



**Special City Council Meeting
Thursday, March 19, 2015
City Council Chambers
5:00 p.m.**

AGENDA

Call to Order

1. Long Range Planning, Goal Setting and Priorities
2. New Business
3. Old Business
4. Adjourn



MEMORANDUM



CITY OF WINDOM
444 9th Street
Windom, MN 56101
Phone: 507-831-6129
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www.windom-mn.com

TO: City Council
FROM: Steve Nasby, City Administrator 
DATE: March 6, 2015
RE: Goal Setting and Council Priorities

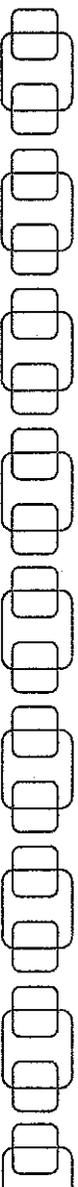
On March 19, 2015 the City Council will be having a special meeting to discuss long-range planning, goal setting and prioritizing City projects and activities. Included in this packet of information are the following documents:

- Agenda
- Overview of SMART Goal Process
- Memorandum on City Debt Service Obligations and Debt Thresholds
- 2015 – 2019 Capital Improvement Plan
- City of Windom Strategies and Goals
- SMART Goals (alphabetical by Department)

The Department Heads were provided an opportunity to sign up for a 15 minute slot to give the City Council a brief overview of their department and to introduce the SMART goals. The majority of the time within the allocated slot should be used for Council questions, discussion and direction. A copy of the presentation schedule will be provided the night of the meeting.

City Council Goal Setting and Priorities
City Hall, Council Chamber
March 19, 2015
5:00 pm

(Dinner will be provided)



S.M.A.R.T. Goal Guidelines



Sigma Alpha Pi
A Community of Leaders

Phone: [Phone number]
Web site: www.societyofleadership.org

Writing SMART Goals

A S.M.A.R.T. goal is defined as one that is specific, measurable, achievable, realistic/relevant, and time-sensitive. Below is a definition of each of the S.M.A.R.T. goal criteria.

Your goals will be evaluated based on the following criteria:

Specific: The goal answers what, when and why.

Measurable: The goal answers how much, how many, or how will I know when it is accomplished.

Attainable: The goal identifies the requirements to make it happen and constraints that may keep you from attaining the goal.

Realistic: The goal addresses conditions that would have to exist to accomplish this goal.

Time-sensitive: The goal has a start and end date.

Specific

Goals should be simplistically written and clearly define what you are going to do. To set a specific goal you must answer at least three of the five "W" questions. The three most used are bolded below:

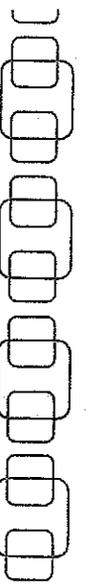
- Who:** Who is involved?
- What:** What do I want to accomplish?
- Where:** Identify a location.
- When:** Establish a time frame.
- Why:** Specific reasons, purpose or benefits of accomplishing the goal.

Use as many of the five "W" questions as you can when your goal allows it.

EXAMPLE: A general goal would be, "Writing a book." But a specific goal would say, "Beginning June 1, 2011 I will start writing a fictional book about a young college romance and finish it by December 31, 2011. Accomplishing this goal will give me some experience in writing since I am an upcoming author."

Measurable

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.



Measurable Cont.

To determine if your goal is **measurable**, ask questions such as: "...How much? How many? How will I know when it is accomplished?"

EXAMPLE: ... that is at least 200 pages in length and finish it by December 31, 2011.

Attainable

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

To determine if your goal is **attainable**, identify the requirements to make it happen and constraints that may keep you from attaining the goal.

EXAMPLE: ... To ensure success I'll commit myself to writing at least 2 pages Monday through Friday until I reach completion."

Attainable Cont.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.

Realistic

To be realistic, a goal must represent an objective toward which you are both *willing* and *able* to work. A goal can be both high and realistic: you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labor of love.

To determine if your goal is **realistic**, ask yourself what conditions would have to exist to accomplish this goal. Note: When you think of conditions, think of your mindset.

EXAMPLE: ... Accomplishing this goal will give me some experience in writing since I am an upcoming author.

Your goal is probably realistic if you truly believe that it can be accomplished.

Time-sensitive

A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency. Someday" won't work. Anchor your goal within a timeframe, to set your unconscious mind into motion to begin working on the goal.

Below is an example of the complete SMART goal with all the components.

EXAMPLE: A general goal would be, "Writing a book." But a specific goal would say, "Beginning June 1, 2011 I will start writing a fictional book about a young college romance that is at least 200 pages in length and finish it by December 31, 2011. Accomplishing this goal will give me some experience in writing since I am an upcoming author. To ensure success I'll commit myself to writing at least 2 pages Monday through Friday until I reach completion."

T can also stand for **Tangible** - A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing. When your goal is tangible you have a better chance of making it specific and measurable and thus attainable.

SMART GOALS – TEMPLATE

SMART goals help improve achievement and success. A SMART goal clarifies exactly what is expected and the measures used to determine if the goal is achieved and successfully completed.

A SMART goal is:

Specific (and strategic): Linked to position summary, departmental goals/mission, and/or overall City of Windom goals and strategic and capital plans. Answers the question—Who? and What?

Measurable: The success toward meeting the goal can be measured. Answers the question—How will it be measured?

Attainable: Goals are realistic and can be achieved in a specific amount of time and are reasonable.

Relevant (results oriented): The goals are aligned with current tasks and projects and focus in one defined area; include the expected result.

Time framed: Goals have a clearly defined time-frame including a target or deadline date.

Examples:

Not a SMART goal:

- Install new electric meters.

Does not identify a measurement or time frame, nor identify why the improvement is needed or how it will be used.

SMART goal:

- The Electric Department has identified a goal to improve the efficiency and accuracy of collecting electric use data. The electric department will work with the identified vendor to purchase new meters or technology for nearly every property in the community. Funding has been approved and will be paid from the Electric Department's reserve budget. Meters will be installed by electric department staff. The new meters include automated meter reading technology. All meters will be installed and operational by August 1, 2015. Result will be the elimination of staff time spent walking meter reading routes, increase accuracy of readings and lessen time for re-reads.

SMART Goal Planning Form – Department Name Here

Specific – WHO? WHAT?

Measurement/Assessment – HOW?

Attainable/Achieve – REASONABLE/RESOURCES AVAILABLE?

Relevant – EXPECTED RESULT?

Timed – WHEN?

MEMORANDUM



CITY OF WINDOM
444 9th Street
Windom, MN 56101
Phone: 507-831-6129
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TO: City Council
FROM: City Administrator *Jae*
DATE: February 24, 2015
RE: Managing Long-Term Debt Overview

For the City Council's long range planning and prioritization meeting the information below is intended to provide a background of the City's outstanding debt, upcoming payments and debt capacity.

The City of Windom has both long-term and short-term debt funding prior capital projects as shown on the 2014 Statement of Bonded Indebtedness ending December 31, 2014 (please see attached). These debt service payments are made by revenues from the general fund, enterprise funds and special assessments.

Debt Service Measurement and Capacity

One measurement used by bond rating agencies compares the debt service level to general governmental expenditures (non-enterprise) less capital outlay. The rationale statement from Standard & Poors on the bond rating for the City and Telecom Refunding Bond issue acknowledged that Windom's level of carrying charges was "elevated" in 2011. Since that time the City has paid down on its loans, but it has also taken out a large \$4.4 million bond for the 2013 Street Project and a \$625,000 bond for fire equipment and the North Windom Industrial Park. The ratio calculation used by rating agencies may vary, but the basic premise on debt service level holds.

The following is a table showing the City's debt service obligations for the next five years, the current debt service percentages (General Fund Debt payments only) and if there were issuance of \$100,000 of new debt. Since the amount of general government spending is anticipated to be stable and not projected to increase significantly in the next five years (or more); the percent of debt service will increase if additional debt is issued prior to the retirement of existing debt.

	2015	2016	2017	2018	2019
Debt Service (GO Bonds & Loans)	\$422,214	\$446,185	\$378,241	\$410,952	\$342,401
Est. General Fund Expenditures (non-Capital and assuming 2% inflation)	\$2,346,840	\$2,393,777	\$2,441,652	\$2,490,485	\$2,540,295
Current Carrying Charge of General Fund Debt Service Only	18.0%	18.6%	15.5%	16.5%	13.5%
Carrying Charge w/\$100,000 of New Debt to the General Fund	22.3%	22.8%	19.8%	20.5%	17.4%

Debt Service Related to Property Tax Levy Measurement

A second measurement for a City's long-term financial health is the comparison of general obligation bond debt, and/or other debt service, paid from the General Fund as it relates to the property tax levy. Generally accepted principles are that a City would be considered financially healthy with a 15-20% debt service level relative to the tax levy, a moderate level between 20-25% and concerns with excesses over 25%. These are not absolute categories as numerous other factors are considered by the bond rating agencies and financial advisors. The table below shows the current debt service from the General Fund and assumes a modest 1.7% annual increase in the property tax levy, which has been about the average annual increase over the last five years.

	2015	2016	2017	2018	2019
Debt Service (GO Bonds & Loans)	\$422,214	\$446,185	\$378,241	\$410,952	\$342,401
Tax Levy (assuming 1.7% increases)	\$1,718,887	\$1,748,108	\$1,777,826	\$1,808,049	\$1,838,786
Current Level of Debt Service Paid From the General Fund compared to the Property Tax Levy	24.6%	25.5%	21.3%	22.8%	18.6%
Level of Debt Service to Tax Levy with additional \$100,000 of Debt	30.4%	31.2%	26.9%	28.3%	24.0%
If 25% Debt Service Policy Limit – Additional G.O. Debt Available	\$7,508	(\$9,158)	\$66,215	\$41,060	\$117,295

Debt Service as a Percentage of Market Value Measurement

This is a measurement tool used in State Statute; however, it is not a reliable comparison or benchmark because much debt is unaccounted for due to exceptions in the law. The law says that a City is limited to the amount of General Obligation Bonds it may issue to 3% of total Market Value. The measurement has its limitations due to many factors including:

- Positive and negative short-term economic factors related to property values
- GO debt issued with other enterprise revenues and/or special assessments do not count toward the 3% threshold (which is why Windom has no GO debt currently counting against the State's debt limit although we do have GO debt obligations)
- State law changes such as the recent Market Value Exclusion (this eliminated \$30 million from Windom's taxable market value).

Five Year Debt Review

Using the data shown above, the City is at a threshold regarding issuance of new debt paid from the General Fund through 2019. Overall, the bond market interest rates are projected to start moving higher in July or September 2015 as the Federal Reserve Bank starts increasing its lending rates.

In 2017 the City would have a small capacity to pay debt service due to the retirements of the LMC Loan and the 2006A Refunding Bond. Even if the City is categorized by a bond agency as having an "elevated" level of debt, the City would still have the opportunity to issue additional debt; however, this new debt would likely carry some degree of higher interest rates due to the debt load or lower bond rating.

Capital Improvement Plan

The 5-year Capital Plan includes a number of higher priced projects that include equipment purchases, (fire trucks, motor grader, sweeper and dump trucks) upgrades to facilities\infrastructure (e.g. Street Projects) and the possibility of new buildings (e.g. Arena, Emergency Services Facility and Pool). These projects need to be prioritized within the parameters of the City's ability to carry and repay debt.

Estimated Cost of Borrowing

Current data show that if the City were to issue \$1 million in General Obligation Debt at 3% interest the annual debt service payment would be \$83,776 per year over 15 years or \$67,216 per year over 20 years. This calculation shows the cost of borrowing \$1 million with repayments only by the general fund.

Often projects have multiple sources for repaying the debt in addition to the general fund tax levy. For example, the 2013 Street Project had a \$4.4 million 20-year bond issue, but due to the inclusion of special assessments, water funds and wastewater funds the amount of the bond being repaid through the general fund property tax levy is \$1.395 million with an annual payment of about \$96,000.

New Revenue for Paying Debt Service on Additional Capital Projects

City Council discussions regarding several of the capital projects have included ideas for the generation of additional revenue from new fees, transfers from City-owned enterprises and consideration of a local option sales tax. Other possibilities to cover additional debt service could include the elimination of the annual capital improvement spending and/or cutting operational costs through the reduction or elimination of City services.

If the City Council chooses to maintain existing operations and budgeting practices, new or additional revenue will be necessary if the community wishes to pursue the capital projects that have been identified.

Local Government Aid Assumption

Please note that Local Government Aid (LGA) comprises about 60% of the City's General Fund budget. In 2015 the City is budgeting \$1.4 million in LGA receipts. In future years should there be significant reductions or elimination of LGA the City will be forced to drastically cut spending or raise taxes. This State\City partnership needs to be part of the considerations when making long-term decisions on debt as operational costs can be adjusted to account for changes in revenue, but not debt service payments.

