

# Outcomes & Strategies

Expert task forces were formed to develop the specific outcomes and strategies to address the four critical issues. The four task forces, one focusing on each strategic issue, were composed of internal and external experts with considerable knowledge regarding the issue. In order to gauge public reaction regarding the recommendations of the Strategic Plan, focus groups and an opinion poll were conducted in December 1999 and January 2000 by Attitude Research Company (ARC) on behalf of the St. Louis County Department of Planning.



## Expert Task Forces

Task force participants included County officials, municipal officials, regional and civic leaders, and private sector representatives. The respective department directors responsible for implementing the outcomes and the strategies developed by the task forces were gathered together for group meetings. The purpose of the meetings was to obtain initial support and refine the outcomes and strategies. The task forces and meetings were facilitated by Development Strategies, Inc. (DSI) and FOCUS St. Louis, and the St. Louis County Department of Planning staff.



## Public Opinion Poll

Lastly, to gather public response toward the recommended outcomes and strategies, focus groups and a countywide survey was completed. The focus groups, made up of unincorporated and municipal County residents, helped refine opinion poll questions and served as qualitative data. The opinion poll was administered to 603 randomly selected households to ensure that the outcomes and strategies developed by the task forces were consistent with the ideas of the general public. Topics that were tested include infrastructure, parks and bike trails, MetroLink, downtown improvements in the City of St. Louis, and revitalizing deteriorating neighborhoods of St. Louis County through a Community Comeback Trust. The public opinion survey had a particular emphasis on tax initiatives targeted towards redevelopment. Highlights from the public opinion

poll include the following:

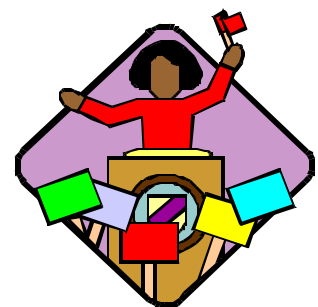
### ! Direction of St. Louis County

Similar to the 1999 countywide survey, respondents were asked their feelings about the direction of St. Louis County. Nearly 65% of the respondents felt St. Louis County was "moving in the right direction." When this question was broken down by unincorporated area or municipality, even larger numbers, in excess of 70% of survey respondents, felt their area of the County or city was moving in the right direction.

### ! Ballot Proposals and Initiatives

Five separate taxing proposals for the St. Louis metropolitan area were tested. All of these taxing proposals, a sales tax for downtown; a sales tax for bike trails; a sales tax for MetroLink; a use tax for reinvestment; and a bond proposal for infrastructure, would require voter approval. The

## PUBLIC SUPPORT FOR NEW TAXES

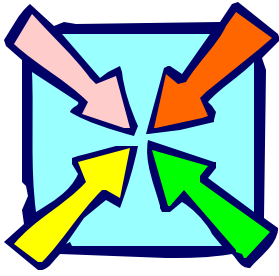


**When respondents were asked about their willingness to pay higher taxes, 53.7% indicated support if the issue is important enough. Additionally, 64.8% of those polled felt that, "helping deteriorated areas of St. Louis County is a countywide problem needing a countywide solution."**

most popular was "a bond proposal by St. Louis County to improve streets, parks, and other infrastructure in St. Louis County," which was favored by 72.1% of the respondents. Two other proposals received strong votes of confidence. "A proposed one-tenth sales tax to support a regional park and recreation district", was favored by 66.1%. Moreover, three in five (59.9%) favored a "proposed one quarter cent sales tax increase to support expanding MetroLink".

### **! Communication and the Internet**

Communication with citizens was identified as needing improvement in the initial countywide survey conducted in 1999. As a method of enhancing communication with citizens, a series of questions were asked about Internet access and use. When asked the question, "Do you have easy access to the Internet, either at home, at work or elsewhere," over 66% responded, "Yes". With respect to using the Internet to get new information and the frequency of use, over 50% responded that, "They use the Internet at least once per week." Finally, when the question, "Have you ever accessed the St. Louis County web-site?" was asked, 53.4% responded, "No".



