2013

Dakota City Strategic Plan

Resolution # 2013-4

Adopted March 7, 2013

JEO CONSULTING GROUP INC

Introduction

As a comprehensive plan prepares a community for future growth and development; a community's strategic plan helps identify and prioritize the specific projects that will assist the city to reach its ultimate destination. These projects do not happen overnight, nor are they accomplished by one person. Careful planning and consideration should be given to each. The city should rely on staff, appointed officials, elected officials, community groups, and other organizations to help achieve these identified projects planned for the benefit of the entire community. The projects may include those necessary to maintain status quo, while others will be necessary or desired for continued community growth. The Dakota City Strategic Plan will identify the top nine (9) projects or goals of the community and list individual concerns, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal.

On August 24, 2012 members of the Dakota City-City Council, City staff, and concerned members of the community held a strategic planning workshop to discuss and prioritize various projects in and around Dakota City. JEO Consulting Group, Inc. facilitated the workshop which followed an agenda geared to inform, educate and build consensus of the group. The group reviewed the current city issues identified by the Mayor and staff and examined others that were identified. The goal of the strategic planning workshop was to establish consensus on civic betterment initiatives so the city could formulate strategies and target local resources (both human and financial) to accomplish the goals. It was agreed that a formal plan of action is needed to keep Dakota City moving forward and to provide efficiency in its resources, regardless of personnel changes. This plan will be reviewed and referenced for ongoing consistency in future planning initiatives.

Based upon the workshop discussion, the top nine (9) projects identified were:

- Water Plant
- New residential Subdivisions
- Street Paving
- Economic development
- Wastewater Treatment Plant
- Underground Utilities/Infrastructure
- Hiking and Biking Trails
- Fire Hall/EMT Improvements and/or Replacement
- Annexation

The next step of the workshop prioritization process included a decision matrix assignment. Two judgments were necessary to complete the decision matrix: 1) the strategic issue's importance to the community; and 2) how well Dakota City is doing to address that issue. A ranking of Excellent indicates that the community is doing an excellent job at addressing that particular strategic issue, while a vital ranking illustrates that particular strategic issue's importance to the community. The result of the Strategic Issues and Priority Setting Matrix exercise is summarized in the figure below:

DAKOTA CITY
Decision Matrix

Community Performance

	Of Little Importance	Of Some Importance	Important	Very Important	Vital
Excellent					
Very Good					
Average			G		
Below Average			B	C, D, F, O, P	A
Poor					E

Community Importance

Project Code	Strategic Issue	Project Code	Strategic Issue
A.	Water Plant	B.	New Residential Subdivision
C.	Street Paving	D.	Economic Development
E.	Waste Water Treatment Facility (4 tie)	F.	Subterranean Infrastructure
G.	Community trails (7 tie)	H.	~~Sidewalks (7 tie)~~
I.	~~Develop a Downtown (7 tie)~~	J.	~~Tourism~~
K.	~~Truck Traffic~~	L.	~~Housing Rehabilitation~~
M.	~~Baseball/Soccer/Skate park/Pet Park~~	N.	~~Aquatic Center Facility/Swimming Pool~~
O.	Fire Hall	P.	Annexation

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Special attention should be given to those projects that are very important or vital to the City of Dakota City. Issues in which the City was given credit as doing a "very good job" with should be continued, while those ranking very important - but falling behind in performance - should be studied consistent with their overall importance to the community.

Based upon the Strategic Issues and Priority Setting Matrix and the identified timeframes, the Dakota City Strategic Planning Group developed the following Community Action Plan to strengthen the Dakota City community and improve the quality of life for the citizens of the City. This Plan will empower Dakota City residents and businesses to look towards the future with confidence and resolve and boldly commit to undertaking the identified issues.

The final step in the prioritization process was to divide the nine (9) projects into short-term (defined as 1-3 years), mid-term (defined as 4-6 years), long-term (defined as 7-10 years) and ongoing project development timeframes. The timeframe for priority projects include:

Short-Term
- Water Plant
- Wastewater Treatment Plant
- Fire/EMT Improvements and/or Replacement
- Annexation

Mid-Term
- Community Trail System

Long-Term
- None

Ongoing
- Street Improvement/Paving
- Economic Development
- Underground Utilities (Electrical)
- Housing Stock/Residential Subdivisions

The Community Action Plan has identified nine (9) goals of the City of Dakota City and lists individual concerns/needs, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal. Although the following goals are numbered, it is realized that such goals may take on different forms, be consolidated with other goals/projects or be re-prioritized based upon unforeseen issues or opportunities. In such cases, this strategic plan shall be re-examined and adopted to provide proper guidance. At a minimum, the city should conduct an annual review of the adopted Dakota City Strategic Plan to assure all goals, objectives and actions are kept current.

Goal #1: Improve the municipal water system within the City of Dakota City.

Concerns/Issues

- Need a new municipal well
- Need a new water treatment plant
- Water quality (hardness and Iron) is an issue
- Age of the water treatment plant
- No Preliminary Engineering Report
- Lack of redundancy
- Dakota City would like to be a supplier to rural areas to generate additional revenues
- Water system upgrades may result in a better ISO rating

Objective #1: Evaluate the physical capacity of the existing municipal water system and determine the feasibility of long-term capital improvements.

Action Step #1: Engage the City Engineer to conduct a Water System Preliminary Engineering Report and Utility Mapping Plan.

Action Step #2: Evaluate of the City's municipal water system in terms of physical condition, capacity, security, vulnerability, efficiencies and inefficiencies, and reliability.

Action Step #3: Identify deficiencies within the existing municipal water system.

Action Step #4: Establish population projections to estimate the projected future water needs of Dakota City.

Action Step #5: Outline recommended water system upgrades, offer other feasible alternatives to correct deficient conditions, and provide an opinion of costs for recommended upgrades.

Action Step #6: Select the most appropriate alternative for long-term water system upgrades.

Action Step #7: Consider the financial and operational feasibility serving as supplier for a regional water system.

Action Step #8: Consider the impact the selected alternative will have on long-term water rates.

Action Step #9: Prepare a Preliminary Engineering Report in accordance with the criteria set forth in NDEQ Title 131, Ch. 4.004, and the most recent guidelines for Preliminary Engineering Reports as outlined by the Nebraska Water and Waste Water Advisory Committee.

Timeline: ***Completed***.

Objective #2: Determine the City's fiscal capacity to finance water system upgrades.

Action Step #1: Meet with the City's fiscal agent to determine the long-term debt capacity of the City.

Action Step #2: Identify local, state and federal resources for water system upgrades.

Action Step #3: Maximize project impact by leveraging local funds with outside resources.

Action Step #4: Adjust user rates to make the water system financially self-supportive.

Action Step #5: Secure appropriate financing to make long-term improvements to the municipal sewer system at a rate that is affordable to the average Dakota City households.

Timeline: 2013.

Objective #3: Secure plans, specifications and cost estimates for long-term water system improvements.

