EXHIBIT 1

Windsor Heights, Iowa

Draft Strategic Plan

MISSION

The mission of Windsor Heights is to provide our residents, businesses and visitors a safe environment and exceptional city services through a team-oriented and fiscally responsible approach, in order to create a unique, sustainable and vibrant community.

STRATEGIES

The City of Windsor Heights 2015 - 2016 Strategic Plan consists of four primary strategies:

A Hallmark of Financial Stability
A City Defined By Excellence
A Vibrant and Attractive Community
A Focus on Strategic Redevelopment

A HALLMARK OF FINANCIAL STABILITY

Characteristics include:

- Tax rate stability
- Provide exceptional services
- Supplement residential tax base
- Enhance assessed valuations through redevelopment and improvement
- Realistic Capital Improvement Plan
- Infrastructure Maintenance Plan
- Judicious use of TIF
- Focus on Sustainability Initiatives
- Economic development plan
- Local options sale tax possibilities
- Explore other revenue options

GOALS

Develop a strategy for legislative changes to the Local Options Sales Tax Law; pursue legislative strategy to achieve. If no advancement during this session, rally all contiguous cities with comprehensive marketing plan to pass by vote

Action Steps	Assigned	Deadline
Follow and advocate for passage of single city elections	Willits, Peterson, Harms, Klein	5/30/16
If passed – begin public relations campaign/plan for election	Klein, Willits, Nuetzman, Brick	9/30/16
If fails to pass – schedule meeting with cities – develop strategy	Mayor/Council / Klein	8/15/16

moved forward a year

Prepare a capital and infrastructure improvement plan (CIP)

Action Steps	Assigned	Deadline
List of all City assets – equipment/vehicle/buildings > $5,000 including age/replacement cycle / Cost, etc.	Intern, Klein, Woodke	6/30/16
Estimate repair/replacement costs/year	Intern, Klein, Woodke	7/30/16
Designate funds on hand/budget/borrow – Draft CIP	Timm, Klein, Woodke, Intern	9/30/16

Establish a proactive and comprehensive Street Maintenance and Reconstruction CIP

Action Steps	Assigned	Deadline
Utilize resources and street rating system to identify needs and create an in-house Pavement Rating System	Public Works Committee, Stone, Klein	10/11/16
Prioritize projects	Public Works Committee, Stone, Klein	11/01/16
Format Plan	Public Works Committee, Stone, Klein	2/1/17
Conduct reconstruction, maintenance, and overlays	Public Works Committee, Stone, Klein	Ongoing

Prepare an economic development plan (strategies, incentives, etc)

Action Steps	Assigned	Deadline
Identify & apply for grant to assist facilitation of plan	Klein	7/30/16
Facilitate Goal Session	Consultant	9/15/16
Draft/implement plan	Council / Klein	3/1/17

Prepare budget with a decreasing reliance on unpredictable revenues such as ATE and State backfill, reduce debt service payments and prepare TIF to incentivize redevelopment, while maintaining execptional services and maintaining the tax rate

Action Steps	Assigned	Deadline
Examine line item budget and identify fluctuating revenue streams	F&P, Klein	1/15/16
Gradually limit operational/structural reliance on TIF increment and other uncertain revenue	F&P, Klein	Ongoing
Draft budget for FY '17 and subsequent year	F&P, Klein, Woodke	Ongoing

A CITY DEFINED BY EXCELLENCE

Characteristics include:

- Update job descriptions, organizational structure and compensation plan
- Rental code inspections
- Council decision-making process (use of Committees)
- Communication with citizens
- Staff retention and development
- Access to grant writing skills
- Council-Administrator relations
- Integrate sustainability
- Determine city's long term focus and direction
- Working with the Chamber and other business organizations
- Comprehensive and strategic planning

GOALS

Focus on staff retention, succession planning and professional training and development opportunities

Action Steps	Assigned	Deadline
Identify employee values and implement 2 new cost effective fringe benefits	Glover, Meyer, Riordan	6/30/16
Draft succession plan	Timm/Glover/Klein	3/30/17
Setup training program for all staff based on Professional development goals and outcomes – annual checklist	Kendig	5/30/17

