



2021 CITY OF WAITE PARK GOALS AND OBJECTIVES
WORKING DOCUMENT
PROGRESS AS OF APRIL 1, 2021

CITY OF WAITE PARK

Mission Statement:

To provide outstanding service in an efficient, effective, and professional manner.

Our Vision:

A local government which embraces the changing needs and expectations of the public while focusing on providing a high level of service in the most effective and efficient manner possible.

Our Values:

- I Integrity
- C Courage
- A Accountability
- R Respect
- E Excellence

2020 Accomplishments:

- Hired Facility Events Coordinator Position to assist with operations of the AMP and other city facilities
- Completed the construction of Ledge Amphitheater Park Facility, worked on operation and logistics
- Completed employee breakroom improvements
- Completed Pay Compensation Plan
- Appointed open Sergeant positions in the Police Department
- Continue to work on city beautification plan
- Completed City-wide Culture Assessment
- Considered Civil Service Abolishment

- Addressed COVID 19 Health Pandemic and its impacts on the City as an organization and the community
- Implemented CARES Act Funding providing business relief and many technological improvements in all departments.

2021 Goals:

- Continue to address impacts of COVID 19 on the City as an organization and the community-Admin staff working with Paul Storm and various departments on monitoring these guidelines. We have streamlined this process by using Monica in Admin as the point contact for public on special events or questions.
- Review future staffing and response needs of Fire Department-Considering options at this time and will bring them forward once complete.
- Develop CIP Plan for Fire Department-in progress
- Complete a City-wide Strategic Plan-presented proposal to City Council and will work with Council on their desire to proceed.
- Continue develop a Succession Plan that addresses upcoming impacts of potential retirements-staffing plan is completed annually
- Continue to work on goals from Culture Assessment-Completed two retreat/work sessions with council. Each department still working on their respective portions of this. Will work with City Council on completing action plan from last retreat/work session.
- Pursue the additional ½ percent sales tax option for regional projects-In progress. We have had both a hearing in the House and the Senate. We are working through the issue with the House on our 10th Avenue Road project. They have omitted this from consideration on the House Bill and we are working with Flaherty and Hood on trying to address this.
- Evaluate results of Facility Needs Study and determine next steps-This is somewhat tied to the sales tax bill moving forward as this will provide us with opportunities to put the plan in place.
- Complete the update to the Comprehensive Plan and Zoning Update-We intend to wait until this summer to bring this forward for Council consideration to determine next steps in hopes that COVID concerns will be lessened for moving forward.

ADMINISTRATION DEPARTMENT:

Mission Statement:

To assist the general public with a variety of permitting, billing, and general information as it relates to the City. This department also provides financial oversight to all departments within the City and implements policies approved by the City Council.

Our Vision:

To provide exceptional services to all members we serve while being committed to accountability, integrity, quality, and fairness.

2020 Accomplishments:

- Completed Presidential, Primary, and General 2020 Elections
- Implemented Phased Retirement of Finance Director
- Trained Accounts Payable/Receivable position and streamline accounts payable processes
- Reorganized two administrative positions including Administrative Secretary and AP/AR Licensing Clerk.
- Trained new positions including Payroll/HR Clerk, Administrative Assistant, AP AR Licensing Clerk, and Administrative Secretary.
- Implement Laser Fiche program and move towards electronic filing of documents
- Completed Pay Compensation Plan
- Completed fundraising campaign for Amphitheater
- Completed 27 new hires city wide; 3 in Administration, 7 in Police, 2 full-time and 6 seasonal positions in Public Works, and 9 in the Fire Department

2021 Goals:

- **Continue to work on getting all agreements in place for the AMP-**We have completed and have approved the Falcon National Bank Agreement; we have a draft of the Bernick's Agreement that will need to be reviewed again by Bernick's and then Council and then sent to the State for final approval. We are working through the Concessionaire Agreement and are going to work with New West in having this fall underneath their Agreement.
- Update City website and evaluate adding human resources module to assist with hiring processes-Margie and Lori are working on this with Civic Plus and anticipate May for completion. Once we get this in place, we will then need to work with the Civil Service Board on the impacts to our hiring process.
- Continue to evaluate staffing needs and impacts of Finance Director's future full retirement-We have been working on job descriptions and looking at our options and timing of hiring the Finance Director position and will be discussing this with the City Council in April.
- Continue to evaluate ways to automate services-we are working on setting up many of our payments electronically. We are also going to begin evaluating Laserfische and also going to begin looking at automating more of our building permits making it easier for the public.
- Continue to monitor impact of COVID 19 on city operations and budgets-This is ongoing and will continue to be ongoing throughout the year.
- Continue to train staff in new positions-This will also be ongoing as we look towards hiring a Finance Director. Other staff have done a great job becoming more comfortable in their roles and have taken advantage of training opportunities from other staff and with the financial system as time has allowed.