Action Step #1: Enter into a professional services agreement with the City Engineer.

Action Step #2: Prepare plans and specification for water system improvements, pursuant to the Preliminary Engineering Report.

Action Step #3: Obtain all necessary permits from regulatory agencies.

Timeline: 2013.

Objective #4: Construct long-term water system improvements.

Action Step #1: Coordinate water distribution replacements with other subterranean utility improvements.

Action Step #2: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #3: Undertake construction related activities.

Timeline: 2013-2015.

Objective #5: Long-range operation and maintenance of the Dakota City municipal water system.

Action Step #1: Develop a long-range Capital Improvements Plan for the water system to ensure that future improvements follow a planned schedule of capital expenditures, rather than suddenly calling upon taxpayers to finance large-scale water system upgrades all at once.

Action Step #2: Conduct annual water user rate studies to ensure self-sufficient operation of the municipal water system.

Action Step #3: Conduct annual review of operating procedures to make sure that the water system is properly maintained and operating efficiently.

Timeline: Ongoing.

Responsible Group/Agency
Dakota City City Council, Dakota City Water System Users, Dakota City City Engineer,

Potential Resources
Dakota City Water Fund, Increased Water Usage Fee, Community Development Block Grant, U.S.D.A. Rural Development, Nebraska Department of Health and Human Services Systems Drinking Water State Revolving Fund Program, and Municipal Revenue Bonds.

Measurable Outputs
Most inhabitants of a modern industrialized city are unaware of the costly and complex infrastructure systems – operating almost exclusively underground – that support public health, safety, general welfare, aesthetic and environmental quality of life in the community. In this way, public infrastructure, such as municipal water and wastewater systems should be viewed as essential components to community living, rather than mere luxuries.

Because most public infrastructure systems are located "out-of-sight," they are oftentimes taken for granted. Simple aging can downgrade the physical condition of the system and an increasing population base can exceed the design capacity of the service, consequently quality and functional capacity of these utility systems are usually diminished overtime.

The necessity of eventually enhancing or replacing all public infrastructure systems within a community remains a mammoth commitment and economic challenge for most local governments. According to the Environmental Protection Agency's 2003 Drinking Water Infrastructure Needs Survey and Assessment (released in 2005), our nation's 54,000 drinking-water systems need to invest $276.8 billion over the next 20 years in order to continue to provide clean and safe drinking water to their consumers. This staggering funding deficit includes the cost to replace aging facilities that are near the end of their useful life and to comply with existing and future federal water regulations, but does not account for any growth in the per household demand for drinking-water by 2023.

Water infrastructure needs for Nebraska's smaller systems (defined as systems serving less than 10,000 people) are not exempt. According to EPA's 2003 Assessment, Nebraska small water systems have a current funding deficit of $635.7 million; $360.5 million of that amount has been identified as current infrastructure needs (new facilities or deficiencies in existing facilities identified by the State or system for which water systems would begin construction as soon as possible to avoid a threat to public health), while the balance ($275.3 million) has been identified for future infrastructure needs (infrastructure deficiencies that a system expects to address in the next 20 years due to predictable deterioration of facilities. Future infrastructure needs do not include current infrastructure needs. Examples are storage facility and treatment plant replacement where the facility currently performs adequately, but will reach the end of its useful life in the next 20 years. Infrastructure needs to accommodate future growth are not included in the Needs Survey).

If by chance this financial gap is somehow bridged, simply throwing public monies at the situation will not solve the problem. In addition to initial capital construction costs, local governments must do a better job at addressing their long-term operational needs via "holistic" infrastructure planning, better asset management, innovative technologies and greater efficiencies.

This dire situation is certainly evident within the City of Dakota City; a community which owns and operates a small, aging water system.

The age and physical condition of the Dakota City municipal water system has raised concerns about the overall adequacy of the system. Despite a number of unique challenges, the City realizes that costly upgrades to the system are inevitable. A period of consistent policy, planning and action will be required for the City to make progress towards replacing aged facilities that are nearing the end of their useful life, as well as providing capable backup facilities. This can be realized if there is an effective, "holistic" and professional evaluation of the entire municipal water system.

A Preliminary Engineering Report involves a comprehensive evaluation of a community's entire municipal water system so that a professional Engineer can develop recommendations for necessary upgrades and future needs. This planning approach allow the professional Engineer to accurately develop computer models to determine what impact, if any that recommended upgrades will have on the remainder of the integrated water system. From these analyses, the Project Engineer will offer opinions of costs for potential alternatives aimed at bringing the City's water system into compliance with current state regulations, as well as to provide a reliable system that will continue to serve the City in the coming years.

The final PER should be detailed and sufficient in scope to fully address the criteria set forth in NDEQ Title 131, Ch. 4.004, and the most recent guidelines for Preliminary Engineering Reports as outlined by the Nebraska Water and Waste Water Advisory Committee (WWAC).

Improving the municipal water system is a short-term goal of the City.

Goal #2: Improve the municipal wastewater system within the City of Dakota City.

Concerns/Issues

- Mechanical plant is aged
- Plant has deferred maintenance
- Option to connect to South Sioux City, Sioux City or Tyson
- No Preliminary Engineering Report
- Connection to a neighboring facility may require a lift station and force main
- City plans to televise sanitary sewer system in 2012/2013
- Sanitary sewer system was built in 1952
- Sanitary sewer system has areas with Inflow & Infiltration problems

Objective #1: To evaluate the physical capacity of the existing municipal sewer system and determine the long-term feasibility of compliance upgrades.

Action Step #1: Engage the City Engineer to conduct a Sewer System Preliminary Engineering Report and Utility Mapping Plan.

Action Step #2: Evaluate the City's municipal wastewater system in terms of physical condition, capacity, security, vulnerability, efficiencies and inefficiencies, and reliability.

Action Step #3: Identify deficiencies within the wastewater system.

Action Step #4: Smoke test or televise sanitary sewer mains to isolate sources of inflow/infiltration.

Action Step #5: Establish population projections to estimate the future wastewater needs of Dakota City.

Action Step #6: Calculate future sewerage capacity requirements for the City of Dakota City.

Action Step #7: Outline recommended wastewater system upgrades, offer other feasible alternatives to correct deficient conditions, and provide an opinion of costs for recommended upgrades.

Action Step #8: Create a GIS mapping system showing the precise location of the municipal wastewater system.

Action Step #9: Prepare a Preliminary Engineering Report in accordance with the criteria set forth in NDEQ Title 131, Ch. 4.004, and the most recent guidelines for Preliminary Engineering Reports as outlined by the Nebraska Water and Waste Water Advisory Committee.

Timeline: 2013 - 2014.

Objective #2: Determine the City's fiscal capacity for financing wastewater system upgrades.

Action Step #1: Meet with the City's fiscal agent to determine the long-term debt capacity of the City.

Action Step #2: Identify local, state and federal resources for wastewater system upgrades.

