	July 2012	
	<b>2.6.4</b> Hire a GIS Technician	Pat Kelly	July 2012	
<b>3.1</b> Promote an organization wide team attitude	<b>3.1.1</b> Foster employee gatherings	M: Implement an annual City Manager Employee Briefing T: Jim Patrick	July 2010	
		M: Implement an annual Management Team Event T: Jim Patrick	September 2010	
	<b>3.1.2</b> Start a citywide employee orientation program	Justin Yarosevich	December 2011	
<b>3.2</b> Review & update Personnel Policy	<b>3.2.1</b> Review & create uniform disciplinary process	Justin Yarosevich	September 2011	
	<b>3.2.2</b> Review time off policy	Justin Yarosevich	September 2011	
	<b>3.2.3</b> Enhance Employee Evaluation Process	Justin Yarosevich	April 2011	
	<b>3.2.4</b> Review & update Job Descriptions	Justin Yarosevich	July 2011	
<b>3.3</b> Develop a career progression & training program	<b>3.3.1</b> Establish recruiting strategies	Jim Patrick	June 2011	
	<b>3.3.2</b> Develop an educational incentive program	Jim Patrick	June 2011	
	<b>3.3.3</b> Develop an employee succession plan	Jim Patrick	June 2011	
	<b>3.3.4</b> Develop a Next Generation Program	M: Flex Time Program T:	Jim Patrick	May 2012
		M: Look into Job Training Program for citizens to look at career training	Jim Patrick	May 2012
		M: Remote work place program T:	Jim Patrick	May 2012
		M: School outreach T:	Jim Patrick	May 2012
	<b>3.3.5</b> Develop a Fire & Police Explorer Post Program	Mark Prosser	October 2011	
<b>3.3.6</b> Conduct a comprehensive employee salary survey	Justin Yarosevich	August 2012		
<b>3.4.1</b> Reconstruct the front desk area of City Hall for better ergonomics and customer service	Justin Yarosevich	December 2010		

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<b>3.4</b> Provide Employees with the tools they need to do their job effectively		M: Police Department Mobile Technology Project	Mark Prosser	July 2010
	<b>3.4.2</b> Implement Phase 1 of Mobile Technology Project	M: Building Official Mobile Technology Project	Scott Olesen	July 2010
		M: Public Works Mobile Technology Project	Pat Kelly	July 2010
	<b>3.4.3</b> Implement Phase 2 of Mobile Technology Project		Justin Yarosevich	August 2012

<b>4.1</b> Create a development friendly environment	<b>4.1.1</b> Create a cost of service analysis for all building department functions	Jennifer Movall	June 2012
	<b>4.1.2</b> Create a dynamic information book developers & businesses	Scott Olesen	May 2011
	<b>4.1.3</b> Reduce ISO rating	Mike Jones	May 2013

<b>4.2</b> Make Storm Lake a visitor destination	<b>4.2.1</b> Research & Develop a Police/Fire training facility	M: Determine potential locations	Mark Prosser	July 2015
		M: Develop cost estimates	Mark Prosser	July 2015
		M: Purchase Land	Mark Prosser	July 2015
		M: Construction	Mark Prosser	July 2015
	<b>4.2.2</b> Develop the Discovery Center	Mike Wilson	June 2015	
	<b>4.2.3</b> Develop a Cultural Center		Long Term (5+ Years)	
<b>4.2.4</b> Get DNR to use Storm Lake as an environmental training site	Mike Wilson	December 2012		
<b>4.2.5</b> Recruit an outfitter for boat excursions	Mike Wilson	April 2012		

<b>4.3</b> Create additional recreational activities	<b>4.3.1</b> Develop a swimming platform at AWAYSIS Beach	Tom Meier	May 2012	
	<b>4.3.2</b> Develop open areas for hunting	Tom Meier	August 2012	
	<b>4.3.3</b> Build Activity Center	M: Mini Golf Course T:	Tom Meier	August 2012
		M: Batting Cages T:	Tom Meier	August 2012
		M: Driving Range T:	Tom Meier	August 2012
	<b>4.3.4</b> Develop a Dog Park	Tom Meier	August 2012	
	<b>4.3.5</b> Develop a community theater & recreation center	Jim Patrick	Long Term (5+ Years)	
	<b>4.3.6</b> Develop a sledding hill	Tom Meier	January 2011	
<b>4.3.7</b> Develop a Skate Park	Mike Wilson	July 2011		
<b>4.3.8</b> Develop additional bike trails	M: Redirect trail through Scout Park and BVU	Tom Meier	July 2012	
	M: Develop old RR ROW into Trail	Tom Meier	Long Term (5+ Years)	



	M: Complete N. Lake Ave. Trail projects	Pat Kelly	December 2013
	M: Develop a master plan for trails	Tom Meier	December 2010
<b>4.3.9</b>	Work with Storm Lake United to develop a business recruitment plan	Mike Wilson	October 2010