City of Windom Current Debt Service Paid from General Funds

<u>Project Name</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
2013 Street Project	\$98,378	\$97,118	\$95,859	\$94,599	\$93,339
2012A (05 & 07 Street Project)	\$83,425	\$101,136	\$91,356	\$124,950	\$133,833
2006A June Court	\$2,936	\$2,936	\$0	\$0	\$0
2009 Street Project	\$53,771	\$56,606	\$53,771	\$56,486	\$58,194
2006 Dump Truck\Plow	\$14,125	\$0	\$0	\$0	\$0
Street Shop – LMC Loan	\$54,645	\$54,588	\$0	\$0	\$0
2011B (2003 Street Project Refi)	\$80,034	\$78,706	\$82,325	\$80,247	\$0
2013 Equipment Bond	\$34,900	\$26,095	\$25,930	\$25,670	\$28,035
2015 JD Loader Lease	\$0	\$29,000	\$29,000	\$29,000	\$29,000
TOTAL	\$422,214	\$446,185	\$378,241	\$410,952	\$342,401

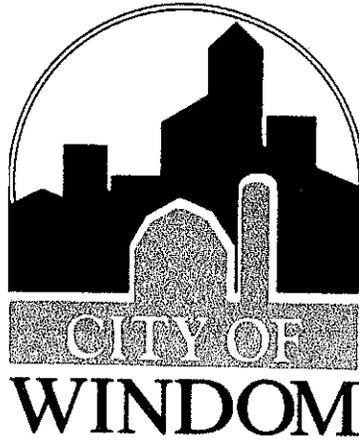
City of Windom, Minnesota
City of Windom -- Capital Improvement Plan
 2015 thru 2019

PROJECTS BY DEPARTMENT

Department	Project#	Priority	2015	2016	2017	2018	2019	Total
Administration								
Computer Replacement	ADMIN 002	1	1,750	4,000	4,000	4,000		13,750
Administration Total			1,750	4,000	4,000	4,000		13,750
Airport								
Runway Extension Study and Environmental Review	AIRPORT 002	3		70,000				70,000
Land Acquisition - Runway	AIRPORT 003	2		200,000				200,000
Runway Extension - Construction	AIRPORT 004	2			1,000,000			1,000,000
Instrument Landing Equipment	AIRPORT 005	1			250,000			250,000
Runway Extension Design	AIRPORT 006	1		100,000				100,000
Crosswind Runway Design	AIRPORT 007	3				150,000		150,000
Crosswind Runway Land Acquisition	AIRPORT 008	2					900,000	900,000
Mower Replacement	AIRPORT 009	3		17,000				17,000
Airport Total				387,000	1,250,000	150,000	900,000	2,687,000
Ambulance								
Unit 29 - Ambulance Replacement	AMB 003	1				200,000		200,000
Unit 27 - Ambulance Replacement	AMB 005	1		200,000				200,000
Radio Equipment Replacement	AMB 006	1					100,000	100,000
Ambulance Total				200,000		200,000	100,000	500,000
Arena								
Racquetball Court Rehabilitation	ARENA 004	2	15,000					15,000
Locker Room Expansion	ARENA 006	2		75,000				75,000
Rink Panel Replacement	ARENA 007	2		70,000				70,000
Install Rink Floor	ARENA 008	3			350,000			350,000
Roof Repair/Rehabilitation	ARENA 009	1				160,000		160,000
Parking Lot Rehabilitation	ARENA 010	2			55,000			55,000
Livestock Building/Riding Rink	ARENA 011	3					200,000	200,000
Ice System Replacement	ARENA 013	1					350,000	350,000
Arena Total			15,000	145,000	405,000	160,000	550,000	1,275,000
City Hall								
Window Replacement	CH 001	2		20,000				20,000
Television & Sound System - Council Chambers	CH 007	2		25,000				25,000
Tuckpointing	CH 008	2			50,000			50,000
City Hall Total				45,000	50,000			95,000
Community Center								
Meeting Room Maintenance/Improvements	COMM 001	2		21,512				21,512

Department	Project#	Priority	2015	2016	2017	2018	2019	Total
Dance Floor Replacement	COMM 002	3			14,800			14,800
Sound System	COMM 003	3		14,000	14,000			28,000
Stage	COMM 006	3		8,500				8,500
Equipment Replacement/Upgrades	COMM 007	1	0	20,000	7,252			27,252
Mechanical Systems	COMM 009	1	0	30,000	30,000			60,000
Roof Replacement	COMM 010	1			85,000			85,000
Garage Doors w/ Openers	COMM 011	2			9,800			9,800
Gym Renovation	COMM 012	2			85,000			85,000
Outdoor - Grounds and Equipment	COMM 014	2		17,200				17,200
Office Computer Replacement	COMM 015	1	2,000					2,000
Community Center Total			2,000	111,212	245,852			359,064
EDA								
Spec Building Expansion	EDA 003	2			1,700,000			1,700,000
N. Windom Industrial Park Infrastructure - Phase 2	EDA 004	3	720,000					720,000
EDA Total			720,000		1,700,000			2,420,000
Electric								
Distribution System Upgrades	ELE 001	1	300,000	300,000	300,000	300,000		1,200,000
Misc Equipment - Unidentified	ELE 004	3	40,000	40,000	40,000	40,000		160,000
Digger Derrick Truck	ELE 005	2	250,000					250,000
Electric Total			590,000	340,000	340,000	340,000		1,610,000
Fire								
Emergency Services Building	FIRE 001	1		2,200,000				2,200,000
Engine Pumper Truck (rural)	FIRE 003	1		385,000				385,000
First Response Truck	FIRE 005	3		150,000				150,000
City Engine/Pumper	FIRE 006	1				400,000		400,000
Radio Replacement	FIRE 007	1					75,000	75,000
Turn Out Gear	FIRE 008	1			0	0	0	0
SCBA Equipment	FIRE 009	2	98,000					98,000
Fire Total			98,000	2,735,000	0	400,000	75,000	3,308,000
Library								
Heating System	LIB 001	2		6,000				6,000
Window Replacement	LIB 002	2			20,000			20,000
Repaint Library - Interior	LIB 004	2	5,000					5,000
Computer Replacement	LIB 007	1	0	2,000				2,000
Library Total			5,000	8,000	20,000			33,000
Liquor								
HVAC - Heating	LIQUOR 002	1	20,000					20,000
Parking Lot - Seal Coat additional Asphalt	LIQUOR 003	3		18,500				18,500
Computer Replacement	LIQUOR 004	1			2,000			2,000
Entrance Interior Doors	LIQUOR 008	1	12,015					12,015
Roof Repair/Maintenance	LIQUOR 009	1	7,250					7,250
Non-display Area Flooring Replacement	LIQUOR 010	3	1,000					1,000
Liquor Total			40,265	18,500	2,000			60,765

Department	Project#	Priority	2015	2016	2017	2018	2019	Total
Test Equipment Replacement	TEL 009	2			30,000			30,000
Telecom Office Phone System	TEL 011	2	4,600					4,600
Telecom Security System	TEL 012	1	5,900					5,900
Transport Project	TEL 013	1	36,000					36,000
Office Space Upgrade	TEL 014	2	5,000					5,000
Telecom Total			113,500		30,000			143,500
Wastewater								
General Plant Improvement/Maintenance	SEWER 001	2		5,000	5,000			10,000
Treatment Plant Upgrade	SEWER 002	1		760,000				760,000
Toro Lawnmower Replacement	SEWER 003	3	15,000					15,000
General Equipment	SEWER 006	3	15,000	20,000				35,000
Interceptor/Collection System Improvements	SEWER 007	1	10,000	10,000	10,000			30,000
Lift Station Improvements	SEWER 010	1	5,000	5,000	5,000			15,000
Bio-Solids Storage Facility	SEWER 011	2		1,500,000				1,500,000
Wastewater Total			45,000	2,300,000	20,000			2,365,000
Water								
Wells and Well Site	WATER 001	1	5,000	5,000	5,000			15,000
Pumping Equipment	WATER 002	1	5,000	5,000	5,000	5,000	5,000	25,000
Filter Plant Improvements	WATER 004	1	15,000	15,000				30,000
Water Main Improvements	WATER 005	1	5,000	5,000	5,000			15,000
Water Meters	WATER 007	1	8,000	8,000	8,000			24,000
Hydrants	WATER 008	2	5,000	5,000	5,000			15,000
Water Plant Improvements	WATER 009	1				145,000		145,000
Water Total			43,000	43,000	28,000	150,000	5,000	269,000
GRAND TOTAL			1,895,484	10,438,812	6,630,652	1,755,000	1,874,000	22,593,948



City of Windom, Minnesota

**Strategies and Goals – April 2012
Capital Improvement Plan – November 2012**

Adopted by City Council – December 20, 2012

PERSPECTIVE

The goals and strategies is a compilation of thoughts, input, and discussion from four distinct sources: 1) city staff internal survey; 2) two community meetings (July 6 and July 11); 3) feedback obtained from the Finding Windom group via their social media contacts; and 4) four City Council work sessions (July 13, July 27, August 29 and October 5) which included the Mayor, City Council, members of City staff and Mari Harries (Finding Windom) and members of the public. Additional work was completed by the City Council to discuss and refine each strategy, which was completed February 21, 2012 (see Appendix A). In May 2012 the City Council will be reviewing, prioritizing and assembling a new capital planning program (see Appendix B)

At the July 13 City Council meeting the various planning components were outlined and presented. On July 27, the first draft of a document was presented and thoroughly discussed. On August 29, the City Council reviewed the second draft. At the October 5 meeting, the City Council moved to the development and implementation phases of the process that started with the citizen inputs. Further delving into the strategies and goals and putting the language into more specific, concrete and understandable actions is the primary future objective of the City Council.

NOTABLE COMMENTS

Thoughts and reflections on the process:

For a long time now, the City has not had a strategic plan that brings our community together. This is an oportune time to get everyone on the same page. We are a resilient and strong community; this process will help us prepare a road map for our future.

Windom City Council

We want this process to develop a shared vision with specific action statements that we can follow and implement. We need a plan that moves our community forward.

Steve Nasby, Windom City Administrator

We have so much to be proud of in Windom. I came home to invest in the future of my community; we need to remove the myth that you have to leave Windom to be successful.

Mari Harries, Finding Windom Group

TERMS AND DEFINITIONS

The following terms used for this planning process are defined as follows:

- Vision:** An outcome; a result and an ideal to strive for over a period of time. A destination and long-term community quality and value that requires a resolve and commitment to realize and then to maintain.
- Strategy:** An essential public policy priority which defines the vision and organizes the goals. Typically a five to ten year timeframe; strategies will not change often, if at all.
- Goal:** A significant measurable and desired activity, project or purpose that requires resources. The time commitment in pursuit of goals will vary – they can be succinct and short – but also longer term, even up to five years.
- Actions:** Individual steps and activities that are priorities of the city which are necessary to implement a goal, reach a strategy and strive for your vision. Specific action steps are continuously evolving and changing as they are identified and completed.

COMMUNITY VISION

The City of Windom is recognized for its rich history and proud community. One of the key determinants of securing a successful long term future is the city's ability to adapt and respond to ever changing societal, economic and fiscal challenges. The 2011-2012 planning process is mindful of how these conditions evolve and change in time. Coupled with lingering recessionary impacts and an unpredictable future, both flexibility and creativity are strong considerations in the planning framework.

The Council identified the following seven elements as a foundation for the City's future vision.

- **Deep sense of pride and community self-esteem**
- **Connected, engaged, and invested citizens**
- **Competent, professional and progressive workplace culture**
- **Promote and cultivate local business retention and development**
- **Promote, invest in and discover the future community leaders**
- **Commitment to a collaborative future for our community**
- **Market and brand the traditional values of our community**

WINDOM PRIORITIES (STRATEGIES)

These five strategies will guide city officials in pursuit of the vision. A commitment to each – over time – will ensure that the City Council matches its financial resources with the community’s highest priorities.

- I. Community Pride** **A positive image and reputation developed by a progressive and active community.**
- II. Community Vitality** **Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.**
- III. Organizational Culture** **Provide high quality public services.**
- IV. Public Facilities** **Maintain and upgrade public infrastructure and City facilities pursuant to a defined and prioritized plan.**
- V. Natural Resources** **Utilize and market the value and beauty of our land and geography.**

There are 10 goals and a variety of actions that define the vision and strategies. They incorporate all of the topics and themes from the input to date and the discussions on July 27, August 29 and October 5, 2011. The City Council reviewed and explored these goal statements and their respective actions in more detail from November 1, 2011 to February 21, 2012 (See Appendix A)

STRATEGY	Number of GOALS	Number of ACTIONS
Community Pride	2	7
Community Vitality	2	10
Organizational Culture	2	10
Public Facilities	2	2
Natural Resources	2	6



Strategy I

Community Pride: A positive image and reputation developed by a progressive and active community

Characteristics and descriptions that define this strategy include:

- Market what we already have
- Capture the value of telecom assets
- County Seat
- Safe community
- Variety of activities available
- Numerous recreational activities
- Educate and inform the public
- Involve and invest in our youth
- Civic groups
- Reputation
- Debunk the “Leave Windom” myth
- First impressions
- Community appearance
- Vacant building needs
- Painting and upkeep
- Trash and junk image
- Clean up and enhance the appearance of the TH 60/71 corridor
- An attractive community
- Erect welcoming and directional signs
- Provide tools and resources for the community
- Annual Community Pride Day, “Spruce-Up” Week, contests (civic groups), highlight improved properties (newspaper spot), “Adopt a House” Event – for painting and yard maintenance.
- Encourage commercial property owners to refresh their building facades
- Create marketing brochures
- Community clean-ups of trash in public areas
- Volunteer to adopt a park or boulevard
- Participation in exterior enhancements (e.g. painting program) by engaging residents of all ages to participate.

Goals

1. A progressive reputation and community pride

Actions:

- a. Support the goals of the Finding Windom Group
- b. Align the goals of different community groups
- c. Market amenities such as recreation programming, the Community Center, Arena, Pool, Parks, Library and Windom Recreation Area with local partners

2. A positive image

Actions:

- a. Clean up public and private property
- b. Target the Windom public facilities and grounds as welcoming points
- c. Develop a highway corridor and streetscape plan
- d. Update City code and ordinances and consider staffing needs to administer



Strategy II

Community Vitality: Create a diversified jobs base and a thriving, revitalized downtown square

Characteristics and descriptions that define this strategy include:

- Create a new business climate
- Use broadband network as a resource
- Highway access
- Location between Minneapolis and Sioux Falls
- Agriculture assets
- High quality, cost-effective utility services
- Prepare a list of downtown business owners
- Land and open spaces
- Revitalize town square
- More family businesses
- Motel needs
- More restaurants
- Small steps matter a lot
- Partner with WADC, WACC Foundations and Businesses

Goals

1. Attract and prioritize a diversified jobs base

Actions:

- a. Seek out and find new businesses
- b. Retain and grow existing businesses
- c. Focus on jobs that reflect our agriculture influence and emphasis
- d. Maximize the value of the City's infrastructure assets (technology and transportation)
- e. Network with and support the EDA, DEED and other state/regional organizations
- f. Partner with the WADC in an economic development strategy for retail
- g. Work with MN DOT on completion of TH 60 into 4 lanes

2. A thriving, revitalized downtown square and commercial corridor

Actions:

- a. Communicate with building owners to understand the reasons for vacancies and motives of the absentee landowners
- b. Develop strategies to encourage new business in the downtown area
- c. Utilize vacant store fronts building space for signage and information purposes



Strategy III

Organizational Culture: Provide high quality public services

Characteristics and descriptions that define this strategy include:

- Deliver cost-effective and efficient utility services
- Maintain quality city staff
- Internal communication
- Find ways to retain quality people, utilize employees' suggestions and abilities, and improve morale
- Public Safety services
- Parks and Parks programming
- Location of state and federal offices
- Outreach to business community
- Low cost utility services
- Certifications and training
- Student liaison to Council meetings
- Review customer service rental surveys
- Expand interactions with school district
- Improved interaction with county, school district & community groups
- Youth representative as liaison on the City Council
- Enhance and improve the website
- Look at new ways of doing business
- Cultural change underway – transitioning from old to new
- Other Facilities - Cemeteries
- Quality water services and system
- Team building and customer service training
- Hold regular meetings with other officials
- Schedule presentations to community groups

Goals

1. Deliver high quality public services

Actions:

- a. Explore ways to provide more efficient and cost-effective utility services
- b. Streamline and prioritize the services provided to the residents
- c. Provide a friendly, well-kept, and clean atmosphere for all customers, visitors, and guests at city facilities
- d. Create a plan for continuing education for staff
- e. Enhance team work among departments and build collaboration within the workplace
- f. Improve employee morale, and explore networking and appreciation\recognition events for employees
- g. Include staff input in the policy development process
- h. Evaluate current utility billing for conversion to e-payments through the City's website

2. Build strong relationships and collaborative partnerships with other governmental offices, schools, the business community, and community groups

Actions:

- a. Encourage student participation in local government and offer local government civic classes
- b. Expand knowledge of city government within community groups



Strategy IV

Public Facilities: Maintain and upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan

Characteristics and descriptions that define this strategy include:

- Develop a maintenance plan for public infrastructure and city facilities
- Prioritize upgrades to equipment and facilities
- Work with professional staff, consultants and engineers to obtain technical input
- Prioritize capital improvements, such as fire hall, dam, community center, pool, arena, streets, water, wastewater and library
- Research resources to plan and finance capital improvements
- Seek creative financing tools
- Discuss the current assessment policy
- Explore other sources of revenue
- Citizen input concerning city services, facilities and programs.
- 2007 pool feasibility study
- Local option sales tax and franchise fees

Goals

1. Implement a capital improvement plan

Actions:

- a. Update, enhance and formalize capital improvement plan

2. Develop resources and funding available for capital improvements

Actions:

- a. Study and evaluate all resources for planning, financing and constructing capital improvements



Strategy V

Natural Resources: Utilize and market the value and beauty of our land and geography

Characteristics and descriptions that define this strategy include:

- Community has evolved by the river
- Utilize value of river
- Outdoor activities
- Trails and bike paths
- Meet effluent standards
- Camp sites
- Fishing
- Des Moines River
- Hunting
- Clean-up activities
- Pest control
- Weeds
- Work with Parks and Recreation Commission
- Increase use of community assets and natural areas

Goals

1. Protect Windom's natural resources

Actions:

- a. Plan an outdoor garden and wedding area on the Community Center grounds
- b. Organize a community group to assist with the planning of the Des Moines River Valley Trail
- c. Explore grants for trails, bikeways and paths
- d. Develop a plan for enhancing Island Park facilities and services
- e. Research options for pest and weed control

2. Market Windom's geographic location

Actions:

- a. Market and brand Windom as an outdoor destination

NEXT STEPS

The following represent ideas for the next steps in the process. The importance of each can be discussed and then prioritized in the upcoming City Council discussions.