Action Step #3: Maximize project impact by leveraging local funds with outside resources.

Action Step #4: Adjust user rates to make the wastewater system financially self-supportive.

Action Step #5: Secure appropriate financing to make long-term improvements to the municipal sewer system at a rate that is affordable to the average Dakota City households.

Timeline: 2013 - 2014.

Objective #3: Secure plans, specifications and opinion of cost for long-term wastewater system improvements.

Action Step #1: Enter into a professional services agreement with the City Engineer.

Action Step #2: Prepare plans and specification for wastewater system improvements, pursuant to the Preliminary Engineering Report.

Action Step #3: Obtain all necessary permits from regulatory agencies.

Timeline: 2014.

Objective #4: Construct long-term wastewater system improvements.

Action Step #1: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #2: Coordinate subterranean utilities replacements with sanitary sewer improvements.

Action Step #3: Undertake construction related activities.

Timeline: 2014-2016.

Objective #5: Long-range operation and maintenance of the Dakota City municipal wastewater system.

Action Step #1: Develop a long-range Capital Improvements Plan for the wastewater system to ensure that future improvements follow a planned schedule of capital expenditures, rather than suddenly calling upon taxpayers to finance large-scale wastewater system upgrades all at once.

Action Step #2: Conduct annual wastewater user rate studies to ensure self-sufficient operation of the municipal wastewater system.

Action Step #3: Conduct annual review of operating procedures to make sure that the wastewater system is properly maintained and operating efficiently.

Timeline: Ongoing.

Responsible Group/Agency
Dakota City City Council, Dakota City Wastewater System Users, Dakota City City Engineer,

Potential Resources
Dakota City Sewer Fund, Increased Wastewater Usage Fee, Community Development Block Grant, U.S.D.A. Rural Development, Nebraska Department of Environmental Quality Clean Water State Revolving Fund Program, Municipal Revenue Bonds.

Measurable Outputs
Dakota City's municipal wastewater system is comprised of an activated sludge treatment plant, three smaller lift stations, force mains, and several miles of collection pipe. The treated wastewater flows through an outfall into the Missouri River. Installed in 1952, the system has been modified numerous times in an effort to satisfy the increasing wastewater demands of a growing customer base, changing water quality regulations, and emerging technologies.

The age and physical condition of the City's wastewater system has raised concerns about enormous cost of eventually replacing these facilities.

A period of consistent policy, planning and action will be required for the City to make progress towards replacing aged facilities that are nearing the end of their useful life, as well as providing capable backup facilities. This can be realized if there is an effective, "holistic" and professional evaluation of the entire municipal wastewater system.

This planning approach will allow the Professional Engineer to clearly describe the community's current wastewater situation, document specific current and future wastewater infrastructure needs, and develop computer models to analyze the economic and environmental impact that recommended upgrades will have on the remainder of the integrated wastewater system. From this "holistic" analysis, the Professional Engineer will proffer to the City targeted projects and a specific course of action over the next five to ten years. Recommended improvements will be prioritized and each phase will include an opinion of cost so the City can follow a planned schedule of capital expenditures, rather than suddenly calling upon taxpayers to finance large-scale wastewater system upgrades all at once.

The final PER will be detailed and sufficient in scope to fully address the criteria set forth in NDEQ Title 131, Ch. 4004, and the most recent Guidelines for Preliminary Engineering Reports, outlined by the Nebraska Water and Wastewater Advisory Committee.

To further compliment the Preliminary Engineering Report, the will create a GIS utility mapping system showing the precise location of the various components of the water distribution system and wastewater collection system. This information will enable City Utility officials to quickly respond to concerns in their water distribution and sanitary sewer collection system, should an emergency exist.

A Preliminary Engineering Report & Utility Mapping Plan will be a focused and deliberate public investment into the community's future. Not only will the planning initiative provide the framework to ensure that Dakota City is able to provide sanitary sewer service to its customers for the next twenty years, but it will also support and compliment the City's efforts to promote the ongoing community, housing, and economic development.

Improving the municipal wastewater system is a short term goal of the City.

Goal #3: Develop more trails in Dakota City and connect them to other local and regional trails and parks.

Concerns/Issues

- Need a master trails plan
- Connect community amenities with major employers in the area
- Need to develop a loop trail system
- Need to connect to regional trail located in South Sioux City
- Lack sidewalks except for original town and two new subdivisions
- Existing sidewalks at Broyhill in good condition

Objective #1: Determine the need for trails in Dakota City and the surrounding area.

Action Step #1: Evaluate the existing regional trail system and demands for development.

Action Step #2: Review the city's Comprehensive Development Plan to identify future trail connections.

Action Step #3: Review current sidewalk plan to determine which pedestrian ways should be widened to trail standards.

Timeline: 2013.

Objective #2: Incorporate trails into new land developments.

Action Step #1: Work with developers to assure trails and parks are programmed into their development as indicated in the Comprehensive Plan and Subdivision Regulations.

Action Step #2: Require certain amount of land to be dedicated for parks and trails or a fee in lieu of through the administration of the City's Subdivision Regulations and Subdivision Agreements.

Action Step #3: Dedicate necessary rights-of-way or easements for trails.

Timeline: 2013.

Objective #3: Develop a long-range Trails Master Plan for the development/connectivity of future trails.

Action Step #1: Engage the services of the City Engineer to facilitate and design the future trails system in Dakota City.

Action Step #2: Hold an informational meeting on the future trail system of Dakota and the surrounding area

Action Step #3: Solicit political/public support for trail development.

Action Step #4: Develop a trails map to facilitate the interconnection of community and regional assets.

Action Step #5: Develop a trails map to facilitate the interconnection of regional and statewide trail networks.

Action Step #6: Prioritize the implementation of trail development.
Action Step #7: Prepare opinion of costs for the phased development of the future trails system.

Timeline: 2014

Objective #4: Design of recreational trails in Dakota City and surrounding area.

Action Step #1: Develop preliminary design plans for new or expanded trails.
Action Step #2: Solicit political and public support for trail development.
Action Step #3: Hold an informational meeting on Trails Master Plan.
Action Step #4: Acquire necessary rights-of-way or easements for trails.
Action Step #5: Prepare plans and specifications for trail project.
Action Step #6: Finalize plans and specifications.
Action Step #7: Programming of public funds for the construction of the project.

Timeline: 2014.

Objective #5: Implement construction of recreational trails.

Action Step #1: Continue ongoing political/public support for the trail development.
Action Step #2: Pursue available resources that are available for trails development.
Action Step #3: Conduct an environmental review process, as required by the project's funding agencies.
Action Step #4: Secure necessary permits/approvals.
Action Step #5: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
Action Step #6: Undertake construction related activities.
Action Step #7: Complete construction.

Timeline: Ongoing.

Responsible Group/Agency
City of Dakota City, City of South Sioux City, Dakota County, Dakota City residents, Public Schools, Papio-Missouri Natural Resources District, community service groups, and major employers.

