

EXHIBIT A

Survey Guided Action Plan

July 21, 2025

Public Safety (Police/Fire/Code Enforcement)

Hot Spot Policing with Crime Analyst Support (Police and Code Enforcement)

Objective: Reduce crime in identified hot spot areas by using data-driven patrol, enforcement, and alternative policing strategies.

Action Steps:

- Hire a full-time crime analyst (currently in progress).
- Identify 5–7 crime hot spots using historical and real-time data, including code violations.
- Deploy targeted patrols and interventions in those areas.
- Conduct monthly analysis of crime trends.
- Engage community stakeholders in targeted areas.
- Hold bi-weekly crime intelligence meetings with law enforcement stakeholders.

Measurable Goals:

- 10% reduction in Part I crimes (violent/property) in hot spots within 12 months.
- Crime analyst hired and operational within 90 days.
- Monthly internal report on hot spot outcomes and deployments.

Code Enforcement Partnership to Address Blight (Police, Code Enforcement, Fire, Health)

Objective: Improve public safety and livability by addressing neighborhood blight in coordination with city codes.

Action Steps:

- Hold a minimum of two community meetings within focus neighborhoods to learn of concerns and opportunities with PD, Fire, Public Works, Code Enforcement, and Health.
- Conduct joint quarterly walkthroughs in high-blight areas included in hot spots.
- Develop shared database between PD and Code Enforcement.
- Select neighborhoods for full scale clean up, safety fair, and educational campaign partnering with Codes, Health Department, and Fire Department.

Measurable Goals:

- A measurable reduction in code violations in target areas within 12 months.
- Resident satisfaction in target areas improvement over next survey period.
- Target 2 neighborhoods per year for full scale clean up, safety fair, and educational campaign partnering with Codes and Fire Department.

Traffic Enforcement Focus at High-Accident Areas (Police)

Objective: Reduce vehicle accidents and improve traffic safety through targeted enforcement.

Action Steps:

- Use crash data to identify 5 high-collision zones.
- Assign officers to focus on speed, red-light, DUI, and distracted driving enforcement.
- Set up a public dashboard or social media showing traffic statistics, traffic enforcement, and safety updates.

Measurable Goals:

- 15% reduction in crashes at target locations within 12 months.
- Handle 100% of formal traffic complaints within 30 days with follow-up sent to the complainant.

Increase Awareness of Services (Police)

Objective: Build trust and proactive engagement with business and property owners.

Action Steps:

- Design and print courtesy cards with contact info, officer notes, and QR code to schedule site security assessments.
- Require officers to leave a card each time they check a business after hours.
- Track card distribution through internal logging.
- Develop a resident notification system (email/SMS or online portal access) summarizing officer visits for properties on vacation watch list.

Measurable Goals:

- Leave cards at 100% of after-hours checks starting within 60 days.
- Complete 15 commercial site security assessments annually.
- Ensure 100% of vacation watch requests result in at least one documented and communicated officer visit.

Homeless Outreach with Social Worker Partnership (Police and Municipal Court)

Objective: Enhance services and reduce police calls related to homelessness.

Action Steps:

- Hire a licensed social worker within 6 months.
- Partner with the current homeless liaison officer.
- Develop a data dashboard tracking interactions, referrals, and follow-ups.
- Explore and report on a partnership with Municipal Court for a mental health court.

Measurable Goals:

- 100% of repeat unhoused contacts offered service referrals.
- Document and track outcome-based metrics (e.g., shelter placement, mental health service linkage).

Emergency Dispatch Services (Police and Fire)

Objective: Improve customer service, create redundancy, increase efficiency, and reduce response times.

Action Steps:

- Complete implementation of WestNet CAD platform to improve Fire response times.
- Explore improved fire inspection software to increase efficiency and improve customer service.
- Identify a CJIS compliant CAD platform to further improve Police dispatch and record functions.
- Develop a plan to complete Emergency Operations Center ensuring all departments are engaged.

Measurable Goals:

- Software implementation completed.
- Additional software platform options reported to Council, including funding strategies.
- Emergency Operation Center plan presented to Council, including funding strategy.

