

ST. LOUIS COUNTY STRATEGIC PLAN 2000 REPORT CARD

The St. Louis County 2000-2004 Strategic Plan was developed with the cooperation and feedback of thousands of County residents and stakeholders. You talked and we listened! You told us what issues should be priorities over the next five years, and now it's St. Louis County's job to focus on producing results. This Strategic Plan Report Card provides citizens with a status report on the steps St. Louis County government has taken in the year 2000 to address the four strategic issues outlined below.



Reinvestment in Older Communities

- Most housing in St. Louis County was constructed during the 1960s. By 1990, two-thirds of the County's housing units were at least twenty years old.
- Commercial and industrial buildings in St. Louis County were largely constructed between 1960 and 1970 and are not competitive with today's standards.
- St. Louis County is running out of land for new development, so we must consider redevelopment of older areas in the County.
- Some areas of St. Louis County are experiencing disinvestment as people and jobs move to other areas.



Transportation

- There are 761,954 cars registered in St. Louis County - more than one car for every adult.
- Congestion is increasing. As an example, daily traffic on Interstate 64 at Mason Road has grown from 92,520 in 1991 to 134,584 in 1997, an increase of over 45%.
- Lambert-St. Louis Airport is the 8th busiest airport in the U.S. with over 1,400 daily arrivals and departures.
- The greater St. Louis vicinity has been defined as having air pollution problems. Air quality is negatively affected by slow moving vehicles on congested roadways.
- Funding and maintaining the aging and complex transportation system is an increasing concern.



St. Louis County's Role in the Region

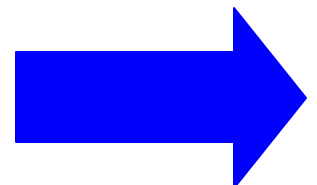
- Our region contains the 5th highest number of local governments in the nation. With 771 units of local government, leadership is needed to effectively address issues of regional impact.
- St. Louis County is the population and employment center of the region.
- Leadership and partnerships to enhance education and job training are needed to keep the St. Louis region competitive in today's market.
- A single county or jurisdiction cannot successfully address the sustainability of our region. A leader is needed to coordinate regional planning efforts.



Unincorporated Services

- More than 300,000 people live in unincorporated St. Louis County, nearly a third of the County's total population.
- St. Louis County is the local service provider for the 2nd largest area in the region and the 3rd largest in the State.
- Unincorporated areas have a high ratio of older housing, which often requires higher levels of service, including property maintenance and code enforcement.
- Residents want better communication from the County. The publication of a County newsletter was favored by 72% of unincorporated residents in a telephone survey.

St. Louis County government has been busy working on the strategic issues that you set for us. We are accountable to our citizens, so take a look inside to see what's happened in 2000 and what's to come in 2001.



How to Read the Report Card

This report card evaluates St. Louis County government's progress on achieving the recommendations for the year 2000 as outlined in the St. Louis County 2000-2004 Strategic Plan. A three-star rating system is used to evaluate each strategy based upon the actions taken to accomplish the strategy.



A three-star rating indicates that actions to address the strategy were completed in 2000.



A two-star rating signals that the strategy is still in progress. While significant actions may have been completed in 2000, some actions will occur in 2001.



A one-star rating shows that the strategy was initiated in 2000, but that most work will occur in later years of the Strategic Plan. Typically, initiated strategies are so large in scope that it is unrealistic to accomplish in one year.






St. Louis County Makes the Grade in 2000

Together, St. Louis County government and our residents can be proud of the efforts made to address the four strategic issues in the year 2000. In 2000, the Strategic Plan outlined 38 strategies to be initiated, and County government took action on all of them. That's a 100% success rate! More successful statistics on implementation are as follows:

- 18 strategies were completed.
- The highest percentage of completed strategies was within the general action recommendations and unincorporated services. This is expected as County government has direct impact on these two areas, more so than the other strategic issues for which responsibility is shared by other governmental agencies, municipalities, and counties.
- 14 strategies are in progress, but significant steps were taken in 2000. Examples of in progress strategies are identifying areas for reinvestment, developing shared revenue sources to fund regional economic development, and conducting traffic studies.
- 6 strategies were initiated, meaning most of the work will happen in 2001. Initiated strategies are large in scope and progress will be made gradually over the course of the Strategic Plan. It is unrealistic to accomplish these types of strategies in one year. Examples are: revising state legislation to facilitate governmental consolidation, reviewing Illinois and Missouri practices that act as barriers to regional planning, and assessing the ability for County residents to access different modes of transportation.
- 10 strategies will be ongoing each year of the Strategic Plan. Examples of ongoing strategies include tracking and reporting of diversity within County government; creating and marketing programs to encourage reinvestment activities; strengthening the relationship between County government and the Municipal League; installing sidewalks as part of all new capital improvement projects along County arterials; and improving the County government budget process.









Reinvestment in Older Communities

STRATEGY	ACTIONS	DEPT.	STATUS
Define and establish criteria for identifying reinvestment areas in both municipalities and unincorporated County to guide priorities and to coordinate reinvestment activities.	<ul style="list-style-type: none"> ❑ Research of other areas that use indicators was conducted, and sixteen indicators for population, income, housing, and family/education/community health were identified for St. Louis County. ❑ A survey was administered to mayors to assist in identifying reinvestment areas in municipalities, and over half of the cities responded. The survey was a joint project between County government and the Municipal League. ❑ Maps were produced based on the indicator data to visually see where reinvestment is needed in the County. ❑ A Target Areas Study to identify specific areas for reinvestment activities in St. Louis County was drafted. 	Planning	
Evaluate sharing public resources or tax bases so that the entire County benefits from reinvestment.	<ul style="list-style-type: none"> ❑ County government and the Municipal League developed and supported the Community Comeback Act, state legislation to fund redevelopment and local services through revenue sharing. The Community Comeback Act was signed into law on July 10, 2000. 	County Executive	
Create a source of funding to lead and encourage large-scale residential, commercial, and industrial redevelopment.	<ul style="list-style-type: none"> ❑ A County government inter-departmental task force worked to place a proposition on the April 2001 ballot to seek approval to fund a Community Comeback Trust. ❑ County government applied for and was awarded a grant from the Environmental Protection Agency to establish a revolving loan fund to clean up polluted sites in the County. The clean sites can be marketed for commercial and industrial redevelopment. 	County Executive Economic Council	
Create and market tax credit and other incentive programs to encourage reinvestment activities.	<ul style="list-style-type: none"> ❑ A public/private partnership was formed to promote Chapter 100 bonds for business construction and expansion in St. Louis County. ❑ A Façade Improvement Program for the communities of Affton and Lemay was created to assist businesses in improving the appearance of their exteriors. ❑ Over 33,000 postcards were mailed to eligible property owners to promote the Neighborhood Preservation Act. The Act provides tax credits to offset the cost of home improvements in moderate income neighborhoods. ❑ Community meetings in targeted areas of the County were held to market HOME funds and Community Development Block Grant funding. These funds can be used for infrastructure, job creation, social services, home improvements, and home buyer assistance. 	Economic Council Planning	
Integrate creating economic development, job training, and home ownership into community planning efforts.	<ul style="list-style-type: none"> ❑ County government assisted St. Louis 2004, an organization aimed at improving the quality of life in the region, with drafting a work plan for the City of Wellston as part of the Sustainable Neighborhoods Initiative. ❑ County government partnered with Beyond Housing, a non-profit organization that provides housing and family services, to develop a community plan for the City of Pagedale. ❑ County government assisted the City of Jennings and the unincorporated community of Lemay in implementing community plans. 	Economic Council Planning	










St. Louis County's Role in the Region

STRATEGY	ACTIONS	DEPT.	STATUS
Strengthen the relationship between County government and the 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.	<ul style="list-style-type: none"> ❑ A liaison was appointed to attend St. Louis County Municipal League Board and general membership meetings, and work with municipal officials and other local governments. ❑ County government and the Municipal League co-wrote the Community Comeback Act and jointly pursued passage of the legislation. 	County Executive	
Review, and revise as needed, existing legislation to facilitate consolidation of governmental entities.	<ul style="list-style-type: none"> ❑ Existing Missouri laws affecting municipal consolidation and recent consolidations of Missouri cities were researched. ❑ Practices and policies of other states were researched to review incentives to encourage consolidation. 	Planning	
Explore approaches to fund regional economic development by meeting with regional leaders and experts to discuss a shared revenue source for economic development.	<ul style="list-style-type: none"> ❑ A Regional Empowerment Zone was created to stimulate investment, create jobs, expand businesses, and provide support for the community. The Empowerment Zone includes the cities of Wellston, Pagedale, and Hillside. ❑ A land development fund was developed jointly with St. Louis 2004, an organization aimed at improving the quality of life in the region. The Land Development Fund provides capital at below-market interest rates for large-scale redevelopment in distressed areas. The Wellston Technology Park in St. Louis County is a pilot area. ❑ A legislative funding package to request federal assistance for local projects undertaken in St. Louis County was presented to Missouri legislators. ❑ Five loans to area businesses were awarded through the Business Development Fund, which provides funding to businesses that are refused by other lending institutions. 	Economic Council	
Establish an education liaison within County government to work on regional public education and workforce development issues.	<ul style="list-style-type: none"> ❑ The County Executive designated a staff person to serve as Aide on Workforce Issues. The Aide supports numerous projects underway at the St. Louis Metropolitan Educational Training (MET) Center. The MET Center provides training for workers in the St. Louis region, including manufacturing, telecommunications, construction, and work readiness programs. 	County Executive	
Review and revise existing County land use and zoning policies to ensure support for redevelopment and regional planning.	<ul style="list-style-type: none"> ❑ Redevelopment ordinances from other cities and counties were evaluated for innovative tools to be incorporated into the existing St. Louis County Zoning Ordinance. 	Planning	
Review Illinois and Missouri housing, transportation, and economic development practices with agencies and legislators to determine barriers to regional planning and redevelopment.	<ul style="list-style-type: none"> ❑ Two pieces of legislation, Tax Increment Financing and the Brownfield Remediation Tax Credit Program, were evaluated. County government staff worked with East-West Gateway Coordinating Council and the Regional Chamber and Growth Association to modify existing state laws. 	Economic Council	



Transportation

STRATEGY	ACTIONS	DEPT.	STATUS
Conduct a traffic delay study of St. Louis County's Arterial Road System.	<ul style="list-style-type: none"> ❑ A consultant was selected and hired to perform the traffic delay study. ❑ The traffic delay study was initiated and will be complete at the end of 2001. 	Highways	
Assess the ability of County residents and businesses to access different modes of transportation.	<ul style="list-style-type: none"> ❑ A project using computer mapping technology to display the location of transportation facilities in St. Louis County was developed. 	Planning	
Create a St. Louis Regional Airport Authority to provide regional governance of the publicly owned and operated airports.	<ul style="list-style-type: none"> ❑ County government supported the addition of representatives from St. Charles County and St. Clair County to the existing Airport Commission. ❑ Proposed legislation to create a more equitable system to govern regional airports was studied. 	County Executive	
Improve accessibility through selected corridors in the County by conducting traffic analyses.	<ul style="list-style-type: none"> ❑ A consultant was selected and hired to perform traffic analyses on three corridors in St. Louis County: <u>Northeast Corridor</u> – bounded by the Mississippi River and the City of St. Louis Limits, Interstate 70, Old Halls Ferry Road, and the Missouri River. <u>Northwest Corridor</u> – bounded by the Missouri River, Patterson and Graham Roads, Interstate 270, and Highway 370. <u>South Corridor</u> – consists of the major north-south arterials south of the City of Clayton to South County, including Big Bend Boulevard, Hanley/Laclede Station Road, Brentwood Boulevard, and McKnight Road. 	Highways	
Install sidewalks as part of all new capital projects along County arterial roadways and along other arterials without sidewalks.	<ul style="list-style-type: none"> ❑ The Sidewalk Program called for 9,500 linear feet of new sidewalks throughout St. Louis County. ❑ County government submitted and received a grant from the federal government's Transportation Enhancement Program. 	Highways	
Assess the use of intelligent transportation system (ITS) technology on County roads and coordinate with MoDOT's system.	<ul style="list-style-type: none"> ❑ County government began coordinating meetings with MoDOT personnel to implement a County ITS program. An ITS Program will improve traffic flow by using message boards along highways to divert drivers to alternate routes when traffic becomes congested. 	Highways	
Establish a transportation planning committee to act as a single entity for bicycle, pedestrian, and road projects, and to review the St. Louis County Bicycle Transportation Program Study drafted by the Department of Parks and Recreation.	<ul style="list-style-type: none"> ❑ A draft of the St. Louis County Bicycle Transportation Program Study was completed. ❑ An inter-departmental review process for the St. Louis County Bicycle Transportation Program Study was initiated. The St. Louis County Transportation Planning Committee, made up of representatives from Parks, Planning, and Highways, reviewed and commented on the County Bicycle Transportation Program Study. ❑ Data was analyzed and maps were produced to identify multi-modal transportation corridors and greenways throughout St. Louis County and the region. ❑ County department representatives participated on the St. Louis Regional Bicycle and Pedestrian Advisory Committee of the East-West Gateway Coordinating Council. 	Parks Planning Highways	



Transportation – continued

<p>Assign a liaison to work with the Bi-State Development Agency to improve the quality and efficiency of transit programs for County residents.</p>	<ul style="list-style-type: none"> ❑ The County Executive assigned a representative to attend all meetings of the Bi-State Development Agency Board, as well as their commissions. This representative also promotes transit and rideshare programs for County employees offered by the Bi-State Development Agency and Citizens For Modern Transit. ❑ A County government representative was assigned to act as a liaison for the Cross-County MetroLink Expansion. 	<p>Planning</p>	
<p>Assume a leadership role on organized committees to develop new funding sources for regional transportation programs. Advocate St. Louis County government positions to direct funding for needed improvements.</p>	<ul style="list-style-type: none"> ❑ County Executive Westfall served as Chairperson of the East-West Gateway Coordinating Council. ❑ The Assistant to the County Executive led the Executive Management Committee of the East-West Gateway Coordinating Council. ❑ Proposed legislative changes to the County's funding of the Bi-State Development Agency were made, and were unanimously approved by the St. Louis County Council. 	<p>County Executive</p>	









Unincorporated Services

STRATEGY	ACTIONS	DEPT.	STATUS
<p>Identify "essential" County services and service level expectations using citizen input and survey research.</p>	<ul style="list-style-type: none"> ❑ As part of the 2001 budget process for County government, County departments were requested to include a list of citizen services. 	<p>Administration/ Budget Office</p>	
<p>Develop budgets that support expected service levels and provide data for additional levels to reflect the desired level of service to the community.</p>	<ul style="list-style-type: none"> ❑ For the 2001 budget, County departments identified service levels at a zero-growth rate, meaning no additional funding would be provided for the services. If more funding was needed, departments were asked to explain the costs associated for the additional levels to reflect the desired level of service to the community. 	<p>Administration/ Budget Office</p>	
<p>Develop goals for County department programs and functions that support the strategic plan.</p>	<ul style="list-style-type: none"> ❑ County departments provided two to three main goals per program area for the 2001 County government budget. 	<p>Administration/ Budget Office</p>	
<p>Change budgeting practices from tracking workload indicators to defining and tracking outcomes.</p>	<ul style="list-style-type: none"> ❑ Tracking workload indicators informs County departments on how much they have completed, but not how well they have done their job. The concept of efficiency and effectiveness measures was introduced in the 2001 budget process, so that County government can measure how well we're providing services to our citizens and customers. 	<p>Administration/ Budget Office</p>	



General County Government Actions

STRATEGY	ACTIONS	DEPT.	STATUS
Examine the consolidation of departments and agencies to better respond to the strategic issues identified in this plan.	<ul style="list-style-type: none"> ❑ Changes to the County Charter were proposed to consolidate departments and agencies. The changes to the Charter were submitted for voter approval. ❑ An annual review of the structure and function of County government was conducted as part of the budget process. 	County Executive	
Create formal relationships of key departments and agencies around the strategic issues.	<ul style="list-style-type: none"> ❑ The Department of Planning and St. Louis County Economic Council cooperatively worked on initiatives to further neighborhood reinvestment, such as the Community Comeback Act. ❑ The County Counselor's Office and the Departments of Health, Police, and Public Works joined forces to enhance code enforcement to preserve our neighborhoods. ❑ The Departments of Highways, Parks, and Planning developed an inter-departmental review process for planning future bicycle, pedestrian and road projects. 	County Executive	
Develop strategic plans for each County department.	<ul style="list-style-type: none"> ❑ The following County departments have strategic plans: Economic Council, Health, Parks, and Police. 	County Executive	
Improve responsiveness to citizen concerns and service requests.	<ul style="list-style-type: none"> ❑ The County web site was enhanced to make government services and staff more accessible. ❑ The use of technology has been integrated into County departments to improve responsiveness. ❑ Customer service and job skill training for County employees was conducted. 	County Executive	
Improve and expand upon the current St. Louis County government web site, www.stlouisco.com .	<ul style="list-style-type: none"> ❑ A web page to create customized ballots was added, so citizens could preview their ballot prior to voting. Visits to this web page doubled prior to the election! ❑ The ability to download County government forms from multiple departments was implemented to help reduce the need for trips to Clayton to conduct County business. ❑ Payment of Real Property Taxes on-line was made possible. ❑ The web site was redesigned to be the central site for direct posting of County government news releases. Citizens can go to one place to find out the latest County news. ❑ Key financial documents were added to the web site, including the County Budget and financial reports. ❑ A municipal database was developed in conjunction with the St. Louis County Municipal League. The database includes a list of elected officials, general city government information, and a link to municipality's web page. 	Administration / Technology Manager	
Improve access to frequently asked questions and other information for citizens through voice and e-mail.	<ul style="list-style-type: none"> ❑ Citizens can e-mail nearly all County departments and agencies from the web site. ❑ The Parks Department has developed an e-mail database of over 9,000 citizens. E-mail is now used to notify citizens about County Park programs and special events. ❑ Pre-recorded voice mail messages provide citizens with information on frequently asked questions about marriage licenses, birth certificates, recycling, property taxes, police record checks, and daily pollen levels. The Collector of Revenue's Interactive Voice Mail system received over 300,000 calls in 2000! 	County Executive	



General County Government Actions - continued

<p>Publish an annual report on the progress of the Strategic Plan.</p>	<ul style="list-style-type: none"> ❑ Progress reports were completed by the departments responsible for implementing the outcomes and strategies of the Strategic Plan. ❑ The Report Card was designed and distributed. 	<p>Planning</p>	
<p>Analyze existing resources to support the Strategic Plan, and consider reallocation of resources if needed.</p>	<ul style="list-style-type: none"> ❑ The County's budget is the method for prioritizing funding for each year. Available funding for the 2000 County budget was analyzed and prioritized according to citizen input and the critical issues in the Strategic Plan. 	<p>County Executive</p>	
<p>Identify additional resources needed to implement the Strategic Plan. Possible funding sources include pursuing state and federal grants and creating new taxes and fees.</p>	<ul style="list-style-type: none"> ❑ As part of the annual County budget process, departments were asked to review their fees. Analysis was conducted to determine the effect of potential tax changes. ❑ Some departments have developed improved cost data for the services provided to citizens. ❑ Efficiency and effectiveness measures were introduced in the County budget process. Efficiency and effectiveness measures help County government determine how well we are performing our job. 	<p>County Executive</p>	
<p>Measure citizen satisfaction with County government as part of an annual survey.</p>	<ul style="list-style-type: none"> ❑ Focus group research with randomly selected citizens from municipalities and unincorporated areas was conducted. ❑ A telephone survey was administered to 603 randomly selected St. Louis County citizens to determine attitudes about quality of life, county services, and public policy issues related to the Strategic Plan. 	<p>County Executive Planning</p>	
<p>Review, develop, and implement policies/practices to promote diversity.</p>	<ul style="list-style-type: none"> ❑ County government supported the St. Louis Business Diversity Initiative sponsored by St. Louis 2004. It is a collaborative effort by the region's largest employers to increase opportunities for minorities. ❑ County government partnered with the City of St. Louis, the City of East St. Louis, and the business community to sponsor the St. Louis Regional Conference on Racial Justice and Harmony in October 2000 to promote diversity. 	<p>County Executive</p>	
<p>Increase the level of awareness and expertise within County government to assist citizens in addressing diversity issues.</p>	<ul style="list-style-type: none"> ❑ Representatives from the County Executive's Office and County departments attended conferences including the St. Louis 2004 Leadership Summit on Diversity, the National Conference on Diversity Training, and the St. Louis Regional Conference on Racial Justice and Harmony. ❑ County government partnered with St. Louis 2004 to support and assist in the implementation of their action plan to address Social Justice and Racial Equality. 	<p>County Executive</p>	
<p>Engage citizens in activities to break down racial and ethnic barriers.</p>	<ul style="list-style-type: none"> ❑ County government helped to develop and market the St. Louis Regional Conference on Racial Justice and Harmony in October 2000. The conference had several seminars and gave participants the opportunity to interact with each other. ❑ County government participated in the CommUnity Collaboration Council, which works to address critical issues in the region such as job initiatives, interfaith partnerships, educational opportunities, and welfare to work programs. ❑ The St. Louis County Police Department held community meetings to discuss neighborhood issues, including diversity. 	<p>County Executive</p>	



General County Government Actions - continued

<p>Continue tracking and reporting minority hiring, recruitment, promotion, and appointments to County boards and commissions.</p>	<ul style="list-style-type: none"> ❑ County government began recruiting on minority web sites and participated in 17 job fairs, such as NAACP, Community College Displaced Workers, and Presidents Commission to Employee People with Disabilities, to increase the diversity of applicants. ❑ County government promoted job opportunities with St. Louis County with a direct mailing to 450,000 residents. ❑ County received a grant and worked with Productive Living Board to fund a Life Skills Foundation to recruit qualified applicants with disabilities and assist department managers with training, supervision, adaptations to job structure, and other services for people with disabilities. ❑ County government tracked minority and female employees and reported results to the federal government and County department directors. 	<p>Administration/ Personnel Director</p>	
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St. Louis County 2001 Action Plan

St. Louis County government has already accomplished many of the 2001 strategies outlined in the 2000-2004 Strategic Plan. The table below summarizes what's been done to date and what will occur in the second half of 2001.

STRATEGY	ACTIONS	DEPT.
<p>Improve and expand upon the current St. Louis County web site, www.stlouisco.com.</p>	<ul style="list-style-type: none"> ❑ Improve the County government web site by redesigning the home page and adding the following features: property map viewer, bill tracking system to follow proposed legislation at the State level, traffic ticket payment, municipal court schedule, parks event calendar, park shelter reservations and payment, personal property tax payment, plan review tracking, daily pollen and mold counts, and lost animal and animal bite tracking system. 	<p>Administration/ Technology Manager</p>
<p>Continue tracking and reporting minority hiring, recruitment, promotion, and appointments to County boards and commissions.</p>	<ul style="list-style-type: none"> ❑ Invite all County departments to participate in the Greater St. Louis Annual Hispanic Fair in August 2001. ❑ Utilize new recruitment sources, such as advertising on billboards and radio spots. ❑ Change County government reporting forms to track minority participation on County boards and commissions. 	<p>Administration/ Personnel Director</p>
<p>Review, develop, and implement policies and practices to promote diversity.</p>	<ul style="list-style-type: none"> ❑ Develop new partnerships with NAACP, Urban League, and the Anti-Defamation League. ❑ Conduct a survey of County employees to find out about racial issues in County government. 	<p>County Executive</p>
<p>Increase the level of awareness and expertise within County government to assist citizens in addressing diversity issues.</p>	<ul style="list-style-type: none"> ❑ Delegate two representatives from each department to attend the National Conference on Diversity Training to increase management training and participation in diversity training. 	<p>County Executive</p>
<p>Engage citizens in activities to break down racial and ethnic barriers.</p>	<ul style="list-style-type: none"> ❑ Assist the organization of Beyond Housing with community planning processes for the cities of Pagedale and Pinelawn. ❑ Assist St. Louis 2004 with the Sustainable Neighborhoods Initiative in the City of Wellston. 	<p>County Executive</p>

St. Louis County 2001 Action Plan - continued

Measure citizen satisfaction with County government as part of an annual survey.	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct a citizen opinion survey of randomly selected households in Fall 2001. 	County Executive Planning
Review, and revise as needed, existing legislation to facilitate consolidation of governmental entities.	<ul style="list-style-type: none"> <input type="checkbox"/> Continue research on consolidation laws and practices throughout the state and nationally. <input type="checkbox"/> Develop a proposal to convene local and regional leaders and experts in addressing the issue of voluntary consolidation. 	Planning
Review and revise existing County land use and zoning policies to ensure support for redevelopment and regional planning.	<ul style="list-style-type: none"> <input type="checkbox"/> Research best practices and redevelopment ordinances. <input type="checkbox"/> Work with the County Counselor's Office to develop a redevelopment district or special procedure option of the County Zoning Ordinance. <input type="checkbox"/> Complete a report and conduct a public hearing before the St. Louis County Planning Commission if needed. 	Planning
Review Illinois and Missouri housing, transportation, and economic development practices with agencies and legislators to determine barriers to redevelopment and regional planning.	<ul style="list-style-type: none"> <input type="checkbox"/> Collaborate with sponsors desiring legislative changes to the Tax Increment Financing bill and work to ensure passage of changes. <input type="checkbox"/> Continue on-going efforts to develop a bill to modify the existing Brownfield Remediation Tax Credit Program. 	Economic Council
Define and establish criteria for identifying reinvestment areas in both municipalities and unincorporated County to guide priorities and to coordinate reinvestment activities.	<ul style="list-style-type: none"> <input type="checkbox"/> Complete, print, and release the Target Area Study. <input type="checkbox"/> Develop a work program that focuses projects and resources to areas that were identified as target areas by the plan. 	Planning
Explore approaches to fund regional economic development by meeting with regional leaders and experts to discuss a shared revenue source for economic development.	<ul style="list-style-type: none"> <input type="checkbox"/> Assist in developing a life sciences business area in the communities of Creve Coeur, Olivette, Maryland Heights, and Overland. <input type="checkbox"/> Assist with the redevelopment of approximately 1,000 acres of land north of Lambert International Airport. <input type="checkbox"/> Expand the Pilot Work Keys Program to other companies in the State Enterprise Zone. <input type="checkbox"/> Develop a North County Enterprise Center utilizing 35,000 square feet space in an existing building owned by Boeing. 	Economic Council
Install sidewalks as part of all new capital projects along County arterial roadways and other arterials without sidewalks.	<ul style="list-style-type: none"> <input type="checkbox"/> Develop the 2002 Sidewalk Improvement Program, which includes 20,400 linear feet of new sidewalks. 	Highways
Establish a transportation planning committee to act as a single entity for bicycle, pedestrian, and road projects, and to review the St. Louis County Bicycle Transportation Program Study drafted by the Department of Parks and Recreation.	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and seek funding for the Cross County Bella Fontaine connector multi-use trail and bikeway by applying for a federal grant in August 2001. <input type="checkbox"/> Finalize St. Louis County greenways inventory plan. <input type="checkbox"/> Seek funding to produce a driver's safety education booklet. <input type="checkbox"/> Conduct meetings to coordinate transportation projects sponsored by Parks, Highways, and Planning. 	Parks Planning Highways
Develop budgets that support expected service levels and provide data for additional levels to reflect the desired level of service to the community.	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a training program for departments before the 2002 budget cycle begins. Training programs would focus on efficiency and effectiveness measures to assist County departments in identifying these types of measures for their programs and functions. <input type="checkbox"/> Train Budget staff in performance measure development. <input type="checkbox"/> Improve budget system to include a better format and process for developing departmental goals and objectives. <input type="checkbox"/> Continue to analyze revenues and improve upon the County budget process so that better information is received from County departments. 	Administration / Budget Office
Develop goals for County department programs and functions that support the strategic plan.		
Change budgeting practices from tracking workload indicators to defining and tracking outcomes.		

Strategic Plan Frequently Asked Questions



What is strategic planning?

Strategic planning is a process to determine fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. Strategic planning results in actions that are oriented to efficiently and effectively allocate resources to implement initiatives that are deemed the most critical for an organization to address.



Why does St. Louis County engage in strategic planning?

The St. Louis County Charter requires that the County have a general plan. The County's general plan has been in the form of a Strategic Plan since 1985. Beyond the Charter requirement, St. Louis County government recognizes that a strategic plan helps to identify issues, improves decision making, and assists in establishing priorities. Strategic planning also helps County government be more responsive to what our citizens desire.



Why is strategic planning important to me?

Throughout the Strategic Plan process, citizens provided input on what they thought were issues challenging St. Louis County. Citizens are the primary customer of County government, and County government should work to address the issues deemed most important by our customers. Also, the St. Louis County Charter requires that the Strategic Plan be reviewed to ensure that County government is still moving in the right direction. When the plan is up for review, citizens will again be given several opportunities to provide input.



Where does St. Louis County government go from here?

The 2000-2004 Strategic Plan will guide policy for the next five years. Each year, a report card will be issued as a status report for citizens. The report card allows citizens to review what County government has accomplished around the four strategic issues: Reinvestment in Older Communities, St. Louis County's Role in the Region, Transportation, and Unincorporated Services. The 2000-2004 Strategic Plan will be reviewed in 2004 to ensure that County government is still moving in the right direction.



How can I get more information about the Strategic Plan?

- ❑ Contact the St. Louis County Department of Planning at (314) 615-2520.
- ❑ Visit the St. Louis County Web Site at www.stlouisco.com
- ❑ Send an e-mail to planning@stlouisco.com

**St. Louis County
Strategic Plan 2000
Report Card**

Check it out! Inside is a report especially for our citizens to show the progress County government has made to address the following issues:

- Reinvestment
- Role in the Region
- Transportation
- Unincorporated Services
- Organizational Issues

Alternative Formats of the St. Louis County Strategic Plan 2000 Report Card, including large print, Braille, and/or audio tape, are available upon request by contacting the St. Louis County Department of Planning at (314) 615-2520 (voice) or (314) 615-5467 (TTY).