Potential Resources
Local Fund, Papio-Missouri Natural Resources District, Nebraska Game and Parks Commission Recreational Trails Program, Nebraska Department of Roads Transportation Enhancement Program, developers, park dedication land/fees, private donations, local volunteers, and local fund raising events.

Measurable Outputs

Trails can serve all types of people, with many different interests and capabilities – seniors, children, families, people with disabilities, and visitors to the area. Indeed, in the future, new user groups and requirements are likely to emerge in the future.

The City of Dakota City seeks to increase the overall mobility and wellness of its citizenry by providing an integrated, non-motorized network of bicycle and pedestrian facilities throughout the community, connecting every subdivision and neighborhood to community features, such as the downtown area, recreational facilities, municipal parks, major employers, historic assets, and to the regional/statewide trails network. The City can achieve maximum public benefit, with limited local resources by constructing trail facilities in a planned, phased and coordinated manner. A vital first step towards achieving this community goal is to follow the city's Trails Plan outlined in the City's Comprehensive Development Plan.

The Dakota City Master Trails Plan will serve as a long-range guide to residents, trail users, property owners, governmental agencies, developers and decision makers about the location of trails throughout the community. The Plan documents and analyzes existing and preferred trail locations and recreational service areas which will inevitably improve connectivity between where people live and where they learn, work, recreate and relax.

From this "holistic" analysis, the Professional Engineer will proffer to the City targeted trail development phases and a specific course of action over the next five to ten years. Recommended improvements will be prioritized and each phase will include an opinion of cost so the City can follow a planned schedule of capital expenditures, rather than suddenly calling upon taxpayers to finance large-scale trail system upgrades all at once. This approach will make trails development more affordable to the City of Dakota City.

Developing local trails to connect civic features and employers, and linking to regional trails is a mid-term goal of the City.

Goal #4: Improve the electrical and fiber optic systems within Dakota City.

Concerns/Issues

- City owns electrical distribution system
- NPPD supplies electricity and maintains system
- Need to bury power lines
- Need more fiber optics

Objective #1: Evaluate the physical condition and capacity of the existing utility systems within Dakota City.

Action Step #1: Engage the services of the City Engineer to prepare a Utility Assessment Report.

Action Step #2: Identify any deficient condition that may exist within utility system (cable fiber optic, electric, etc.), above ground and below.

Action Step #3: Meet with major utility users in the area – served by Dakota City utilities – to determine their future utility needs, concerns, and expectations.

Action Step #4: Develop a list of recommended upgrades, feasible alternatives aimed at correcting deficient conditions, and opinion of costs for selected utility upgrades.

Action Step #5: Calculate the impact of upgrades on the projected utility rate.

Action Step #6: Hold a Public Meeting to discuss the findings within the Utility Assessment Report with the residents of Dakota City.

Action Step #7: Develop a Capital Improvements Plan to coordinate utility upgrades.

Timeline: 2013.

Objective #2: Create a GIS mapping plan to show the precise location of utility components.

Action Step #1: Identify locations of utility components.

Action Step #2: Create a GIS Mapping Plan to depict the precise location of utility components.

Action Step #3: Integrate maintenance records into the GIS database.

Timeline: 2014 - 2015.

Objective #3: Establish subterranean utility priorities.

Action Step #1: Review the results of the Utility Assessment Report, GIS Mapping Plan and the future land use plan for the City of Dakota City.

Action Step #2: Prioritize subterranean utility improvement based upon cost-benefit ratio, future development patterns, economic development needs, environmental concerns, and public safety.

Action Step #3: Incorporate priorities into the Dakota City Capital Improvements Plan.

Timeline: 2015 - 2016.

Objective #4: Determine the City's fiscal capacity for financing subterranean utility upgrades.

Action Step #1: Review utility user rate schedules for appropriateness and self-sufficiency.
Action Step #2: Meet with the City's fiscal agent to determine the debt capacity of the City.
Action Step #3: Identify local, state and federal resources for public system upgrades.
Action Step #4: Maximize project impact by leveraging local funds with outside resources.
Action Step #5: Secure appropriate financing to make long-term improvements to the subterranean utility system upgrades affordable to Dakota City households.

Timeline: Ongoing.

Objective #5: Undertake prioritized capital improvements.

Action Step #1: Authorize City Engineer to proceed with plans and specifications for long-term capital improvements.
Action Step #2: Procurement of general contractor(s).
Action Step #3: Construction-related activities.

Timeline: Ongoing.

Responsible Group/Agency
Dakota City City Council, Nebraska Public Power District, residents, Dakota City Planning Commission; City Engineer; private investors/businesses.

Potential Resources
Conventional General Obligation Bonds, User Fees, LB840 funds, Dakota City Capital Improvement Fund, Dakota City General Fund, U.S.D.A Rural Development Community Facility Loan Program, and USDA Rural Development Rural Economic Development Loan and Grant Program.

Measurable Output
Most inhabitants of a modern industrialized city are unaware of the costly and complex infrastructure systems – operating almost exclusively underground – that support public health, safety, general welfare, aesthetic and environmental quality of life in the community. In this way, public infrastructure, such as municipal water, wastewater, electrical, and fiber optics should be viewed as essential components to community living, rather than mere luxuries.

The age and physical condition of the Dakota City utility system has raised concerns about the overall adequacy of the system. In order for Dakota City to make an informed decision about its future utility system, it must first have a practical and usable, yet visionary, utility redevelopment plan. Through a Utility Assessment Plan, the City can achieve maximum public benefit, with limited local resources by upgrading, replacing and extending public utilities in a planned, comprehensive and systematic manner.

A Utility Assessment Report involves a comprehensive evaluation of a community's entire utility system, such as electrical, cable and fiber optics. From this analysis, the City Engineer can develop recommendations for necessary upgrades and future needs. This planning approach allow the City Engineer to accurately develop computer models to determine what impact, if any that recommended
upgrades will have on the remainder of the integrated utility system. From these analyses, the Project Engineer will offer opinions of costs for potential alternatives aimed at bringing the City's water system into compliance with current state regulations, as well as to provide a reliable service to utility customers for the next 15 to 20 years.

By applying a planned schedule of expenditures for capital improvements, the City can assure taxpayers that long-term expenditures can be averaged out so that major debt is not incurred all at once, and that maintenance, renewal and replacement requirements of subterranean utility are adequately addressed to protect the City's investment and maximize the useful life of facilities

To further compliment the Utility Assessment Report, the City should create a GIS utility mapping system showing the precise location of the utility components. Maintenance record should be integrated into the GIS system for future upgrades. This information will enable utility officials to quickly respond to concerns in their utility system, should an emergency exist.

Upgrading the utility systems is an ongoing goal of the City.

Goal #5: Improve street conditions throughout the City of Dakota City.