- 1) Present the plan to the City Council for action
- 2) Communicate the plan to the staff and general public

Ideas to consider for communicating the plan include:

- Staff briefings
- Electronic messages (emails)
- Website
- News articles
- Incorporate into memos and background material

- 3) Incorporate the information into ongoing work with the Council

Ideas to incorporate the information into the Council's business include:

- Alter the City Council agenda format and how information is organized and structured
- Schedule periodic updates and reviews (quarterly)
- Hold periodic work sessions on selected topics
- Identify Capital Projects and formalize CIP

- 4) Update and revisit on an annual basis. Adopt new goals and action steps.

APPENDIX A
Long Range Planning
Council Review and Refinement Discussion

Long Range Planning – Strategy I: November 1, 2011

Kruse said that the Council discussed their intent to review and discuss each of the completed strategies from the long-range planning sessions. This additional work is to provide specifics and direction to staff.

Jones clarified that the Mayor wanted steps and actions for implementation. Kruse said that was correct.

The Council discussed the following items from Strategy I:

- Support Finding Windom – place links on the City’s web site and engaging their members in community\city projects.
- Aligning the Goals of Other Community Groups – find out what community groups exist and their specialty or interests, create a directory of the community groups, help form new groups such as a trails committee.
- Market Amenities – have Department heads list what they do and pursue some public relations on activities, accomplishments and duties in the departments. Include information on the new web site. Work with the Chamber of Commerce and Community Center to create coupon bags with advertisements and deals from local businesses to be provided to groups using the Community Center.
- Clean Up Public and Private Property – continued use of volunteers such as the Finding Windom group and the school’s Community Pride Day. Place information relating to the enforcement of codes on the web site or enhance what is currently provided. Obtain quotes for pricing on re-codification of the City Code, work on entrance signs for the community and look at the Minnesota Main Street Program. Work with property owners on common sense code enforcement and doing our due diligence.

Long Range Planning – Strategy II: November 15, 2011

Kruse said that the Council discussed their intent to review and discuss each of the completed strategies from the long-range planning sessions. This additional work is to provide specifics and direction to staff. Kruse said that he had invited members of the Finding Windom group to attend the meeting.

Motion by Jones, seconded by Maricle, to suspend the City Council rules to allow public input on discussion relating to Long Range Planning Strategy II. Motion carried 4 – 0 (Powers Absent).

The Council discussed the following items from Strategy II:

Goal 1

- Dave Vaupel and Howard Davis introduced themselves as city residents and belonging to the Finding Windom group. They are ready and willing to assist the City with projects and activities as volunteers.
- Maricle said that the EDA is pursuing a number of the activities shown in Strategy II and the EDA Director is meeting with businesses to get their input.
- Maricle said the primary goal of EDA is job creation and retention. The EDA recognizes the importance of the agricultural sector and its relationship to local businesses.
- Maricle noted the City’s infrastructure and public utilities as an asset to the community and for keeping businesses, expanding business and attracting businesses.
- Working with the Chamber and WADC are also goals of the EDA. Maricle added that the EDA has worked to assist retail businesses as well.

- Maricle and Jones inquired what types of items the City could do with the Highway 60 corridor. Nasby noted the Environmental Impact Statement for the 4 lane expansion project was on file at City Hall and things the City could do include street scape planning, landscaping, weed control and pedestrian access. Jones agreed that beautification and weed control should be addressed.
- Kruse suggested that the City and Council contact MN DOT to impress the importance of the Highway 60 project being completed.
- Jones asked that Department Heads attend the meetings when the strategies pertained to their departments. Nasby said they will be asked, but some strategies could include everyone.
- Jones said he needed more information on the fiber optic system being an asset to the community for business, expansion to SMBS, expansion to other areas such as northern Cottonwood County. Maricle said that when the current SMBS project south of Windom is done there may be discussions about other communities joining. Jones said he would like to see long range targets be put in place.
- Vaupel said that he had spoken to the EDA Director about assisting businesses and he was very encouraged with what is being done and getting local businesses on Google places, developing web sites and being technologically current are keys to success. The Finding Windom group also has a site that can host links and helps businesses get their place on the internet to do more on-line selling.
- Davis said that an eagle project at the high school could be to assist businesses with entering the necessary information to be listed on Google places. Filling retail spaces is an essential part of a community. More signage is needed to get people off the highway, especially as some demographics do not use smart phones to find shopping or dining places.
- Jones suggested that staff contact MN DOT to see what is allowed for signage along the Highway 60/71 routes.
- Davis thought a coordinated list of activities in the community would be good as a resource and that cross-promotions can bring in retail sales.

Goal 2

- Jones noted that this is a plan, not action steps and those Departments will be developing activities and projects that further these strategies and goals.
- Fossing suggested that the Building Official and EDA Director could contact building owners, especially of vacant buildings, to do a walk through to identify what is needed to bring a building up to code and ideas of what kinds of uses the building could accommodate.
- Jones said that new businesses or uses would be required to be up to code and this would cost money, so something may be needed to assist the property owners.
- Davis said having property owners invite staff to do these inspections\reviews could also provide cost estimates to owners.
- Fossing said that the Square is unique and an asset to the community in setting it apart from other communities.
- Jones inquired what the current occupancy rates were at local hotels\motels. Nasby said he would see if the City has that data as part of the lodging tax reports. Jones said there seems to be a need for additional hotel\motel rooms.

Long Range Planning – Strategy III: January 3, 2012

Kruse reviewed the two goals under strategy III.

Goal #1 -- Jones thanked the department heads for attending the meeting and emphasized that good communication throughout the organization is key. We need a strong core with employees and a means to share ideas.

Jones noted that some of the items identified in this goal had already been started such as the employee recognition, employee appreciation event and web site development.

Regarding communication, Jones said that he relies on the minutes from the Boards and Commissions as a method of keeping up on all of the activities and having enough detail is important for him to follow the items and to inform the public of what is going on within the City government. Two improvements that can be made are that technical terms can be described in layman's terms and that if acronyms are used they are defined within the minutes. He also thought the minutes should include key or important accomplishments from the prior month, which would help show the work being done in the departments.

Dan Olsen, Telecom Manager, said that in his department there are many technical terms.

Caldwell said that the minutes have evolved over the last few years from being very basic, such as motions and votes to a summary of the discussion on all items. This change is beneficial and the departments are getting more accustomed to providing more detail.

Nasby said that the goal also talks about public services and the department heads are present. The Council thanked Haugen, Caldwell, Grunig, Peterson and Olsen for all of the work they do and commended staff for all of their efforts on behalf of the citizens of Windom.

Goal #2 – Jones noted that this goal includes partnerships with other governmental units, local organizations and involving youth in city government. One piece of this is the joint City\County\School meeting and he understands staff has been working on a meeting date, but that has been a challenge so far. He thinks there are many positive aspects that can come out of these joint meetings such as shared services, equipment and relationships.

Kruse said that sharing city information with local service groups and at the school are important.

Jones said he liked the Community Service Day at the school where the City displayed some equipment and it is good to let the youth know there are a variety of jobs at the City.

Kruse mentioned that Fire Safety Week is an excellent example of getting out into the community. Ortman said there are many activities associated with this event.

Fossing said he is in favor of the activities that involve youth with the various aspects of city government.

Long Range Planning – Strategy IV: January 17, 2012

Kruse outlined both goals for Strategy IV, which is public facilities and infrastructure.

Nasby said there had been discussion at the long range planning meetings about the need for a more formal capital planning tool covering the entire municipal organization. He has checked into some software for this purpose and found a product that is used by the cities of Luverne and Grand Rapids. Both communities have been satisfied with the product and recommended it. The cost is approximately \$1800 with an annual license fee. Currently capital planning is done within each department and presented to the Council during the annual budgeting process.

Jones said what he is looking for is a comprehensive list for the Council to review, prioritize and discuss funding options. He said that it is likely other funding options will need to be reviewed and a local option sales tax is a possibility and this tool would also capture some revenues from tourists, visitors and others using the municipal services but not paying for them through property taxes. Having the community involved in both capital project planning and the funding discussions will be beneficial.

Maricle said what he would like to see is a longer term focus and target amount to budget for capital projects so the items can be planned out over a five year term instead of working each year during the budgeting process to fit capital projects into a tax levy.

Fossing said that is easier to fund the smaller cost items as they come up, but much harder to fund the high cost items. As such, having a funding plan in place to address the plan would be helpful.

Jones asked how much revenue would be generated from non-residents from a local option sales tax. Nasby said he did not have that information and the Minnesota Department of Employment and Economic Development (DEED) would probably only be able to estimate the amount. Also, data for Windom is based on retail sales county-wide and then applied to a DEED estimate that says 78% of retail sales in Cottonwood Co. are from Windom.

Fossing asked that staff find out how much a 1% local option sales tax would generate and if the tax were implemented it could be used to fund the capital improvement plan.

Al Baloun, Recreation Director, said that the pool feasibility study done in 2006 or 2007 showed several options ranging in cost from \$1.5 million to \$3.5 million. Those costs have gone up over time as well.

Consensus of Council to have Department Heads put together a list of capital projects including an estimated cost and possible funding sources. Jones said that the cost estimates could be rough and not to go through expense from consultants or engineers at this time.

Nasby said that funding resources can impact the priorities of projects and this will need to be kept in mind when the Council prioritizes the projects. For example, the dam may not have been the highest priority project but the State and Federal resources were available to complete the project.

Caldwell said that he agreed with Nasby regarding the need for a capital planning tools such as the software used by other communities. Caldwell noted that a number of streets are in need of work and these are costly. Equipment also has to be replaced at a regular rate. He said that the communities of Mt. Lake and Lakefield have an equipment surcharge on their utility bills each month and the money is used to buy new trucks, graders, pay loaders, etc.

Motion by Maricle seconded by Jones to direct staff to purchase capital planning software as needed up to \$2,000. Motion carried 4 – 0 (Ray absent).

Long Range Planning – Strategy V: February 21, 2012

Kruse said that Strategy V was the use and marketing of the value and beauty of our land and geography.

Goal #1 was to protect Windom's natural resources. Strategies included the planning for an outdoor garden and patio at the Community Center, working with partners on trail planning, grants for walkways and bike paths, enhancing services at Island Park and researching options on pest/weed control.

Jones said the Council's position on trails is on record and working on trail segments within the City is on the table for discussion. Both Jones and Maricle agreed that the planning and discussions on trails, walking paths or bike routes could be done during the capital planning meetings.

Maricle said expanding the camping sites at Island Park and facilities is needed. Caldwell said the restroom is the highest priority and he is working with other groups. A renovated or new restroom facility would include showers for campers and the timeline could be as short as one year. Other improvements as painting and maintenance will be done. The camp sites also need to be looked at as they were designed years ago for smaller camper vehicles and today's campers are much larger and have slide out rooms.

Fossing asked how many camp sites exist. Caldwell said there are 10 at Island Park but they are permitted for 20. He said that due to the larger size of modern campers we would not be able to easily accommodate the permitted number.

Powers asked about the pest and weed control efforts. He thought we had a solid plan for pest control, but weed control is an issue that needs more attention.

Caldwell said that the Street & Park department had gotten the new fogger for insect control and the needed chemicals. Staff received training on the operation of the unit and is going to be getting their

licenses to apply the chemical. Regarding weed control, the problem areas are alleys and along the commercial corridors. The commercial property owners along Highway 60/71 want the weeds controlled by MN DOT as it is their right-of-way to maintain and MN DOT has done a poor job of this so it looks bad when the weeds grow up. In the alleys the property owners need to know the weeds need to be taken care of even though they are at the back or rear of the property.

Powers asked if the City can do the weed control and how this matter gets addressed so we do not have the problem. Caldwell said the City does some spraying and bills the cost, but this is only after the notification process, etc. and that takes staff time and expense to enforce. Caldwell noted the spraying the City crews did on our own streets was successful last year in stopping weeds that pop up between the street edge and curb.

Kruse said that Goal #2 was to market and brand Windom as an outdoor location.

Consensus of the Council was to maintain and improve our existing marketing efforts and to continue working with other groups on promoting Windom.

Kruse and Jones said they appreciate all of the work done by the City crews and Department Heads and want to pass along their thanks. Council agreed.

ADMINISTRATION – Maintain and Upgrade Public Infrastructure and City Facilities Pursuant to a Defined and Prioritized Plan – Capital Improvement Planning and Financial Management

Specific – Use Windom’s Capital Improvement Plan to provide a basis for long-range planning, budgeting and debt management.

Measurement/Assessment – Continue to update and prioritize the Capital Improvement Plan annually and use City audit to monitor financial health of the City’s finances.

Attainable/Achieve – Use existing processes consisting of input from City Council, Boards\Commissions, Department Heads, the Capital Improvement Plan and other documents to create annual plans\budgets and vision for future projects.

Relevant – Within a reasonable budget City facilities and infrastructure must be upgraded and maintained to provide high quality services while meeting customers’ needs\expectations in an environment of changing State\Federal standards.

