

Special Study Session

September 18, 2021

AGENDA

I. Mayor and Council Discussion Items

- a. Fire Quarter Cent Sales Tax – Proposed for April Ballot
- b. Task Force for 3rd Ward Needs Assessment and Future Housing Program
- c. Social Media Communications
- d. Street Renaming – Discussion and Direction
- e. Code Compliance – Discussion and Direction
- f. River Des Peres / Federal Lobbyist Discussion

II. Presentation of Proposed FY21-22 Work Plan – Discussion and Direction

III. EXECUTIVE SESSION

Motion to go into a Closed Session according to Missouri Revised Statutes 610.021 (1) Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives or

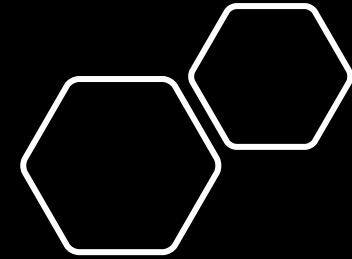
IV. ADJOURNMENT

City of University City



Neighborhood Revitalization Program

City of University City
City Council Retreat – September 18, 2021



Planning Process

Council Appoints Task Force

Assessment

- Third Ward – Housing, Infrastructure, Public Safety
- Housing Program – City-wide

Planning

- Goals and Objectives
- Programs
- Funding Sources
- Stakeholders/Community Partners

Implementation

Task Force

9 Member Task Force

- Each Councilmember appoints 1 (6)
- Mayor appoints the Chair (1)
- Council as a Body appoints 2 (2)

Task Force Sets Guiding Principles

- Identify Goals
- Identify Priorities
- Set Performance Measures
 - How do we measure success?

What are the needs?

Housing

- Rehab/Repairs
- Homeownership vs. Renters
- Responsible Landlords

Infrastructure

- Streets
- Lighting
- Trees

Public Safety

- Neighborhood Watch Programs
- Block Captains
- Citizen Police Academy

Housing Rehabilitation



Interior v. Exterior?

Repairs should be fixed to the house

- NO removable items (i.e. stoves, refrigerators)
- Roofing top priority



Program Examples

Senior Repair

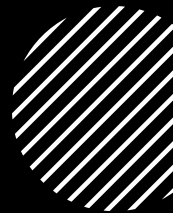
50/50 Matching Program

Single Family Home Repair (Low-Income)

Vacant and Abandoned



Homeownership Program



Down Payment Assistance Program



Homeownership Workshops



Supplement existing Programs with Community Partners



Create and Distribute Resource Guide

Responsible Landlords

Landlord Licensing Program

- City of Florissant Example

Vacant Property Registration Program

- Enforcement of program already on the books

Strategic Code Enforcement

Infrastructure (3rd Ward Enhancements)

Streets

- Allocate funding for street improvements in Capital Improvement Plan

Trees

- Allocate funding for Ward 3 tree pruning and removal

Lighting

- Ameren owned poles v. City owned poles
- Replace outages, erect new poles

Public Safety

Neighborhood Watch Programs

- Crime prevention
- National Neighborhood Watch (www.nnw.org)