Concerns/Issues

- Southside Paving gaps
- Gap paving and paving assessments
- East & North sections of the community lack paving
- Dust issue
- Drainage an issue due to lack of relief
- No new paving for 30 years
- County recently construction C Avenue north of Dakota City
- City will construct Pine Street from North 6th Street to Dakota Avenue (2014)
- City will construct Pine Street from Dakota Avenue to North 20th Street (2016)
- Study the feasibility of extending Pine Street west to Highway
- City will construct North 20th Street south to Broadway
- Dakota Avenue serving Tyson Facility has drainage issues, poor road condition, needs traffic control signals, support significant truck traffic

Objective #1: Evaluate street conditions throughout the City of Dakota City.

Action Step #1: Engage the services of the City Engineer to conduct a block-by-block investigation of street conditions throughout Dakota City.

Action Step #2: Evaluate the underlying cause of existing pavement failure and surface drainage issues.

Action Step #3: Meet with major employers in and around Dakota City to determine traffic patterns of semi-trucks.

Action Step #4: Special consideration should be given to the reconstruction of Pine Street from North 6th Street to Dakota Avenue and from Dakota Avenue to North 20th Street.

Action Step #5: Provide recommendations for long-term street/surface drainage improvements.

Action Step #6: Provide opinion of cost for recommended long-term street/surface drainage improvements per block.

Action Step #7: Recommend proven maintenance strategies to preserve the life expectancy/physical condition of local streets.

Action Step #8: Study the feasibility of extending Pine Street to U.S. Highway 77.

Timeline: 2013.

Objective #2: Prioritize streets, which if reconstructed, would provide maximize public benefit to Dakota City residents.

Action Step #1: Hold a Town Hall meeting to review the results of the Dakota City Street Condition Evaluation.

Action Step #2: Gather public input on the Evaluation.

Action Step #3: Consult the City's One- and Six-Year Road Plan.

Action Step #4: Provide a framework (i.e., phasing plan) to ensure that long-term street/surface drainage improvements can be identified, prioritized and implemented with maximum public benefit.

Action Step #5: Map priorities to ensure proper phasing of street/surface drainage improvements.

Action Step #6: Incorporate priority street/surface drainage improvement projects into the City's One- and Six-Year Road Plan and Capital Improvements Plan.

Timeline: 2013.

Objective #3: Determine the City's ability to finance priority street/surface drainage improvements.

Action Step #1: Evaluate the street budget and effectiveness of local maintenance expenditures.

Action Step #2: Ensure a proper balance between street construction and street maintenance.

Action Step #3: Meet with the City's fiscal agent to determine the City's debt capacity.

Action Step #4: Identify local, regional, state and federal resources for street improvements.

Action Step #5: Maximize project impact by leveraging local funds with outside resources.

Action Step #6: Package all financial resources for maximum public benefit.

Timeline: Ongoing.

Objective #4: Undertake long-term, priority street/surface drainage improvements, as funds permit.

Action Step #1: Cause to have prepared plans and specifications for long-term street/drainage improvements.

Action Step #2: Conduct necessary engineering services to prepare bid documents.

Action Step #3: Bid phase to include advertising, letting and contract award to the lowest responsible/responsive bidder.

Action Step #4: Undertake construction-related activities in a planned systematic manner.

Timeline: Ongoing.

Responsible Groups/Agencies

Dakota City City Council, Dakota City residents, City Engineer, and Fiscal Agent.

Potential Resources

Dakota City General Street Fund, Highway Allocation Funds, General Obligation Bond, Local Option Sales Tax, and Special Assessment Districts, LB98 Monies.

Measurable Outputs

Streets might be thought of as the skeleton of the community. They form the dynamic framework for movement, social communication and orderly relationships among buildings and properties. Their importance can be seen in the fact that about one-fifth of the total area of the average American city is used for streets. Furthermore, a large part of the average municipal budget is likely to go into upkeep and building of streets.

Streets exist for the interaction and movement of people, but they serve other functions as well. The physical condition of local streets serves as a measure of civic health and vitality. A well-maintained street network can enhance community pride, increase property values, provide safer, more attractive neighborhoods and even encourage residents to become vigilant in routine property-upkeep. They may also relay an image to visitors and tourists that the community is a sound place in which to live, work, visit and invest.

Clearly, land development - especially residential and commercial - is most desirable when it occurs along a "hard surface" road. For that reason, an improved roadway is not only aesthetically beneficial, but it serves a functional role in promoting economic development, particularly with recruiting small/medium-sized business concerns that rely on walk-in customers, or require truck service. Conversely, deferred or patchwork maintenance can have negative economic impacts on the local community. Poorly maintained streets can restrict the ability of residents and visitors to conduct commerce, as well as personal business and recreation activities.

Despite the importance of streets, the necessity of maintaining and upgrading street conditions within a community remains a mammoth commitment and economic challenge for the City of Dakota. Most officials realize that a period of consistent policy, planning and action will be required to make progress towards addressing the condition of local streets in their community. However, a city can achieve maximum public benefit, with limited local resources, by making street improvements in a planned, comprehensive and systematic manner. This can only be realized though, if there is first, an effective, "holistic" and professional evaluation of the entire street system, in terms of condition, capacity and recommended upgrades.

A Street Improvements Study and Report will evaluate street conditions throughout the City – in terms of physical condition and capacity – and provide comprehensive recommendations for necessary upgrades and future needs. This comprehensive planning approach will allow the City Engineer to accurately describe each individual street surface; the type and causes of existing street failure; a street condition rating based on a predefined street rating system (e.g., new, good, fair poor, rock, etc.); recommendation for long-term improvements (including surface drainage); cost estimates for recommended improvements, including but not limited to, estimated cost for recommended street improvements, surface drainage facilities, contingencies, legal, administrative, financing, and engineering fees.

From this "holistic" analysis, the City Engineer will submit recommendations to the City of Dakota City can targeted certain street improvement projects and a specific course of action over the next five (5) to ten (10) years. Suggested improvements will be prioritized and each phase will include an opinion of costs so the City can follow a planned schedule of capital expenditures, rather than suddenly calling upon taxpayers to finance large-scale street/surface drainage upgrades all at once.

Once complete, future street/surface drainage improvements in Dakota City will be made in accordance with the findings and recommendations found within the Dakota City Street Improvements Study and Report. This period of consistent policy, planning and action

will enable the City Council to make progress towards addressing the street condition needs of the community, while remaining fiscally responsible to the taxpayers of Dakota City.

Improve street conditions throughout Dakota City is an ongoing goal of the community.

Goal #6 Consider annexation of adjacent land and existing subdivisions.

Concerns/Issues

- Annexation short term
- Where feasible, consider annexing properties surrounding the community
- Consider the annexation of the golf course
- Consider the annexation land south of the City for residential development

Objective #1: To consider adjacent land and existing subdivisions within the City's Extraterritorial Jurisdiction to be legally annexed into the corporate limits.

Action Step #1: Identify potential land and existing subdivisions to be legally annexed, as indicated in the Comprehensive Development Plan and other studies.

Action Step #2: Conduct an annexation study on specified sites to determine feasibility, cost-benefit and legality of the annexation.