Timed – Long range planning, goal setting and priorities should be done annually with Boards\Commissions, the City Council and staff in the 1st Quarter of the year to set up the Capital Improvement Plan activities and to direct financial resources through budgeting (July – September).

ADMINISTRATION – Provide High Quality Public Services – Community Satisfaction & Engagement

Specific – Measure community satisfaction pertaining to city services, city facilities and infrastructure and engage citizens in City government.

Measurement/Assessment – Create a community survey instrument to obtain satisfaction levels, identify strengths, weaknesses and needs/priorities. The initial survey will help to establish a baseline and the survey can then be completed annually or every other year with that data showing progress and/or trends.

Attainable/Achieve – Use existing survey instruments from other communities as a base to build the Windom survey and use resources such as utility bills and website to collect survey information.

Relevant – Results will provide citizen input on services, operations and facilities that can be used to assist staff and the City Council with decisions on operations and capital planning.

Timed – The community survey should be conducted in March – June. Reporting of the results should be July – August so that data could be included as part of the information for the budgeting process and City Council goal setting and priorities.

ADMINISTRATION – Provide High Quality Public Services – Student Representative or Liaison to Council

Specific – Work with Windom Area High School to establish a non-voting student representative\liaison to be involved with City Council meetings and discussions.

Measurement/Assessment – City Council appointment of the position.

Attainable/Achieve – Interested participants could include sophomores and juniors that are Windom residents who are directly selected by their peers during Student Council elections or through an appointment by the Windom High School Student Council. City Council packets are electronic so there would not be additional cost.

Relevant – Youth representative would be able to provide input on services, operations and facilities from a different perspective which can be used by the City Council for decisions.

Timed – The Youth\Student Representative should be appointed by the City Council at the start of each school year with a term of one year. Initial Student Representative Program could be piloted for a year and re-evaluated by the City Council for effectiveness.

**AIRPORT – Maintain and Upgrade Public Infrastructure and City Facilities
Pursuant to a Defined and Prioritized Plan – Capital Improvement Planning and
Financial Management**

Specific – Complete projects on Windom’s Capital Improvement Plan for facility upgrades.

Measurement/Assessment – Completion of projects on the State and Federal funded Capital Improvement Plan.

Attainable/Achieve – Leverage Federal Aviation Administration (FAA) funds for 90% of eligible projects expenses and State (MN DOT) funding for 50-80% projects expenses where possible.

Relevant – Maintaining and improving Windom’s airport is crucial to local businesses and for the provision of emergency medical services.

Timed – Annually progress on the Capital Improvement Plan identified projects and leverage federal/state funding when available to accomplish projects.

MWMM - Windom Municipal Airport
 Capital Improvement Program 2015-2025

FY	Funding Rates												
	State	Fed	Description	FAA	St	Mun	Project Cost	FAA Funding	State Funding	Local Funding	FAA Entitlements	FAA Discretionary	FAA Funds Remaining
2016			No Projects	0	0	0	\$0	\$0	\$0	\$0	\$150,000		\$360,936
2017			Master Plan/eALP	95	5	5	\$250,000	\$237,500	\$12,500	\$12,500	\$150,000		\$273,436
2018			Environmental for Rwy Ext, X-wind Rwy, Parallel Twy	90	0	10	\$75,000	\$67,500	\$0	\$7,500	\$150,000		\$355,936
2019			Runway Extension/Parallel Taxiway - Land	90	0	10	\$125,000	\$112,500	\$0	\$12,500	\$150,000		\$393,436
2019			Runway Extension - Design	90	0	10	\$100,000	\$90,000	\$0	\$10,000	\$150,000		\$303,436
2020			Runway Extension - Construction	90	0	10	\$1,100,000	\$990,000	\$0	\$110,000	\$150,000	\$600,000	\$63,436
2021			Crosswind Runway - Design	90	0	10	\$150,000	\$135,000	\$0	\$15,000	\$150,000	\$800,000	\$78,436
2021			Crosswind Runway - Land	90	0	10	\$950,000	\$855,000	\$0	\$95,000	\$150,000	\$800,000	\$23,436
2022			Crosswind Runway - Construction	90	0	10	\$2,300,000	\$2,070,000	\$0	\$230,000	\$150,000	\$1,900,000	\$3,436
2023			Parallel Taxiway - Design	90	0	10	\$125,000	\$112,500	\$0	\$12,500	\$150,000		\$40,936
2024			Parallel Taxiway - Construction	90	0	10	\$1,600,000	\$1,440,000	\$0	\$160,000	\$150,000	\$1,300,000	\$50,936
2025			No Projects	0	0	0	\$0	\$0	\$0	\$0	\$150,000		\$200,936
Totals							\$6,775,000	\$6,110,000	\$12,500	\$665,000			

AMBULANCE – Provide High Quality Public Services – Capital Improvement Planning

Specific – Complete projects on Windom’s Capital Improvement Plan for vehicle replacement, equipment replacement\upgrades and training.

Measurement/Assessment – Completion of the specified projects.

Attainable/Achieve – Leverage State fund, Federal funds and grants if they are available. At this time, the Ambulance Department has a fund balance and operational income sufficient to meet the needs of the department.

Relevant – Maintaining and improving Windom’s Emergency Medical Services are critical to the business community, hospital and public health.

Timed – Annual progress on the Capital Improvement Plan identified projects.

2015 Goals -Arena
Community Pride: A Positive Image and Reputation Developed by a
Progressive and Active Community
Update Promotional Brochure for the Arena

Specific-

Updating the current advertising for the Arena showing horse shows, ice skating, archery, racquetball, and Wallyball.

Measurement-

The advertising will help to increase usage by promoting activities that take place in the existing arena facility. Increased usage will result in increased revenue for the arena and bring people to town to use other services and purchase goods available in the community.

Achieve-

Arena management will work with Windom Quick Print to update the current brochure so it is available at the Windom Chamber Office, Windom City Hall, Windom City Arena, and for distribution at shows such as the Minnesota Horse Expo. Arena management will work with a student doing a senior eagle project to create a twitter account that will promote the arena, pool and recreation activities.

Issues to Resolve- The most difficult thing to measure is the dollar amount of goods and services in the community used by people using the arena. Past history has shown that services such as grocery stores, eating establishments, motels, and gas stations have been used by users of the Windom Arena.

Realistic-

This goal will promote the Windom Arena, pool, and recreation activities and the City of Windom. The net result will be increased revenue and usage of the Windom Arena as well as promotion of the City of Windom as a community.

Time-

The brochure will be updated for initial distribution in April. It will be available for distribution at the Minnesota Horse Expo. The twitter account will be set up by the summer so it can be used to promote the arena, pool, and recreation activities.

2015 Goals -Arena
Public Facilities: Maintain and Upgrade public infrastructure and City
facilities pursuit to a defined and prioritized plan.
Gathering Information on Current Refrigeration System and R22
Replacement

Specific-

Gathering information on the existing refrigeration system and finding out costs and options for replacement of the current R22 system for City of Windom Arena.

Measurement-

We do not have current costs for R22 replacement with our current compressor system. By the year 2020 decisions in regards to our current compressor system and R22 will have to be made. Getting current costs of the replacement of the R22 will assist both the Windom Parks and Recreation commission and Windom City Council in making a decision of what will be done in the future.

Achieve-

Arena management will work with Carlson Stewart Refrigeration out of Marshall to obtain information and cost of replacement of the current R22 refrigerant that is used in our compressor system.

Issue to Resolve- The cost of replacing our current R22 system will be expensive. Costs of over \$300,000 were given to the Arena Building committee when they met in 2013. Where the money comes from and the current cost of this project is yet to be determined.

Realistic-

Current costs and information needs to be obtained so that the Parks and Recreation commission and Windom City Council can make corrective actions and funding option decisions can be made by the year 2020.

Time-

Information on costs and options need to be obtained by late summer 2015 from Carlson Stewart so that information can be available to the Parks and Recreation Commission and City Council for the 2016 budget process.

2015 Goals -Arena

Community Pride: A Positive Image and Reputation Developed by a Progressive and Active Community and Public Facilities: Maintain and Upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan.

Continue to make maintenance improvements to the arena

Specific-

Work with the Windom Parks and Recreation Commission and Windom City Council to make maintenance improvements to the City of Windom Arena and remain within budgetary guidelines.

Measurement-

Continued maintenance improvements will make the Windom Arena a better place for the users.

Achieve-

The Recreation Director will work with the Windom Parks and Recreation Commission and Windom City Council to recommend improvements that need to be done. The Recreation Director will gather user input as to what improvements are needed at the City of Windom Arena. User input must be considered when making improvements. Prioritization and funding of improvements will be determined by both the Windom Parks and Recreation Commission and the Windom City Council.

Issue to Resolve- Each user group has a different opinion as to what improvements are done at the arena. The Arena was constructed in 1975; the building will be fifty years old in 2015. If a new arena is not built in the future there must be continued maintenance and upkeep of the existing building.

Note Attachment – City of Windom Capital Improvement Plan 2015- 2019 Arena
Page 1 (Dated 1/2/20-15)

Realistic-

Prioritization of maintenance improvements will be set by the Windom Parks and Recreation Commission and the Windom City Council. Funding of improvements will be determined by the Windom City Council.

Time-

User input on maintenance items for the Windom Arena will be gathered by the Recreation Director prior to the start of the budget process. Information on costs and options needs to be obtained by late summer 2015 from so that information can be available to the Parks and Recreation Commission and City Council for the 2016 budget process. At that time prioritization will be determined by the Windom Parks and Recreation Commission and the Windom City Council. The Windom City Council has the final say on what maintenance items approved in the 2016 budget.

2015 S.M.A.R.T. Goal Planning Form

BUILDING & ZONING - SHORT-TERM GOAL NO. 1

CATEGORY: CITY COUNCIL GOAL – STRATEGY I: COMMUNITY

PRIDE: A positive image and reputation developed by a progressive and active community.

Specific:

The Building & Zoning Department has identified a goal for the Planning Commission to complete a review of the City's Nuisance Ordinance for subsequent review by the City Attorney and submission to the City Council for review of any requested modifications to the ordinance.

Measurement/Assessment:

After review by the Planning Commission, the nuisance ordinance has been reviewed by the City Attorney and modifications to the ordinance adopted by the City Council.

Attainable/Achieve:

The first nuisance ordinance was adopted in 2002 and modified in 2008. Pursuant to a request by the City Council, the Planning Commission began review of the nuisance ordinance in December 2014. The Commission is holding monthly meetings to proceed with the review process. As questions arise, Planning and Zoning Staff have been in contact with the City Attorney's Office for clarification on code questions.

Relevant:

Updating of the City's nuisance ordinance.

Timed:

It is estimated that the Planning Commission's and City Attorney's reviews should be completed by mid-June 2015 for submission to the City Council for review and approval of revisions to the City's nuisance ordinance.

Goal approved by Planning Commission on February 10, 2015.

2015 S.M.A.R.T. Goal Planning Form

BUILDING & ZONING - SHORT-TERM GOAL NO. 2

CATEGORY: CITY COUNCIL GOALS – STRATEGY I: COMMUNITY

PRIDE: A positive image and reputation developed by a progressive and active community;

STRATEGY IV: PUBLIC FACILITIES: Maintain and upgrade public infrastructure and City facilities pursuant to a defined and prioritized plan; and STRATEGY V: NATURAL

RESOURCES: Utilize and market the value and beauty of our land and geography.

Specific:

The Building & Zoning Department has identified a goal to complete the updating of the City's Comprehensive Plan for submission to the League of Minnesota Cities' (LMC) Legal Department for review and subsequent submission to the City Council for review.

Measurement/Assessment:

After completion and review by the LMC, the City Council reviews and approves the updated Comprehensive Plan.

Attainable/Achieve:

The Comprehensive Plan Committee previously completed its submissions for the Comprehensive Plan and updates were submitted by summer interns in 2012 and 2013. The chapters require some additional updates in information which can be completed by Building & Zoning Staff and also acquisition of updated mapping from government and other sources.

Relevant:

Adoption of an updated Comprehensive Plan for the City of Windom.

Timed:

Anticipated completion of updates by May 2015 for submission to the League of Minnesota Cities' Legal Department and subsequent submission to the City Council for review and approval by year end.

Goal approved by Planning Commission on February 10, 2015.

2015 S.M.A.R.T. Goal Planning Form

BUILDING & ZONING – LONG-TERM (3-5 Years) – GOAL NO. 1

CATEGORY: CITY COUNCIL GOALS – STRATEGY I: COMMUNITY

PRIDE: A positive image and reputation developed by a progressive and active community.

Specific:

The Building & Zoning Department has identified a goal to establish a program, in conjunction with other city departments, to provide funding for the demolition and site remediation of one to two blighted residential properties each year.

Measurement/Assessment:

If a revolving loan fund can be established and used for demolition and site remediation of one to two blighted residential properties each year.

Attainable/Achieve:

This program is in the very beginning stages of discussion and will require research concerning participation by several City Departments, including (but not limited to) Building & Zoning and HRA; will require research of funding options, criteria for participation, required procedures, etc.

Relevant:

Establishment of a program and revolving loan fund for demolition and site remediation of blighted properties.

Timed:

It is anticipated that such a program can be created and funded within the next five years.

Goal approved by Planning Commission on February 10, 2015.

SMART Goal Planning Form – Windom Community Center and Organizational Culture

Specific – Have the Windom Community Center maintain fair and competitive pricing and continue to provide well trained staff. Strive to have 100% customer satisfaction.

Measurement/Assessment – Review other venues such as community centers and rental halls for pricing to see how Windom Community Center fairs in the market. Continue on training staff as to how to insure 100% positive input from users. Ask users to fill out rental surveys so we can get their input on how to make us a better establishment for their usage.

Attainable/Achieve – Information gathered can be used to attain and achieve that Windom Community Center stay within the fair market pricing.

Relevant – Explain to customer that they are not only getting usage but a service. Break down costs for them to ensure that they are getting more than they see in just an hourly rental of building usage.

Timed – After each usage of Windom Community Center, be sure to give every user a rental survey so the staff knows where and how we can improve in what needs to be done better ourselves as a business.

SMART Goal Planning Form – Windom Community Center and Natural Resources

Specific – Windom Community Center Staff and Commission to look into future planning of outdoor Community Center garden area.

Measurement/Assessment – Get plans drawn up of layout of area on north side of building where patio is. Additional area for seating, fencing, tree and shrub placement. Check into costs of what such a project would entail.

Attainable/Achieve – With the beautiful donations received by Daisy Jacobs and Wally Rohlfson and fund raising , Windom Community Center would hope it could go a long way into achieving such a project.

Relevant – With the addition of outdoor area, bookings of wedding groups, family reunions, and other groups wanting to use an outdoor venue would increase. This in turn would bring in additional revenue to Windom Community Center.

Timed – Work with Windom Community Center Commission in 2015 to bring the outdoor garden area a reality in the next couple of years.

SMART Goal Planning Form – Windom Community Center and Public Facilities

Specific – Windom Community Center maintenance plan for buildings and grounds.