Block Captains

- Lead clean up and beautification efforts

Citizen Policy Academy

- Insight into police practices
- Already established in U City

The Process



Assessment



Planning



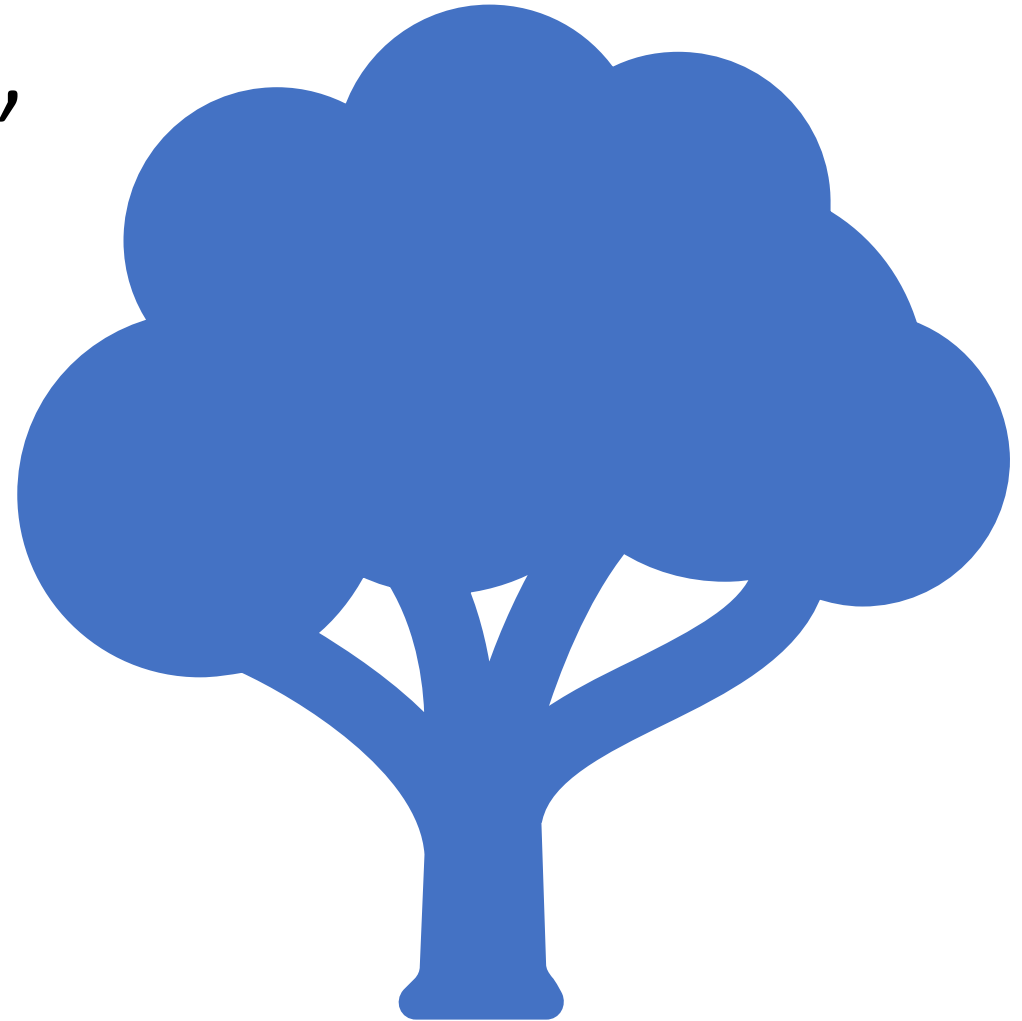
“Doing While
Planning”



Implementation

“Doing While Planning”

- “Doing While Planning” occurs throughout the entire planning process and consists of the items that we can implement immediately.
 - Street Improvements
 - Tree Pruning
 - Lighting
 - Beautification Projects
 - Neighborhood Cleanups



Leveraging our Funds

Matching
Funds

Revolving
Loan Fund

Bank
Investments

Grants

Potential Community Partners

Banking
Institutions

St. Louis County
Community
Development

Rise

National
Development
Council (NDC)

SHED

Ameren

Beyond Housing

Better Family
Life

Justine Peterson

CAASTLC

Urban League

Washington
University

NACA

Questions?





Government Communications

City of University City

Social Media

Facebook

- University City, MO - Recreation Division
- City of University City, Missouri (Official)
- University City Olive and I-170 Redevelopment
- University City Police Department
- Centennial Commons
- Ruth Park Golf Course

Twitter

- City of University City, Missouri (Official)
- University City Police Department

NextDoor

- City of University City, Missouri (Official)
- University City Police Department

Instagram

- City of University City, Missouri (Official)
- University City Police Department



Role of Government in Social Media

- Information Sharing
- Citizen Engagement
- Crisis Communication



Social Media Approaches

Platform Appropriate Behavior

Each platform has rules and user terms that must be followed or the account can be terminated.

Facebook requires that all pages be tied to a real, personal account for an individual. They also allow roles to be assigned to users through their business manager account.