Action Step #3: Consider the initial and ongoing cost of extending public infrastructure/utilities to these new areas.

Action Step #4: Consider the potential revenues generated of these new areas.

Action Step #5: Determine the cost-effectiveness of annexing these specific sites.

Action Step #6: Hold a public hearing of the Dakota City Planning Commission and City Council to solicit public input on the annexation.

Action Step #7: Approval of annexation ordinance.

Timeline: Ongoing.

Responsible Group/Agency

City of Dakota City, Dakota City Planning Commission, Fiscal Agent, Dakota City residents, Dakota City Public School System, Dakota City Area Economic Development, Property-Owners, Dakota County Assessor, South Sioux City Economic Development, and the Siouxland Interstate Metropolitan Planning Council (SIMPCO).

Potential Resources

City funds.

Measurable Outputs

As the city grows in size it must look for opportunities to extend its borders to continue to provide a high quality of life for its residents. To do this, the State of Nebraska has established a process for communities to expand their municipal boundary into areas that are contiguous to the community, provided such actions are justified. However, this power should be used when development becomes urban rather than rural in nature. In addition, State Statutes

restrict annexation to land that is within 500 feet from the corporate limits of the municipal boundary. There are three ways annexation can be pursued. These include:

- The property owners can request annexation;
- The municipality can annex any contiguous or adjacent tracts, lots, or streets/roads that are urban or suburban in nature; or
- At the time land is platted adjacent to Dakota City's Corporate Limits it could be annexed at the time of approval of the final plat with a pre-annexation agreement.

In the case of the first method, the property owner must submit a plat prepared by a licensed surveyor. The plat must be approved by the city engineer and filed with the clerk along with a written request signed by all owners of record for the proposed annexation properties. Annexations must be approved by both the Planning Commission and City Council.

To adopt an annexation ordinance, a majority of affirmative votes are required by the governing body at each reading of the ordinance. Then the certified map is filed with the County Assessor, County Clerk, and Register of Deeds along with a certified copy of the ordinance. The city then has one year to adopt a plan for the extension of services to the annexed area.

Within Dakota's extraterritorial jurisdiction and the identified growth areas of the city there are number of areas which should be considered for annexation. The Tyson plant, Iron Horse Gold Course and the 100-200 acre parcel of land situated south of the city should be the first ones considered for annexation in the future, if financially and politically feasible.

Annexation of adjacent land and existing subdivisions is a short-term goal of the community.

Goal #7: Promote Business Retention, expansion and entrepreneurial development within Dakota City.

Concerns/Issues

- Need additional businesses development
- Need additional industrial development
- Lack services/retail establishments
- Need small businesses
- Need 24-hour dining (i.e., Truck stop)
- Need a convenient store
- Continue cooperation with South Sioux City for Economic Development assistances
- Future growth to the west of the City

Objective #1: To encourage business transfer planning within existing businesses.

Action Step #1: Introduce local business-owners to the concept of business transfer planning (such as timetables, business valuation and talent recognition).

Action Step #2: Encourage local business-owners to register for, and attend the Business Transfer Seminars facilitated by the Nebraska Business Development Center (NBDC).

Action Step #3: Encourage local business owners to conduct an individual assessment of their current situation (when to retire, how to finance the transfer, etc.).

Action Step #4: Help business-owners create an inner circle of advisors (lawyers, financial planners, accountants, bankers and investors) to facilitate the business succession process.

Action Step #5: Educate young entrepreneurs about the investment opportunity of purchasing an existing business, with an established market and client base.

Action Step #6: Coordinate local business-owners with young entrepreneurs to facilitate the business transfer process.

Timeline: Ongoing.

Objective #2: To encourage patronization of local businesses.

Action Step #1: Inventory available businesses within the existing downtown area to gather information on products/services provided within the community.

Action Step #2: Utilize local media outlets to enlighten Dakota City residents as to the myriad of goods and services provided by local businesses.

Action Step #3: Foster a program that encourages Dakota City residents to “Buy Dakota City First”, where possible.

Timeline: Ongoing.

Objective #3: Support small business development and entrepreneurial training.

Action Step #1: Survey the residents of Dakota City to determine community economic development leakages, patronage potential and interest in and concerns about starting a small business within the City.

Action Step #2: Tabulate and analyze survey results.

Action Step #3: Consider the feasibility/possibility of addressing the concerns of potential small business concerns. Utilization of the Community College.

Action Step #4: Offer ongoing training and education to small business concerns/entrepreneurs about accessing capital, preparing business plans, effectuate niche markets, expanding market share, foster economic clusters, or develop effective marketing strategies.

Timeline: Ongoing.

Responsible Groups/Agencies

Dakota City residents Public School System, Community Colleges, Business Owners, Area Financial Institutions, Siouxland Interstate Metropolitan Planning Council, Enhancing, Developing and Growing Entrepreneurs Program (EDGE), Rural Enterprise Assistance Project (REAP), Small Business Administration (SBA), USDA Rural Development, Nebraska Business Development Center (NBDC), Nebraska Center for Entrepreneurship, Nebraska Department of Economic Development (DED), Federal Home Loan Bank, Non-profit Development Organizations.

Potential Resources

Public Schools, private monies, REAP, Micro-enterprise loans, DED Programs, Tax Increment Financing, USDA Rural Development Programs, SBA Programs, Economic Development Administration programs, SIMPCO, and NBDC.

Measurable Outputs

Community and government leaders across the country have come to the realization that they not only can, but also must initiate programs to enhance their local economy. Even with a booming economy and one of the lowest unemployment rates in modern history - on a national level, the long-term economic development goal of job creation and business retention still remains at the forefront for the City of Dakota City.

Business Succession Planning

Sustaining established family-owned businesses into the next generation is an important issue for rural northeast Nebraska. Many businesses throughout Nebraska are family-owned, but statistics clearly show that few survive beyond the retirement of the current owner. According to the U.S. Small Business Administration, only 30% of all family businesses succeed into the second generation, and of these, only 15% survive into the third generation. These alarming facts, combined with the realization that many new businesses fail within the first

five years, demonstrate that losing established small businesses can severely impact economic stability.

No one plans to fail, they just fail to plan. Even though this old adage of yesteryear attests to the importance of thinking ahead, national statistics indicate that a significant number of small business owners are aging and do not have an exit strategy in place. For some, the thought of giving up ownership and control of a business they have built over many years of hard work is too difficult to contemplate. Others are under the misconception that someone will appear at the door ready, willing
and able to offer a fair price for the company when they want and/or need to sell their business. There are still others who are forced into selling/transferring their family-owned business because of circumstances beyond their control (e.g., health issues, age, death, bankruptcy). In any one of these situation, it is clear that transition will come.