Implement a Fire Department staffing model that provides the most viable and cost effective Fire and EMS service

Action Steps	Assigned	Deadline
Research staffing options along with comprehensive budget creation	McDaniel, PS Committee, Klein	12/1/15
Propose options along with cost analysis and provide recommendations	McDaniel, PS Committee, Klein	1/15/16
Implement and budget for Council – approved model	McDaniel, Klein	3/1/16

completed

Introduce ideas to enhance citizen education, engagement, outreach, and connection to the city

Action Steps	Assigned	Deadline
Research potential options	Willits, Glover, Nuetzman, Vogel	10/1/15
Develop Plan	Willits, Glover, Danzer, Vogel	2/15/16
Implement Programs and Plan	Vogel, Nuetzman	7/1/16

Amend Code to eliminate runnoff election provisions and examine possibility of one polling location.

Action Steps	Assigned	Deadline
Research reducing polling locations	Council, Klein	7/1/16
Draft Code language	Council, Klein	10/31/16
Council action	Council, Klein	12/15/16
Codify and enforce at next election	Council, Klein	Ongoing

Research best practices to identify ideas and innovations for cities in comparable situation as Windsor Heights (best practice modeling) focusing on sustainability

Action Steps	Assigned	Deadline
Research potential options	Willits, Bales-Henry, Nuetzman	7/1/16
Develop Plan	Nuetzman, Vogel, Klein	10/1/16
Implement	Nuetzman, Vogel, Klein	3/30/17

A VIBRANT AND ATTRACTIVE COMMUNITY

Characteristics include:

- Relationships with all citizens and major land owners
- Change business connection from regulation to recognition
- Prepare Economic Development Master Plan
- Trails, pedestrian mobility and sustainable transit
- Wireless city; satellite hub for DART
- Incent development: TIF, loans, grants
- Public land acquisition
- Green City
- Expand housing styles

GOALS

Enhance the rental code program and public outreach – focus on positives and residential improvement opportunities

Action Steps	Assigned	Deadline
Research options that mitigate adverse impact of conversion rentals	Bales-Henry, Willits, Timm	9/1/16
Identify improvement opportunities	Bales-Henry, Willits, Timm	12/1/16
Develop/implement policies and local legislation	Bales-Henry, Willits, Timm	3/1/17

Expand DART access; Hub for DART in the Burger King parking lot; pursue grants to support

Action Steps	Assigned	Deadline
Work with DART and property stakeholders in developing agreement	Peterson, Klein, Nuetzman	6/1/16
Identify funding options – private/public	Peterson, Klein, Nuetzman	8/1/16
Assist with construction planning/budget City share	Peterson, Klein, Nuetzman	2/1/17

Foster relations with commercial and residential developers and market a plan for enhancing development city wide

Action Steps	Assigned	Deadline
Hold a development forum/workshop for input on design guidelines and promotional efforts	Willits, Nuetzman, Klein, Bales-Henry	7/16 & Ongoing
Draft/approve design guidelines	Nuetzman, Klein, P and Z	5/30/16
Develop marketing materials promoting Windsor Heights	Nuetzman, Vogel, Chamber, Willits	8/30/16

Develop plans for strengthening biking and walking in the city including safety improvements

Action Steps	Assigned	Deadline
Issue RFQ for bike hub feasibility study	Willits, Nuetzman, Klein, Harms	7/1/15
Draft plans for bike hub facility/budget	Klein, Consultant, Nuetzman, Harms	10/1/16
Update Comp Plan with focus on bikable/walkable	Planning & Zoning,	6/30/16

initiatives	Consultant	

Expand trail improvements and opportunities; divert trail traffic to businesses and implement Trail Hub Plan.

