

## Appendix B

### City Council Goals



**WHY**

Critical to City of St. Cloud's mission.

**VISION**

Affordable, high quality public services accepted by the community.

**BARRIERS**

Economy, revenue limitations, well established high expectations, rising costs such as fuel.

**STRATEGY: Pursue regional services.**

**ACTION:** Explore opportunities to reduce costs through regional services.

**ACTION:** Promote regional services with area cities and at Joint Cities meetings.

**ACTION:** Follow through with proposals via appropriate city staff.

**STRATEGY: Examine options for revenue enhancement.**

**ACTION:** Analyze and adjust fees.

**ACTION:** Consider Enterprise/Special Services Districts.  
- Street Light Utility  
- Traffic Impact Fees  
- Downtown Service District

**ACTION:** Continue successful use of grants.

**STRATEGY: Evaluate all programs and services to determine what must stay, what can be reduced and what can go.**

**ACTION:** Develop a prioritized plan/formula for reduction of services according to needs, mandates, cost and people served.

**ACTION:** Submit formula for action.

**ACTION:** Explain the cost-reduction measures and consequences to the public.

**ACTION:** Create Health Care Savings Account and changes in health insurance coverage.

**STRATEGY: Use federal transportation funds for system preservation projects.**

**ACTION:** Propose change in existing APO policy that favors expansion projects over preservation projects for federal funding.

**ACTION:** Use Council Study Session, TAC, APO Executive Committee and APO Board.

**STRATEGY: Create more energy efficient operations and reduce carbon emissions.**

**ACTION:** Join ICLEI and asses current carbon footprint, perhaps with regional cooperation.

**ACTION:** Create "Green-Plan" with Council resolution.

**ACTION:** Implement Plan.

**GOAL: TO FACILITATE AND PROMOTE, WITH PUBLIC PROJECTS AND PRIVATE INVESTMENT, A HEALTHY AND VIBRANT DOWNTOWN.**

**WHY**

Downtown is the City's core and activity center for residents.

**VISION**

Downtown filled with people, high activity by employees, visitors, and students. Easy access, parking, and pedestrian travel.

**BARRIERS**

Current construction and limited public funds.

**STRATEGY: Facilitation of private investment.**

**ACTION:** Work with Developers to encourage and facilitate acceptable developments.

**ACTION:** Utilize public incentives for infrastructure, when appropriate.

**ACTION:** Accentuate and celebrate!

**STRATEGY: Recognize the high value of entertainment in the downtown area.**

**ACTION:** Facilitate the implementation of the Arts Plan & Comp plan.

**ACTION:** Consider Civic Center improvements to allow concerts.

**STRATEGY: Complete public projects.**

**ACTION:** Facilitate and participate with MnDOT on bridge replacement and TH 23 reconstruction projects.

- Install ornamental street lighting on TH23 through downtown
- Complete downtown traffic and parking study
- Implement traffic, parking and pedestrian improvements to coordinate with the TH project and new signal locations

**ACTION:** Implement Civic Center Expansion and related Parking Ramp Improvements.

- Continue efforts for State funding
- Consider skyway connections

**ACTION:** Complete on-going/pending City projects such as Library, Police Station, Lake George, and Beaver Island Trail extension.

**ACTION:** Continue annual downtown sidewalk repair and replacement program.

**ACTION:** Promote establishment of a Downtown Special Service District.

**STRATEGY: Continue to improve public safety.**

**ACTION:** Special patrols and special contact with property owners.

**ACTION:** Partner with property owners to install surveillance cameras on private and public buildings. Establish a standard.

**ACTION:** Survey residents about public safety.

**GOAL: TO IMPROVE THE CITY'S USE OF TECHNOLOGY IN ITS DELIVERY OF SERVICES.**

**WHY**

Every service by the City depends on technology and core functions.

**VISION**

A state of the art system with full ability to interact with citizens and provide highly efficient services. Ability to make the best policy/management decisions.

**BARRIERS**

Personnel time, resources and funding

**STRATEGY: Implement GFOA**

**ACTION:** Formulate funding package.

**ACTION:** Present to Council for approval.

**ACTION:** Implement plan in budget 2009.

**STRATEGY: Implement document imaging plan.**

**ACTION:** Research joint project with Stearns County Sherriff's Department and decide.

**ACTION:** Implement document imaging for Police Department. Employ additional technician.

**ACTION:** Expand to other departments.

**STRATEGY: Update website and procedure for maintaining website.**

**ACTION:** Establish new look and method of managing content by individual departments.

**ACTION:** Establish more online services and ability for public inquiry.

**GOAL: TO IDENTIFY AND PROVIDE THE SERVICES SOUGHT BY THE CITY'S AGING AND DIVERSE CITIZENRY.**

**WHY**

Improve citizen satisfaction.  
Maintain and increase population base.  
Positive outcomes from growing diversity.

**VISION**

The City of St. Cloud will enhance its quality of life by identifying and efficiently providing those services desired by our diverse and aging population base.

**BARRIERS**

Funding, communication and participation in goal setting and awareness of programs.

**STRATEGY:** Develop a prioritized list of services sought by aging and diverse population.

**ACTION:** Survey the community's aging population to develop a list of desired services.

**ACTION:** Convene focus group meetings to identify the services sought by specific nationalities and cultures in the Community.

**STRATEGY:** Implement those services sought by the City's aging and diverse population.

**ACTION:** Develop estimates and prioritize the list of the desired services against other services being requested within the community during the City's budget process.

**ACTION:** Enhance accessibility to the desired services by "without wheels" programs and improve transit services to service locations.

**ACTION:** Identify and approach public and private organizations that may serve as partners for the City in providing the desired services.

**STRATEGY:** Ensure on-going participation and input from City's aging and diverse population.

**ACTION:** Formalize the current senior programs/committees conducted at the Whitney Senior Center as a standing committee regarding issues within the aging community.

**ACTION:** Support the development of the regional Human Rights Office and seek their assistance in gaining consistent input from the area's diverse population base.

**ACTION:** Continue to support programming in facilities other than Whitney – private and public – WWOW.

**GOAL: TO CONTINUE TO STRENGTHEN THE CITY'S NEIGHBORHOODS.**

**WHY**

Healthy Neighborhoods = Healthy City

**VISION**

Vibrant neighborhoods throughout the community that are safe and well maintained.

**BARRIERS**

Apathetic residents, landlords and business owners. Also economic issues-foreclosures, etc.

**STRATEGY: Continue to strengthen relationship with SCSU as it relates to neighborhood issues.**

**ACTION:** Work with Southside Neighborhood Association to develop SCSU Master Plan.

**ACTION:** Participate in the creation of SCSU's 2009 Master Plan process.

**ACTION:** Fully participate in the Mayor/President Task Force and Neighborhood University Community Council.

**STRATEGY: Develop more self-sufficient neighborhoods.**

**ACTION:** Work with Neighborhood Coalition and the established neighborhood associations to create new neighborhood organizations.

**ACTION:** Continue to implement Annual Spring Clean Up.

**ACTION:** Adopt a Park – Adopt a Street.

**STRATEGY: Continue public safety efforts and increased nuisance abatement.**

**ACTION:** Police Department to continue to work closely with neighborhood groups.

**ACTION:** Explore expansion and mandatory participation of Crime-Free Multi Housing.

**ACTION:** Decrease response time and increase reporting of nuisances.

**STRATEGY: Maintain public infrastructure.**

**ACTION:** Continue neighborhood rehabilitation program.

**ACTION:** Continue annual neighborhood sidewalk repair and replacement program.

**ACTION:** Continue annual alley resurfacing and reconstruction program.

**ACTION:** Continue annual neighborhood street overlay and sealcoat program.

**STRATEGY: Develop foreclosure plan.**

**ACTION:** Work with the HRA to develop a St. Cloud based foreclosure plan.

**STRATEGY: Implement revised graffiti ordinance.**

**ACTION:** Adopt revised ordinance and work with private utility companies to address utility box tagging.

**WHY**

To recognize the inevitable turnover of top city staff through retirements and resignations for better opportunities.

**VISION**

To be able to recruit and retain top quality individuals; to be viewed as a prime employment opportunity for professional in every field.

**BARRIERS**

Compression of salaries, inadequate financial resources, and impending shortage of leaders.

**STRATEGY: Develop and make use of emerging leaders within the City organization.**

**ACTION:** Create a program to identify and develop potential leaders within the City's employment.

**ACTION:** Partner with SCSU and/or other entities and involve a diverse sampling of staff to create the program.

**ACTION:** Establish admissions process  
Conduct the program  
Celebrate with graduation  
Establish ongoing program/follow-up

**STRATEGY: Present an implementation plan to policy makers to phase in upgrades.**

**ACTION:** Predict pending retirements and impact on organization. Compile upgraded salary survey.

**ACTION:** Identify positions that need to be addressed. Ensure compliances with pay equity with any adjustments,

**ACTION:** Make new salary assignments with no immediate cost (e.g. different wage grade but same salary).

**ACTION:** Moves positions to a step of new classification if necessary.

**ACTION:** Map out a 3 year plan to move Leadership team and necessary next level personnel.

**STRATEGY: Improve public perception.**

**ACTION:** Attach a dollar amounts to turn-over, recruitment, etc. for filling vacated positions.

**ACTION:** Describe the importance of quality to elected officials and the public.

**GOAL: TO IMPROVE THE LEVEL OF COMMUNITY ENGAGEMENT IN THE CITY'S DECISION MAKING PROCESSES.**

**WHY**

Encourages trust in public decisions. Also ensures that decisions are reflective of broader community.

**VISION**

The City has effectively involved citizenry to arrive at more informed decisions.

**BARRIERS**

Busy people/time commitment and a general disinterest. Apathy in light of positive momentum. Lack of understanding of government and public process.

**STRATEGY: Enhance opportunity for one- on-one interaction.**

**ACTION:** Implement a City-Wide Listening Week offering various hours and locations for city staff to converse with residents.

**ACTION:** CRM/One-Call/311

**ACTION:** Continue Mayor Town Hall Meetings in strategic locations/topics.

**STRATEGY: Enhance mass communication outlets/technology.**

**ACTION:** Continue to improve accessibility and functionality of City's Website.

**ACTION:** Create programming on Channel 19 to review current and important city happenings, titled "City Beat".

**ACTION:** Include surveys in the quarterly City Newsletter.

**ACTION:** Continue Mayors radio presence.

**ACTION:** Utilize St. Cloud Time's Your Turn on a more consistent basis.

**ACTION:** Use electronic billboards.

**ACTION:** Create a consistent article in the St. Cloud Times titled "City Beat" to explain basics of City Government.

**STRATEGY: Develop a unified policy on public participation.**

**ACTION:** Develop Public Participation Plan.

**ACTION:** Inventory existing communication tools/practices.

**GOAL: SUPPORT EFFORTS TO CREATE A HIGHLY QUALIFIED WORKFORCE TO ENHANCE THE AREA'S ECONOMIC VITALITY AND NEW DEVELOPMENT.**

**WHY**

Continue as a thriving urban center.  
Job growth and retention for existing and new residents.  
Increase tax base.

**VISION**

A qualified workforce will be available to meet the needs of existing and expanding businesses, as well as new employers/businesses.

**BARRIERS**

Language, baby boomers, and proximity to Twin Cities.

**STRATEGY:** Work with other public and private organizations to ensure a highly educated work force for new and existing businesses.

**ACTION:** Establish programs to train new residents for local employment.

**ACTION:** Identify and develop community amenities desired by young professionals and college graduates.

**ACTION:** Work with SCSU and SCTC to develop programs that feed into targeted industries.

**ACTION:** Integrate the HRA Annual Plan and Goals with the City's.

**STRATEGY:** Focus on job retention activities to maintain community's employment base.

**ACTION:** Work cooperatively with The Partnership to address issues and concerns raised during local business visits.

**STRATEGY:** Identify community assets and focus job recruitment on targeted industries.

**ACTION:** Continue to support and actively participate in the area bio-science initiative.

**ACTION:** Support and actively promote the high-tech downtown initiative in downtown.