PUBLIC WORKS DEPARTMENT

Mission Statement:

The Public Works Department is dedicated to the health, safety and welfare of the citizens of Waite Park, by effectively and efficiently delivering City services. We pride ourselves on developing and maintaining City infrastructure, including but not limited to parks, streets, water and sewer systems,

refuse collection, public buildings, vehicles and equipment, as well as providing engineering services for public improvement projects, while preserving and enhancing the City for future generations.

Our Vision:

The Public Works Department will be a recognized leader in the delivery of all public services; known for our responsiveness, reliability, and dedication to our citizens of the community.

2020 Accomplishments:

- Yearly assessment of public works staffing needs for the next five years.
- Bicycle repair station and rental station completed
- A great deal of work on buildings was completed, PD and CH admin offices – redo,
- AMP site, city staff is nearing 90% work on trails.
- Replaced about 100 water meters this year, that is our yearly goal.
- Converted Public Works Facility on 3rd St South over to Centra Care as testing site for COVID
- 2nd Street North and West Avenue reconstruction and roundabout on 28th Avenue South was completed
- Started vacating certain alleys and roadways that no longer serve a public purpose
- AMP construction is nearly 97% completed, will start over winter months furnishing the buildings and Site
- Hired Facility Events Coordinator, to manage the Ledge AMP.
- Hired a maintenance worker to work strictly on building maintenance.
- Number of upgrades to buildings to facilitate (video meetings, work from home, and mobile work tools)
- Managing work, buildings and staff during the COVID pandemic.
- Completed culture assessment and started working on the recommendations
- Completed Facility needs study
- Splash Pad refurbish in process completion by 2021 season

2021 Goals:

- **Continue work on completing final remaining construction items and furnishing of AMP**
Fencing and railings will be completed this Spring. Staff are also working on getting the facility completely furnished and this work will continue throughout the next month or so. The graffiti has also been removed from the rocks and has been a nice improvement to the overall site.
- **Continue to work on the operational functions of the AMP** We are finalizing the agreements needed for contractors that need to be in place to open and are also working with concessionaire and Bernick's on what is needed in concession stand and the catering kitchen. In addition, we continue to receive call for a variety of events and have been working with New West on potential acts can be done this year with COVID. We also continue to monitor the requirements and have been working on a COVID Plan to ensure we can open the facility this summer. Staff also worked on the website with Civic Plus and this is up and running.
- Continue to evaluate automated meter reading systems, finish work on identifying water meter accounts on auto read routes for all non-residential accounts

- Continue to work on recommendations from Culture assessment (Staff, management and supervisors)-This work is ongoing and focuses have been on improving the evaluation process and meeting more regularly with employees.
- Work on the logistics of setting up monthly utility billing for future consideration-ongoing
- Continue to evaluate use for existing Public Works Facility on 3rd St South-Staff will work on this with the City Council once we determine whether the sales tax bill is approved. We will want to keep our options open and will review this again in the Summer/early Fall
- Continue work on the Capital Improvement Plan for Utilities-We will be discussing some of this with the City Council in April for the County Road #137 area.
- Implement a Cross Control Program-ongoing
- Set up Fats, Oil & Grease Program ongoing
- Remove old cold storage building at 602 will look at this in Summer
- Continue planning for trail extensions for Lake Wobegon Trail connecting to Glacial Lakes Trail-The sales tax request will assist with this. We are also evaluating right-of-way needs for the trail as well.
- Continue evaluating greenhouses ongoing
- Create a beautification plan for holiday decorations ongoing
- Create a banner plan for beautification for the city (All Seasons) ongoing
- Evaluate potential parking lot for Rock Island Park-this will be dependent on what the City Council determines to do with the old Public Works facility.
- Consider possible community garden location-ongoing
- Complete Library Reading Garden Project-we will begin to review this in the Spring/Summer months
- Continue planning, design and phasing for construction at Rivers Edge Park-the uncertainty of sales tax with COVID has delayed this and will be evaluated again after July 1st to develop a plan.
- Work on evaluating the creation of a Metro Sanitary Sewer District-This will always be an ongoing goal but has not been well received by other involved parties.
- Continue to work on a Citywide Pavement Maintenance Program-staff continues to work on this and with Spring here, this will continue to be a priority
- Continue to enhance our G.I.S. system with attachments and data, including as-builts.-We will work with SEH staff on enhancing this.
- Evaluate replacement of city owned streetlights to L.E.D fixtures-ongoing
- Integrate new Storm Water Regulations into Public Works staffing and budget-this will be reviewed and become part of the budget process for 2022.
- Work on re-addressing and street renaming in past annexation areas including installing fire numbers-ongoing
- Complete addressing all city property and buildings-this is something that staff is working on now
- Continue to add more security improvements to city facilities (City Hall, Rivers Edge Park and Water Treatment Plant)-we have completed some of these at the AMP and have found an affordable option that we are testing out to see how well it works. We will then be looking to using the same equipment for some of our other facilities.
- Continue looking for water loss and leak surveys-ongoing

- Review and create Public Works ordinances, policies procedures-ongoing
- Upgrading the SCADA system at Water Treatment Plant will start around April 2021-this is still planned for April
- Assess public works staffing needs and identify recommendations moving forward-This is ongoing.
- Yearly review of the Capital Improvement Plan for Equipment, Building, Utilities, Parks, and Street Projects-ongoing
- Continue to implement new Storm Water Regulations passed in 2014-ongoing
- Evaluate improvements to Waite Avenue median-this will be reviewed during Spring and Summer of 2021

FIRE DEPARTMENT:

Mission Statement:

To provide fire protection services, education, and support to the public.

Our Vision:

The Waite Park Fire Department is dedicated to providing a high level of fire protection services while focusing on training, fire prevention, and education.

2020 Accomplishments:

- Recruited new firefighters to replace open positions.
- Trained new officers to fill vacated positions.
- Addressed impacts of COVID 19 and its impacts on the Fire Department operations

2021 Goals:

- Continue working on a better recruitment and retention program including evaluating our criteria determining if any adjustments need to be considered to assist in this process.-ongoing
- Develop a short and long-term plan for the Waite Park Fire Department.-this will be considered once a decision has been made about the potential of regional partners looking into fire department needs collectively.
- Identify a better pre-plan of the businesses of Waite Park, present and future.-this is ongoing as time allows.
- Continue training new and existing members to better serve the City.-technology improvements have assisted in our ability to train our staff. This continues to be a challenge with COVID.
- Study future staffing levels to provide adequate response time and staff. Look into possibility of regional opportunities, establishing duty crews, or other staffing. -Administrator will begin conversations with other administrators to determine interest in looking at these issues regionally.
- Establish CIP for future Fire Department needs.-in progress

BUILDING, PLANNING, AND ECONOMIC DEVELOPMENT DEPARTMENT

Mission Statement:

The Building, Planning, and Economic Department provide the permitting and inspectional services, planning and economic development services to the residents, developers, and contractors working and/or living within the City.

The Building Services assures compliance with the minimum code requirements set forth by the State of Minnesota to safeguard the public health, general welfare and safety to life and property from fire and other hazards attributed to the built environment.

The Planning and Economic Development Services are responsible for the planning and zoning of the areas within the City. This is to ensure that current uses and uses being proposed are consistent with the various zoning districts. It is also to make sure that the requirements established by the City Council are complied with such as setbacks, parking, etc. In addition, this Department works with potential developers to assist them in the development process. This Department will also evaluate areas within the community for future development while also assisting with the implementation of the storm water regulations.

Our Vision:

To educate the public on the necessary building and zoning requirements while assisting the public through this process while providing exceptional customer service in a fair and consistent manner.

2020 Accomplishments:

- Reviewed and processed 12 land use applications through Planning Commission and/or City Council.
- Processed 92 development/land use/ordinance/public safety-related inquiries through weekly Dept. Head planning/site plan review meetings. Coordinated response and further contact as-needed for various requests for information or clarification.
- Coordinated CARES Act Small Business Relief program and provided 40 Waite Park businesses with nearly \$400,000 in support funding due to Covid-19 impacts.
Inspector Mitch Howe obtained Building Official-Limited Licensure.
- Obtained grant from Department of Labor and Industry for Building-Official-In-Training Program.
- Completed DEED Redevelopment Grant supporting \$230,000 in funding for public infrastructure associated with Silver Leaf development. Took over full grant coordination and reporting duties after previous private grant manager that originated the project was removed.

- 164 building permits (through November) – Total Valuation of \$7,042,507
- 355 Total Inspections (Building, Plumbing, mechanical)
- 22 Fire Permits – Total Valuation \$207,099
- Responded to and resolved 37 ordinance violation/property maintenance issues. Provided reference and connections to area resources in instances when appropriate (elderly/disabled residents, economic distress, etc.). Completed abatement cleanup of one problematic commercial property (no vehicles required towing, junk removal required 40-yard roll-off, garbage truck, and panel truck). Completed major cleanup without need for abatement action on one residential property.
- Economic development outreach to 12 businesses identified that may have an interest in locating in Waite Park based on typical other locations and local demographics.
- Responses to five commercial/industrial leads submitted via MN Department of Employment and Economic Development (DEED) and/or Greater St. Cloud Development Corporation identifying and promoting several site options.
- Facilitating redevelopment opportunities for multiple properties along 3rd Street and corner pad site development for former Gander Mountain property.
- Clarified long-standing development questions with multiple property owners in CR137 area.
- Created and maintain internal “pocket listing” sheet of potential properties and interested parties to put in touch when appropriate – this has proven extremely useful to make informal connections.
- Maintained periodic contact with peers in area communities to discuss planning and development aspects that affect us all and with projects with connections to other area communities.
- Coordinated City involvement through 2020 Census effort and outreach to tough-to-reach populations, including participation in area Complete Count Committee with neighboring cities.
- Planning and Community Development Director attended multiple (primarily online) continuing-education opportunities.

2021 Goals:

- • Focus on development opportunities/possibilities for readily-developable parcels along CR 137 that have identified desire to develop and/or sell. [Planning, Public Works, and Engineering](#) have been coordinating on examining potential options for servicing this area, as well as [Graniteview Road](#), which are both identified growth corridors that have ground conditions that is not conducive to development. We are looking at the realities of the area and possible ways to drive down costs for development to make it more economically viable for owners/developers as well as limiting costs for City, but some hard choices on these areas and their future will likely be necessary. This work will ultimately lead into the eventual restarting of the Comprehensive Plan and will play into future decisions for these areas.
 - Pursue DEED Small Cities Development Grant program to create local fund options for community improvement, such as storefront improvement funding or revolving loan fund.

[Next DEED grant funding round will be in late summer/fall 2021. Staff has started preparing materials and information ahead of anticipated application.](#)

- Preparations for restarting of comprehensive plan update, potentially fall 2021 or spring 2022 (currently postponed due to Covid-19). [This is in holding pattern until conditions improve to point of safely holding public meetings, potentially as early as summer 2021.](#)
- Locate additional financial resources available for economic development aspects without relying on City funding. [Staff has guided possible applicants to DEED programs and offered City would be open to “pass-through” funding is appropriate and continues to offer as an option for appropriate possible projects.](#)
- Completion of ADA Transition Plan to ensure compliance with federal ADA and fulfill requirements for federal street project funding. Coordinate with engineer’s office.
- Draft ordinance proposal regarding shipping container usage. [Review underway.](#)
 - Draft ordinance proposal regarding hard surfacing requirements for industrial zoning districts. [Review underway.](#)
 - Increase outreach to informal or formal local organizations to discuss City projects and garner resident input. [One presentation to area group scheduled thus far for June.](#)
- Complete update of zoning map to ensure alignment between map and zoning districts as per established Zoning Ordinance – corresponds with Comprehensive Plan update. [To be done with Comprehensive Plan update – hopefully 2021.](#)
- Continue focus on non-enforcement means to improve and foster neighborhood beautification in residential areas between Division Street and 3rd Street N. [Encouraging use of large-item pick-up opportunities for residents, looking at small program for incentive for yard clean up – possible alignment with DEED small-cities program for neighborhood improvement. Have also increased enforcement with harder-line means with recurring problem properties.](#)

POLICE DEPARTMENT

Mission Statement:

To provide police services to citizens that protects people, property and individual rights.

Our Vision:

The Waite Park Police Department is dedicated to being a leader in our region in setting a standard of professional police service. The expectation is that we will treat citizens and each other with respect and fairness. We are accountable to each other and the community we serve and take responsibility for our actions. That as a department we value teamwork and desire to partner with the community we serve to achieve common goals. We will strive for innovation and creativity in addressing community problems. Above all we are committed to a standard that values honesty and encourages empathy for our fellow citizens.

2020 Accomplishments:

Sergeant Promotion – with our patrol staffing levels returning to normal levels the plan for 2020 is complete an assessment process for a new Police Sergeant.

Mental Health/Crisis Response – Significant progress was made in the development of a multi-jurisdictional/multi-disciplinary co-responder team to address mental health and crisis response.

2021 Goals:

Strategy Plan – Develop a revised mission, vision, and value statement for the police department as a part of a city-wide strategic planning initiative. -Presented to City Council and will move forward at their direction.

Staffing Plan – fill open positions and hire officers under the federal COPS Hiring Grant, and possibly the State Pathways to Policing to overall stabilize our staff in order to resume our work within the local schools, investigating human trafficking and preventing violent crime and arresting violent offenders. The creation of a Community Outreach Team was delayed due to COVID and staffing issues but plans include re-focusing our School Resource Officers and our Community Outreach Specialist position into more of a “community crime impact team” or a “community outreach” team not only focusing on the schools but also other issues including high utilizers of crisis services, juvenile problems, active threat prevention and community engagement with minority communities. -We have begun the hiring process to replace some of the open positions, as well as fill the COPS Grant positions. In addition, we hired our first person under the State Pathways for Policing Program. We will continue to work on the hiring and will then look to moving into the creation of a Community Outreach Team.

Records Management System – Field Based Reporting – being a part of the county system there have been significant deficiencies and delays in updating our current records management system. Our ability to use system data to support our operation is limited. We will continue to work with Stearns County and advocate for a new or improved system. -Through perseverance of our staff the police department successfully completed the conversion to the National Incident-Based Reporting System (NIBRS) as of January 1st. NIBRS is an incident-based reporting system used by law enforcement agencies in the United States for collecting and reporting data on crimes. Local, state, and federal agencies generate NIBRS data from their records management systems. The conversion was not an easy process and required significant changes in how officers do reports, how calls are coded, and incidents reported. Our “older” records management software combined with a lack of adequate tech support did not lend itself well in accommodating this conversion, but our staff did a nice job despite these challenges. Our department has some of the highest numbers of NIBRS incidents that need to be reported and we have done so with no submission errors.

The county is working on making changes to our regional records management system. They are in the process of hiring a project manager but the process of identifying the right system, asking for requests for proposals, acquisition and implementation of a new system will take months if not years.

Officer Health and Wellness – this is a carry-over from 2020 as COVID interrupted plans and training in this area. As we have seen across the country our profession has seen a significant increase in officer suicide. Given the amount of trauma that officers witness throughout their careers combined with the challenges of shiftwork, poor sleep etc. there is a renewed emphasis on officer health and wellness training. Our goal is to develop a program that works for our department to make sure we are taking care of our staff as best we can. COVID and being short-staffed continues to present challenges to our implementation of initiatives in this area. We have just recently resumed training in-person on some of the POST mandated trainings that we need to do like defensive tactics and firearms. Our ability to train in-person will also help in the development of these programs. Virtual meetings are beneficial to a point, but some topics are better when done in person. That said we hope to provide more training to our staff around health and wellness to include the formation of a peer support group.

Mental Health/Crisis Response – continue working with the Central MN Mental Center to identify a social worker or councilor who will be able to work directly with our officers as part of a co-responder team. This co-responder team would provide on-scene response to mental health and crisis calls. Being fully staffed and being able to implement our Community Outreach Team will help in our response to certain behavioral health calls. It remains a work in progress. We continue to work with the Central MN Mental Health Center (CMMHC) to fund and staff a new social worker position that could co-responder with our officers. CMMHC recently received word that they did not get a grant that might have helped in this area, but we will persevere in spite of the set-back. We anticipate using our Community Outreach Specialist position to help monitor our community high-utilizers of behavior health services, represent our agencies at meetings with various county human service providers and work with CMMHC to refine our referral processes.