# General Action Recommendations

<p><b>General Action Recommendation A</b> Review the organizational structure of St. Louis County government.</p>	
<p><b>Strategy #1</b></p>	<p>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.</p>
<p><b>Strategy #2</b></p>	<p>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.</p>
<p><b>Strategy #3</b></p>	<p>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.</p>
<p><b>General Action Recommendation B</b> Expand communications with St. Louis County citizens.</p>	
<p><b>Strategy #1</b></p>	<p>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.</p>
<p><b>Strategy #2</b></p>	<p>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.</p>
<p><b>Strategy #3</b></p>	<p>Continue to improve and expand upon St. Louis County's current website, <a href="http://www.stlouisco.com">www.stlouisco.com</a>, with easy links to the various departments, services, and, very importantly, to other jurisdictions providing the services requested by citizens.</p>
<p><b>Strategy #4</b></p>	<p>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.</p>
<p><b>Strategy #5</b></p>	<p>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.</p>

<b>General Action Recommendation C</b>	
Explore ways to finance changes and growth in St. Louis County.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	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.
<b>Strategy #3</b>	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.
<b>General Action Recommendation D</b>	
Recognize the diversity of St. Louis County.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	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.
<b>Strategy #3</b>	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.
<b>Strategy #4</b>	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.



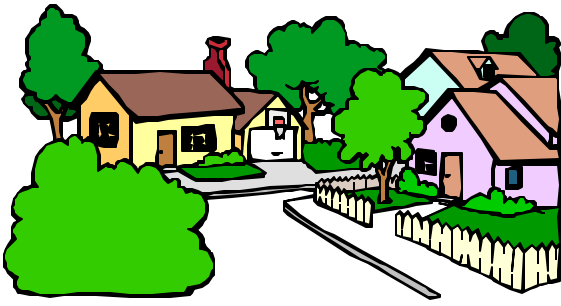
# County's Role In The Region

## Public Opinion Poll Highlights:

- ! 59.4% of the respondents agree that, "Something must be done to reduce the number of municipal governments in St. Louis County."
- ! 36.% of the respondents agree that, "Crime and big city problems are moving to my area of St. Louis County."
- ! Opinions are nearly evenly split about sprawl: 47.3% agree that, "We need to place limits on growth in order to stop sprawl," compared to 49.1% agree that, "People should be allowed to live wherever they want, without government interference."

<b>Role In The Region Outcome A</b>	
St. Louis County enhances its regional leadership role, and fosters intergovernmental collaboration.	
<b>Strategy #1</b>	Support the development and implementation of a regional leadership program for government officials, using a neutral third party to conduct and facilitate the program.
<b>Strategy #2</b>	Institutionalize a delegation caucus comprised of state and local government officials from the seven Missouri counties to plan and coordinate a regional legislative agenda.
<b>Strategy #3</b>	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.
<b>Strategy #4</b>	Review, and revise as needed, existing legislation to facilitate consolidation of governmental entities.
<b>Role In The Region Outcome B</b>	
St. Louis County promotes regional economic development and develops a highly skilled, competitive workforce.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	Develop a comprehensive economic development plan and database for St. Louis County identifying the available tracts of land that can be assembled for redevelopment.
<b>Strategy #3</b>	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.

<b>Role In The Region Outcome C</b>	
Collaboratively develop a sustainable long-range growth strategy for the twelve county region focusing on redevelopment and regional planning.	
<b>Strategy #1</b>	Review and revise existing St. Louis County land use, zoning, and permitting policies to ensure support for redevelopment and regional planning.
<b>Strategy #2</b>	Review Illinois and Missouri housing, transportation, and economic development investment practices with state agencies and legislators to determine barriers to redevelopment and regional planning.
<b>Strategy #3</b>	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.
<b>Strategy #4</b>	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.



# Reinvestment In Older Communities

## Public Opinion Poll Highlights:

- ! 33% of the respondents agree that, "I'm worried about the decline in property values in my area of St. Louis County."
- ! 59.2% of the respondents agree that, "There are many parts of St. Louis County that are run-down and need to be redeveloped."
- ! 82.4% of the respondents agree that, "I'm in favor of occupancy permit laws for my area-laws that require houses and apartments to pass a code inspection before a new occupant can move in."