Action Steps	Assigned	Deadline
Create a Master Trail Plan to include Trail Hub	Willits, Harms, Bales-Henry, Nuetzman, Stone	3/1/17
Identify funding sources, acquire funds for Trail Hub and signage	Willits, Harms, Bales-Henry, Nuetzman, Stone	5/1/17
Finalize the plan, request bids, start construction	Willits, Harms, Bales-Henry, Nuetzman, Stone	6/30/17
Develop marketing campaign	Willits, Harms, Bales-Henry, Nuetzman, Stone	7/30/18

Site a traffic signal at 63rd and College area

Action Steps	Assigned	Deadline
Identify location and type (Cedar Rapids example)	Glover, Stone, Harms	6/1/16
Renew talks with DOT and City of Des Moines	Glover, Stone, Harms	10/1/16
Agreement MOU	Glover, Stone, Harms	2/1/17
Construction / Implementation	Glover, Stone, Harms	5/1/17

Develop Parks and Recreation program initiatives

Action Steps	Assigned	Deadline
Plan new and enhanced recreational offerings	Timm, Peterson, Klein, Riordan	7/1/17
Implement plan	Timm, Peterson, Klein, Riordan	5/1/18
Conduct marketing campaign	Timm, Peterson, Klein, Riordan	5/1/18
Provide oversight	Timm, Peterson, Klein, Riordan	Ongoing

Update Community Center IT and kitchen

Action Steps	Assigned	Deadline
Phase 2 AVI and work with contractor/ Community-kitchen ideas	Willits, Riordan, Klein, Meyer	8/15/16
Budget for kitchen upgrades in FY'18	Willits, Riordan, Klein, Meyer	12/1/17
Make purchases	Willits, Riordan, Klein, Meyer	8/1/17

A FOCUS ON STRATEGIC REDEVELOPMENT

Characteristics include:

- Planned and smart growth
- Redevelopment
- Unified vision
- Forge/cultivate relationships with local property owners and developers
- Market land and opportunities
- Promotions and incentives
- Use of branding and identity

GOALS

Draft a Redevelopment Concept Vision Through Comp Plan Process

Identify and work with key stakeholders to create an overall redevelopment vision	Consultant, Steering Committee	2/29/16
Incorporate redevelopment vision into updated comprehensive plan	Consultant, Steering Committee	5/30/16
Budget, market, and collaborate to carryout vision	Willits, Peterson, Glover, Nuetzman, Vogel	8/31/16

Update the Comprehensive Plan and Zoning Code

Action Steps	Assigned	Deadline
Issue RFQ	Nuetzman, Planning & Zoning	7/30/15
Select Consultant	Nuetzman, Planning & Zoning	10/15/15
Update Plan	Nuetzman, Planning & Zoning	5/30/16

Develop neighborhood preservation and enhancement programs

Action Steps	Assigned	Deadline
Research best practices; Identify neighborhood lines	Harms, Timm, Stone	11/1/16
Identify selected program(s), plan(s)	Harms, Timm, Stone	7/30/17
Draft / implement program(s) and plan(s)	Harms, Timm, Stone	11/1/17

Develop / Enhance the Windsor Heights brand; prepare a marketing campaign; update website

Action Steps	Assigned	Deadline
Identify the City font and logo and uniform uses of such, including signage, electronic media, stationary, etc.	Willits, Vogel, Glover, Riordan	8/1/16
Convert all outlets of the City font and logo to ensure uniformity; Draft and issue RFQ for website redesign	Willits, Vogel, Glover, Riordan, Klein	2/1/17
Identify who, what, where, when and why we want to market our City for and to	Willits, Vogel, Glover, Riordan	8/1/16
Develop campaign / Budget for carrying out	Vogel, Nuetzman	2/1/17
Complete website redesign	Consultant, Vogel, Klein	6/30/17

Purchase or foster private purchase and redevelopment of key properties on Hickman and University.

Action Steps	Assigned	Deadline
Retain a commercial broker/ Investigate and examine potential acquisitions	Council, Klein, Brick	3/1/16
Coucil votes on a draft ofer or identifies private partner	Council, Klein, Brick	4/1/16
Present offer to acquire	Council, Klein, Brick	5/1/16

Develop an Urban Revitalization (Housing) Plan

Action Steps	Assigned	Deadline
Research and identify plan requirements	Glover, Klein, Peterson	Ongoing
Draft plan and resolution	Klein, Attorney	Ongoing
Hold public hearing	Council	Ongoing
Ordinance	Council, Klein	Ongoing