

Action Plan

This section of the Strategic Plan contains St. Louis County's Action Plan for the next five years. The Plan's outcomes and strategies have been assigned to the appropriate County departments and have been designated a year in which implementation should commence. A complete Action Plan by year follows.



Action Plans

Action Plans outline the specific measures County departments will complete each year to further the implementation of 2000-2004 Strategic Plan. Action Plans also

detail who will be the lead department, the target date for completion, and potential partnership opportunities. Departmental Action Plans will be updated annually during the budget cycle for the life of the 2000-2004 Strategic Plan.



Partnerships

Implementing the general action recommendations and outcomes and strategies of the 2000-2004 St. Louis County Strategic Plan will be the primary responsibility of County departments. However, departments might find it beneficial to establish partnerships if assistance is needed to implement the recommendation, outcome, or strategy. Additionally, partnerships are beneficial in providing additional expertise, consolidating resources, and reducing duplication of efforts. Potential partnerships can be formed with the private sector, regional agencies, civic organizations, communities, and citizens.



Budget

Linking to the Budget

Critical to Strategic Plan implementation is ensuring that departmental budgets and work plans are linked to the recommendations, outcomes, and strategies of the Strategic Plan. Action Plans will assist departments in determining the year actions will be taken. Departments can then project staff, resources, and

dollars in the appropriate budget year. Beginning with fiscal year 2001, Action Plans should be directly tied to departmental budget requests.



Completing Your Action Plan

If your department is responsible for implementing any outcomes and strategies of the 2000-2004 Strategic Plan, a customized Action Plan for your department is included. The Action Plan contains the general action recommendations and outcomes and strategies that your department is responsible for implementing, either alone or in partnership with other County departments or external partners. Departments will design a yearly Action Plan listing the specific measures, lead department, target date for completion, and potential partnership opportunities. The St. Louis County Department of Planning will provide technical assistance to departments if needed. Action Plans will then be presented to the County Executive and cabinet for feedback and to ensure coordination among departments.

Action Plan By Year

This section represents the overall implementation time frame for the 2000-2004 Strategic Plan. The outcomes and strategies are organized under the year in which the strategy will be initiated. Some of the general action recommendations, however, are to be initiated annually from 2000 to 2004, and are noted accordingly. The lead department responsible for implementation is also listed.

STRATEGIES TO BE INITIATED ANNUALLY FROM 2000-2004

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
General Action Recommendations	Consolidation of departments and agencies to better respond to the strategic issues identified in this plan should be examined. Shifting divisions or sections from some departments to more appropriate locations in other departments should be considered.	County Executive
	Creation of formal relationships of key departments and agencies around the strategic issues should be explored. Short of consolidation, standing committees or work groups could address specific strategies identified in this plan.	County Executive
	Developing strategic plans within each department of St. Louis County government is a logical next step. Department plans should be linked to this Strategic Plan and demonstrate how the four key strategic issues will be addressed. To date, the St. Louis County Economic Council, the Department of Parks and Recreation, and Department of Health have strategic plans.	County Executive
	Responsiveness to citizens' questions, concerns, and service requests should be improved. Extensive customer training for employees, as well as better use of new technologies should be examined.	County Executive
	Continue to improve and expand upon St. Louis County's current website, www.stlouisco.com, with easy links to the various departments, services, and, very importantly, to other jurisdictions providing the services requested by citizens.	Administration / Technology Manager
	Access to information for citizens should be made easier. Through the use of e-mail and voice mail, citizens could leave comments and questions at any time of the day while also receiving pre-recorded information on frequently asked questions. These options should complement, not replace, personal contact with the public.	County Executive
	A separate annual report on the progress of the Strategic Plan should be published. The report would reinforce the value of planning in improving St. Louis County's quality of life while also motivating County officials to follow through on the plan's adopted policies and actions.	Planning
	Existing resources should be analyzed annually to determine if they support the desired outcomes of the plan. Consideration should be given to reallocating existing resources to fund strategic priorities.	County Executive
	Additional resources needed to implement the Strategic Plan should be identified. Possible sources of funding might include creating new taxes and fees, pursuing state, federal, and philanthropic grants, and, if necessary, raising existing taxes and fees. Continually enhancing the County's tax base, as well improving efficiencies should be pursued as well.	County Executive
	St. Louis County's ability to be inclusive will set an example for others. Policies and practices to promote diversity should be reviewed, developed, and implemented.	County Executive

STRATEGIES TO BE INITIATED ANNUALLY FROM 2000-2004

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
General Action Recommendations - continued -	Increase the level of awareness and expertise within County government to assist residents and neighborhoods in addressing diversity issues. Additional training, partnering with organizations with the needed expertise, or designating community liaisons should be considered.	County Executive
	Engage regional organizations, community leaders, and citizens in round table discussions and other activities to break down racial and ethnic barriers in the County's communities. Historic obstacles must be removed throughout the region to assure equal opportunity for every citizen.	County Executive
	Continue tracking and reporting minority participation in County Government including the recruitment, hiring, and promotion of staff, as well as the appointment of representatives to County boards and commissions.	Administration/ Personnel Director
Unincorporated Services	Measure citizens' satisfaction with the County's communication efforts as part of an annual survey or through focus group research.	County Executive/ Planning

