

ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.				
1. Evaluate current funding source of Pavement Management Program (and history) and determine whether or not to implement a new funding source for Program.	Q3 2021	Budget Impact = High	To bring all options for road funding including those in work session stated by Mayor Kuzma and council member survey, noted on 5/18/21 strategic planning work session as a part of the 22 budget discussion in July and August of 2021.	Kurt Ulrich
2. Implement a Workflow Tool	2021	Budget Impact = Low	Include regular pavement maintenance in discussion. Experienced cost savings as a result of improved workflow. Improved service.	Jason Fredrickson
3. Consider refinancing debt to capitalize on low interest rate	2021	Budget Impact = Medium	Cost savings and debt service.	Diana Lund
4. Consider better social media management platform	Q4 2021	Existing Staff Budget Impact = Low	Simplified and streamlined social media posting process to increase breadth of messaging.	Megan Thorstad/Jason Fredrickson
5. Improve the Employee Union Contract Negotiation Process	Q3 2021	Existing Staff Budget Impact = Low	Improved communication and decision-making conduit with City Council.	Colleen Lasher
6. Consider interactive modules to enhance the customer experience to quickly find information.	Q1 2022	Budget Impact = Medium	Improved interaction with technology to improve customer self-service options.	Jason Fredrickson
Strategy: Promote economic growth and development.				
7. Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing	Existing Staff: Budget Impact = Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base. Increase the number of business visits. Improve the quality and attendance at EDA events. 5,000 square feet of new retail space per year on average.	Sean Sullivan/EDA
8. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q2 2022	Budget Impact = Medium	50,000 square feet of new industrial per year on average. Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area.	Sean Sullivan/EDA