Provide Fire Personnel Training Opportunities (Fire)

Objective: Provide increased training opportunities and facilities for fire personnel.

Action Steps:

- Explore grant opportunities for a fire training facility with other departments, 139th, and Missouri Western.
- Identify an agreed upon location.
- Develop a multiphase plan for construction and implantation.

Measurable Goals:

- Report to Council on timeline, funding strategy, and timeline.

Improve Code Enforcement Services: (Planning and Development)

Objective: Review code enforcement ordinances, software, and processes including customer communications.

Action Steps:

- Review and update nuisance and dangerous building ordinances and processes to ensure compliance with state law and best practices.
- Establish performance standards for code enforcement inspections, ensuring that next appropriate action is taken
- Fully implement “See, Click, Fix” to improve customer communication.
- Identify and map code violations and overlay with police data.
- Develop a process to collect abatement costs in cooperation with the County.
- Fully implement or abandon current software platform.

Measurable Goals:

- Specify timelines from complaint to next appropriate action to manage the expectations of our customers by educating them on our processes.
- Create and present a report which provides clear information on open and closed cases, including address information when possible.
- Present a software solution to improve code enforcement, collections, and customer communication.

PUBLIC WORKS & TRANSPORTATION (Public Works)

IIP (Infrastructure Improvement Program) Development: (Streets and Transit)

Objective: Ensure quality project delivery for capital improvements and major maintenance projects, improve communication and engagement between departments, and maintain infrastructure.

Action Steps:

- Provide administrative services and management oversight for Public Works and Transportation divisions and programs.
- Coordinate the development of Federally required Plans

- Monitor the Metropolitan Transportation Plan and the Transportation Improvement Program.
- Develop a ten-year plan focused on project planning, funding and execution.
- Create a coordinated plan between all impacted city departments and divisions within Public Works.
- Develop a ten-year street master plan to include using technology to assist in the creation of a data driven overlay/replacement plan.
- Incorporate GIS mapping to graphically display outcomes and plan.
- Develop a TIF management plan to clarify timelines and funding for projects.
- Identify and pursue appropriate grant opportunities.
- Work with external regulatory bodies to develop thorough plans meeting local, state, and national mandates.
- Address multi-modal transportation developments related to funding and program requirements.
- Engage the public and various interest groups in the decision-making process.
- Enhance operations focusing on customer service, procurement, training, and communications.
- Educate the public on our professional experiences, services, and accomplishments to help share a positive image of the City.
- Optimize departmental cooperation and coordination.
- Identify new federal and state funding sources to help maintain and upgrade city infrastructure.
- Pursue and monitor grants for transportation, operations, and public works capital projects.
- Identify funding to replace, repair, or renovate aging equipment and infrastructure to help reduce costs.
- Perform custodial and building maintenance responsibilities at City Hall, completing annual maintenance walk-throughs.

Measurable Goals:

- A ten-year plan of prioritized projects for budgeting, funding, and execution based upon data-based needs and economic development needs.
- Present an effective plan to ensure TIF plans are executed as intended.
- Present on available grant opportunities and funding options.
- Work with Finance to develop a Grant Management Plan.
- Improve system efficiency through technology, including updating the quarterly reporting process to the state.

Aviation

Objective: Enhance operational efficiency, strengthen stakeholder engagement, preserve historical legacy, and ensure scalable infrastructure for future growth at Rosecrans Memorial Airport.

Action Steps:

- Restructure and consolidate operational documentation to improve accessibility, clarity, and long-term scalability.
- Communication: Implement a standardized Airport Manager's Report to streamline Aviation Board updates and promote transparent communication.
- Infrastructure and Equipment: Evaluate airfield infrastructure and equipment maintenance protocols to ensure safety, regulatory compliance, and readiness for future expansion or capital improvement planning.
- Community Engagement: Advance planning and coordination for community-focused aerial events, including the 2026 Sound of Speed Airshow and Pony Express STOL competitions, to strengthen public engagement, highlight aviation's impact, and increase airport visibility.

Measurable Goals:

- Documentation: Digitized documentation system established in Teams, with all reference and procedural materials accessible by the end of the calendar year.
- Reporting: Standardized Airport Manager's Report format adopted and delivered on a recurring basis in conjunction with Aviation Advisory Board meetings.
- Infrastructure: Airfield infrastructure audit completed and integrated into the Airport Layout Plan and Airport Master Plans.
- Event Planning: Initial goals and planning benchmarks for Sound of Speed and Pony Express STOL set prior to ICAS to support performer and vendor outreach.

Key Metrics:

- 6 Total FT Employees
- Approximately 685 acres of mowed surfaces
- Approximately 2.5 million square feet of pavement maintained and cleared in the aircraft movement area.
- Average 1,800 aircraft operations per month so far in 2025.

Engineering Services

Objective: Ensure quality project delivery for capital improvements and major maintenance projects, improve communication and engagement between departments, and maintain infrastructure.

Action Steps:

- Manage all aspects of construction projects from inception through warranty, ensuring projects stay within budget.

- Control CIP project designs to remain within funding limits.
- Control Bond project budgets to remain within funding limits.
- Monitor ongoing capital projects to ensure timely completion.
- Provide design services for small and medium-sized projects.
- Provide construction observation services for city design projects.
- Assist citizens and contractors with infrastructure information, rights-of-way, and codes.
- Expand support services and project oversight to other departments.
- Review and approve utility extension and replacement permits.
- Complete resurfacing and develop five-year street plan based upon objective scoring.
- Initiate a sidewalk and street light master plan.
- Identify funding to replace, repair, or renovate aging equipment and infrastructure.

Measurable Goals:

- Overlay 34.5 lane miles of asphalt
- Completion of planned capital improvement projects within budget and timeline.
- Successful implementation of infrastructure maintenance and upgrade projects.
- Efficient review and approval of developer plans and utility permits.
- Increased communication and collaboration between departments.
- Increased infrastructure improvements.

Key Metrics:

- 14 formal construction contracts developed.
- 99 Developer Plans reviewed.
- 100 Utility Permits reviewed.
- 11 new capital projects that will start in FY25 totaling \$10,775,267.
- 41 on-going capital projects being monitored, totaling \$18,892,330.
- 6 Full Time Employees

St. Joseph Transit

Objective: To provide safe, convenient, and affordable public transportation for both ambulatory and mobility-challenged populations on a fixed route system with route deviation and demand response.

Action Steps:

- Offer accessible bus service on 8 fixed routes with deviations, plus demand response 6 days a week (reduced hours on Saturdays).
- Provide bus stops at 2-3 block intervals within 8 fixed routes for rider convenience.
- Offer curb-to-curb pickups with scheduled deviations or demand response at least 30 minutes prior to departure.
- Provide bus services to Elwood for those in need.

- Offer half-price fares and fare passes to persons with disabilities and individuals over age 60.
- Offer youth passes and discounted fares to those ages 6-18 years.
- Offer free rides for children under 6 years.
- Implement Intelligent Transportation System (ITS) and scheduling software.
- Promote a smartphone fare payment app/Route Shout bus tracking app.
- Continue working towards building a new transfer center to eventually replace the Hy-Vee transfer center.
- Upgrade and transfer the Dispatch area.

Measurable Goals:

- Increase the number of paid passengers (w/o transfers) to 267,976.
- Increase the number of trips (including transfers) to 325,460.
- Maintain the % of operating budget funded by paid riders (projected at 2.7%).
- Decrease the cost per trip per passenger to \$19.59.
- Service Utilization: Track the number of deviations (projected to be 76,884).
- Equipment: Deliver 2 new Gillig buses and a new staff van to replace 2009 van.
- Infrastructure Update transfer stations at North Walmart and Hy-Vee.
- Maintain personnel to reduce shortages.

Key Metrics:

- Ridership: FY25 3.22% increase over FY 24 (287,547 rides)
- Cost per Rider: FY25 \$19.42
- Miles: FY25 646,474
- Total Employees 49

Water Protection

Objective: Maintain regulatory compliance, build partnerships with the industrial community, improve division efficiency, and ensure fiscal responsibility to ratepayers.

Action Steps:

- Comply with EPA and MDNR guidelines, negotiate new NPDES permit, administer MS4 program, and submit required reports.
- Monitor compliance by Significant Industrial Users.
- Perform maintenance, utilize Cartegraph, monitor discharge, schedule future projects, map force mains, and refine purchasing practices.

Measurable Goals:

- Favorable outcomes during NPDES negotiation.

- Zero Notices of Violations issued.
- 24 million gallons of daily flow treated on average.
- 6,894,732,000 gallons of water treated per year.
- 5,600,000 pounds of biosolids disposed of per year.
- Full implementation of Cartegraph software.
- Analyze budget for savings from refined purchasing practices.
- 32 Significant Industrial Partners in Pretreatment Program.

Key Metrics:

- 57 Total Employees
- 32 Significant Industrial Partners in Pretreatment Program
- 6,894,732,000 gallons of water treated per year
- 5,600,000 pounds of bio solids disposed of per year

Streets and Infrastructure Maintenance and Repair (SIMR)

Objective: Address street and sewer infrastructure needs through repair, replacement, and upgrade projects.

Action Items:

- Continue to Repair potholes, develop a system for pothole reporting
- Develop a 5- year concrete streets repair plan
- Implement the 36th and Monterey/Sacramento project.
- Complete South 29th Cross-Road Culvert Replacement.
- Complete 2710 S. 40th Cross-Road Culvert Replacement.
- Reinforce the bank at 2921 Huntoon Rd.
- Re-line culvert at 29 Northridge Drive.
- Paint all lane miles every year.
- Develop an Intersection upgrade and testing inventory plan
- Continue to Clean and Inspect the sewer system every year.
- Continue to add to the tracking system to repair/replace sewer inlets.
- Develop a ten-year sewer liner plan, with funding shortfalls called out.
- Continue to line manholes and sewer mains and develop a program for citizen reporting of damaged manholes.

Measurable Goals:

- Track and complete ongoing street repair and maintenance projects.
- Advance signalized intersection upgrades.
- Complete sewer infrastructure cleaning, inspection, and repair projects.
- Track overall project completion rates and financial data.

Key Metrics:

- Potholes Repaired: 6,688
- Concrete Repaired: 1274 cubic yards
- Lane Miles Painted: 385
- Sewer Main Cleaned: 194,380 feet
- Sewer Main Inspected: 109,791 feet
- Sewer Inlets Repaired: 131
- Sewer Lined: 9247 feet
- Manholes Lined: 35 *The report covers the period from 07/01/2024 through 06/27/2025.
- 73 Employees

Landfill/Recycling Operation

Objective: Maintain MDNR regulations, improve equipment maintenance, maintain landfill/recycling facilities, and ensure long-term planning.

Action Steps:

- Remove overfill in Area 1 and Area 3.
- Clean storm ponds and rework stormwater let downs.
- Implement record-keeping policies and digital backups.
- Evaluate Facilities with a clear plan for updating.
- Start evaluations of the (Free property).
- Implement seeding projects.

Measurable Goals:

- Complete excavation of overfill.
- Complete excavation of stormwater pond 5.
- Rework let downs on the East side of the landfill.
- Streamline repairs with a cost analysis at the end of each project.
- Install new landfill server and scale.
- Install new vehicle counter and window at the recycling center.
- SCS completing geological surveys of the Free property.
- Maintain operations without receiving Notices of Violation.

Key Metrics:

- Personnel: 23 employees.
- Yard waste processed in 2024: 1894.16 tons.

- Total waste handled in 2024: 215,455.8 tons.
- Loads by vehicle type in 2024 (small vehicles, pickups, pickups with trailers, packer trucks, semi-tractor trailers).
- Overfill Removal (2025): 30,000 tons targeted for removal.

Facilities Management Maintenance Plan (Facilities and Finance)

Objective: Create a ten-year plan for maintenance needs for city owned assets.

Action Steps:

- Explore software options and/or outside service providers to coordinate building maintenance needs, including tracking expenses associated with current assets.
- Create an inventory of all city facilities which includes current age and life expectancy of large assets including but not limited to roofs, HVAC, water heaters, parking lots.
- Develop a ten-year plan, as warranted, to replace items as they reach end of life including funding strategies.

Measurable Goal:

- Present a plan which includes building needs, estimated replacement costs over time, and ongoing maintenance costs.

Focus on external collaboration & community engagement: (Public Works)

Objective: Increase internal and external communication to improve service delivery.

Action Steps:

- Establish quarterly meetings with external stakeholders such as 139th, Neighborhood groups, utility providers, and the business community to improve coordination and cooperation.
- Coordinate additional “adopt a block” efforts and develop a plan to assist and support partner organizations to assist in community clean ups.
- Engage SJSD to explore options for students with an interest in public infrastructure to participate in project planning/implantation.

Measurable Goal:

- Report to Council on outreach efforts to improve communication with customers who are impacted by projects.
- Highlight partner organizations which assist in “adopt a block” or community clean ups.

Economic Development (Chamber, Planning and Development, and City Manager's Office)

Objective: Assist existing companies with local and state incentive options to encourage new capital investment, secure existing jobs, and promote future job growth.

Action Items:

- Conduct retention calls with local industry and related businesses to discuss current state of business and evaluate opportunities for continued investment and growth.
- Work with companies that have capital investment and job growth opportunities on eligible incentive options.
- Make visits to company headquarters to build relationships with corporate.
- Grow interest in Manufacturers Council.
- Work with a consultant to create a long-range strategic plan for Economic Development including feedback from community stakeholders.

Create a Strategy to Attract Quality Jobs to the Community.

Action Items:

- Work with a consultant to do a Labor Basin Study to better understand our market and to substantiate an available workforce for job creating projects.
- Explore with local cluster industries a supplier recruitment initiative.
- Continue to evaluate Missouri Partnership and KCADC project requests for information (RFI's) to St. Joseph product availability and assets and participate in the completion of RFI and site evaluation process.
- Continue participation with the Missouri Partnership and KCADC on site selector visits.
- Continue to evaluate and pursue ag business technology sector initiative.
- Advocate for improvement of community infrastructure serving existing business and promote the development of shovel-ready sites for future industrial development.

Economic Development Marketing to Attract New Business.

Action Items:

- Secure funding to support marketing program.
- Continue marketing to attract companies considering small to medium size urban areas.
- Utilize digital marketing to reach out to targeted industries and site selectors.
- Consider greater marketing presence in the Kansas City area.
- Participate in cooperative marketing and site selector events with the Missouri Partnership.

- Work with consultants to set up face-to-face site consultant meetings and have representation at national industry trade shows.

Build and maintain relationships in the Kansas City region with commercial brokers, commercial developers, site selectors, and key business decision makers.

Action Items:

- Sponsor broker/site selector events highlighting St. Joseph and its assets.
- Participate with MO Partnership and KCADC in broker and site selector events.
- Participate in regional industry cluster activities.
- Consider opportunities to partner with economic development agencies and communities in NW Missouri and NE Kansas.

Provide Programs to Support an Available and Quality Workforce

Action Items:

- Continue to evaluate skills needed for STEM jobs of the future.
- Utilize Workforce Development Alliance to pursue industry-based cooperative education and training initiatives.
- Continue to support North Central and MWSU on locally-offered training and education.
- Continue marketing programs and events to inform students, school counselors, teachers and parents about career opportunities for students.
- Continue partnership with the School District to support apprentice program and real-world learning initiatives.
- Continue evaluating funding opportunities for the Work Force Alliance and future workforce training needs.

Influence Issues that Impact Community and Business Success. Pursue community growth strategy that addresses issues of future land use, housing and infrastructure.

Action Items:

- Engage current housing task force that provides leadership and collaboration of both public and private sector, creating a plan for future housing needs in the community.
- Pursue planning for future residential growth includes specific revisions to zoning and infrastructure needs.
- Continue Adopt a Block and support other community beautification programs.

Planning and Community Development

Permitting Processes

Objective: Evaluate permitting process across the organization and improve service delivery.

Action Items:

- Compile a complete list of currently required permits across the organization.
- Determine the number of permits issued by permit type.
- Recommend the continuation of or elimination of certain permits.
- Develop a customer focused permitting process which incorporates a “one stop” goal for our customers.
- Develop performance standards for permit processing and inspections, including customer communications.