YEAR 2000

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
County's Role in the Region	Strengthen the relationship between St. Louis County, municipal leaders, and the St. Louis County Municipal League by meeting regularly to identify legislation to jointly pursue, and by assigning a St. Louis County liaison to the local City Manager's Association.	County Executive
	Review, and revise as needed, existing legislation to facilitate consolidation of governmental entities.	Planning
	Explore innovative approaches for funding regional economic development by meeting with regional leaders and experts to discuss the implementation of a shared revenue source for economic development.	Economic Council
	Establish an education liaison within St. Louis County government to work on regional public education and workforce development issues in conjunction with businesses, school districts, colleges, and universities.	County Executive
	Review and revise existing St. Louis County land use, zoning, and permitting policies to ensure support for redevelopment and regional planning.	Planning
Reinvestment in Older Communities	Define and establish criteria for identifying reinvestment communities in both municipalities and unincorporated County for use as a guide for setting priorities and coordinating reinvestment activities.	Planning
	Evaluate and seek modifications as necessary, for sharing or redistributing public resources and/or tax bases more fully so that the entire County benefits from reinvestment.	County Executive
	Create a source of funding to lead and encourage large-scale residential, commercial, and industrial redevelopment. This fund would be used for activities such as land acquisition, and preparing land for redevelopment.	County Executive Economic Council
	Create tax credit and other incentive programs to encourage reinvestment activities, and market existing incentive programs.	Planning/OCD Economic Council
	Integrate creating economic development, job training, and home ownership opportunities into community planning efforts.	Economic Council
Transportation	Conduct a traffic delay study of St. Louis County's Arterial Road System (ARS) that identifies the causes of congestion and suggests ways to reduce/remove unnecessary restrictions which hinder the flow of traffic (e.g., unwarranted traffic devices, artificially low speed limits, turn restrictions and poor design). The study should also include Transportation Systems Management (TSM) strategies to relieve peak hour traffic congestion (e.g., carpooling, flex-time for large employers, incident management).	Highways
	Develop an assessment of the ability of St. Louis County residents and businesses to access different modes of the transportation network (highway, transit, bicycle, pedestrian, and air and water port facilities) using GIS software. Identify measures to improve access.	Planning

YEAR 2000

Create a St. Louis Regional Airport Authority which provides regional governance of the publicly owned and operated airports (Lambert and Spirit of St. Louis) in the County. The City of St. Louis and St. Louis County should be the initial partners in the Authority; the system should allow for the addition of representatives from other counties in the future.

County Executive

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
Transportation - continued -	Improve accessibility through selected corridors by conducting traffic analyses that forecast future travel demand and identify solutions for meeting projected demand.	Highways
	Continue St. Louis County's aggressive policy of installing sidewalks (5-foot width) as part of all new capital projects along County arterial roadways and along other arterials without pedestrian facilities. Implement a policy to evaluate bicycle and pedestrian facilities as part of all new road construction projects.	Highways
	Assess the use of intelligent transportation system (ITS) technology and incident management on County roads and encourage MODOT to coordinate its system with St. Louis County.	Highways
	Establish a transportation planning committee consisting of representatives from the Department of Parks (bikeways), Planning (corridor improvements) and Highways & Traffic to act as a single entity for planning bicycle, pedestrian and road projects. The first project should be an interdepartmental review of the Bicycle Transportation Program being developed by the Parks & Recreation Department to identify opportunities for implementation of recommendations, including access to major recreational areas.	Parks (1st) Rotating schedule with Highways, Parks, and Planning
	Assign a staff level liaison to work with the Bi-State Development Agency to improve the quality and efficiency of transit programs that serve County users. Strategies should be considered to reduce travel times for customers, lower operating costs, improve access to jobs for entry-level workers, and involve private employer participation in cost sharing and transit service provision. Assign a senior level staff person to attend Bi-State Development Agency meetings to advocate County positions.	Planning
	Assume a leadership role on organized committees of East-West Gateway and other agencies to develop new comprehensive, long-term funding sources for transportation programs, including mass transit, in the St. Louis region. Advocate St. Louis County positions on major transportation investment analyses (MTIA) and other studies to direct funding for needed improvements.	County Executive
Unincorporated Services	Identify "essential" County services, as well as baseline service level expectations for those services, using citizen input and survey research.	Administration / Budget Office
	Develop departmental budgets that support baseline service levels of essential services, and provide associated cost data for additional levels, so that finalized budgets reflect the desired level of service to the community.	Administration / Budget Office
	Develop departmental program/function goals and objectives that support the strategic plan.	Administration / Budget Office
	Change departmental budgeting practices, from tracking workload indicators to defining and tracking outcome or output measures.	Administration / Budget Office