NextDoor requires public agencies to use the platform and communicate with resident through a public agency account.



Nextdoor Terms of Use

Public Agency Accounts

Building trust with the public is a priority of Nextdoor, which dictates their terms of use. The platform specifies the terms for public agencies, elected officials and staff.

Public Agency and Service Provider staff are encouraged to join Nextdoor as a neighbor in their neighborhood as a private citizen, but should not conduct official city/county/state/service provider business using their personal account.

Note that they should not sign up for a personal account with their work email. Doing either may result in immediate account suspension by Nextdoor.

If asked questions related to city/county/state/service provider business in their Nextdoor neighborhood, they should direct the neighbor to contact the appropriate city/county/state/service provider department or the appropriate elected official through official government/service provider email addresses.

No political advertisements, campaigning or position statements.

Nextdoor Disclaimer

About Viewing Conversations Between Residents

Nextdoor's intent is that public agency accounts cannot view the conversations occurring between neighbors.

“With a Nextdoor for Public Agencies account, agency staff are able to post messages to Nextdoor neighborhoods, view responses, and receive private messages from Nextdoor neighbors. Agency staff are not able to view content posted by neighbors on Nextdoor neighborhood sites. Nextdoor is designed to facilitate private conversations between neighbors. Many of the conversations that take place on Nextdoor (selling a couch, providing a business recommendation, etc.) are not relevant to public agency staff, and monitoring those conversations would require significant staff time. Nextdoor for Public Agencies ensures that staff are able to receive relevant information from residents, while also allowing for private conversations between neighbors.”

https://help.nextdoor.com/s/article/viewing-conversations-between-residents?language=en_US

Legal Considerations

- Archive All Content
 - Sunshine Law
- First Amendment Rights
 - Freedom of Speech
- Section 230
 - Moderating Public Forums



Ethical Considerations

- Illegal vs. Unethical
- Compliance with Terms of Use



Other Digital Media & Print

Website

- News Announcements

Emergency Notification System

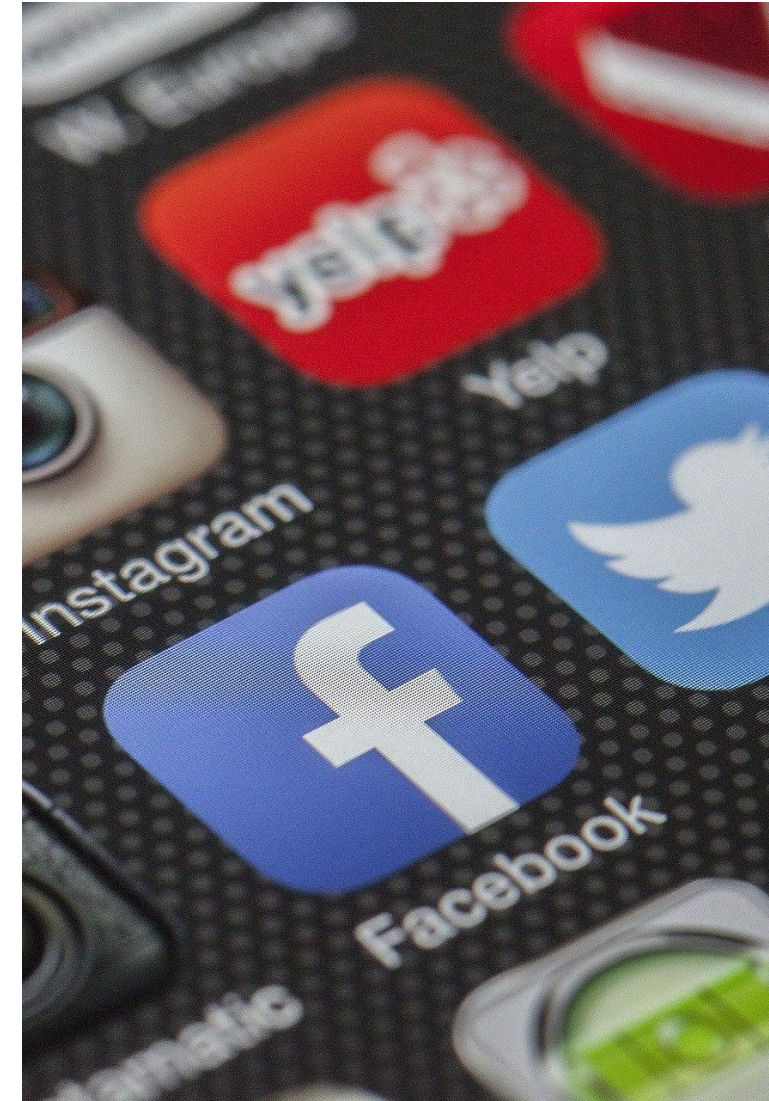
- Code Red
- Future Project this Budget Year

E-Blasts

- Constant Contact

Newsletter

Weekly Community Report





**PLEASE STAND BY
WE WILL RETURN SHORTLY**

Break



City of University City

FY2020-2021 Work Plan Updated Presentation

September 18, 2021

By

Gregory Rose

City Manager

Priorities

- Economic Development
- Public Safety
- Encourage High Quality Growth
- Prudent Fiscal Management
- Infrastructure
- Community Quality of Life Amenities
- Employees

Economic Development

Strategic Project	Responsible Department	FY Implement	Status
<ul style="list-style-type: none"> • I-170/Olive TIF Development – Commercial, residential (neighborhood) mixed use development 	<ul style="list-style-type: none"> • Planning and Development 	FY 20 - 22	Construction Phase
<ul style="list-style-type: none"> • Economic Development Strategic Plan – Identify businesses that are the best fit for U City and provide a living wage for residents 	<ul style="list-style-type: none"> • Economic Development 	FY 20	Completed
<ul style="list-style-type: none"> • Olive Blvd Master Plan – Study to gain consensus on traffic flows to take advantage of economic opportunities 	<ul style="list-style-type: none"> • Planning and Development 	FY 20 - 21	Held Pending Vision Completion
<ul style="list-style-type: none"> • Downtown Parking Study – Manage parking to improve access and land uses 	<ul style="list-style-type: none"> • Public Works 	FY 20	Completed
<ul style="list-style-type: none"> • Creation of a Marketing Plan – Identify tools/assets to tailor a strategy for recruiting business that are best for U City 	<ul style="list-style-type: none"> • Economic Development 	FY 21	Held
<ul style="list-style-type: none"> • Creation of a joint City/University planning team – Identify areas of mutual interest to develop future partnerships 	<ul style="list-style-type: none"> • City Manager 	FY 20-21	Recommend Deletion

Public Safety

Strategic Project	Responsible Department	FY Implement	Status
Police Facility – Construct a new police station	City Manager Office PW/PD	FY21-22 FY22-23	Design Phase
Community Policing Strategy – Tailoring a strategy that enhances what works best for U City	PD	FY20	Completed
Fire Marshal – Recruit and train an individual to enforce the International Fire Code within the FD	FD	FY20	Completed
Accreditation – Police accreditation and certification (state) for improving police services	PD	FY19-22	Completed

Encourage High Quality Growth

Strategic Project	Responsible Department	FY Implement	Status
Visioning Process / Comprehensive Plan Update – What does the community want the city to look like in the future?	Planning and Development	FY 20 - 21	Divided into two projects. Consultant hired for visioning process. Task Force scheduled to be appointed 9/27.
Redevelopment Plan – Implementation plan for residential component of I170 / Olive TIF	Planning and Development	FY 21 – 22 FY22-23	Delayed due to COVID
Infill Review Board – Modify the Infill Review Board	Planning and Development	FY 20	Hold due to COVID
Evaluation of Boards and Commissions – Determine their effectiveness, efficiency and need	City Clerk / City Manager	FY 20 - 21	Ongoing
Evaluate Zoning Code – Determine their effectiveness of current codes	Planning and Development	FY 21	Delayed due to COVID. Project will be incorporated with comprehensive plan update.
Code Enforcement Analysis – Evaluate housing inspection effectiveness, priorities and processes	Planning and Development	FY 20	Completed
Housing Program - