

STRATEGY 1
GUIDELINES
FOR
IMPROVED COMMUNICATIONS

A. Strategy: Continually improve Communication and Relations with Residents, Businesses and Visitors

Ensure that residents and businesses are kept fully informed about City services and issues on a regular basis and continue to build confidence in the City government by enhancing our reputation of being courteous and responsive to the needs of residents, visitors, commercial residents and developers.

B. Tactical Plan for Achieving Strategy:

Quarterly Newsletter:

The City will publish a quarterly newsletter the 1st month of each quarter to be mailed to each resident. Content to include articles about:

1. Current legislation
2. Actions of the Board of Aldermen
3. Storm water projects
4. Police and fire safety tips
5. Community events
6. Highlight web site listings

Post Cards:

The City will use post cards to communicate specific and timely information to residents.

1. Leaf vacuuming
2. Festivals or special events
3. Special limb collections
4. Road construction or closures

Website:

Utilize the web site for current and reference/archive information for residents and visitors.

1. Each department assigns an individual to update their section of the web site at least monthly.
2. All meeting minutes and agendas are posted in a timely manner (agenda posted at least 4 days prior to meeting).
3. Searchable codes and ordinances update annually.
4. Applications and check lists for building department.
5. Current events posted on home page.
6. Ensure that web site is informative, updated and easy to navigate.
7. Train one person per department to upload photos and text.

Customer Relations Service:

Ensure all employees are courteous and responsive to residents and visitors.

1. Provide training and information to employees for interpersonal skills.
2. Insure policies dictate good relations and provide discipline for poor treatment.
3. Recognize exceptional performance with incentives, public recognition at meetings or in newsletter.
4. Provide easy access for feedback complaint/comment forms at front desk, surveys from businesses and customers and on the web site.

Media Relations:

Build and maintain positive relations with media representatives.

1. Promptly return phone calls and requests for information.
2. Prepare a media release for all important events and pass out/mail to media representatives.

Performance Measurement:

Present quarterly report with information from departments to Board of Aldermen including positive and negative news stories, e-mails, phones calls and all other feedback and follow-up response to feedback from all departments. Encourage feedback from residents through the web site and newsletters.

Timing: Specified in detail section

Cost: \$7,500 Budgeted 2009-10

\$7, 500 Proposed budget 2010-11

Responsibility: Primary: City Administrator; **Secondary:** Department Heads

STRATEGY 2
GUIDELINES
FOR
IMPROVED SERVICES, SAFETY AND EFFICIENCY

A. Strategy: Improve Services, Safety and Efficiency. Enhance the facilities and infrastructure of the City.

B. Tactical Plan for Achieving Strategy: Complete construction of the new city government complex, to house City Hall, police department and fire department, to provide updated and efficient space in an upscale, unique building which sets an example for future commercial development, per the Comprehensive Plan.

1. Meet weekly with construction management (CM) team to review construction progress.
2. Meet with architect weekly to review design problems.
3. Review coordination of architect and CM to anticipate design conflicts and develop cost-effective solutions.
4. Coordinate with church and school on easements, landscaping and shared uses.
5. Control expense and maintain budget through reviews with Ways and Means and Board of Aldermen.

Performance Measurement:

Bi-weekly review at staff meetings and quarterly status report. Monthly report to Ways and Means, Board of Aldermen and Public Works on construction progress and budget review.

Timing: Construction to be complete by March 2011.

Cost: \$9 million building construction; \$2 million design and engineering costs.

Responsibility: Primary: City Administrator, Secondary: Ways and Means, Public Works Commission and Board of Aldermen.

STRATEGY 3

GUIDELINES

FOR

PROTECT AND GROW SALES TAX BASE AND DEVELOP NEW REVENUE SOURCES

A. Strategy: Prudently Protect and Grow Sales Tax Base Be responsive to opportunities for quality development in commercially zoned areas of the City, (such as German Blvd. and others identified in the Comprehensive Plan), in order to better serve the residents and maintain revenues to meet growing operating expenses. Projects should be respectful of the rights of existing businesses and residents.

B. Tactical Plan for Achieving Strategy:

Provide opportunity for sales tax.

1. Create codes that are business friendly while maintaining quality standards.
2. Encourage new businesses with an established base that will provide continuity to the business community.
3. Provide an opportunity and participate in business promotion such as business expos.
4. Meet with businesses to define any assistance the City can provide including creating a better business environment or overcoming any obstacles the City may cause.
5. Transition General Commercial zoning to Planned Development or Planned High Fashion District, to provide for high quality projects and a more successful business climate.

Utilize new commercial projects to create recreational space.

While less than 5% of the City is zoned commercial, our commercial partners generate approximately 75% of the City's revenue. It is incumbent on City government to both work with existing commercial interests to ensure that they have every opportunity to succeed and to be receptive to working with successful developers to encourage first class projects.

Our commercial interests have been highly successful as they typically represent high-end businesses that were successful prior to coming to Frontenac. We should continue to encourage high-end, quality retail which also provides community amenities.

While our primary goal is to create a climate for successful high-end businesses, a secondary goal is to recognize that it is possible to work with developers to incorporate other benefits into their development. Such things as:

- Walking paths
- Park areas
- Sidewalks

- Buried utilities
- Decorative lighting
- Improved access to shopping areas
- Street, signage and traffic signal improvements

Performance Measurement:

Annual report from the finance officer included in the budget report on the results of the City's effort to work with existing commercial interests and any feedback we are getting from the businesses. Annually report on progress to more fully develop commercial interests in areas currently zoned commercial. Participate in Chamber of Commerce meetings to network with businesses. Survey businesses with annual business license renewal.

Timing: German Blvd. current to mid 2011 other, on-going

Cost: No additional cost

Responsibility: German Blvd., Primary: An Aldermanic Task Force, Secondary: City Administrator

STRATEGY 4
GUIDELINES
FOR
CONTROL OF REVENUE AND EXPENSES

“When pay-out exceeds pay-in, balance is maintained only by the weight of illusion...”

(Source: Mark Helprin, WSJ 1-22-10)

Background: The City of Frontenac’s collected revenue has not been growing at the rate of inflation, which will result in expenditures exceeding revenues in a relatively few years. While a strong efficiency program can delay this, it cannot prevent it.

Additionally, there are potentially major outside events that can negatively impact both/either revenues and expenses which requires that solutions be identified to address these events, (identified in Section B) when they occur. By identifying all the tools that can be used, it can speed up the reaction time, and reduce the need to rely simply on reserves.

A. Tactical Plan for Controlling Revenues and Expenses Under Normal Conditions:

1. Budget Development and Review

- a. Develop annual budget addressing needs identified in the strategic plan with input from Department Heads and review from Ways & Means committee.
- b. Continue to provide monthly top-line report to Ways & Means committee and Board of Aldermen highlighting significant changes by percentage in monthly revenues and expenses compared to budget and the same period the previous year.
- c. Make adjustments to keep expenses at or below budget, based on top-line report. (Recognizing that combined revenues are not growing as fast as inflation)
- d. Preview financial statements and variances in revenues or expenses during bi-weekly department head meetings.
- e. Annually review the 20-year financial plan developed by Ways & Means for City facility and ISO/ambulance analysis (and adjust if necessary) based on actual revenues and expenses to actuals.

2. Enhance Revenues

- a. Encourage new developments to include retail businesses consistent with the 2006 Comprehensive Plan.
- b. Maintain and expand service contracts for police/fire and additional departments, (such as public works for subdivisions) if revenue exceeds the cost of providing the service or reduces expenses to the City.
- c. Review all fee structures annually during the budget process including court fines, building permits, PILOTs, business licenses, etc to insure they are consistent with fees in peer cities and are covering the cost of providing the service.

- d. Apply for grant funding for projects and expenses that are necessary and do not result in permanent unbudgeted expenses.
- e. Cooperate with future or expanded non-tax revenue or non-sales generating organizations to provide payments in lieu of taxes (PILOTS) for services.
- f. Review revenue assumptions in 20-year plan such as Shriner's redevelopment.
- g. Maintain annual review of sales tax "sharing" formula provided by St. Louis County. Attached Addendum 1 shows the City annually forfeits approximately 30% of the 1% sales tax (City's largest source of revenue) and 25% of the ½% Capital improvement sales tax which together cost the City more than \$650,000 in sales tax in 2009. (See Addendum 1)

3. Manage Expenses

- a. Combine purchasing power, share resources for cost savings with other cities, organizations and departments, and cover expenses when loaning equipment.
- b. For major capital items and personnel, share equipment or resources to form alliances with public or private organizations while maintaining our level of service.
- c. Analyze the cost/benefit of outsourcing of services.

4. Develop Systems to Improve Employee Efficiencies and Productivity

- a. Continue employee cost saving incentive plan.
- b. Provide incentives for safety/accident prevention programs and health screenings which result in accident reduction and cost savings.
- c. Allow systems to do the work (including financial reports) by limiting revisions and allowing staff greater opportunity for analysis.

B. Tactical Plan for Reacting to Significant Downward Pressure On Budget:

- 1. Address significant events (listed below and others) that would threaten the City's ability to provide the quality services residents and our commercial partners expect.
 - a. Our inability to control the amount of revenues we share.
 - b. It is unlikely that our sales tax revenues will grow at historic rates due to a decline in consumer spending, increase in non-taxable internet sales, etc.
 - c. Un-funded mandates increase expenses such as ISO requirements for additional firefighters.

Solutions:

- 1. Maintain reserves at the stated goal of 50% of the annual operating budget while not going below 25% to meet cyclical revenue demands which will:

- a. Maintain interest revenue from investing the reserves.
 - b. Avoid borrowing and paying interest on the money borrowed.
2. For permanent expenses, or loss of revenue which cannot be funded from the existing budget, propose taxes in order to fund the mandate (it not only funds the mandate but informs the residents of the requirement and its cost to them). These funding sources protect reserves which would be depleted if used to fund permanent expenses or revenue short falls.
- a. Propose to voters a residential utility tax which is currently at ½%. 95% of peer cities have a utility tax of 7% to 8%, which could generate an estimated \$300,000 annually and be adjusted based on estimated shortfalls in revenue. Would require approval of voters.
 - b. Propose to voters a property tax increase above the current 44 cents. Residential property tax generates approximately \$800,000 in revenue, or less than 9% of the City's annual budget. Voters previously approved a tax rate of 62 cents which cannot be levied by the City due to prior roll backs and the Hancock amendment.
3. For events that are likely to reduce revenues or cause additional expense for a predictable or short period of time, the following solutions could apply:

Internal Solutions:

- a. Provide early retirement incentive resulting in cost savings by hiring new employees at less salary.
- b. Place a hold on employee pay increases (except for step increases) for a defined period of time. Consider one-time bonus payments instead of pay increases which compound.
- c. Reduce City portion of medical insurance cost (create deductible, etc.)
- d. Furlough employee hours/pay without impacting emergency services.
- e. Eliminate out of state travel and reduce in-state travel except required training.
- f. Annually review staffing levels compared to work load and required minimums.

External Solutions:

- a. Short term tax increase or specific bond issue to address the issue.
- b. Require residents to pay for services previously offered for free for a period of time (i.e. leaf pickup, after storm pickup)

General Fund Trends

Fiscal Year ended June	Property Taxes Collected	GF Sales Taxes Collected	Sales Tax Change	General Fund Revenues	General Fund Revenues Change	Sales Tax% of Revenue	General Fund Expenses	General Fund Expense Change
2004	983,635	2,242,63	0%	3,226,26	0.00%	69.50%	4,786,09	0%
2005	1,033,82	2,331,08	3.94%	3,364,90	4.30%	69.30%	5,440,77	13.68%
2006	1,071,87	2,284,78	-1.99%	3,356,66	-0.24%	68.10%	5,461,55	0.38%
2007	1,112,50	2,309,43	1.08%	3,421,93	1.94%	67.50%	5,676,30	3.93%
2008	1,127,62	2,078,26	-10.01%	3,205,89	-6.31%	64.80%	5,508,85	-2.95%
2009	1,128,00	1,765,60	-15.04%	2,893,60	-9.74%	61%	4,971,35	-9.76%

Important notes

- Net GF revenues have decreased by an average of 2% per year over 5 years
- GF expenses have decreased an average of 1% per year while maintaining the quality of services and keeping employee benefits and salaries competitive with peer cities.

10 Year 1 Cent Sales Tax Sharing

Year	1% Sales	% Change	% Shared	Amount Shared	Net Revenue	% Change
2000	1,785,878	0.00%	30.40%	544,011	1,241,867	0.00%
2001	1,785,186	-0.04%	30.20%	539,965	1,245,220	0.27%
2002	1,798,814	0.76%	30.10%	541,746	1,257,070	0.95%
2003	1,708,911	-5.00%	29.40%	502,991	1,205,920	-4.07%
2004	1,846,494	8.05%	30.70%	567,550	1,278,944	6.06%
2005	2,100,810	13.77%	32.60%	685,706	1,415,104	10.65%
2006	1,907,227	-9.21%	31.10%	592,495	1,314,732	-7.09%
2007	2,090,634	9.62%	32.40%	677,906	1,412,728	7.45%
2008	1,869,202	-10.59%	30.70%	573,140	1,296,062	-8.26%
2009	1,574,821	-15.75%	28.00%	440,689	1,134,132	-12.49%

1% sales tax sharing is calculated based on county wide total sales revenue divided on a per capita basis of our population. Higher sales and lower population results in more sharing.

1% General Fund30% Average per year
 ¼% Local option General Fund14% Fixed shared monthly
 ½% Capital Improvement25% Fixed shared monthly
 ¼% Fire Safety.....no sharing
 ½% Parks and Stormwaterno sharing

STRATEGY 5
GUIDELINES
FOR
COMMERCIAL BUILDING DEVELOPMENT

A. **Strategy:** To ensure that future commercial construction conforms to the guidelines of the Comprehensive Plan (consistent, unique and upscale).

B. **Tactical Plan for Achieving Strategy:**

Buildings should be traditional in style. Along the Clayton corridor, it would be preferred that this be French traditional architecture. (DRC)

Building Material:

High quality materials (i.e. masonry) should be used. This same material should be used for all sides of the building. (DRC)

Roof/Overhang:

Preference is for the roof not to be a flat roof (gable or hip). If a flat roof is used, it should utilize some architectural treatment (i.e. faux mansard or balustrade) that adds to the appearance of the building and forms a visual shield (from either neighboring residences or street) for any mechanical equipment that may be on the roof. Preference is for a high-pitched roof. (DRC) Also, the overhang should be sufficient to provide protection for the building. (DRC)

Site Planning:

Site planning should integrate mature, native trees and existing vegetation into the site plan and building design. (DRC)

Landscaping:

Landscaping Plan should:

1. Create a park-like appearance with particular emphasis on the front of the building. (DRC)
2. Include a combination of both deciduous and conifers in order to create a pleasing appearance in all seasons. (DRC)
3. Sod should be used rather than seeding. (DRC)
4. Larger developments are encouraged to create park-like areas that are environmentally friendly, and can be enjoyed by employees, customers and residents.
5. Irrigation systems are encouraged.

Parking Lots:

Whenever possible, the parking lot should be placed behind the building in order to showcase the building and create a pedestrian-friendly environment. (DRC) Additionally:

1. A berm should be incorporated (where possible to run the length of the parking lot to insure that the visual concentration is on the building and not the parking lot). (DRC)
2. Islands (and berms) should be landscaped with both deciduous and conifer trees and shrubs to insure that the landscaping is attractive during all seasons. (DRC)

Building Height:

Buildings should not exceed three stories or 40 feet in the Planned High Fashion District or three stories or 35 feet in the Planned District.

Utility Service:

Wiring to be buried from utility poles to building. For larger developments, the utility poles should be eliminated all together. (DRC)

Energy Conservation:

Projects should be designed in order to include energy conservation elements whenever economically practical in order to demonstrate awareness and to help eliminate additional strain on already strained area energy sources. (DRC)

Performance Measurement:

Design Review Commissioner and Building Commissioner report annually or earlier when conditions dictate. Obtain feedback from builders and developers when obtaining final approval or occupancy

Timing: On-going

Cost: No additional cost to City

Responsibility: Primary: Building Department, Secondary: Planning & Zoning, Design Review Commissioners

STRATEGY 6
GUIDELINES
FOR
RESIDENTIAL BUILDINGS

A. **Strategy:** To maintain Frontenac’s reputation for creating beautiful residential areas and to ensure that guidelines are developed for maintaining our real estate values.

B. **Tactical Plan for Achieving Strategy:**

Utilize the following design guidelines for homeowners and developers to create homes that are simultaneously compatible with existing neighborhoods while still providing opportunities for diversity in style. Provide detailed upfront information about guidelines, objectives, ordinances and schedules, and update building department packets.

Building Material:

High quality building materials should be used (i.e. masonry or wood/hardy board [the exception would be soffits where non-maintenance materials may be selected]) for all new construction. One principle building material should be used on all sides of the building. (DRC) All home expansions and outbuildings should utilize the same building materials and colors used for the main structure. (DRC)

Roof/Overhang:

Roofs should be either a gable or hip roof. Preference is for a high-pitched roof with an overhang that is consistent with the architectural style and large enough to provide sufficient weather protection for the building. Additional interest can be created and is encouraged by such things as changes in plane through the use of gables, hips or dormers. (DRC)

Site Planning:

Site planning should integrate mature, native trees and existing vegetation into the site plan and building design. Large, mature trees should be protected during the building/grading phases whenever possible. (DRC) Information on tree protection will be available in Building Guidelines Packets.

Landscaping:

Landscaping plans should be submitted for both new construction and home expansion plans. These plans should indicate plans for all significant removal of trees to be removed during construction. Trees should not be removed prior to gaining an approved plan for stormwater run-off and landscaping unless approved by the Building Commissioner and in conformance with the tree preservation ordinance.

Utility Service:

Buried utility lines to the home during new construction, and during major remodeling involving electrical panel replacement.

Performance Measurement:

Review monthly report from Building Commissioner for construction permits and obtain feedback from subdivision trustees on new construction review and information provided from the City. Chart timeline for permits/review process from start to finish.

Timing: On-going

Cost: \$5,000 - \$8,000 for code consultants

Responsibility: Primary: Building Dept., Secondary: Design Review Commissioners

STRATEGY 7
GUIDELINES
FOR
MANAGING STORM WATER PLAN

- A. **Strategy:** Manage storm water projects and execute storm water master plan.
- B. **Tactical Plan for Achieving Strategy:** Maintain Standards for new construction and accomplish priority projects while continuing to design future projects.
1. Ensure all new construction has an approved stormwater plan.
 2. Enforce stormwater guidelines and have consultant review all new construction stormwater plans of compliance.
 3. Provide on-going education through the newsletter, on the web site and in e-mails to help residents minimize runoff through landscaping, and when making minor renovations.
 4. Follow master plan schedule funded by ½% sales tax.
 5. Maintain balance of projects under way and in design.
 6. Communicate with subdivisions and residents during stormwater project design.
 7. Partner with MSD for grant funds/shared projects.
 8. Fund \$50,000 annually for small matching fund grants.
 9. Provide direct mailers and newsletter articles for all residents to educate about clean water act compliance such as not dumping in streams and into storm inlets.
 10. Use web site to easily communicate stormwater plan.

Performance Measurement:

Quarterly report on status of projects and future plans. Survey residents and trustees who have granted easements for projects immediately following construction and follow-up for performance of improvements.

Timing: On-going

Cost: \$800,000 annual Stormwater funds

Responsibility: Primary: Public Works Staff and Stormwater Consultant, Secondary: Stormwater Consultant, Public Works Commission

STRATEGY 8
GUIDELINES
FOR
IMPROVING PROVIDED UTILITY SERVICES

- A. **Strategy: Quality Control of Services.** Insure that utilities are meeting resident's expectations for the quality of utility services being offered.
- B. **Tactical Plan for Achieving Strategy:** Create an effective relationship with the various utilities that serve the City in order to improve the quality of the services and response provided by the utilities.
1. Identify areas the utility can improve.
 - a. Coordinate with Missouri American Water to improve domestic water service and increase pressure to hydrants for fire suppression.
 - b. Continue matching funds program with MSD to accelerate storm water remediation projects.
 - c. Coordinate with Ameren to improve electric delivery including burying lines.
 2. Identify areas the City can improve.
 3. Identify where residents can improve their service.
 4. Communicate to residents how they can improve reliability such as tree trimming and during construction projects.
- C. Ensure we are getting the same level of comparable services offered to other cities.
1. Meet with utilities annually.
 2. Develop programs to work cooperatively and set goals to get same or better service and adds existing problems.
 3. Obtain reports from utilities.
- D. Coordinate with Laclede Gas, Missouri American Water and other major service providers.

Performance Measurement:

A minimum of one annual formal review meeting with each utility to review performance and discuss what can be done by the utilities, City or by residents to improve existing service. Request resident feedback on amount of outages and report utility information to the residents.

Timing: Quarterly contact with each utility

Cost: No additional cost

Responsibility: City Administrator, Alderman Hizar, Public Works Commission.

STRATEGY 9
GUIDELINES
FOR
MAINTAINING THE QUALITY OF CITY GOVERNMENT

A. **Strategy:** Maintain the Quality of City Government, and recruit and retain exceptional employees to provide a high level of service to the residents and businesses.

B. **Tactical Plan for Achieving Strategy:**

Continue to appoint volunteers and committees that capitalize on the many talents of our residents in order to create a more effective City government while ensuring that changes represent the view of a broad spectrum of residents. Educate committee members and provide opportunities for training of volunteers.

Current Committees and desirable strengths of the members:

1. **Board of Adjustment:** Real Estate, legal or planning experience
2. **Planning and Zoning:** Architecture, real estate, legal, planning or construction experience
3. **Public Works:** Engineering or construction experience
4. **Ways and Means:** Finance, accounting or general business experience

C. **Recruit and retain exceptional employees.**

1. Continue to provide compensation, benefits and training competitive with peer cities.
2. Promote internally when prudent.
3. Maintain a positive and safe work environment.
4. Recognize exceptional performance.

Performance Measurement: Annual report and appointments by the Mayor with consultation of the Board as vacancies develop. Annual update from City Clerk on vacancies and remaining terms of office.

Timing: On-going

Cost: No additional cost

Responsibility: Mayor/City Administrator

STRATEGY 10
GUIDELINES
FOR
INCREASE THE SENSE OF COMMUNITY

A. **Strategy:** Increase the Sense of Community.

B. **Tactical Plan for Achieving Strategy:**

Continue the practice of community events to acquaint residents with City services, facilities and personnel and begin to establish events for residents to become better acquainted with other residents and for businesses to create opportunities for interaction with residents.

1. Subdivision meetings and picnics
2. Trustee meetings hosted by the City and make available city employees and officials
3. Attend and participate in events in Crystal Lake Park, Country Life Acres, Huntleigh and Westwood and provide communication such as crime reports to contract Cities
4. Encourage garden clubs to landscape City-maintained areas of the community. Advertise for interested groups and individuals.

Performance Measurement:

Obtain feedback from residents and trustees for desired improvements. Share information with Board of Aldermen quarterly.

Timing: On-going

Cost: No additional cost

Responsibility: City Administrator

GUIDELINES
FOR
POLICE DEPARTMENT

A. **Police Department Strategy:** Provide police protection to safeguard the lives and property of Frontenac residents, businesses, and visitors.

B. **Tactical Plan for Achieving Strategy:**

1. Major Services
 - a. Call response for emergency assistance
 - b. Neighborhood patrol
 - c. Safety enforcement
 - d. Crime prevention and problem-solving
 - e. Crisis Intervention
 - f. Marketing departmental services
 - g. Disaster preparedness and response
2. Opportunity for Improvement
 - a. Improved technology and training to deliver quicker, safer, and more effective response for residents, businesses, and visitors and improve officer safety.
 - b. Promote training through the newsletter and web site to educate residents to protect themselves and their property through preparedness and precaution and crime prevention programs.
 - c. Continue to recruit experienced officers to protect those we serve.
 - d. Provide information through direct contact with residents to increase the number of residents on City alarm system, vacation checks and neighborhood watch.
 - e. Utilize mobile ticketing to keep officers from standing in traffic.
 - f. Market student safety, child identification, and citizens' police academy.
 - g. Coordinate safety and security of City buildings and meetings.
 - h. Promote City alarm monitoring to provide faster response for Frontenac residents and service communities at less cost than commercial monitoring services.

3. Tactical Solutions

- a. Increase citizen contacts to understand concerns and provide information about crime prevention, and safety information.
- b. Maintain attractiveness of department as a desirable work place through competitive pay, training, and potential for advancement.
- c. Utilize traffic patrol and enforcement to increase safety and reduce traffic accidents and to create officer visibility which results in crime reduction.
- d. Pursue grant funding to enhance detective bureau, dispatch, vehicle in-car computer and video capabilities, fingerprinting and disaster response events.
- e. Sponsor or cooperate with other departments and agencies to obtain training and information to help our personnel provide the highest level of safety to the public and themselves. Utilize the new facility to host events and offer the training to our officers.
- f. Provide promotional handout information for visiting groups such as badges and educational materials. Market department services through web site and postings.
- g. Maximize patrols to result in traffic safety and general safety of residents, businesses and property.
 - Recognize visibility of patrols deters crime
 - Traffic enforcement reduces vehicle accidents
 - Continue practice of patrol officers driving through every neighborhood.
 - Continue speed and traffic patrol at high accident locations.
 - Monitor racial profiling reports to prevent profiling.
 - Utilize traffic stops to deter illegal activity.

Performance Measurement: Recognize the special relationship the police department has with residents, and the opportunity that relationship creates for a strong and positive bond between City government departments and each resident. Quarterly report to community on new initiatives and security problems/solutions. Annual status of goals achieved. Maintain list of commendations and complaints with action taken.

Attachment I – Patrol vehicle fleet management and replacement policy

GUIDELINES
FOR
FIRE DEPARTMENT

A. **Fire Department Strategy:** Identify important services, strengths and opportunity for improved service of the fire department.

B. **Tactical Plan for Achieving Strategy:**

1. Major Services
 - a. Emergency medical response
 - b. Transport of patients
 - c. Emergency fire suppression
 - d. Fire safety enforcement and education
 - e. Marketing departmental services
 - f. Disaster preparedness and response
2. Monitor newly implemented services to be sure they are meeting goals.
 - a. Successfully implement city run ambulance transport
 - b. Monitor EMS responses and staffing levels.
 - c. Maintain open dialogue for opportunities for shared fire and EMS services.

C. **Improved Communications**

1. Prepare newsletter and weekly e-mail articles on fire and personal safety
2. Review website content monthly for any updates
3. Customer Relations and Marketing of Departmental Services:
 - a. Distribute batteries for smoke detectors
 - b. Attend neighborhood events with equipment
 - c. Distribute hats and safety information
 - d. Provide tours and educational materials for school groups
 - e. Promote free home fire safety inspections.
 - f. MO Baptist list of babysitter certifications programs.

D. Service Safety and Efficiency

1. Maintain on-going updates to the operations manual to provide high standards for personnel
2. Conduct annual safety inspections of all schools and commercial buildings

E. Utilities

1. Maintain relations with Missouri American Water Company to keep hydrant lines open
2. Work with Ameren regarding downed lines and Laclede Gas for safety issues

F. Pursue new funding sources

1. Apply for grant funding
 - a. Work with grant writers to apply for and fund
 - i. Equipment
 - ii. Training
 - iii. Staffing
 - b. Grant sources include STARRS and Homeland Security

Performance Measurement: Request service response/survey after calls from users then provide monthly call report with response times and annual report on department progress based on 911 calls. Document all positive and negative feedback with action to be taken on negative responses.

GUIDELINES
FOR
BUILDING DEPARTMENT AND PUBLIC WORKS

A. Public Works Strategy: Through public works and street department, maintain the infrastructure of public streets and buildings / Right of Ways / City Signage / Road Striping

B. Tactical Plan for Achieving Strategy:

1. Major Services
 - a. Road striping and city sign and infrastructure maintenance, plowing and right of way mowing and brush clearing
 - b. Maintain City facilities buildings and green space
 - c. Support leaf collection
 - d. Disaster preparedness and response
 - e. Sewer Lateral Repair Program
 - f. Market departmental services being provided to the community
2. Opportunity for improvement
 - a. Assist subdivision trustees with soliciting street maintenance
 - b. Assist Building Department with code enforcement monitoring
 - c. Ensure building and permit fees are competitive and cover the cost of inspections.
 - d. Create check-lists and post on the web site for building department activities.
3. Tactical Solutions
 - a. Upgrade employee education regarding road pavement and maintenance techniques
 - b. Upgrade street and road maintenance schedules and evaluations for future planned road projects, street beautification and ADA compliance.
 - b. Work with code enforcement to identify areas that could benefit from tree and brush removal education
 - c. Cross train personnel to operate and service all equipment

Performance Measurement: Quarterly report to City Administrator, Board and trustees on new initiatives for street maintenance, trimming and plowing. Annual status of goals achieved. Chart all calls, e-mails, etc. with compliments and complaints and action taken on complaints.