Measurement/Assessment – Windom Community Center staff works continually on maintaining equipment and ground maintenance on daily, weekly, and monthly equipment checks. Continue to work through out summer months on exterior building and lawn care.

Attainable/Achieve – By working with capitol outlay dollars put into an equipment fund for reasons of equipment breakdowns and wear, thus as not to make Windom Community Center an expensive burden on the tax payers.

Relevant – With this maintenance plan and training of staff, this will help keep equipment lasting longer and there for easing the cost of hiring out firms to come fix smaller problems.

Timed – This is an ongoing goal that needs daily attention. Staff will be looking into longer term items as the need arises.

SMART Goal Planning Form – Windom Community Center and Community Pride

Specific – The Windom Community Center continues to strive on a reputation of good service and cleanliness of the Windom Community Center. Continue to keep Windom Community Center and its grounds a clean and friendly place the users and citizens can be proud of.

Measurement/Assessment – Staff gives 100% of their time to groups using the building. Making sure they have all equipment and their needs are met. Continue the daily maintenance cleaning of Windom Community Center so all users come into and during their visit experience a clean atmosphere .

Attainable/Achieve – In achieving this it brings back the market that we have in this area to groups and organizations and also to bring more to town and using other business in our city.

Relevant – The goal is to have 100% positive input from users and to achieve all positive rental surveys.

Timed – This is done by continuing a daily program of cleaning, maintenance and taking care of all users.

SMART Goal Planning Form – Windom Community Center and Community Vitality

Specific – Make Windom Community Center a prime meeting site for business meetings, weddings, reunions and other group functions.

Measurement/Assessment – Provide great service, supply equipment that can be rented, work with bartenders on producing top quality drinks to increase liquor sales, and continue to work on new wedding rental items. Promote through new and wedding fair advertising. Visit other centers in the area collecting ideas for use at Windom Community Center.

Attainable/Achieve – By using promotional budget for use on radio and newspapers, Windom Community Center will expand out further into the business area. The use of equipment fund, rental items can be purchased and upgraded.

Relevant – Increase of larger corporate meetings and wedding events resulting in revenue from liquor sales and rental add on sales. Increasing usage in turn will bring more people to town from around SW Minnesota using center and downtown businesses such as motels, gas stations, groceries, and other Windom Stores.

Timed – Advertising for wedding fairs and promotions has began early this year. Continue to work with radio through out the year with ads for corporate meetings large and small. Visit area centers this spring as time allows.

SMART Goal Planning Form – Windom Community Center and Organizational Culture

Specific – Have the Windom Community Center maintain fair and competitive pricing and continue to provide well trained staff. Strive to have 100% customer satisfaction.

Measurement/Assessment – Review other venues such as community centers and rental halls for pricing to see how Windom Community Center fairs in the market. Continue on training staff as to how to insure 100% positive input from users. Ask users to fill out rental surveys so we can get their input on how to make us a better establishment for their usage.

Attainable/Achieve –

Relevant – Explain to customer that they are not only getting usage but a service. Break down costs for them to ensure that they are getting more than they see in just an hourly rental of building usage.

Timed – After each usage of Windom Community Center, be sure to give every user a rental survey so the staff knows where and how we can improve in what needs to be done better ourselves as a business.

2015 S.M.A.R.T. Goal Planning Form

EDA - SHORT-TERM GOAL NO. 1

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY

VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to secure funding for completion of the NWIP Phase II Infrastructure Project. The EDA will submit an application to the Southwest Regional Development Commission for submission to the Economic Development Administration of the U.S. Dept. of Commerce (“the Federal EDA”) requesting a grant in the amount of \$360,000. In the alternative, the EDA will submit an application to the Department of Employment & Economic Development in the Greater MN Business Development Public Infrastructure Grant Program requesting a \$360,000 grant (of the estimated \$720,000 budget) to complete the NWIP Phase II Infrastructure Project.

Measurement/Assessment:

Whether funding is received to assist with the completion of the Phase II infrastructure improvements in the North Windom Industrial Park.

Attainable/Achieve:

The EDA has received approval for the submission of these applications from the EDA Board. The EDA has the staff and information necessary to submit the application(s) and the sources available for the required matching funds.

Relevant:

Awarding of up to \$360,000 in grant funds to assist with the completion of the installation of the Phase II Infrastructure in the North Windom Industrial Park.

Timed:

Application to be submitted by mid-March of 2015. Notification of approval or denial of application(s) should be received in the Summer of 2015.

Goal approved by EDA Board of Commissioners on February 9, 2015.

2015 S.M.A.R.T. Goal Planning Form

EDA - SHORT-TERM GOAL NO. 2

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to present a potential housing development/redevelopment project (possibly a multi-family residential project and/or a senior housing project) to the EDA Board for consideration.

Measurement/Assessment:

Whether a housing development/redevelopment project is approved in 2015.

Attainable/Achieve:

In 2014, Viewpoint Consulting Group completed a comprehensive housing study of the City of Windom which revealed a need for additional housing—both rental and single-family homes. The EDA began working with a potential developer in late 2014 and will continue those discussions, seek to establish a redevelopment TIF District to assist with eligible expenses of the project (such as demolition of existing structures), and provide technical assistance in an attempt to address the need for additional rental housing in Windom.

Relevant:

Result will be the construction of additional housing units to address the shortage of rental and other types of housing in Windom as evidenced by the Housing Study completed in 2014.

Timed:

By the end of 2015, either a rental housing project should be started or there should be plans in place to start such a project in 2016 if this goal is successful.

Goal approved by EDA Board of Commissioners on February 9, 2015.

2015 S.M.A.R.T. Goal Planning Form

EDA - SHORT-TERM GOAL NO. 3

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY

VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to work with the Street Department and Toro staff to seek to solve or ameliorate Toro's employees' parking issues. Due to the number of Toro employees and the limited number of parking spaces available in Toro's existing parking lot, Toro employees have been parking in the surrounding residential areas. Complaints have been received from residents indicating that the Toro employees are parking in front of their properties and blocking sidewalk and driveway entrances to their properties. Parking of these vehicles on the streets also creates problems for the Street Department in it attempts to remove snow from the streets and creates congestion for vehicle traffic on these streets.

Measurement/Assessment:

Whether the parking issues of Toro's employees have been resolved and the concerns of adjoining property owners have been addressed satisfactorily.

Attainable/Achieve:

City Staff and representatives from Toro realize that there are parking issues and plan to begin discussions concerning these issues and possible solutions on February 18, 2015, and will continue to discuss the issues and make plans until satisfactory solutions can be identified.

Relevant:

Creation of additional off-street parking areas for Toro employees and decongestion of streets and neighborhoods adjoining the Toro plant.

Timed:

Goal is to identify and implement a solution to the existing parking problems as soon as possible and hopefully by the end of 2015.

Goal approved by EDA Board of Commissioners on February 9, 2015.

2015 S.M.A.R.T. Goal Planning Form

EDA – LONG-TERM (3-5 Years) - GOAL NO. 1

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to use site information gained in the data center site assessment process to pursue a medium-sized data center to be situated in the northeast quadrant of the NWIP.

Measurement/Assessment:

Whether representatives for a data center have committed to construction of a data center facility in NWIP within the next five years.

Attainable/Achieve:

In conjunction with the South Central Electric Association, the EDA submitted an application to Great River Energy & Deloitte in 2014 requesting designation of NWIP as a preferred data center site. Notification of the designated site(s) should be forthcoming in the first quarter of 2015. Whether or not such a designation is received, the EDA plans to continue to pursue commitment from representatives of a medium-sized data center to construct a facility in NWIP.

Relevant:

Construction of a new data center or similar facility in NWIP.

Timed:

The EDA plans to continue working on this goal with hopes of successful completion of construction of a medium-sized data center in NWIP within the next five years.

Goal approved by EDA Board of Commissioners on February 9, 2015.

2015 S.M.A.R.T. Goal Planning Form

EDA – LONG-TERM (3-5 Years) - GOAL NO. 2

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY

VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to plan for expansion of the NWIP.

Measurement/Assessment:

Whether sufficient lots have been sold in NWIP to warrant expansion of the industrial park and whether options have been reviewed and identified for such an expansion.

Attainable/Achieve:

The EDA Board has approved a goal stating that at such time as at least eight of the NWIP lots have been sold, the EDA will plan for and consider options for an expansion of the NWIP.

Relevant:

Selection and acquisition of property suitable for expansion of the NWIP.

Timed:

The EDA plans to work on this goal as sufficient lots have been sold and there is a need for expansion of the NWIP which is anticipated within the next 3 to 5 years.

Goal approved by EDA Board of Commissioners on February 9, 2015.

2015 S.M.A.R.T. Goal Planning Form

EDA – LONG-TERM (3-5 Years) - GOAL NO. 3

CATEGORY: CITY COUNCIL GOAL – STRATEGY II: COMMUNITY

VITALITY: Create a diversified jobs base and a thriving, revitalized commercial corridor and downtown square.

Specific:

The EDA has identified a goal to consider various options available for a new housing subdivision in the community.

Measurement/Assessment:

If an additional housing subdivision(s) is/are platted and infrastructure improvements are planned and/or installed to provide lots for development of new housing.

Attainable/Achieve:

In 2014, Viewpoint Consulting Group completed a comprehensive housing study of the City of Windom. The EDA has provided and continues to provide copies of this report to housing developers to promote housing projects in Windom. There are only four residential lots available in the Riverbluff Estates Subdivision and no new residential subdivisions have been platted within the last ten years. Options for new housing construction are limited to scattered lots throughout the City. The EDA will consider options available for additional land for new housing subdivisions, options for private sector development of new subdivisions, options for programs which might assist such development, etc.

Relevant:

Planning and platting of an additional housing subdivision.

Timed:

The EDA will continue providing copies of housing study results and considering options for development of a new housing subdivision over the next 3 to 5 years.

Goal approved by EDA Board of Commissioners on February 9, 2015.

Electric Department

Enhance teamwork among the department and involve other departments

Specific –The utility crew will work on teamwork and communication within the department as well as involving other departments when available. The department will develop quarterly staff meetings where employees will be encouraged to ask questions and share ideas in an open environment.

Measurement/Assessment – Effectiveness of these efforts will be based off the williness of staff to bring new ideas and experiences to the group.

Attainable/Achieve – The meeting will have set agendas with specific topics geared towards generating discussion. There would be no impact to the overall operating budget associated with this goal.

Relevant – Our goal is to enhance open, honest and effective communication with staff, our peers and the public.

Timed – We will begin working towards this in the first quarter of 2015 and try to schedule a meeting once per quarter going forward.

Electric Department
Create a plan for continuing education for utility staff

Specific – The utility staff will develop a schedule and identify trainings that would be beneficial for employees to attend. The trainings will help keep the department familiar with industry standards, safety practices and customer relations.

Measurement/Assessment – Employees will be given specific questions or goals to be met from the training and be asked to give a report to the group at the following staff meeting.

Attainable/Achieve – We have a number of trainings available through the MMUA which will serve as a good resource to help attain this goal. The electric department currently has funds in the budget for training. The budgeted amount would be reviewed and adjusted if needed.

Relevant – This goal if reached would produce a well-informed team willing to accept change when needed and work together effectively.

Timed – The goal would be to have each employee attend one class every other year.

Electric Department
Develop a long range maintenance plan for the distribution system

Specific – The goal will be to work with staff and identify current needs as well as the future needs of the distribution system. We would like to develop a 1-2 year plan, 3-5 year plan and a 10-20 year plan. Several specific areas we will be focusing on will be the substation transformer, relays and replacement of the turbine.

Measurement/Assessment – We will review the plan annually and verify that projects identified in the past are accurate and update the plan as needed.

Attainable/Achieve – This goal will be completed utilizing the current staff as well as outside resources when needed. We currently have \$250,000 budgeted for line improvements.

Relevant – This goal once implemented will continue to provide the community with a safe and reliable electric distribution system.

Timed – We will track the progress of each project and include a detailed timeline in the plan.

FIRE – Provide High Quality Public Services – Capital Improvements\Equipment

Specific – Complete projects on Windom’s Capital Improvement Plan for vehicle replacement and equipment replacement\upgrades

Measurement/Assessment – Completion of the specified projects.

Attainable/Achieve – Leverage State fund, Federal funds and grants if they are available. The Fire Department needs funds from the cities and townships in the fire district to meet the needs of the department.

Relevant – Maintaining and improving Windom’s Emergency Services are critical to the business community, residents and public health.

Timed – Annual progress on the Capital Improvement Plan identified projects.

SMART Goal – Fire & Ambulance – Maintain and upgrade public infrastructure and City facilities pursuant to a defined and prioritized plan – New Emergency Services Building

Specific – Construction of a new Emergency Services Building to house equipment and provide space for training, offices, storage and other uses as determined.

Measurement/Assessment – Completion of a new Emergency Services Facility

Attainable/Achieve – Funding is needed for the project estimated at \$2.2 to \$3.0 million. Possible sources are bonding (to be repaid by the City and Townships), capital fund transfer from the Ambulance Fund, gifts and donations, fire service fees and local option sales tax.

Relevant – This will replace the current fire hall and ambulance garages as these facilities are undersized and inefficient (equipment at scattered sites).

Timed – Work has been completed to select Witt Park as a preferred site (2014). In March 2015 the building committee will choose an architectural firm and start pre-design. Construction drawings could begin in fall 2015, with bidding scheduled for January – February 2016. Construction scheduled for 2016 with completion by December 2016.

Public Library – Provide High Quality Public Services -Goal I: Instill in the community a passion for reading, personal growth and learning.

Specific-

The Library has identified a goal of public awareness of the public library. The library will work to increase publicity of the library services and its services events.

The library will continue to obtain books for community book clubs, develop a service for the homebound and also explore programs with Assisted Living and Nursing homes facilities. (Example: Supplying Large Print Book Collections to the residents of the Assisted Living and Nursing Homes in the Windom Area.)

The library is committed to partnering with the schools, ECFE, Busy Bees, Sonshine School, HEADSTART and other organizations to promote the love of reading, personal growth and learning. The library is committed to promote our wireless services and train staff in new technologies. We will be developing a FaceBook Page for the library and promoting “blogs by teens & tweens” for book reviews. We are committed to develop a Teen Advisory Board to instill a pride in the teens & tweens that they will help make the library a safe and fun place to be.

The library will continue to provide Proctor Services for students taking college exams on the Internet, Internet & wireless services for tax forms and filing, job applications and unemployment enrollment, homework help, personal use(Banking, email, airline confirmations, printing return labels, concert tickets, online purchasing, payroll stubs, etc....)

The library is committed to schedule events and performers to promote the library and the love of reading by offering excellent programs to the general public with funds provided the Minnesota Library Legacy Funds. The library will continue to provide a safe & welcoming space to meet and interact with others or sit and read comfortably & provide virtual spaces that support networking.

Measurement/Assessment-

The library will update promotional handouts for in-house distribution. Promote services and events on the local cable channel and explore adding “New Booklists” on the Cable Channel 3. The library is also committed to updating the Web site bi-weekly. The library will also provide handouts to schools and organizations in the area for programs, such as the Summer Reading Program, performers and special event days held at the library. The library is purchasing tablets with WiFi for in-house patron use. We will be offering training on the tablets and offer instructional/informational hand-outs on the new technology.

Attainable/Achieve-

To achieve the goals we will use community resources such as WindomNet and the local cable channel, Friends of the Library, RSVP, Plum Creek Library System and staff. Grant money is provided by the Minnesota Library Legacy Funds for events and performers.

Relevant –

The result will be a wider and broader library use by people of all ages and ethnicity in the community of Windom and Cottonwood County.

Timed – This is a yearly commitment and goal for the Public Library.

SMART Goal Planning Form – Library – Provide High Quality Public Service
Goal II: Evaluate Library Resources and Collections

Specific-

The library is committed to collection development in the Adult and Juvenile Collections. We serve a wide range of customers and we are always willing to fulfill our customers' needs.

Measurement/Assessment –

The library orders new books, DVDs, audio books, and periodicals monthly to maintain the most up to date materials. The library is in partnership with Plum Creek Library System to obtain E-books and E-magazines for library patrons to use by sharing our resources. The library is committed in utilizing the sharing policy of library items with other libraries in the Plum Creek Library System and through MnLINK a statewide virtual library that electronically links library users to Minnesota's library resources.

We are committed to utilize reports from KOHA to weed the collections and assess areas of the collections that could be obtained on online databases as a space saving mechanism.

Another objective for the library is to annually identify needed new and or updated policies with the Library Board members, prioritize new and or updated policies or write new and or updated policies.

Attainable/Achieve-

Staff will read reviews from various periodicals, professional catalogs, and popular materials to select materials to add to the collection.

Relevant –

The result is to maintain and obtain items the library patrons will use now and in the future. And also to maintain an environment where the policies are in place and incorporated

Timed –

This goal is an ongoing process to stay current with new materials and technology available to all library users.

SMART Goal Planning Form – Library – Maintain and upgrade public infrastructure and City facilities pursuant to a defined and prioritized plan

Goal III: Maintain building and grounds

Specific –

The library has identified the importance of maintaining the building and the appearance of the library as an important asset to the City of Windom and Cottonwood County.

Measurement/Assessment –

Our commitment is to plant and maintain window boxes and landscape for the outside appearance and to develop plans to maximize the use of space in each library room. Our objective is to hire a paint contractor to assess interior painting of the library. Also to hire a space planner to help develop a plan for a safe and welcoming space in the library.

Attainable/Achieve –

The goal is to request funding from the city, grant programs and or the Friends of the Library to purchase any recommended furnishings, such as an assessable restroom facility, shelving and maximizing the floor space for all our library users.

Relevant –

The result will be a library that is safe and comfortable environment for all library users.

Timed-

This goal is projected for completion by the end 2016.

2015 Annual Goals – Office/Finance

1. Provide High Quality Public Service –
Radio Read Meters – Billing System Modifications

Specific –

The City Hall Office Staff will be working with Electric and Water Department staff to replace old meters and make necessary modifications in billing system to accommodate radio read meters.

Measurement/Assessment –

The achievement of this goal will be determined by having a seamless transition in the billing system using the new water and electric meters and having no delays caused by the billing system modifications.

Attainable/Achieve –

The City Hall staff will coordinate with Electric and Water department staff and make billing system updates as needed within normal work schedule hours. Minimal fees may be incurred from billing system provider to make updates to billing database.

Relevant –

Completing this goal is expected to reduce errors in meter readings and shorten the days between meter reads and bill processing creating more consistent billing periods for customers. Reduction in staff time for meter reading errors is also expected.

Timed –

Electric meter change outs started at the end of 2014. All meters will be installed and operational by August 1, 2015 with modifications to the billing system completed.

2. Provide High Quality Services – Backup Coverage of Billing Processes

Specific –

Finance Director will work with Billing Independent Contractor to cross train for backup coverage for billing processes in emergency situations.

Measurement/Assessment –

The achievement of this goal will be determined by the Finance Director's ability to independently complete monthly billing processes using the created procedure documentation.

Attainable/Achieve –

City Hall Office Staff time will be needed along with Independent Contractor time to complete this goal during normal working hours.

Relevant –

City Hall will have the ability to avoid disruption of monthly Utility and Telecom billing during the absence of the independent contractor.

Timed –

Start training and documentation plan January 2015. Independently complete a billing cycle by August 2015 using completed documentation.

Long-Term Goals

1. Provide High Quality Customer Service – Certificate of Achievement for Excellence in Financial Reporting (CAFR)

Specific –

City Hall Office Staff will create/modify financial reporting to obtain Certificate of Achievement Award for Excellence in Financial Reporting (CAFR) from the Government Finance Officers Association.

Measurement/Assessment –

Success of this goal will be measured by achievement of the award.

Attainable/Achieve –

Staff will engage financial auditors for minimal advisory services to complete this goal. Staff time during normal working hours will be required to complete this goal. Application fee for award program is estimated at \$1000.

Relevant –

This program was established to encourage local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure to the public. Achievement of this reward signifies users of the financial statements have accurate and reliable information.

Timed –

Staff will start coordination with financial statement auditors during 2015. The goal is to submit 2015 financial report by June 2016.

2. Provide High Quality Public Service – Customer Online Access to View/Pay Bills

Specific –

Update Utility and Telecom billing system(s) to allow email distribution of bills and/or customer online access to view/pay Utility and Telecom bills.

Measurement/Assessment –

Success will be measured by customer's ability to access and pay monthly Utility and Telecom bills online.

Attainable/Achieve –

City Office Staff time will be needed to research and implement online bill payment programs. Utility and Telecom Commission support will be needed to implement any new billing features along with cooperation and software upgrades from City's billing vendor. Fees for ongoing use of online bill payment system will be divided between Electric, Water, Sewer, and Telecom funds.

Relevant –

The expected result is to provide end users additional convenience for bill payment, reduction in postage costs, gained efficiency in payment application, and reduction in cash handled at City Hall.

Timed –

Research will begin during 2015 and goal will be completed by December 2016.

3. Maintain and Upgrade Public Infrastructure and Facilities Pursuant to Defined Prioritized Plan – City Wide Network

Specific –

The City Hall Office staff will work with Telecom Department staff to build and connect a City of Windom network linking all designated City of Windom locations.

Measurement/Assessment –

Success toward this goal will be measured by the ability to access the City of Windom network at all designated locations. System would include off-site access to shared file server (s).

Attainable/Achieve –

Capital funding for needed equipment was approved during the 2015 Budget process. Employee staff time during normal working hours will also be needed to complete this goal along with contracted services.

Relevant –

Accomplishing this goal will accommodate the installation of security camera system approved with 2015 capital spending budget and also provide opportunities for efficiency improvements and sharing of resources across departments.

Timed –

Planning for this project started January 1, 2015. The goal is to have the complete network operational by December 31, 2015.

2015 Park Department – Natural Resources to Utilize and Market the Value and Beauty of Our Land and Geography – Island Park Campground Improvements

Specific –

Island Park Campground Improvements – Water hookups/widen camp sites

Measurement/Assessment –

Due to the modern campers now being used the camp sites are too close together therefore they need to be widened and more green space should be added with trees.

We also get a lot of requests for water hookups which we currently don't have. We don't have sewer hookups but most campers have storage tanks to hold the waste material and we have a waste water dump station already in the park. In order to add sewer hookups we would have to build a lift station to move the material as the sewer main isn't low enough to accommodate flow. The area is also in the flood plain therefore we could have issues with the health department if we add sewer hookups

Attainable/Achieve –

We would have to figure out how wide to make the sites with the addition of water hookups. The campground has plenty of room to expand to the east.

We would need to work with the other city departments for the change in utilities and also we would have to make the changes according to Brown Nicollet Health who license our campground.

At this time we don't know if an engineering company needs to be on board. We believe this design can be done in house and contractors would need to be hired to make the changes.

Relevant –

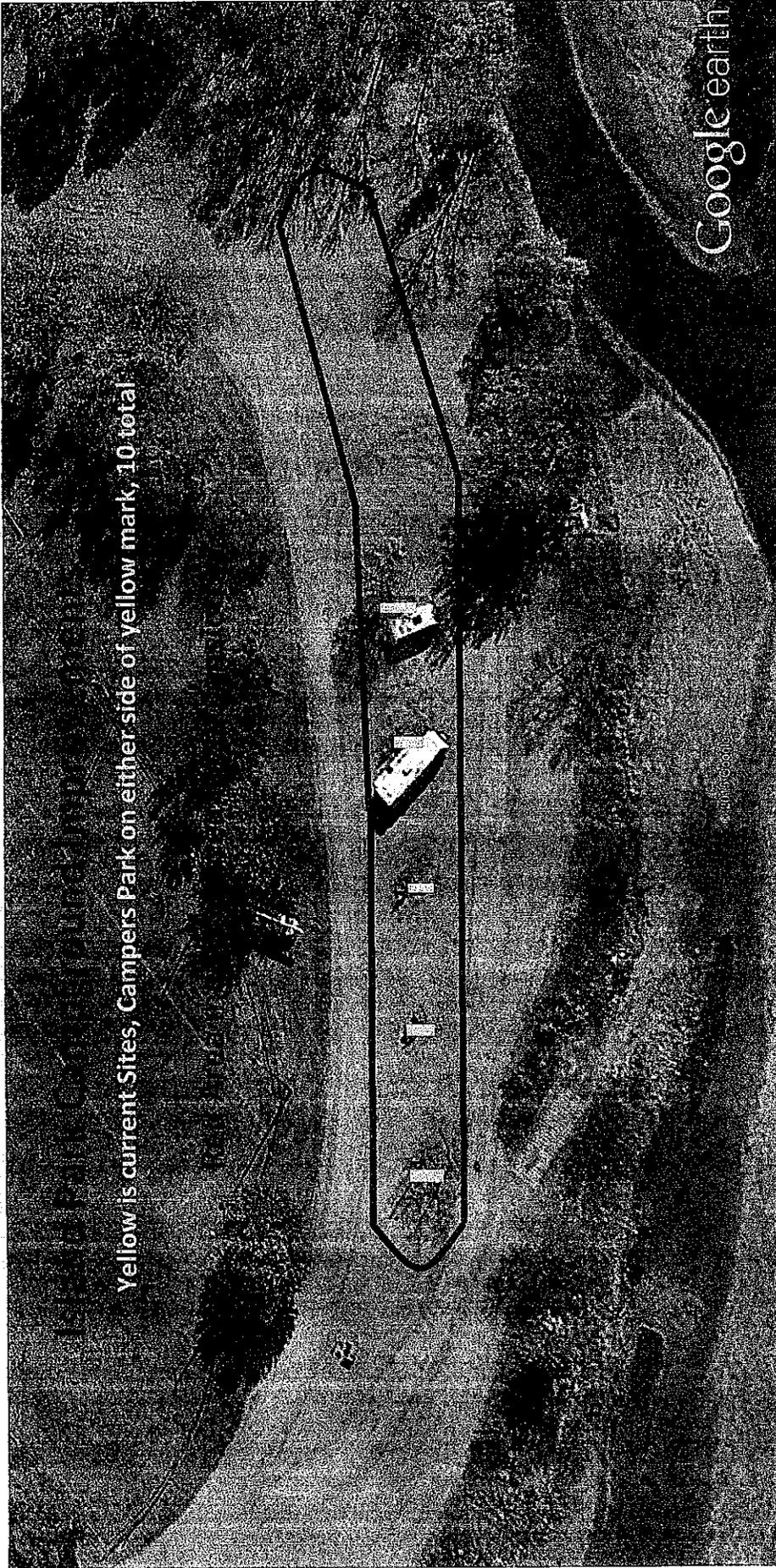
By making the improvements the campground should receive much more usage and more revenue for the city and local business. Currently people who like to camp at a place that has more hookups would have to go to Mt. Lake or Talcot Lake Park which is more than 10 miles away from Windom.

Future Campground Tegels Park;

At this time and due to limited funding a new campground facility at Tegel's Park is on hold. Some preliminary design work has been done but nothing official. The park would be a great place to construct another campground but at this time the city has much more needed facilities to fund.

Timed –

Design could be done in 2016 with improvements in 2017 depending on funding.



Yellow is current Sites, Campers Park on either side of yellow mark, 10 total



300
90



feet
meters

Google earth

2014 Ball Field Prep Infield Work for Games

7/28/2014

Doesn't Include Lights/Irrigation or Mowing Outfields

School Games **What** **Hours Labor** **Hours Labor** **Labor Rate** **Total Labor**
 2014 around **All BB & SB** **per/Field Games** **Annual** **Per/Hour** **Annual**
 42 Games Includes tournaments Games SB Varsity Games Short Fence 4 hr's labor each time installed and taken down \$32.00 X 3 Staff \$1,680.00 Each time installed \$384.00

Equipment **Equip Hr/Rate** **Annual**
 Groomer Rental 3/4 hr per/game 31.5 \$32.00 \$1,008.00
Materials **Material \$**
 Chalk \$10.00 per/game **Annual** \$420.00
 Foul Line Paint 4 times/per Season/per Field **Annual** \$360.00

Total All Materials/Equip/Labor **\$3,852.00**

Adult League Softball
Men's League **Hours Labor** **Hours Labor** **Labor Rate** **Total Labor**
 2 Fields Nightly **Per/Field Games** **Annual** **Per/Hour** **Annual**
 16 Weeks 3/4 24 \$32.00 \$768.00
 1 day per/week **Equipment** **Equip Hr/Rate** **Total Equip**
 Groomer Rental 3/4 hr/per/field \$35.00 **Annual** \$840.00

Materials **Material \$**
 Foul Line Paint **Annual** \$100.00

Total All Materials/Equip/Labor **\$1,708.00**

Adult League Softball
Co-Ed League **Hours Labor** **Hours Labor** **Labor Rate** **Total Labor**
 3 Fields Nightly **Per/Field Games** **Annual** **Per/Hour** **Annual**
 16 Weeks 3/4 36 \$32.00 \$1,152.00
 1 day per/week **Equipment** **Equip Hr/Rate** **Total Equip**
 Groomer 3/4 hr/per/field \$35.00 **Annual** \$840.00

Materials **Material \$**
 Foul Line Paint **Annual** \$100.00

Total All Materials/Equip/Labor **\$2,092.00**

Church League
 3 Fields Daily **Hours Labor** **Hours Labor** **Labor Rate** **Total Labor**
 10 Weeks **Per/Field Games** **Annual** **Per/Hour** **Annual**
 1 day per/week 3/4 22.5 \$32.00 \$720.00

Equipment **Equip Hr/Rate** **Annual**
 Groomer 3/4 hr/per/field \$35.00 **Annual** \$787.50
Materials **Material \$** **Annual**

Total All Materials/Equip/Labor
Foul Line Paint \$100.00

Summer Recreation

WRA Pony League Games
12 Games

<u>Hours Labor Per/Field Games</u> 1 1/4	<u>Hours Labor Annual</u> 15	<u>Labor Rate Per/Hour</u> \$32.00	<u>Total Labor Annual</u> \$480.00
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<u>Equipment</u> Groomer 3/4 hr/per/field	<u>Equip Hr/Rate</u> \$35.00	<u>Total Equip Annual</u> \$315.00
--	---------------------------------	---------------------------------------

<u>Materials</u> Chalk \$5.00 Per/Field Foul Line Paint	<u>Material \$ Annual</u> \$60.00	<u>Material \$ Annual</u> \$100.00
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Total All Materials/Equip/Labor
\$955.00

30/60 League Games

13-15 Games

<u>Hours Labor Per/Field Games</u> 1 1/4	<u>Hours Labor Annual</u> 18 3/4	<u>Labor Rate Per/Hour</u> \$32.00	<u>Total Labor Annual</u> \$600.00
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<u>Equipment</u> Groomer 3/4 hr/per/field	<u>Equip Hr/Rate</u> \$35.00	<u>Total Equip Annual</u> \$393.75
--	---------------------------------	---------------------------------------

<u>Materials</u> Chalk \$5.00 Per/Field Foul Line Paint	<u>Material \$ Annual</u> \$70.00	<u>Material \$ Annual</u> \$100.00
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Total All Materials/Equip/Labor
\$1,163.75

WPR FP Softball

Number of Games ?

