SPECIAL COUNCIL WORKSESSION MEETING

Please be advised that the regular meeting location is City Hall Training Room located at 125 3rd Ave. N., South St. Paul, but pursuant to Minn. Stat. 13D.021, under the current emergency declaration due to the COVID-19 health pandemic, some or all of the council members may participate in remote locations using Web-X. Please be advised that City Hall is closed to the public, therefore, any member of the public wishing to monitor the meeting may do so electronically by logging in as follows:

**WebEx Meeting**

**For the Public**

*Join by phone:* 1-312-535-8110  
*Access Code:* 800 407 812

Monday, March 30, 2020  
7:00 pm

**AGENDA:**

1. Goal Setting
2. COVID - 19 discussion – *No Attachment*
3. Council Comments
AGENDA ITEM: 2020 Goalsetting Report & 2019 Update

DESIRED MEETING OUTCOMES:

Review status of 2019 goals and departmental goals for 2020 and beyond.

OVERVIEW:

In 2019, we held a goal setting session with the City Council and the Management Team. The top three goals approved as part of the process were as follows:

- Develop Master Plan for Infrastructure
- Evaluate Joint Partnership with County, History Center, School District, Library at current site or a new site
- Develop a Master Housing Strategy

Action plans for the three goals were prepared and approved. (Copies attached)

Here is a status report on each of the goals:

Master Infrastructure Plan:

A major challenge facing the City is financing infrastructure improvements. While this obviously includes water main, sanitary sewer, storm sewer, and streets, we also need to consider facilities such as buildings, streetlights, sidewalks, and park facilities. In reviewing the attached Action Plan, we are behind in the completion of these tasks, but still in a position to have a report and priority listing ready for the 2021 Budget Process. Here is a summary of key considerations currently identified:

- Water Main – We have 321,000 lineal feet of cast iron water main as indicated on the attached map. (Today, ductile iron pipe is the industry standard.) Most main is six-inch in diameter. (Eight-inch main is typical today.) Another map shows the age of various segments of the water system. You will note much of the system is over 70 years old. For illustrative purposes, if we were to replace the 321,000 feet of cast iron main, a rough estimate would place that cost at $58,000,000 today! That does not assume any street restoration costs that means water main replacement would be done in conjunction with street reconstruction. To be clear, staff is not saying water main replacement is required today just because of six-inch sizing or that it is made of cast iron. We will be basing the prioritization of our water main work on the study AE2S is completing that should allow for an adequate trunk system and address system pressure differences that will allow the system’s operation to be science based rather than on “art”. One final consideration is the
mineral build-up in our mains. The photo below is a piece of water main removed on 5th Avenue this past summer. You will note the greyish material on the interior of the pipe. That is mineral build-up. As you can also see, this reduces the pipe’s functional diameter by about one inch!

- Streets – Based on the previous water main discussion, if we replaced the 321,000 lineal feet of cast iron main, the costs to reconstruct the corresponding streets will be about $200 million in today’s dollars. If we based street costs on our 2019 Pavement Rating (see map attached), 28,400 feet of street is in the “reconstruction” category. In today’s dollars, we would be looking at about $18 million for that work. Keep in mind that as time passes, more streets will move into the “reconstruction” category.

- Sanitary Sewer - More televising of our system is necessary to get a better handle on the needs in this infrastructure component. It can be assumed that most of the manholes will likely be replaced or lined. In reviewing the attached chart showing sewage flows and rainfall information from Metropolitan Council Environmental Services (MCES), our flows for all of 2019 were high. Infiltration and Inflow (I & I) is likely a big factor with the river and ground water levels being high most of the year. It is also likely that private services are another contributing factor that warrants investigation.

- Storm Sewer & Sidewalks – More analysis in terms of needs and costs is required for this area.

- Street Lights – We know we have some very old components in our street light system. We will be devising a street light program that takes into consideration the lighting needs on arterial routes and well as replacement of poor system segments. We do not have a good cost estimate of this need as of now.

- Buildings – Based on the Wold preliminary report, we should be planning for a new Public Works facility at some point in the future. City Hall options were also discussed.
to meet the needs of the PD and our “one stop” customer service component. The Library is looking at $6 to 8 million in renovation/expansion costs. Dakota County may be an option to help in this area.

- Parks Facilities – Continued expansion of Kaposia Landing, the shelter at Kaposia Park, playground structure replacements, and the Northview Pool are all needs we will be addressing.

While more work is needed to complete the Master Plan, it is obvious that our needs will far outweigh our resources for the foreseeable future. Use of our new Infrastructure Fund, the Concord TIF District decertification, and possibly having Dakota County take over the Library will provide some resources. We are also looking at Public Facilities low interest loans for water and sanitary sewer costs. Prioritization of needs with flexibility to undertake the unexpected will be of critical importance.

**Future of the Library:**

We have made significant progress with this goal having completed all steps of the Action Plan adopted last summer. We also moved beyond that point by conducting our citizen engagement process and ultimately submitting our proposal to Dakota County for their consideration. The ball is now in Dakota County’s court.

**Creation of a Master Housing Strategy:**

We are lagging a bit in the completion of this goal based on the adopted Action Plan. Here is where things currently stand:

- Four meetings with the Task Force have taken place since September.
- Staff has prepared a draft strategy document that they are internally circulating prior to sending to the Task Force.
- The Task Force will be asked to review and “electronically” meet to discuss any feedback/comments, prior to suggesting action by the Council. We expect to distribute the document to the task force within the next week and then provide them two weeks to review.
- We will bring the document to the Council for acceptance/approval, likely in late April or early May.

**Department Goal Setting:**

Staff also conducted some internal goal setting for each of their departments. Please keep in mind that preparation of these listing took place before the COVID-19 pandemic. Therefore, some may be impacted. Here are the departmental listings:

**Airport – 2020 Goals**

- Continue working with MnDOT staff and aviation organizations for the revision of the State zoning code and future land use requirements, followed by revisions of the current City zoning ordinances for the Airport, as may be required. – INPROGRESS – MnDot is
still working on a universal zoning ordinance. Involve City Planner in City Ordinance revisions.

- Continuous improvement of land lease agreements including tracking and renewals. -- INPROGRESS

- Improve Staff development by implementing training requirements involving; FAA regulations, customer service, financial responsibility and accountability, new technologies, emergency response, and others.

- Implement written procedures tasked and airport functions. – UPDATING/INPROGRESS

- In collaboration with other departments, agencies, and levels of government, begin the planning efforts to ensure a sound scope of work; airport user and tenant buy in, best practices, implantation of appropriate construction techniques, and logistical needs for Airport improvements. – TRIGGERING EVENT MASTER PLAN IS NEARING COMPLETION. THIS WILL ASSIST THE AIRPORT IN PLANNING FOR CONSTRUCTION IN THE NEXT 5 YEARS

- Provide sufficient justification, necessary documentation, and timely delivery to ensure appropriate execution, delivery, and reimbursement of funds associated with State and Federal projects. ONGOING PROCESS – WHEN PROJECT REQUIRING FUNDING IS NEEDED. MNDOT CIP WAS UPDATED EARLY 2020.

- Provide continuously improving core services, including:
  - safe and efficient facilities
  - effective snow removal services
  - courteous information to airport users
  - a welcoming environment to the community
  - improved aircraft operations
  - effective marketing of the airport that fosters growth

- Continue to market available lots for development on the West Hangar Area. This will continue to offset the cost of developing the area and will help bring down the airport’s debt. – IN PROGRESS

- Continue to market available commercial lots on the main ramp at the airport. This will help increase reserve funds so that when projects and funding become available, the airport will have the funding to pay our portion of the project.

- Explore options to acquire the necessary funding to replace the hangar door on hangar #5. This will make the hangar marketable to new commercial tenants.

- Working with other departments, evaluate opportunities for shared staffing.
City Clerk – 2020 Goals

1. Convert to a One-Stop Shopping Center
2. Implement E-Licensing for rental renewals with future to include all licenses
3. Work with Planning Department and Code Enforcement to develop a compliance program for Zoning Applications
4. Work with Community Development Staff to evaluate options for code enforcement and back-up building inspection services; including possibility of this position taking on rental licensing inspections to ensure consistency of inspections and to generate a revenue offset.
5. Work with Community Development Staff to evaluate need for continuation of Point of Sale Housing Inspections

Community Affairs – 2020 Goals

One Time Events:
- 2020 Census - Increase marketing/promotion for complete count
- 100th Anniversary of First Women to Vote Celebration
- John Carroll/Nan McKay Thinking Green Grant (partnering with Recycling)
- Achieving Green Step Cities Step 3 with Thinking Green Committee
- Bring back “Your Property Looks Great” Program
- Roll Out SSP Community Spotlight Award
- Others as assigned

Yearly Events/Programs: (Continue to organize and host):
- SSP Day at the Capitol
- SSP Youth Summit
- SSP Mayor for the Day Contest
- SSP Food Drive (achieving goal of 55075 pounds)
- Three Community Skates with the Doug Woog Arena
- Swimming Under the Stars
- The Great Halloween Get Together
- SSP Night to Unite
- Fill the Backpack Campaign
- Senior Citizen Thanksgiving Dinner
- Holiday Tree Lighting Event

Task Force/Volunteers:
- Continue to work with and build the SSP Youth Task Force
- Continue to work with Volunteer and Community Groups
- Continue to work with individuals within the community including court ordered hours
- Continue to work with residents at the John Carroll and Nan McKay Building
Other Goals:

- Evaluate the merger of the Community Affairs Facebook site with City’s site based on the AE2S recommendation.

Community Development Department 2020 Goals

Economic Development Goals:

1. Update Economic Development Strategy
2. Conduct 15-20 Formal Business Visits
3. Prepare site at 135 Grand Ave. East for Redevelopment, utilizing grant resources as applicable.
4. Market and position EDA-owned properties for redevelopment.
5. Continue to apply for and administer variety of grants received by department.
7. Work with Progress Plus to update/generate marketing material for business attraction efforts.
8. Market the department and department assets in the region through participation in professional and trade organizations such as the RH Chamber, MnCAR, ULIMN.

Planning/Zoning Goals:

2. Complete process of adopting new comprehensive plan.
3. Begin having conversations with Planning Commission and City Council regarding prioritization and implementation of policy and code changes called for in the new comprehensive plan.
4. Develop updated planning/zoning maps which show all relevant content (the current maps do not show zoning overlays or show sites that are subject to Planned Unit Development approvals).
5. Make improvements to the development review process. Establish a more formal and consistent process for securing input from other departments and communicating required changes to builders and developers prior to report preparation.
6. Begin process of coordinating with the DNR, MPCA, and Friends of the Mississippi River to make improvements to our Shoreland Ordinance, Floodplain Ordinance, and Mississippi River Critical Area Ordinance. (These ordinances all appear to be out of alignment with best practices and recent state-level legislation requires all Minnesota cities to overhaul their Mississippi River Critical Area ordinances within the next several years).
7. As time allows, work on “housekeeping ordinances” to clean up some of the zoning code’s inconsistencies where different sections of the Code contain different
conflicting rules. *Many of these inconsistencies are documented in notes that were left by Peter Hellegers.*

8. Facilitate City Council workshop discussions regarding key planning/zoning issues that should be discussed (code inconsistencies regarding rules for nonconforming businesses, administrative permitting versus Interim Use Permits for minor land use approvals, quasi-judicial versus legislative decisions and level of Council discretion in making different types of land use decisions).

9. Initiate rezoning of all areas that are inconsistent with the Comprehensive Plan.

**Miscellaneous Additional Departmental Goals:**

1. Finalize Master Housing Assessment and Strategy
2. In conjunction with Community Affairs, complete documentation to secure Minnesota Green Steps “Step 3” accreditation.
3. Begin working on polices related to attainment of “Step 4” accreditation.
4. Organize departmental files and create digital copies of key project files that are currently only available in hard copy format.
5. Participate in regional, state, and national conferences and training opportunities.
6. Facilitate smooth transition to Nath Companies for management of the two high-rise properties.
7. Ensure Nath resolves current HUD reporting issues including rent recertifications and related documentation to enable a High Performer PHAS result.

**2020 Engineering Goals**

- Complete Master Infrastructure Replacement Plan for incorporation in to 2021 Budget process
- Aid in Transition to New City Engineer
- Continue oversight/preparation for Concord Improvements
- Implement Sield’s Lake/4th Street Improvement Project
- Work with Dakota County to complete 3rd/Grand Avenue Project
- Complete Electric Car Charging Station Installation
- Address ground water issues by Kwik Trip driveway
- Stabilize Mississippi River Bank near Kaposia Landing in conjunction with Army Corps of Engineers and MnDNR
- Assist in inspection of Kaposia Land Phase 2 improvements
- Evaluate potential use of Minnesota Public Facilities Authority funding for future water/sewer projects
- Evaluate possible turnback of Thompson Avenue per Dakota County’s request
- Revise City’s Assessment Policy

**Finance - 2020 Goals**

1. Revise Budget Document to include fund balance information
2. Evaluate credit card policy regarding daily charge limit
3. Evaluate Utility Rates for possible restructuring to enhance revenues
4. Work with Nath in the oversight of financials for the High Rise properties
5. Transition to New Finance Director
6. Implementation of Workflow for Accounts Payable through Laserfiche

**Human Resources – 2020 Goals**

1. Update/develop new employee personnel manual
   - Immediate: Need to update Drug & Alcohol policy to include new D/A Clearinghouse Law
2. Set-up Employer account on Drug & Alcohol Clearinghouse site
3. Implement new NEOGOV HR tracking system
4. Work with new Safety Consultant to implement MSDS online system so all employee has access to safety data sheets
5. Implement new background check system for new hires
7. Continue to work with Safety Committee to ensure we cultivate a culture of employee safety and awareness
8. Laserfiche HR files
9. Continue work on organizational changes (i.e. one-stop counter, reorganization of departments)
10. Obtain SHRM Certified Professional certificate

11. Institute City-wide Employee Performance Appraisal System

12. Evaluate the Use of Opt-Out in Health Insurance as a potential cost saver

13. Develop transition plan for the Finance Director’s oversight of front-office staff.

**IT 2020 Goals**

1.) Replace PC’s in Parks and Rec

2.) Begin migration to Office 365

3.) Work with DBB to install fiber to water utilities and parks

4.) Develop listing of fiber assets we will contribute to Dakota BroadBand

5.) Continue to deploy technology solutions to help deal with COVID-19 pandemic challenges

**Library 2020 Goals**

☐ To continue to work with City Staff, the City Council and Library Board in moving the library discussion forward. To participate in meetings with city, county, and school district staff regarding the future of the library and the possible building off site or renovation of current site, and to work with the Library Board on any transitional developments

☐ To offer new services to patrons: scanning and mobile hotspots

☐ To continue to seek out underserved populations as we expand our Pop-Up Project and provide tech tutoring to seniors at Central Square

☐ To be a Questionnaire Assistance Center (QAC) for the 2020 Census
Parks & Recreation – 2020 Goals

Park and Trail System:
- Complete Kaposia Landing Phase 2 in accordance with the Dakota County Environmental Legacy Fund (ELF) Grant.
- Assist with coordination of the Robert Piram Regional Trail and bridge construction including the restoration of Kaposia Landing.
- Begin feasibility analysis of a pedestrian way at the Bryant Avenue Bridge, funded by a SHIP grant in coordination with Dakota County.
- Seek alternative funding for the purchase and installation of a play structure for Kaposia Landing after Phase 2 construction completion.
- Coordinate regional funding support from the National Park Service and Dakota County for the construction of the Wakota Trailhead and Overlook.
- Complete interpretive signage along the Mississippi River Regional Trail in collaboration with the National Park Service, Dakota County, and city Community Affairs.
- Purchase solar lighting for parking lots and parkways and coordinate installation by Public Works.
- Coordinate the installation of replacement park entry signs with Public Works.
- Reinstate replacement schedule for aged play structures funded through the CIP.

Recreation Programs and Initiatives:
- Explore new youth and adult program partnerships and collaborations with neighboring communities and Special School District 6.
- Begin new sponsorship program recommended by the Parks & Recreation Advisory Commission for the replacement of disc golf course baskets/targets and park advertising.
- Commence Laserfiche digital storage for departmental information.

Doug Woog Arena:
- Continue increasing hourly ice rental sales and tournament scheduling, while containing expenditures with the goal of reducing the overall arena deficit.
- Plan for the vacancy of the Community Learning Center (CLC) located at Doug Woog Arena and solicit a replacement tenant.
- Coordinate Doug Woog Arena maintenance employee job share with Public Works park division.
- Continue to work with the South St. Paul Youth Hockey Association on advertising sales and lease/use of the off-ice training space.

**Central Square Community Center:**
- Conduct analysis of Central Square Community Center revenue loss and recommend expenditure and operation alterations in collaboration with the Central Square Board and Special School District 6.
- Collaborate with Special School District 6 Community Education on the updating of the Senior Center Agreement and operation at Central Square Community Center.

**Police Department – 2020 Goals**

**2019-2024 Goals:**
- NEW-Remodel space formerly occupied by Kathy’s License Center to include a Police Reserve Room, Police Explorer Room, SWAT/Mobile Field Force locker/bag room, Quiet Room/Lactation Room, and training meeting space.
- NEW-Remodel current Squad Room into offices for Community Outreach, DC Social Services Liaison and 360 Communities Liaison. Completed
- NEW-Remodel Officer cubicle area to include former file room to add additional workspace.
- NEW-Work with Public works to identify areas for enhanced stop sign and dynamic speed limit signs.
- NEW-Research new technology in suspect apprehension and detaining on violent individuals.
- NEW-Research outfitting squads with PIT (Pursuit Intervention Technique) enabled bumpers and PIT training to possibly end vehicle pursuits quicker and safer. Budgeted
- NEW-Find Property Storage Solutions to make better use of limited property room space. Updated simple shelving – movable system will cost $50-100k
- NEW-Officer Mentoring Program/Peer Support Program Completed
- NEW-Command transition – identify future leaders and the associated training Rambaum attending Northwestern Staff and Command School in Fall 2020
- NEW-Command / Supervisor mentor program
- NEW-Juvenile outreach that includes department wide participation. Type and scope of program to be determined by a committee of officers and community members with relevant expertise
- NEW-Explore leasing program for unmarked vehicles as opposed to purchasing.
- NEW- Range improvements (software update for automated range, better organized storage for supplies and cleaning equipment).
- NEW-Firearms Range – Update ventilation and backstop to allow for rifle usage
- NEW-Pullout storage for marked SUV’s to allow easier access to equipment.
• NEW-Establish a “check up from the neck up” mandatory wellness program through Sand Creek. Officers would be required to attend at least one visit with a mental health professional per year. Started in 2019 – will expand in 2020
• NEW-Paperless FTO process-Tablets and programing fee Too costly at this time $20k
• NEW-Storage Facility –layout and interior storage options
• NEW-Hosting Trainings Started – Need better meeting locations
• NEW-CSO Training for Animal Control and Increase Use of Force Trainings (Female Enforcers)
• NEW-Neighborhood Watch Program Started – VERY limited interest from public
• New-Bicycle Recovery – Research Return Rate/Quicker Disposal/Other Options
• Online Reporting – ProPhoenix
• Property Room Technician – Part-time
• Recruitment- Development

New in 2020:

• Create Efficiencies within the Police Department
• Promote Sergeant and locate Supervisor Trainings
• Identify ways to create more office space for cramped patrol area.

Public Works – 2020 Goals

♦ Working with Parks & Recreation, evaluate the option of having fewer outdoor rinks that we can then maintain to a higher standard.

♦ Evaluate City versus private contracting for maintenance of EDA properties

♦ Evaluate Snow removal from sidewalks along arterial routes

♦ Paving:
  − Undertake pavement repairs with City-owned paver to improve road conditions
  − Re-pave Lorraine parking area by rink
  − Re-pave Grandview park trail

SMFD – 2020 Goals

Mental Health:

• The mental health of emergency responders is an issuing that is at the forefront of issues concerning fire departments
• In 2017 more firefighters died by suicide than in the line of duty.
• Goals
  o Establishing a peer support group
• This group will be made up of approximately six members of the department that will receive peer support training. The group will be available to help members of the fire department experiencing mental health issues. This group will also refer department members to outside resources if needed.
  o South Metro is in talks with a mental health professional to provide an on-call psychologist that can be accessed whenever a department member is experiencing mental health issues. The mental health professional will also provide ongoing mental health resilience training to our members and their families. In addition, mental health check-up will be provided for all department members.

Lexipol:
• South Metro has identified a need to update our department policies. South Metro has retained the services of Lexipol to provide an online policy manual.
• Goals
  o Establish a work group to work with Lexipol to update all policies
  o Provide the department members with policies that reflect current federal, state, and local laws as well as current fire service standards

Community Engagement:
• Continue to be involved in community outreach
  o Provide training for hands only CPR
  o Provide fire extinguisher training
  o Continue installing smoke alarms with our partner the American Red Cross
  o Evolve our home safety inspection program
  o Continue our involvement in activities such as secret holiday shop, safety camps, fishing with a cop and firefighter, summer activities, West St. Paul days, Kaposia days, night to shine, and many others

Fire Operations:
• Put in service our two fire engines that are scheduled for delivery in the early summer
• Reevaluate all the hose loads on our apparatus
• Evaluate and present options for the replacement of our 30-year-old aerial apparatus
• Evaluate and present ambulance options for our next scheduled replacement in 2021

Pending any comments by the City Council, the above listing will serve as our 2020 work plan.

SOURCE OF FUNDS:

TO BE DETERMINED
## 2019 Action Plan

### INFRASTRUCTURE REPLACEMENT/FUNDING

Prepare a master infrastructure replacement and funding plan covering streets, sidewalks, water, sanitary sewer, storm sewer, street lighting, buildings, and other facilities/equipment.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Responsible Party</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td> Appoint Staff Infrastructure Committee to Include:</td>
<td>City Administrator</td>
<td>6/10/19</td>
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<tr>
<td>- City Engineer</td>
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<td>- Public Works Director</td>
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<td>- Utilities/Streets/Parks Leads</td>
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<td>- Finance Director</td>
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<tr>
<td>- City Administrator</td>
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<tr>
<td> Conduct introductory meeting to review Committee Objectives</td>
<td>City Administrator</td>
<td>week of 7/13/19</td>
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<tr>
<td> Complete Review Existing Records/Documents for Past Infrastructure Replacement Plans</td>
<td>Various Staff</td>
<td>12/1/19</td>
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</table>
- Inventory existing City infrastructure
  - Dates constructed
  - Locational Description
  - Current Condition
  - Expected Useful Life
  - Remaining Useful Life
  - Replacement Cost Estimates
  - Chlorination Contingency

- Review and Propose Revisions to Assessment Policies - Staff 2/3/20
  As Needed

- Develop Listing of Funding Options/Budget Impacts - Staff 2/17/20

- Prepare Preliminary Plan/Report for Review by Council - Staff 4/10/20
  Considerations:
  - Safety/Critical Issue
  - Prioritization
  - Budget/Timing
  - Coordination with Other Projects
  - Citizen Engagement
  - Coordination with Other Projects

- Review/Comment on Preliminary Report - City Council 4/13/20

- Prepare Final Report - Staff 5/11/20

- Adopt Final Report - City Council 5/18/20
2019 Action Plan

LIBRARY

Evaluate possibilities for the long-term operation and facility needs of the Library including the exploration of joint partnerships with the County and History Center at the current site as well as broader options involving the School District and other sites.

Tasks

- Receive the following Information from Dakota County relative to becoming part of their system
  - County library standards for square footage, parking, accessibility, and any other site requirements
  - Application of those standards to existing Library site assuming remodel option from 2016 LSE study
  - Outline of a feasible process and timeline for design and construction of a library facility (remodeled or new) and would County operate existing facility in the interim?
  - Ability of SSP to “enhance” facility to meet local needs/expectations
  - Opportunities to create services unique to the SSP site versus other Libraries within the Dakota County system
  - Details relating to the integration of SSP Library employees into the Dakota County system (wages, benefits, hours of work, job descriptions, etc.)
  - Specifics regarding the transfer of assets to Dakota County
  - A commitment/statement to maintain a library in SSP for the long-term

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<thead>
<tr>
<th>Responsible Party</th>
<th>Target Date</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td>Dakota County</td>
<td>7/19/19</td>
<td>(Received 6/13/19)</td>
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</tbody>
</table>
- Prepare Financial Analysis of City vs. County Option Staff 8/30/19
- Develop Listing of Potential Library Options/Sites/Partners Staff 8/30/19
  - Pro & Con Analysis
- Prepare Draft Citizen Engagement Process Staff 8/30/19
- Prepare Preliminary Report for Review by Council, Library Board & Public Staff 9/6/19
  - County versus City Option
  - Site Options
  - Partner Options
  - Continued Operations Issues/Plan Associated with Construction
  - Issues Associated with Re-use of Existing Building (should new site be chosen)
  - Citizen Engagement Process
  - Financial Considerations
  - Financing Options
  - Other?
- Review/Comment on Preliminary Report City Council/Library Board Public 9/9/19
- Determine Next Steps in Process City Council/Library Board 9/23/19
## MASTER HOUSING STRATEGY

The City of South St. Paul will develop a Citywide Master Housing Assessment and Strategy to address current housing and neighborhood characteristics and needs, while planning to grow positively with future trends of the City and broader region.

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Party(ies)</th>
<th>Target Date</th>
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<tbody>
<tr>
<td>Appoint Ad-Hoc Task Force</td>
<td>City Council</td>
<td>7/17/19</td>
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<tr>
<td>Conduct introductory meeting to Committee objectives</td>
<td>Housing Task Force</td>
<td>Week of 7/17/19</td>
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<tr>
<td>Undertake analysis and present findings analysis/memo to task force</td>
<td>Economic &amp; Community Development (ECD) Staff</td>
<td>8/15/19</td>
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<tr>
<td>Develop Housing Strategy to include (for example):</td>
<td>Housing Task Force</td>
<td>Meetings through 10/18/2019</td>
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<tr>
<td>- Principles</td>
<td>ECD Staff</td>
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<td>- Goals</td>
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<td>- Programs</td>
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<td>- Policies</td>
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<td>- Partnerships</td>
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<tr>
<td>- Implementation (to include timeline and funding mechanisms)</td>
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<tr>
<td>Prepare Master Housing Assessment and Strategy Document</td>
<td>ECD Staff</td>
<td>11/15/19</td>
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<tr>
<td>Task force review and recommendation</td>
<td>Housing Task Force</td>
<td>Week of 11/18/19</td>
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<tr>
<td>Council Review and approval/acceptance of MHAS Action Plan</td>
<td>City Council</td>
<td>12/2/19</td>
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The following outline provides a general framework for the preparation of the Master Housing Assessment and Strategy (MHAS):  

**Key Roles**

- City Council to appoint a Master Housing Strategy Task Force and review/receive recommended action steps at conclusion of MHAS.
- Task Force to meet as needed to guide development of MHAS, and to provide recommendations to the City Council.
- Economic & Community Development (EDC) staff will manage the development of the MHAS on behalf of the Task Force, and will collaborate with other City departments and other jurisdictions as appropriate throughout the course of the MHAS.

**Key Principles/Goals of MHAS**

- Provide a detailed assessment of the current housing market within the City, and identify gaps, opportunities, and potential challenges in responding to current and anticipated housing needs.
- Establish an action plan and recommendations based on findings which includes clearly defined and measurable goals and action steps.
- Constitute policies and potential programs to provide guidance to the City as they implement the MHAS.
- Generate cost estimates and potential funding strategies/sources.

**Key Issues the MHAS Will Address**

- Analysis of factors including, but not limited to:
  - Occupancy characteristics (owner-occupied / renter-occupied)
  - Age characteristics (age of housing units)
  - Price/Value characteristics (ie, monthly rent, mortgage costs, property values, etc)
  - Affordability characteristics (ie, contextualize price/value with demographics)
  - Geographic trends (ie, are there “clusters” of certain characteristics in the City’s housing market?)
- Identification of existing housing programs, policies, and resources available to the community
- Identification of existing barriers/assets to housing in local building and development codes
- What assets/investments are needed to strengthen neighborhood home values and build community?
- How can the City incentivize new investment in neighborhoods, including reinvestment by existing residents?
City of South Saint Paul Pavement Surface Evaluation and Rating (PASER) 2019

PASER RATING 2019
(see note below)

1 - 2 (28,480 LF)
3 - 4 (134,438 LF)
5 - 6 (128,521 LF)
7 - 8 (85,435 LF)
9 - 10 (25,687 LF)

Note: Rating is for Asphalt surfaces only
1 FailedNeeds total reconstruction
2 Very PoorNeeds reconstruction with extensive base repair
3 PoorNeeds patching and repair prior to major overlay
4 FairNeeds structural overlay (1" or greater)
5 FairNeeds non-structural overlay (2" or less)
6 GoodNeeds seal coat
7 GoodNeeds routine maintenance (crack sealing)
8 Very GoodNeeds little or no maintenance
9 ExcellentNo maintenance required
10 ExcellentNo maintenance required