YEAR 2001

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
General Action Recommendations	An overall communications plan for St. Louis County government should be created to address the best ways to get information to County citizens, as well as how best to get their input. Such a plan should explore the use of newsletters, other direct mail options, surveys, new technologies and other creative means.	County Executive
	Funding for capital improvements should be a priority. The identified strategic issues raise the need for a countywide capital improvement plan, possibly funded by a bond issue. County voters last approved a general bond issue for streets, parks, and other improvements in 1986. With its AAA bond rating, St. Louis County is in an excellent position to evaluate this option.	County Executive
County's Role in the Region	Develop a comprehensive economic development plan and database for St. Louis County identifying the available tracts of land that can be assembled for redevelopment.	Planning
	Convene meetings to develop a regional growth strategy with County and municipal leaders, state legislators, and other key interest groups. Use a neutral third party to facilitate the meetings.	County Executive
Reinvestment in Older Communities	Organize neighborhood-level community programs and workshops in St. Louis County that focus on building capacity and educating local community organizations.	Planning/OCD
	In partnership with the identified targeted reinvestment communities, develop asset-based plans and image-building campaigns.	Planning
	Institute a residential re-occupancy permit program in all areas of unincorporated St. Louis County.	Public Works
	Review and revise policies and legal requirements regarding acquisition, consolidation, and disposition of all properties deemed suitable for redevelopment in targeted communities.	Economic Council
	Develop and implement a multi-year, multi-jurisdictional capital improvement program funded through a bond issue, County-wide sales tax or other dedicated funding source.	County Executive
	Work with existing code enforcement officials and organizations in the region to encourage lesson-sharing and to develop consistent minimum standards for property maintenance and the rehabilitation of existing structures.	Public Works
Transportation	Evaluate safety and security needs in public transportation areas, particularly at existing and planned MetroLink stations in the County. Improve coordination between St. Louis County and municipalities for police and security patrols around bus and light rail facilities.	Police
	Develop a more logical St. Louis County Arterial Road System (ARS) with a continuous network of arterial roads to provide better coordination of road maintenance and improvements, with responsibilities more appropriately divided between St. Louis County and municipalities. Utilize a regional transportation specialist supported by both St. Louis County and municipalities to devise the new road plan and build consensus regarding what level of government should be responsible for various roads.	Highways
	Improve transportation-related data collection and analysis to enhance the County's ability to plan and evaluate transportation infrastructure and service development. Use GIS software to display and analyze existing and future conditions for staff use and to educate citizens about transportation needs at town hall and other community meetings.	Planning

YEAR 2001

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
Unincorporated Services	Develop performance indicators (outcome measures) for selected services to measure progress towards goals and objectives.	Administration / Budget Office
	Develop a financial management system to collect needed data and evaluate progress	Administration
	Develop and implement a marketing/communication plan to better inform citizens of County services. The plan should evaluate the effectiveness of different forms of communication, and identify specific strategies to address the needs of unincorporated residents, such as the publication of a newsletter.	County Executive

YEAR 2002

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
County's Role in the Region	Institutionalize a delegation caucus comprised of state and local government officials from the seven Missouri counties to plan and coordinate a regional legislative agenda.	County Executive
	Partner with municipalities and counties to develop state planning legislation, using Tennessee and Maryland's existing legislation for guidance. Types of legislation to be examined include establishment of regional planning goals and mandatory comprehensive planning.	Planning
Reinvestment in Older Communities	Evaluate and modify existing land use, permit, and related regulations of the County, State, and municipalities that deter reinvestment. Identify and draft new legislation, as needed, to promote reinvestment opportunities.	Planning
Transportation	Develop a conceptual long-range land use plan for St. Louis County that emphasizes the relationships and impacts between land use and transportation. The plan should be incorporated into the general blueprint for the region recommended in East-West Gateway's "Initiative for a Metropolitan Community." Opportunities for multi-modal linkages and transit- oriented development near MetroLink and bus transfer stations should be included. Road improvements should be considered for areas with adopted plans for commercial and industrial redevelopment.	Planning
Unincorporated Services	Develop an annual report to citizens highlighting service performance.	Administration
	Establish a customer service system where citizens can have questions answered, information given, and complaints addressed at any entry point.	County Executive/ Administration
	Create response time standards for following up with citizen complaints/inquiries and requests for service and track performance.	County Executive

YEARS 2003 - 2004

ISSUE	STRATEGIES TO BE INITIATED	LEAD DEPARTMENT
County's Role in the Region	Support the development and implementation of a regional leadership program for government officials, using a neutral third party to conduct and facilitate the program.	County Executive