<u>Hours Labor Per/Field Games</u> 1 1/4	<u>Hours Labor Annual</u> Depends on Number of Games Scheduled	<u>Labor Rate Per/Hour</u> \$32.00	<u>Total Labor Annual</u> Depends on Number of Games Scheduled
---	---	---------------------------------------	---

<u>Equipment</u> Groomer 3/4 hr/per/field	<u>Equip Hr/Rate</u> \$35.00	<u>Total Equip Annual</u> Depends on Number of Games Scheduled
--	---------------------------------	---

<u>Materials</u> Chalk \$5.00 Per/Field Foul Line Paint	<u>Material \$ Annual</u> Depends on Number of Games Scheduled
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2014 Labor/Equipment/Materials

Annual Cost for Irrigation WRA (\$14,000 -16,000)

Lighting

6 Ballfields are all mowed weekly totaling 10 hours labor/equipment weekly for 26 weeks X \$60.00 per/hour = \$600 weekly - \$15,600.00 Annually
 2 small fields at Island Park and 4 fields in the WRA

In the event a base needs replacement the magnetic type cost \$160.00 each for base only not anchors
 Pitchers Base replacement cost \$100.00 each. Every year we replace at least 4

	Usage Weekly on Tuesday Evening	Hourly Rate	Weekly Total	Total Annual
Tegel's Park Sand Volleyball Courts				
Adult Co-Ed League				
League Season - 10 Weeks	3 Courts at Tegel's Park			
	1 night per/week play			
Labor & Equipment Truck & Operator	3 hours each day	\$75.00	\$225.00	\$2,250.00
Labor & Equipment Tractor & Operator - J.D. Utility Tractor & Digger	2 Hours includes Mobility	\$75.00	\$150.00	\$1,500.00
Labor Rec Director	Record Keeping and Scheduling (Al Baloun)			
	1 3/4 Hours per/week inc	\$50.00	\$75.00	\$750.00
	Total =			\$4,500.00

Does not include lighting, net replacement or other maintenance items when needed

Windom Police Department - Provide High Quality Public Services - Use of Force Training System

Specific – In today’s society use of force encounters are sometimes more prevalent than they were in the past. Mental health issues are more apparent, as well. It is our intent to research the purchase of a video operated use of force system that would provide our officers with training on decision making and use of force. In the past, these systems were very expensive. However, as technology has increased in this area and more vendors are participating, the price has dropped.

In 2017, it is my intent to make this proposal to the City Council. I plan to use the time until then to research and speak with vendors.

Measurement/Assessment – We would request funding from the City Council and also hope to work out a cost-sharing agreement with other agencies in the area for joint ownership.

Attainable/Achieve –Funding will be requested. Also, grants will be researched for the purpose of lowering costs.

Relevant – Our expected result in acquiring this system is to provide a realistic platform for use of force decision making training. This is critical to officer safety and to the individuals that receive police service.

Timed – This is a goal that needs to be researched thoroughly and also vendor demonstrations need to be conducted. It is my goal to present this project in 2017, with the intent of receiving funding in 2018. As for an operational goal, we would hope to have this system purchased and functional by December 2018.

Windom Police Department - Provide High Quality Public Services - Teen Academy

Specific – The Windom Police Department is committed to the concept of community policing. In the past, one of the ways we have facilitated this was to hold an annual Citizen’s Academy. This year, it is our intent to have an academy that is aimed towards the youth of this community. Having an officer that is assigned to the Windom Area School allows us to reach the teen audience. This program would deal with issues that teens often deal with, such as substance abuse and distracted driving.

Measurement/Assessment – We will measure this goal by whether it is achieved in 2015

Attainable/Achieve – There are several resources available. We have a school resource officer, whose primary role is to work with children. She has an established relationship with children, which should help with recruiting efforts. We also have a line-item in our budget for community policing oriented activities. I feel the chances at success are high. This academy will be led by School Resource Officer Dana Wallace. Her positive relationship with students and the Windom Area Schools should ensure success.

Relevance-

An academy that is geared towards kids is a way to educate and also break down barriers that may exist between young adults and law enforcement. It is relevant and necessary to accomplish this.

Timed – It is our hope to accomplish this task in 2015

Windom Police Department - Provide High Quality Public Services - Continuing Education

Specific – The Windom Police Department is committed to providing quality continuing education for our staff. In the past year, we lost our firearms instructor and emergency vehicle operations course (EVOC) instructor through personnel transition. Our goal is to have staff members fill these vacancies by attending instructor training for both areas/

Measurement/Assessment – At the end of 2015, we will know if we were successful in attaining instructor certification in both areas

Attainable/Achieve – This is an achievable goal. We have budget resources available to send officers to these schools. Our only obstacle is getting our department to full staffing level. If we can achieve this and training schools are still available, the chance of reaching these goals is very strong

Relevant –This training is very relevant to day-to-day operation of a police agency. Firearms training is mandated by the State of Minnesota and in-service training also affords an officer with the chance of learning new techniques that may save his or her life, as well as members of this community.

Timed –We hope to achieve this goal by December 31, 2015

Windom Police Department - Provide High Quality Public Services - CLEO Certification

Specific – In 2014, the Minnesota Chiefs of Police Association introduced Chief Law Enforcement Officer (CLEO) certification. The purpose of this credentialing system is to provide a way for cities to show that their chief of police has attended numerous continuing education classes and has undergone training in police budgeting and liability issues. As Windom Chief, I intend to apply for this certification for the purpose of enhancing our department's image.

Measurement/Assessment – At the end of 2015, I will know if I achieved this status.

Attainable/Achieve – This is an achievable goal. During my tenure here, I have attended much training that deals with law enforcement administration. I also possess a Bachelor of Science Degree, which is also used as consideration for granting certification.

Relevant – This certification is relevant to the image of our agency. The State of Minnesota is one of very few states to recognize the achievements of chiefs through this credentialing process. I feel that it would look good for our agency and community to have a state certified chief.

Timed – We hope to achieve this goal by December 31, 2015

Windom Police Department – Provide High Quality Public Services - Body Cameras

Specific – Nationwide trends in law enforcement necessitate the proper usage of police officer-worn body cameras. The cameras are an effective way of gathering evidence and also providing the officer with the means to protect themselves against false complaints. Our goal is to research these devices with a possible proposal for purchase being presented in 2016.

Measurement/Assessment – We will speak with numerous vendors and see their products firsthand to check for quality and ease of use to the operator.

Attainable/Achieve – Funding will be requested of the City Council to achieve this goal.

Relevant – We expect to have more capability to provide quality evidence for criminal prosecution and also afford our officers the ability to protect against false claims. The cameras could also prove useful in vindicating an officer in a use of force claim.

Timed – 2016 should be the appropriate time to proceed with this goal. The Minnesota Legislature needs to address how body cameras will be classified under data practices. At the present time, there may be simply too much cost to maintain a database that would house all of the video collected. Once state law is more clear on what footage needs to be collected and how long that it shall be kept will be the appropriate time to pursue this project. Our goal would be to have these cameras on the street by December 2017.

2015 Goals -Pool

Community Pride: A Positive Image and Reputation Developed by a Progressive and Active Community and Public Facilities: Maintain and Upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan. Revisiting the Pool Feasibility Study Done in 2007

Specific-

Revisit the 2007 pool feasibility study with the Windom Parks and Recreation commission and Windom City Council to determine the direction of renovating the existing facility or constructing a new facility in the future.

Measurement-

We do not have current costs for renovation of the existing facility or constructing a new facility. Getting current costs of the replacement of the existing pool or construction of a new facility will assist both the Windom Parks and Recreation commission and Windom City Council in making a decision of what will be done in the future.

Achieve-

The Recreation Director will work with a Sr. student that is doing his Eagle project that will put together a survey that can be distributed to the public as to priorities of renovation or reconstruction of the existing pool.

Issues to Resolve- The Windom Pool was constructed in 1965 and will be fifty years old in 2015. Renovations were done on the pool in 1980 with gutter installation and resurfacing of the wading and big pool floors. In 1993 the filter system was changed from DE filters to sand filters. The high diving board was replaced with a slide in 2011. The slide was constructed to be reused if renovations did take place. The cost of renovation of the existing facility was estimated at \$900,000 to \$1,300,000 in 2007. The cost of a new outdoor family aquatic center was estimated at \$2,000,000 to \$3,500,000 in 2007. A new indoor aquatic center located at the community center was estimated between 3 to 4 million in 2007. With inflation these costs have surely gone up. An indoor facility would probably be smaller than the existing pool with a majority of the construction cost being for brick and mortar.

Note Attachment – City of Windom Capital Improvement Plan 2015- 2019 Pool Page 3 (Dated 1/2/20-15)

Realistic-

The survey will help to determine what the community would want to do with the pool, should we renovate or reconstruct. It would also ask what components and structures they would like to see in a pool. The survey will assist the recreation director, parks and recreation commission and Windom City council in the direction the community would like to go. Once this is done the feasibility study can be revisited to find out cost of renovation or reconstruction.

Time-

The survey will be put together in early March, 2014 and possibly distributed in utility bills the end of March, 2014. The Sr. student will work with local newspaper to get information on the survey out to the public. The city website would also assist with the distribution of the survey. The results would be collected and compiled in April 2014. The results will be used by the Parks and Recreation commission and Windom City council when revisiting the feasibility study in 2016.

Department	Project#	Priority	2015	2016	2017	2018	2019	Total
Multiple Depts								
Citywide Network	MULTI 001	1	20,000					20,000
Security Camera System	MULTI 002	1	86,669					86,669
Multiple Depts Total			86,669					86,669
Parks								
Windom Rec Area - Lighting	PARK 005	4		205,300				205,300
Toro Workman	PARK 008	1		20,000				20,000
Toro Groundsmaster Mower (4000D)	PARK 009	1		60,000				60,000
Toro Groundsmaster Mower (328D)	PARK 010	1			25,000			25,000
Unit 70 Pick-up Truck	PARK 011	2				32,000		32,000
Playground Equipment Replacement Fund	PARK 014	3	0	10,000	10,000	10,000		30,000
Seal Coating/Crack-filling Tegel's Park	PARK 016	2	2,500					2,500
Parks Total			2,500	295,300	35,000	42,000		374,800
Police								
Light Bar - Squad Car	POLICE 002	3	1,800					1,800
Taser Replacement	POLICE 003	1		5,800				5,800
Taser Replacement	POLICE 004	1			5,800			5,800
SUV Replacement	POLICE 005	3					35,000	35,000
Police Total			1,800	5,800	5,800		35,000	48,400
Pool								
Pool Feasibility Study	POOL 002	1		5,000				5,000
Renovated Pool or New Aquatic Center	POOL 003	3		3,500,000				3,500,000
Deck Furniture	POOL 004	3	4,500					4,500
Pool Total			4,500	3,505,000				3,509,500
Recreation								
Portable Pitching Mounds	REC 002	3	5,500					5,500
Recreation Total			5,500					5,500
Streets								
2017 Street Project	STR 002	1			2,236,000			2,236,000
Equipment Fund Reserve	STR 005	2	15,000	50,000	50,000	50,000		165,000
Pick-up Replacement 3/4 Ton with Snow Plow	STR 008	2		27,000				27,000
2.5 Ton Dump Truck Replacement	STR 010	1				180,000	180,000	360,000
Street Sweeper Replacement	STR 011	1			180,000			180,000
Loader Unit & Attachments	STR 015	1	29,000	29,000	29,000	29,000	29,000	145,000
2015 Street Project	STR 018	2	75,000					75,000
Pick-up Sander Unit	STR 020	2	2,000					2,000
Grader Replacement	STR 021	2		190,000				190,000
Skid Loader Replacement	STR 022	2				50,000		50,000
Streets Total			121,000	296,000	2,495,000	309,000	209,000	3,430,000
Telecom								
Headend Building Addition	TEL 006	2	0					0
Satellite Farm Rebuild	TEL 007	1	0					0
Meta Switch Rebuild	TEL 008	1	62,000					62,000

2015 Goals -Recreation
Community Pride: A Positive Image and Reputation Developed by a
Progressive and Active Community
Translate recreational program's information into Spanish

Specific-

Make available to the Hispanic population recreation program information that is translated to Spanish.

Measurement-

Translating information from recreation programs to Spanish will get our program information out to the non-English speaking Hispanics and will encourage an increase of participation of Hispanic youth in our recreation programs such as soccer and baseball.

Achieve-

The recreation director will work with a translator to translate information from recreation programs. Translated information could be available on the city webpage and through the parks and recreation department.

Issue to Resolve-There will probably be additional expenses for the translation of information. The information must get out to the Hispanic population to get their youth participating in our programs.

Realistic-

Getting the information out to the Hispanic population should increase their participation in our recreation programs such as soccer and baseball. If there is enough interest a spring soccer program could be started.

Time-

The translated information would be available for the summer 2015 programs and pool information. If participation increases and enough interest are shown in the fall, 2015 Soccer program a Soccer Coordinator could be hired for spring 2016 to develop a spring time program.

2015 Goal - Street Department – Maintain and Upgrade Public Infrastructure and City Facilities Pursuant to a Defined and Prioritized Plan – Buckwheat Avenue & South Prospect Avenue Repair Project

Specific –

Following the 2003 Street Reconstruction Project on Buckwheat Avenue, we have several areas that have settled where the service lines run to the properties. The asphalt has major dips and sunken curbs.

South Prospect Avenue the subsurface has settled at one location and the concrete road panels have sunk which created major cracking.

Measurement/Assessment –

Following complaints from the property owners on these streets, Street Superintendent & a representative from Wenck Engineering made a visual inspection to determine what areas needs repairs and also determined how to remedy the problem. This issue was reviewed by the Street Committee and they made a recommendation to the City Council as a CIP Project for 2015 which was approved.

Attainable/Achieve –

Wenck Engineering provided a cost estimate for the project in 2014

In late February or March of this year the City will need to notify the engineers to go ahead and design Plans and Specs for the project then the Street Committee will review and make a recommendation to the City Council to call for quotes on the project then award the contract if they meet the budget. The contractor will need to remove asphalt or concrete from the bad area (s) and add material to the sunken areas to bring it back to grade then put in new concrete or asphalt at the dig sites. Sunken curbs can either be raised or replaced determined by the Engineer.

Relevant –

The goal is to have a smooth level driving surface that will last for several years.

Timed –

Summer of 2015 with completion by November of 2015

Specific –

Staff Training; All street & park department staff continued participation in educational classes in order to maintain our current and future infrastructure concerning each department.

Measurement/Assessment –

Staff will complete training when available throughout the year. In most situations where they attend a class in another location other than Windom following successfully completing the training they receive a certificate of compliance.

Attainable/Achieve –

Currently the staff receives training from MMUA and we can participate in activities and classes from LTAP for proper maintenance and education on new techniques.

Relevant –

Better performance from staff to make proper maintenance decisions saving the city money.

Timed –

Throughout the year when classes and training is available.

2015 Street Department – Maintain and Upgrade Public Infrastructure and City Facilities Pursuant to a Defined and Prioritized Plan – Pavement Management Plan

Specific –

The Street Department Staff will survey the condition of all asphalt & concrete surfaces on the city owned streets.

Measurement/Assessment –

We have a guideline that we use for assessing the condition of the streets. The staff is trained how to use this guide then they will conduct the inspections on each and every block on all asphalt/concrete streets.

They look at the following to determine how each block gets graded. Transverse Cracking, Longitudinal Cracking, Edge Cracking, Alligator Cracking, Alligator Area-Total Area Covered, Alligator Severity, Rutting, Potholes, Deficient Drainage, Overall Ride Quality, Patches, if they have Sidewalks & Curb & Gutter. The lower rating number after tabulating all these categories is considered the most in need of reconstruction.

Attainable/Achieve –

We use a guide that was designed by Wenck Engineering and also we used the internet web services to train our staff on how to complete an accurate inspection.

Relevant –

This survey is a factor on determining which streets have the highest priority for reconstruction. This takes the political aspect away making it an educated decision.

Timed –

We are scheduling to do this survey every five (5) years. This summer in late July and August the staff will conduct the inspections then the information will be tabulated by the Street Superintendent and reviewed by the Street Committee.

Street Department – Maintain and Upgrade Public Infrastructure and City Facilities
Pursuant to a Defined and Prioritized Plan - 2016 South 6th Avenue/Township
Road & Possible Annexation Due to Possible Reconstruction in 2017

Specific –

Greatbend Township Road that lines South 6th Avenue south to Highway 60
Annexation due to street reconstruction.

Beginning at Dr. Mary Olson’s on South 6th Avenue then south to the townhomes
at Riverbluff Drive, the township and city limits boundary run basically down the
center of the street. From the south property line behind the Riverbluff townhomes
is the end of the city limits and the complete road is owned by the township.

The issue is the road surface is poor and in need of reconstruction but due to joint
ownership maintenance has been a issue due to limited participation from the
township.

Measurement/Assessment –

The city and township would need to agree on road repairs. If the township is not
willing to participate then in the Street Superintendent’s opinion the city would
need to acquire some private properties to the west and south of 6th Avenue in
order annexation enough area to build a new street down the entire road up to
highway 60 or at least to the south city limits. It would be best to acquire
approximately enough land to construct a street within a 70 foot right-of-way.

Attainable/Achieve –

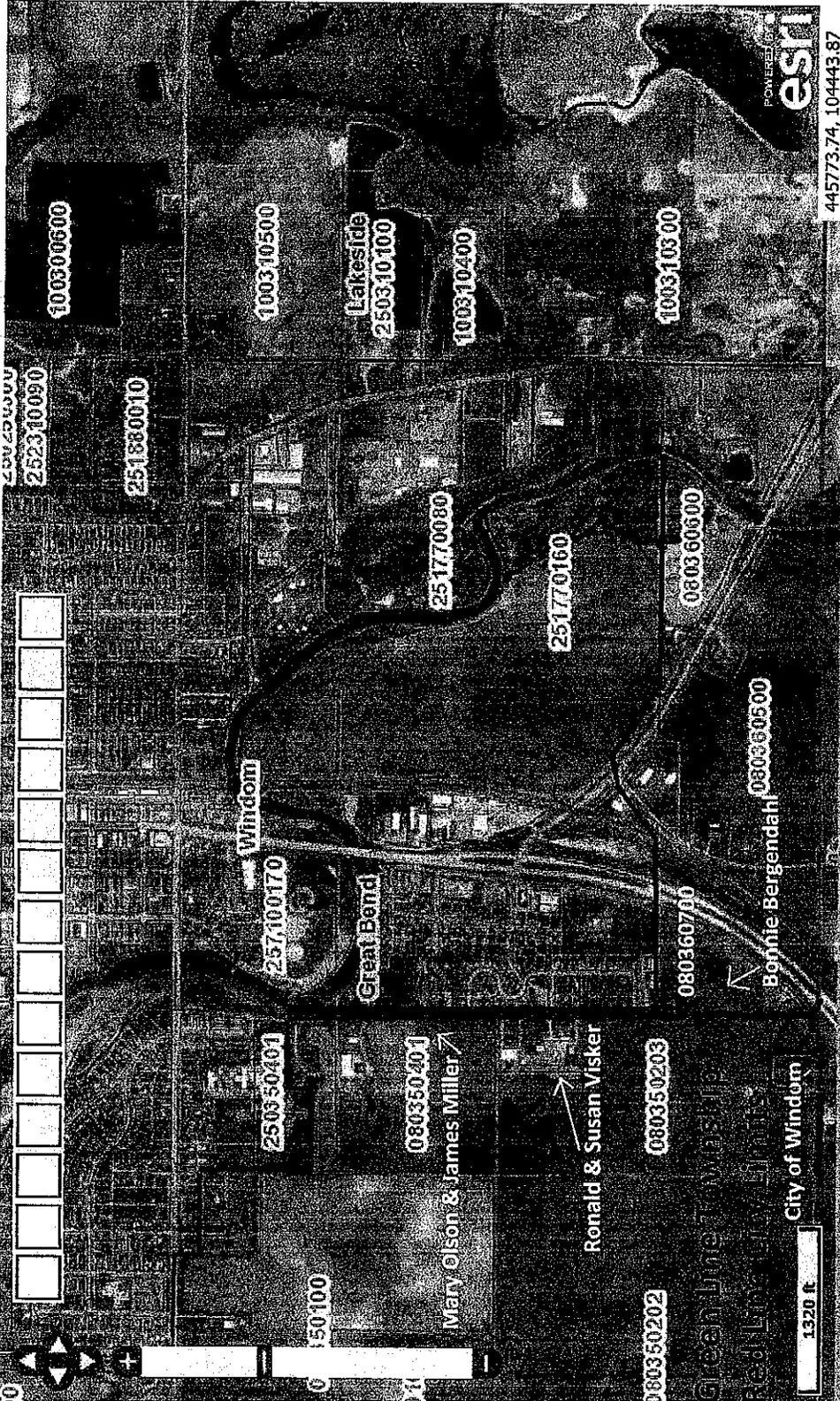
City, Township & County Records and working with the EDA Department for
community growth.

Relevant –

Due to the growth and housing in south Windom and the increase of traffic and
safety concerns on South 6th Avenue it is essential to have a new wider street with
smooth drivability.

Timed –

Due to the possibility of reconstruction of South 6th Avenue from highway 62 (6th
Street) south to the city limits in 2017 this annexation would need to be completed
in 2016.



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SMART Goal Planning Form – Telecommunications Financial Goal

Specific – Financial performance of the Telecom fund

Measurement/Assessment – Financial reports developed each month.

Attainable/Achieve -- The Telecom commission will be given recommendations on rate structures from the Auditor. New modern offerings will be created. A marketing plan will need to be created to launch the new structure.

Relevant – The continued feasibility of operating the telecom fund is dependent upon the financial position.

Timed – The auditor has been requested to provide the needed information for the March Telecom meeting. A recommendation may be forwarded to the City Council for the April council meeting. Rates will be adjusted for the June billing cycle.

Windom Telecommunications 2015 Capital budget

15x01	62,000.00 Metaswitch	Replace End of Life cards. Add SBC
15x02	4,600.00 Office phone system	Replace 20 year old phone system in Telecom office
15x03	5,900.00 Security system	Install Security system for telecom building including Key FOB
15x04	36,000.00 Transport Project	Windomnet portion of Omaha transport project
15x05	5,000.00 Office space	Allow for office space for employees
	\$ 113,500.00	
15x01	The Metaswitch provides all voice switching operations . Multiple cards have reached end of life are no longer supported by the manufacture. The Session Boarder Controller will allow for toll to be directed to least cost routes.	
15x02	The current phone system is estimated to be 20 years old. We purchased this from an employee who took it out of another business.	
15x03	The NOC operations center has no security system or fire alarm. This would be used to also allow for unattended access to carrier customers The bids came in \$6300 higher than estimated due to several additional sensors needing to be added. Need to revisit the bid	
15x04	This project was part of the 511 to Omaha rout. One of the potential partners dropped out at this item. Scott County is very interested in partnering on this project. Several sources of revenue are identified	
15x05	The NOC Operations center was designed with only one desk space. We placed the kitchen in the garage and also knocked down a wall between a storage room and kitchen to allow for office space. Currently five employees maintain desk space in the converted space.	

Goal approved by Utility Commission on February 25, 2015.

2015 S.M.A.R.T. Goal Planning Form

WASTEWATER DEPARTMENT – MULTI-YEAR (1-3 Years)–GOAL NO. 1

CATEGORIES: CITY COUNCIL GOALS – STRATEGY III: Provide high quality public services. STRATEGY IV: Maintain and upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan.

Specific:

The Wastewater Department has identified a goal to begin work on a draft wastewater permit with the Minnesota Pollution Control Agency (MPCA).

Measurement/Assessment:

After approval by the MPCA, an appropriate permit for Windom's wastewater system will be in effect for several years into the future.

Attainable/Achieve:

There are several stages in the MPCA permit process. The Wastewater Department is developing a schedule to meet all required benchmarks and filing timelines to obtain the appropriate wastewater permit for the City of Windom. The Superintendent and Staff of the Wastewater Department are completing sampling, testing and documentation and preparing detailed summaries and the specific forms required for filing with MPCA. The Superintendent and Staff of the Wastewater Department will comply with recommendations from MPCA to ensure receipt of an appropriate MPCA wastewater permit for the City of Windom.

Relevant:

Culmination of the permit process with the issuance by MPCA of a wastewater permit for the City of Windom that will meet the needs of the citizens, businesses and industries in Windom.

Timed:

It is estimated that preparation and finalization of the permit may span the period of 2 to 5 years.

Goal approved by Utility Commission on February 25, 2015.

2015 S.M.A.R.T. Goal Planning Form

WATER DEPARTMENT - SHORT-TERM GOAL NO. 1

CATEGORIES: CITY COUNCIL GOALS – STRATEGY III: Provide high quality public services. STRATEGY IV: Maintain and upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan. STRATEGY V: Utilize and market the value and beauty of our land and geography (protect natural resources).

Specific:

The Water Department has identified a goal to complete a Wellhead Protection Plan, approved by the Minnesota Department of Health and Windom City Council, which protects natural water sources for the citizens of Windom and protects the City's existing and future wells.

Measurement/Assessment:

After approval by the Minnesota Department of Health and the City Council, a wellhead protection plan will be in place to protect Windom's water sources and Windom's wells into the future.

Attainable/Achieve:

The Water Superintendent has been involved in meetings with MDH, Cottonwood County SWCD, City Officials commencing in Part 1 and Part 2 of the Wellhead Protection Plan and continuing inventorying hazards to finalize a wellhead protection plan that protects Windom's water sources.

Relevant:

Adoption of a wellhead protection plan approved by the Minnesota Department of Health and the City Council.

Timed:

It is estimated that the wellhead protection plan should be finalized, approved by the Minnesota Department of Health and the City Council, and implemented by December, 2015.

Goal approved by Utility Commission on February 25, 2015.
2015 S.M.A.R.T. Goal Planning Form

WATER DEPARTMENT – LONG-TERM (3-5 Years) – GOAL NO. 1

CATEGORIES: CITY COUNCIL GOALS – STRATEGY IV: Maintain and upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan.

Specific:

The Water Department has identified a goal to rehabilitate and paint the City's water towers.

Measurement/Assessment:

Maintenance and extension of the service life of the City's water towers.

Attainable/Achieve:

Maintenance on the City's water towers can be scheduled and included in the budget planning over the next few years.

Relevant:

Rehab and painting of the City's water towers and establishment of a plan and schedule for periodic maintenance and painting of the water towers.

Timed:

It is anticipated that completion of the rehab and painting of the City's water towers can be completed within the period of 3 to 5 years.

Goal approved by Utility Commission on February 25, 2015.

2015 S.M.A.R.T. Goal Planning Form

WATER DEPARTMENT - SHORT-TERM GOAL NO. 2

CATEGORIES: CITY COUNCIL GOALS – STRATEGY III: Provide high quality public services. STRATEGY IV: Maintain and upgrade public infrastructure and city facilities pursuant to a defined and prioritized plan.

Specific:

The Water Department has identified a goal to improve the efficiency and accuracy of collecting water usage data by installing new water meters for residential, commercial, and industrial properties in the City of Windom.

Measurement/Assessment:

All new water meters will be installed and operational by August 2015.

Attainable/Achieve:

The water meters currently in use are averaging 25 years in age and are in need of replacement. At the present time, Water Department Staff walk meter reading routes through the City which requires several days of Staff time. Installation of new meters will significantly decrease the time required to read meters which can be accomplished by the equipment which reads the meters as Staff drive through the meter reading routes. The Utility Commission reviewed and approved the specifications and proposal for the meter replacements. Funding has been allocated for the project. The Windom City Council awarded the contract for the water meter replacement project to Dakota Supply Group on January 6, 2015. A subcontractor will be contacting residents and business representatives to schedule times for installation of new water meters and will be completing those installations.

Relevant:

New water meters with automated meter reading technology will be operational by August 1, 2015, which will increase accuracy of readings, lessen time for re-reads, and allow Staff more time to work on the water system infrastructure and maintenance of the system.

Timed:

It is estimated that the new water meters will be installed during the period beginning in April and ending in June, 2015, with the meters operational by August 2015.