<b>Reinvestment in Older Communities Outcome A</b> Communities lacking adequate resources and capacity throughout St. Louis County are identified and reinvestment initiatives are targeted at improving the economic, employment, and building conditions within those targeted communities.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	Organize neighborhood-level community programs and workshops in St. Louis County that focus on building capacity and educating local community organizations.
<b>Strategy #3</b>	In partnership with the identified targeted reinvestment communities, develop asset-based plans and image-building campaigns.
<b>Reinvestment in Older Communities Outcome B</b> Existing federal, state, and local regulations facilitate and promote reinvestment in older communities.	
<b>Strategy #1</b>	Institute a residential re-occupancy permit program in all areas of unincorporated St. Louis County.
<b>Strategy #2</b>	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.
<b>Strategy #3</b>	Review and revise policies and legal requirements regarding acquisition, consolidation, and disposition of all properties deemed suitable for redevelopment in targeted communities.

Outcomes & Strategies: Reinvestment in Older Communities

<p><b>Reinvestment in Older Communities Outcome C</b>                  Financial resources are available to implement reinvestment strategies in targeted communities.</p>	
<p><b>Strategy #1</b></p>	<p>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.</p>
<p><b>Strategy #2</b></p>	<p>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.</p>
<p><b>Strategy #3</b></p>	<p>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.</p>
<p><b>Strategy #4</b></p>	<p>Create tax credit and other incentive programs to encourage reinvestment activities, and market existing incentive programs.</p>
<p><b>Reinvestment in Older Communities Outcome D</b>                  Reinvestment initiatives throughout St. Louis County are coordinated and consolidated to promote efficiency and achieve maximum results.</p>	
<p><b>Strategy #1</b></p>	<p>Integrate creating economic development, job training, and home ownership opportunities into community planning efforts.</p>
<p><b>Strategy #2</b></p>	<p>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.</p>



# Transportation

## Public Opinion Poll Highlights:

- ! 59.6% of respondents favor a, "proposed one quarter cent sales tax increase to support expanding MetroLink."
- ! 66.1% of the respondents favor, "a proposed one-tenth cent sales tax increase, to support a regional park and recreation district. This district would develop an interconnected biking and hiking trail network, increase park safety , and improve and expand existing parks."

<b>Transportation Outcome A</b>	
Improved movement of persons, goods and services in St. Louis County through greater connection between land use and the multi-modal transportation network.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	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).
<b>Strategy #3</b>	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.
<b>Strategy #4</b>	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.
<b>Strategy #5</b>	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.

<b>Strategy #6</b>	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.
<b>Strategy #7</b>	Improve accessibility through selected corridors by conducting traffic analyses that forecast future travel demand and identify solutions for meeting projected demand.
<b>Strategy #8</b>	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.
<b>Transportation Outcome B</b> Enhanced safety and security on St. Louis County transportation facilities.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	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.
<b>Transportation Outcome C</b> Improved efficiency, capacity and maintenance for all modes in the County transportation system.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	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.
<b>Strategy #3</b>	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.



# Unincorporated Services

## Public Opinion Poll Highlights:

- ! 61.6% of respondents agree that they get “excellent value in services for the taxes paid to the County.”
- ! 49.1% of respondents agree that, “I just don’t trust County government to spend tax dollars wisely.”
- ! 53.7% of respondents agree that, “I’d be willing to support higher taxes if the issue is important enough.”

<b>Unincorporated Services Outcome A</b>	
Identify minimum levels of essential services delivered to citizens of unincorporated areas.	
<b>Strategy #1</b>	Identify "essential" County services, as well as baseline service level expectations for those services, using citizen input and survey research.
<b>Strategy #2</b>	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.
<b>Unincorporated Services Outcome B</b>	
Utilize a performance management budgeting system to improve services to citizens.	
<b>Strategy #1</b>	Develop departmental program/function goals and objectives that support the strategic plan.
<b>Strategy #2</b>	Change departmental budgeting practices, from tracking workload indicators to defining and tracking outcome or output measures.
<b>Strategy #3</b>	Develop performance indicators (outcome measures) for selected services to measure progress towards goals and objectives.
<b>Strategy #4</b>	Develop a financial management system to collect needed data and evaluate progress
<b>Strategy #5</b>	Develop an annual report to citizens highlighting service performance.
<b>Unincorporated Service Outcome C</b>	
Improve communication with County citizens and increased opportunities for citizen feedback.	
<b>Strategy #1</b>	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.
<b>Strategy #2</b>	Establish a customer service system where citizens can have questions answered, information given, and complaints addressed at any entry point.
<b>Strategy #3</b>	Measure citizens' satisfaction with the County's communication efforts as part of an annual survey or through focus group research.
<b>Strategy #4</b>	Create response time standards for following up with citizen complaints/inquiries and requests for service and track performance.