## 4. Facilitate Economic & Community Development

4.4 Collaborate with existing business, industry, & agencies to increase economic activity	4.4.1 Work with BVU to develop business incubator facility		Mike Wilson	December 2013
	4.4.2 Increase property tax base, local option sales tax, and hotel/motel tax	M: Increase property tax base	Jim Patrick	
		M: Increase Local Option Sales Tax	Mike Wilson	
		M: Increase Hotel/Motel Tax Revenues	Mike Wilson	
	4.4.3 Work with BVU to develop a business assistance program		Mike Wilson	August 2012
	4.4.4 Conduct a Claritas study & report the findings		Jim Patrick	June 2010
	4.4.5 Complete Bargloff Extension Annexation and utility service extensions		Jim Patrick	November 2012
4.5 Enhance development incentives	4.5.1 Create a grant or low interest loan program for green development		Justin Yarosevich	August 2014
	4.5.2 Explore discounting hook up fees for new developments		Jennifer Movall	May 2011
	4.5.3 Start a housing development using TIF		Jim Patrick	April 2011
	4.5.4 Utilize new market tax credit program		Mike Wilson	June 2011
4.6 Improve gateways & commercial	4.6.1 Develop a welcome center		Justin Yarosevich	Long Term (5+ Years)
	4.6.2 Review and develop design standards for primary commercial corridors		Scott Olesen	December 2012
	4.6.3 Develop new welcome signs		Jim Patrick	December 2012

corridors	4.6.4 Design and install way finding signage		Jim Patrick	December 2012
	4.6.5 Develop a common design theme for lift stations and well houses		Dave Schmitz	July 2011
	4.6.6 Promote commercial development to HWY 71 corridor		Mike Wilson	December 2012
4.7 Improve the Airport and related services	4.7.1 Expand Airport capabilities	M: Complete Runway Protection Zone project	Justin Yarosevich	June 2011
		M: Develop a parallel taxiway to runway 17/35	Justin Yarosevich	Long Term (5+ Years)
		M: Develop Standard Operating Procedures and emergency procedures	Justin Yarosevich	October 2010
		M: Construct a corporate hangar	Justin Yarosevich	Long Term (5+ Years)
	4.7.2 Improve the gateway		Justin Yarosevich	August 2011
	4.7.3 Develop a customer service feedback system		Justin Yarosevich	July 2010
	4.7.4 Implement a courtesy car program		Justin Yarosevich	December 2010
4.7.5 Improve water supply		Justin Yarosevich	August 2010	
4.8 Develop a downtown revitalization plan	4.8.1 Develop a downtown historic district		Scott Olesen	December 2012
	4.8.2 Support a Cultural & Entertainment District		Jim Patrick	December 2012
	4.8.3 Explore the potential for city maintenance of downtown areas		Mike Wilson	December 2010
	4.8.4 Reconstruct 6th & Michigan Parking lot		Pat Kelly	August 2012
	4.8.5 Develop a new street scape plan for downtown		Mike Wilson	October 2012

<b>5.1 Enhance community awareness of environmental issues</b>	<b>5.1.1</b> Develop a partnership between the Library and CommUNITY Education for environmental awareness education	Misty Gray	September 2013
	<b>5.1.2</b> Expand environmental education collection at the Library	Misty Gray	December 2012
	<b>5.1.3</b> Build water quality kiosks	Tom Meier	June 2010
	<b>5.1.4</b> Develop program to further involve the community	Justin Yarosevich	July 2011

<b>5.2.1</b> Install intake rain gardens on all intakes draining to the lake	Pat Kelly	
<b>5.2.2</b> Increase impact of street sweeping	M: Increase hours of operation for street sweeper T:	Pat Kelly March 2011

## 5. Protect Our Natural Resources

5.2 Improve & protect water & air quality	5.2.2 Increase impact of street sweeping program	M: Investigate potential of using mist of chlorine on concrete with sweeping activity to disinfect	Dave Schmitz	June 2010
	5.2.3 Employ additional resources to do citywide clean up		Tom Meier	July 2010
	5.2.4 Study reuse of waste products	M: Lime from water plant T:	Dave Schmitz	November 2012
		M: Spoil from dredge operation T:	Pat Kelly	October 2013
	5.2.5 Re-activate drainage districts	M: wastewater effluent T:	Dave Schmitz	November 2012
	5.2.6 Work with South Side residents to provide sanitary sewer services		Pat Kelly	December 2010
	5.2.7 Work with industry to reduce pollutants going to the lake		Jim Patrick	December 2010
	5.2.8 Complete Watershed Assessments		Pat Kelly	August 2012
	5.2.9 Encourage existing businesses/apartments to provide bio swales and rain gardens		Pat Kelly	July 2013
5.2.9 Encourage existing businesses/apartments to provide bio swales and rain gardens		Pat Kelly	April 2011	
5.3 Become Tree City USA	5.3.1 Develop project to utilize wastewater resources to grow trees for use in City and resell		Dave Schmitz	December 2010
	5.3.2 Create a tree board		Justin Yarosevich	December 2010
	5.3.3 Design & implement a tree care ordinance		Tom Meier	June 2011
	5.3.4 Fund community forestry program	T: annual budget = \$2 per capita	Tom Meier	July 2011
	5.3.5 Develop Arbor Day observance and Proclamation		Justin Yarosevich	April 2011
5.4 Get to 28 inch clarity reading	5.4.1 Dredge an additional 20 years		Pat Kelly	Long Term (5+ Years)
	5.4.2 Secure new spoil site location	M: Purchase site T:	Jim Patrick	October 2012
		M: Design & Construct new site	Pat Kelly	February 2013
	5.4.3 Improve shoreline stabilization around lake		Tom Meier	August 2013
5.4.4 Working with DNR Complete Little Storm Lake Restoration Project		Jim Patrick	July 2011	

<b>5.5</b> Establish a program for green practices within City government	<b>5.5.1</b> Establish a paperless agenda program	Justin Yarosevich	December 2012
	<b>5.5.2</b> Increase the use of rain barrels at City facilities	Tom Meier	December 2010
	<b>5.5.3</b> Establish online utility billing payments	Jennifer Movall	August 2010
	<b>5.5.4</b> Establish a city wide recycling program	Scott Olesen	July 2011