One common thread of any successful business transition plan is that it requires time - oftentimes as much as two decades. During this transition period, the existing small business-owner must plan their estate, identify a successor(s), and allow the new buyer time to learn the business, build the equity needed to secure the financing, and perhaps create new economic enterprises within the business. Without this advance time, heirs and business successor may be vulnerable to considerable estate taxes and management upheaval; further contributing to the failure rate of generational business transfer.

Business succession planning is important because it helps retain businesses that, by default, may have otherwise closed due to retirement, or possibly be sold and relocated to another community. According to business succession planning experts, the ramifications of a poorly planned sale of a business can be multi-faceted and detrimental. In the event the business transition is not well managed, it can fail due to change in ownership or leadership. Purchase arrangements can create a large tax burden for the buyer, seller, or both; and if done poorly, the impact on the entire community can be emotionally and economically catastrophic. National statistics show that once an existing business closes, it is very difficult to reopen.

Entrepreneurial Development

Entrepreneurship is the starting point, the foundation and the backbone of economies at every level. In fact, the origins of most large companies can be traced, directly or indirectly, to one or more entrepreneurial founders.

Promoting entrepreneurial development however, is a relatively new and increasingly popular approach to economic development for rural communities. The approach has gained favor because it builds on the skills and talent already existing within the community.

Entrepreneurs are at the heart of the American economy because they drive innovation. Small businesses are established on the premise that they can do a better job of creating new products and services, change the competitiveness of the market, institute new and dynamic ways of doing business, reduce economic leakages within the local economy and connect the community to the larger global market. Creating value through innovation is a common theme that penetrates nearly every accepted definition of entrepreneurship.

The value of American entrepreneurship cannot be overstated. According to the Office of Advocacy, Small Business Administration, and entrepreneurial businesses:

- are typically owned and operated by individuals with higher education levels. Over two-third of all present-day college students intend to become entrepreneurs at some point in their career.

- represents 99.7% of all employers;
- employ half of all private sector employees;
- pay 44.3% of the total U.S. private payroll;
- generate 70% of net new jobs annually over the last decade;
- created more than 50% of non-farm private gross domestic product (GDP);
- produce 13 to 14 times more patents per employee than large patenting firms.
- are employers of 39% of high tech workers (scientists, engineers and computer workers);
- are 53% home-based and 3% franchises; and
- made up 97% of all identified exporters and produced 29% of known export value.

These staggering statistics prove that entrepreneurial development can serve as a powerful engine for economic development in rural areas. Besides the tangible benefits, small business are known to be more environmentally-friendly than large employers, have the unique ability to blend into the existing business climate, and radiate a quaint charm that attracts people to a community's Main Street.

Effective entrepreneurial development requires a thorough understanding of obstacles faced by rural entrepreneurs. With the odds stacked squarely against them, small business concerns need cooperation from public and private stakeholders in devising intervention strategies that will enhance their chances of success. Common barriers faced by rural entrepreneurs include:

- isolation from markets, service providers and other entrepreneurs.
- limited opportunities for mentoring and networking.
- absence of clusters to support networking.
- lack of capital and other support infrastructure.
- local culture that does not support entrepreneurship.

Creating support strategies that intentionally focus on the needs of rural entrepreneurs can provide small businesses and would be entrepreneurs with the intellectual resources essential to starting a business on solid footing, thereby maximize their chances for a higher degree of success.

The promotion of business retention, expansion and entrepreneurial development is an ongoing goal of Dakota City.

Goal #8: Improve the quantity, quality and appearance of the housing stock, in and around Dakota City.

Concerns/Issues

- Need additional housing
- Community Redevelopment Agency
- Lack of private developers
- No speculative housing being built
- SIMPCO completed an annexation study for a 100-200 acre parcel of land south of Dakota City
- Parcel has flood plain issues
- Need $120,000 - $160,000, 1,000+ square foot, ranch-style housing units, including lots
- Housing by the golf course
- Needs sanitary sewer system with lift station
- Need other styles of housing including Townhouses and Apartments to improve housing choice
- Tyson expansion will further heighten the need for additional housing

Objective #1: To assess the need for housing rehabilitation within the City of Dakota City.

Action Step #1: Conduct a City-wide community attitude survey, soliciting information on individual housing conditions.
Action Step #2: Conduct a physical survey of existing housing conditions.
Action Step #3: Conduct a town hall meeting to gather public input on the need for a housing rehabilitation program.
Action Step #4: Cooperate with neighboring communities to establish a regional housing rehabilitation program.
Action Step #5: "Pre-market" the proposed Dakota City Housing Rehabilitation Program by accepting applications for housing rehabilitation assistance.

Timeline: 2013.

Objective #2: Provide financial assistance to those homeowners who could not otherwise afford a conventional home improvement loan.

Action Step #1: Establish long-term community housing rehabilitation objectives.
Action Step #2: Formulate and officially adopt guidelines which will govern the fair and efficacious implementation of Dakota City Housing Rehabilitation Program. Include specific language that addresses the responsibilities of the homeowner during the compliance period.
Action Step #3: Identify local, regional, state and federal resources available for housing rehabilitation activities.
Action Step #4: Package and secure funding for housing rehabilitation activities.
Action Step #5: Structure resources to accommodate pay back potential of low- and moderate-income homeowners.

Timeline: 2013-2016.

Objective #3: *Solicit participation from Dakota City homeowners for housing rehabilitation activities.*

Action Step #1: Advertise the Dakota City Housing Rehabilitation Program.
Action Step #2: Conduct a Town Hall meeting to discuss eligibility requirements for participation in the Program.
Action Step #3: Accept applications from eligible homeowners; verify eligibility.

Timeline: 2016.

Objective #4: *Promote decent, safe and sanitary housing conditions for all residents of Dakota City, especially those with low- and moderate-incomes.*

Action Step #1: Conduct Housing Quality Inspection.
Action Step #2: Inspect structural, mechanical, electrical, plumbing, and energy efficiency of housing units.
Action Step #3: Determine housing deficiencies, utilizing Minimum Housing Quality Standards.
Action Step #4: Qualify unsafe conditions that exist on the property (e.g., inoperable automobiles, appliances, machinery, and unsightly debris). Inspect to ensure that conditions are alleviated prior to proceeding with work write-ups.
Action Step #5: Prepare plans and specifications (work write-ups) for housing repairs and advertise for housing contractors.
Action Step #6: Inspect rehabilitation work/property for compliance with specifications.

Timeline: 2016-2017.

Objective #5: *Provide an environment which encourages and promotes residential development within the City.*

Action Step #1: Conduct a housing market study to quantify and qualify the housing needs of Dakota City.
Action Step #2: Quantify and qualify the future housing needs of Dakota City.
Action Step #3: Hold a Housing Developers Summit to discuss housing demand and local policies.
Action Step #4: Complete the housing market study and present the result to the public.
Action Step #5: Make the study available on the City's website and disseminate it to housing developers.
Action Step #6: Review the Comprehensive Development Plan, Zoning Ordinance, and Subdivision Regulations to ensure that it promotes housing development. Consider needed amendments.
Action Step #7: Develop public/private partnerships, where necessary, to facilitate new housing development.

Action Step #8: Possible annexation.
Action Step #9: Where feasible, and as funds permit, extend public infrastructure to promote and encourage housing development.

Timeline: Ongoing.

Responsible Groups/Agencies

Dakota City, Dakota City Planning Commission, Dakota City residents, Siouxland Interstate Metropolitan Planning Council, Community Housing Development Organization, private developers, Nebraska Department of Economic Development, Fannie Mae, U.S.D.A. Rural Development, Nebraska Investment Finance Authority, local lending institutions.

Potential Resources

Local monies, local lending institutions, Tax Increment Financing, private funds, SIMPCO Housing Programs; NIFA Programs Nebraska Department of Economic Development Housing Programs, U.S.D.A. Rural Development Programs.

Measurable Outputs

Dakota City's housing stock is its largest total physical investment. The City's quality as a living environment is largely determined by the quality of its housing structures. Since most of the housing supply that will be present in the year 2020 is already standing today, conservation of the existing housing supply is very important to the vitality of the community. Consequently, the City of Dakota City should consider establishing another owner-occupied, single family housing rehabilitation program. The investment of these resources will provide the financing to significantly improve living conditions of low and moderate-income homeowners of Dakota City; property-owners who could not otherwise afford a conventional home improvement loan. Strategically utilizing public/private resources will allow financial assistance to be provided to lower-income homeowners, at a rate which will accommodate their payback capacity.

To further expand housing choice, Dakota City should consider sponsoring a Housing Market Study to qualify and quantify the future housing needs of the community. The Analysis is meant to help the City and local developers better understand the strengths and weaknesses of its residential housing market. The ultimate goal of the study is to help create a balanced community, one that adequately serves its residents with the greatest needs, and offers new and exciting housing opportunities for existing and potential residents.

There are two separate elements of the Housing Market Analysis. The demographic analysis describes the population, including the composition of the population, that is, whether the area is growing or experiencing decline, whether it is becoming older or younger, whether household sizes are becoming larger or smaller, whether the area is becoming racially diverse, and whether it is become more or less affluent. The residential market analysis describes the makeup of the City's housing stock in terms of dwelling unit characteristics, owner and renter occupancy information, and factors that affect the supply and demand aspects of the local housing market.

Improving the quantity, quality and appearance of the Dakota City housing stock is an ongoing goal of the community.

Goal #9: Construction or expansion of the Dakota City Fire Department/Rescue building.

Concerns/Issues

- City and Rural Fire District share facilities/equipment
- City portion of the Fire Hall is in poor condition
- Rural Fire District portion in satisfactory condition
- Need additional storage
- Not ADA compliant
- Needs energy efficiency upgrades
- Need architectural services

Objective #1: Determine the physical and spatial needs of Dakota City Fire Department.

Action Step #1: Procure the services of a licensed, professional architectural firm to analyze the physical condition and capacity of the existing Fire Hall/Rescue building.

Action Step #2: Hold an informational meeting between Architect and Fire Department stakeholders to evaluate the needs and aspirations of the Department/Rural Fire District/Rescue; or a Program Plan.

Action Step #3: Inventory the assets of the Dakota City Fire Department/Rescue to assess the physical and spatial needs of the future fire/rescue hall.

Action Step #4: Discuss future equipment purchases, including fire trucks, rescue squads, equipment.

Action Step #5: Discuss the future training needs of firefighters/EMTs to determine required training space.

Action Step #6: Discuss the technology needs of the fire/rescue facility for training, dispatching volunteers, and security.

Timeline: 2013.

Objective #2: Design a structure which will accommodate the physical and spatial needs of the Dakota City Fire Department, Rural Fire District and Rescue.

Action Step #1: Calculate the spatial requirements of the future fire/rescue facility.

Action Step #2: Consider the availability of land for expansion at the current site.

Action Step #3: Consider the availability of land for the construction of a new fire/rescue hall.

Action Step #4: Examine ease of access, impact to surrounding land uses and availability of public infrastructure systems to support the new development.

Action Step #5: Develop and present opinion of cost for an expanded and new facility.

Action Step #6: Determine the most cost-effective solution to the needs of the fire department/rural fire district/rescue service.

Action Step #7: Design architectural renderings for expanded/new facility for review and selection by the Fire Department stakeholders.

Action Step #8: Present final Plan to the residents of Dakota City and fire department/rural fire district.

Timeline: 2014.

Objective #3: Determine the long-term debt capacity of the Dakota City Fire Department/Rural Fire District/Rescue and identify potential resources for the expansion or construction of a new fire/rescue barn.

Action Step #1: Meet with the Fire Department/Rural Fire/Rescue's fiscal agent.
Action Step #2: Identify local, regional, state and federal resources for fire/rescue barn construction.
Action Step #3: Maximum project impact by leverage local funds with "outside" resources.
Action Step #4: Hold fundraising events to solicit donations for the construction of the new fire barn.
Action Step #5: Package all financial resources for maximum public benefit.

Timeline: 2015 - 2019.

Objective #4: Expansion or construction of the new fire/rescue barn.

Action Step #1: Prepare plans and specifications for the expansion or construction of the fire/rescue barn.
Action Step #2: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
Action Step #3: Undertake construction related activities.

Timeline: 2020.

Responsible Group/Agency
Dakota City Fire Department/Rural Fire District/Rescue, Dakota City City Council, residents, Rural Fire District residents.

Potential Resources
Conventional General Obligation Bonds, Dakota City Fire Department Capital Improvement Fund, Dakota City General Fund, U.S.D.A. Rural Development Community Facility Loan Program, local donations, and fund raising events.

Measurable Output
Volunteer fire fighters and members of volunteer rescue squads are the first line of defense in coping with fires and other emergencies in rural communities. These volunteers - who literally risk personal safety for the public good - are on call 24-hours a day, and as a part of a mutual aid agreement with neighboring Districts, also respond to calls in other portions of the region. Most communities are served by volunteer fire departments. In fact, more than one-half of all volunteer fire departments nationwide extend their services to a community of fewer than 2,500 people. As one might expect, volunteer fire departments of that size have a great deal

of difficulty in acquiring - through local resources exclusively - sufficient funds to undertake large-scale capital improvements to meet their ongoing operation and storage needs.

The Dakota City rescue barn has served the community well, however, structural deficiencies, energy inefficiencies, and physical size has rendered the facility obsolete. To address this concern, the Dakota City Fire/Rescue should procure the services of a professional architectural firm to examine the long-term operational needs of the Department. Through this process, the Architect will be able to gain a better understanding of the Department's spatial and physical needs, ensuring that the new facility is not over/under built and designed for a particular budget in mind.

The Strategic Planning Committee has made this a long-term priority of the community, providing adequate time to develop architectural renderings, opinion of costs, and hold fundraising events to offset the cost of these improvements.

Construction or expansion of the Dakota City Fire Department/Rescue facility is an ongoing goal of the community.