Measurable Goals:

- Update permit requirements and ordinances to reflect modern business practices.
- Create a consolidated permit location for all customers to begin the permitting process, with a customer focus.

Review, amend and present IBC 2024

Objective: Update building code to 2024 IBC

Action Items:

- Review proposed changes as presented in the 2024 IBC.
- Engage and involve building trades, residential, and commercial contractors in the review process.
- Remove or amend any sections or requirements which do not meet community needs.

Measurable Goals:

- Present 2024 IBC to Council for review and adoption.

Improve Customer Experience:

Objective: To improve employee efficiency and permit experience for our customers.

Action Items:

- Review current software platforms to determine effectiveness.
- Evaluate platforms which will allow online permit submittals and customer communications on permit process.

- Customer facing map of appropriate permit locations and code enforcement actions which is customer facing.
- Establish a single point of contact for large projects to assist with needs for the customer, regardless of department.

Measurable Goals:

- Improved customer experience and communication based upon feedback.
- A software platform presented to Council which meets our customers and employee needs.

Evaluate effectiveness of CDBG investments

Objective: To ensure allocation of CDBG funds provide high impact outcomes.

Action Items:

- Evaluate funding allocations and processes used in determining funding.
- Identify opportunities to partner with outside organizations to assist with determining certain funding allocations.
- Identify how CDBG funds can assist with economic development.
- Ensure appropriate administrative costs are addressed via CDBG funds.

Measurable goals:

- Provide an update to Council on best practices on uses for CDBG funding, while ensuring compliance with CDBG requirements.
- Establish partnerships with outside organizations for the allocation of certain CDBG funds.
- Report on administrative costs covered by CDBG funds vs available allotments.

Internal Services (Finance, IT, Human Resources, Law)

Objective: To improve customer service and provide information on use of tax dollars.
(Finance)

Action Plan:

- Implement training to address customer service and professionalism in the workplace for all existing employees. Conduct same training for new employees within 30 days of hire.
- Evaluate current business licensing process and ordinance, including input from the business community.
- Select and implement new licensing and permitting software.
- Repair and enhance our online services to model what is being implemented successfully in other communities.

- Develop an online suggestion box to allow citizens to voice ideas for ways in which we can improve our customer service.

Measurable Goals:

- All public facing employees provided customer service training.
- An updated business license ordinance presented to Council for review and adoption.
- An online business licensing option is implemented.

Objective: To improve citizen perceptions of how tax dollars are spent.

Action Plan:

- Develop / utilize an online dashboard, likely in conjunction with our ClearGov platform, to indicate how tax money is spent/used.
- Integrate, as part of the annual budget process, evaluating fees and creating fee schedules to increase transparency on fee adjustments, if any.
- Communicate how the City is utilizing taxpayer funds. Make the process easy to understand and transparent to the taxpayer.
- Create and communicate a simple method to explain government accounting standards and how funds are allocated.
- Create fact sheets about one of the city's functions that show how much money is being spent on that function, what the larger expenses are, how much the per capita use is to the citizens, including revenues.

Measurable Goals:

- Create a broader understanding of city revenues and expenditures and present.

Objective: Articulate how increased costs and federal requirement impact sewer rates.

Action Plan:

- Work with Water Protection to create a video or graphic that indicates how and why fee increases have occurred.
- Research and compare our costs and the status of our facilities with cities of similar size and age to ensure that our billing is in line with expectations. Create a link on our website to a page that compiles this information so that we can redirect inquiries when they occur.
- Communicate a historical list of wastewater projects to include their costs and how they benefitted taxpayers.
- Discuss the possibility of publicizing the sewer rate study and create and distribute a graphic about how to reduce sewer bills.

Measurable Goals:

- Create a broader understanding of how sewer funds are being used and the reason for increased costs.

Objective: To improve financial planning and processes across the organization. (Finance)

Action Plan:

- Create a minimum five-year vehicle replacement plan for the organization.
- Consolidate procurement processes for all purchasing needs and property surplus needs.
- Create a ten-year financial plan based upon historical revenues and expenditures and project this data out for ten years.
- Explore the feasibility of a consolidated fleet management system, excluding public safety vehicles.
- Establish a city wide grant application policy and tracking tool.

Measurable Goals:

- Present a report and next steps to Council for consideration on these actions.

Objective: Evaluate our current insurance plans, use of outside services, and improve training opportunities. (Human Resources)

Action Plan:

- Complete an RFQ for insurance brokerage services.
- Identify opportunities to reduce our reliance on temporary employment services.
- Develop and execute partnership with United Cerebral Palsy organization.
- Explore an onboarding tour of city facilities and services we offer.
- Identify how to market the city as an employer of choice.

Measurable Goals:

- Present to Council the outcomes from these efforts.

Objective: To improve communications with employees, departments, and customers on available services. (Law)

Action Plan:

- Coordinate between different departments which work on similar issues to develop a consistent response to the impacted customer.
- Provide information to employees concerning the services the Legal Department can assist with.

- Improve relationships with entry-level employees to reduce the anxiety associated with referring a matter to the Legal Department.
- Work to ensure that inquiries will be responded to on the same day received and a resolution will be provided within three days where possible.

Objective: Ensure our network design and data systems are protected and employees are trained in security risks. (Information Technology)

Action Plan:

- Ensures data integrity and protection against intrusion, forming the foundation of long-term business continuity and disaster recovery planning.
- Implement an employee training program, including a plan for employee failure, which provides random testing of employee email and internet usage.
- Modernize IT infrastructure to allow scalability and increase network protection.
- Implement double authentications for all employees.

Measurable Goals:

- Implement network hardware and software improvements, reporting outcomes to Council as appropriate.
- Report employee success and failure rate on random network security test.

Objective: Develop and implement a sustainable model for IT expenses. (Information Technology)

Action Plan:

- Establish a four-year PC lifecycle replacement program.
- Evaluate software usage and expenses across the organization to optimize spend levels.
- Consolidate print services across the organization.
- Reduce the number of employees who are issued city cell phones and replace with a stipend.

Parks, Recreation & Civic Facilities (Parks & Recreation, Civic Facilities)

Objective: Increase customer satisfaction and feeling of safety within our Parks system and Civic Facilities.

Action Items:

- Develop/implement park/facility inspection checklist which includes inspection findings, employee initials, time, and date of inspection.
- Provide customer service training to all public facing employees to ensure staff are well trained and knowledgeable to best assist customers.
- Establish base security standards for all parks and civic facilities which include camera systems, improved lighting, and locking bathrooms. Ensure technology is consistent with city standards.
- Establish quarterly management inspections of all park and civic facilities.
- Review maintenance expenses, including mowing, and explore contracting out certain services.
- Review best practices for tree trimming standards and develop a plan to ensure implementation.

Measurable Goals:

- Present completed inspection plan to Council.
- Present security plan to Council.

Objective: Develop and implement a centric communication strategy (Parks, Civic Facilities and Communications)

Action Items:

- Update webpage to provide relevant information in a timely manner so the community will stay informed on new programs, special events, projects, and/or weather-related information.
- Install signage at project locations to inform our customers of project details.
- Develop and initiate a communications plan on activities and programs offered
- Develop, with IT, a QR code initiative at all facilities for customer feedback. Review and report findings.
- Develop performance standards for complaint resolution.

Measurable Goals:

- Install signage at project sites and QR codes at all high traffic locations.
- Update Council and the community with communication plan.
- Report performance standards adherence to Council.

Objective: To provide facilities that offer a clean, friendly atmosphere that will offer a variety of drop in, informational, cultural arts, environmental, health and wellness programs aimed at youth, teens, adults and seniors.

Action Items:

- Track facility, activities, and programming usage to determine public demand for certain park and civic facility offerings.
- Determine costs associated with each offering.

Measurable Goals:

- Provide participant usage vs. programming expenses so costs benefit analysis can be used to assist Council in future decision making.

Health Department

Objective: Maintain and expand service delivery to our customers.

Action Items:

- Conduct a Community-Health Needs Assessment (CHNA) and five-year strategic plan by June 30, 2026.
- Continue to develop Alliance for Substance Abuse Prevention (ASAP)
- Utilize resources available through the ASAP Coalition and Community Health program to fill service gaps to combat Substance Use, Mental Health issues, barriers to care, and emergent homelessness.
- Participate in neighborhood clean-ups by offering microchips for pets, animal spay/neuter options, health education, tetanus vaccines, and education on WIC programming.
- Partner with local schools to identify opportunities for increased service delivery to children.

Measurable goals:

- CHNA completed and reported to Council.
- Report on expanded services for children in our schools.

Objective: Reduce animal occupant load by ten percent through community and pet owner education. Evaluate current ordinances relating to pet ownership including expanding options for businesses.

Action Items:

- Reduce typical occupant load by 1% in each subsequent year, until a minimum of 15% dog intake at the shelter is reached, annually.
- Leverage new spaces such as educational, green areas, and meet and greet rooms, paired with interest in new facility beyond August 2026, to increase adoptions.
- Improve public understanding of animal health issues and available programs through a collaborative effort by staff and volunteers, increased outreach to pet owners, and exploring new programming to include trap/neuter/release.

- The Animal Services Division will conduct a comprehensive evaluation of the city's current pet licensing program to determine its effectiveness, relevance, and community impact. This will include analyzing compliance rates, administrative costs, public feedback, and the program's role in supporting animal health and safety.

Measurable results:

- Animal intake reduced and reported.
- Increased public education events and information.
- Report to Council on effectiveness of animal licensing efforts.

Objective: Expand partnerships with work release programs and UCP.

Action Items:

- Evaluate and assess a plan for fiscal year 2027 that establishes a partnership with the local prison to allow eligible offenders on work release to work directly at the animal shelter.
- The program aims to support rehabilitation and workforce development while providing the shelter with additional staffing support and will be supervised.
- Explore utilizing UCP clients to assist with animal shelter and adoption needs.

Measurable goals:

- Report on program expansion options and results.

Objective: Identify capital needs at the Health Department building and manage current projects.

Action Items:

- Evaluate repair needs at the Health Department and identify a funding strategy.
- Manage and report on progress on new animal shelter.

City Manager's Office (City Manager/Communications)

Objective: Develop an overall communications standard and strategy for the city and all departments.

Action Items:

- Develop a branding strategy for all communications so the organization is consistent in our messaging content and format.
- Create a communication team with members from each department to refine communications and meet monthly.

- Design and implement two citywide newsletters which will be delivered to each mailbox in the city.
- Create and disseminate data analytics from webpage and social media.
- Update city webpage to new, already acquired, web platform.

Measurable goals:

- Complete all projects and report to Council.

Objective: Collaboration and communication between departments and organizational direction.

Action Items:

- Each Director designates a fiscal/human resources officer from each department to assist with compliance and information sharing.
- Implement citywide customer service feedback program to include QR codes and customer feedback cards.
- Analyze webpage and social media data across departments to identify areas of success and opportunity.
- Ensure successful implementation of consolidated procurement processes.
- Complete an analysis of current fleet management and maintenance operations to identify opportunities for cost effective solutions.
- Establish a predevelopment meeting process to improve service delivery for new construction and redevelopment projects.
- Create a job exchange between departments to expand cross departmental knowledge.
- Refine ordinance request and internal processes.

Measurable results:

- Costs savings and improved services are realized through consolidated procurement.
- Opportunities for improved customer service are acted upon. Outstanding customer service is recognized.
- An organization wide fleet management system is implemented.
- Data analytics is reported to Council.

Objective: Create and maintain intentional partnerships with key partners.

Action Items:

- Work with SJSD and other partners to assist with immunizations for students.
- In partnership with SJSD, develop a student focused communication strategy on current events and the community.

- Identify partnership opportunities between our schools and local government to incorporate students in local government.
- Partner with downtown to assess and address parking needs within downtown, once identified per parking study.
- Identify opportunities to partner on the Downtown Ambassador Program.
- Develop a coordinated and consistent communication strategy between key partners.
- Support and identify areas to assist with adopt a block and other partners to beautify St. Joseph.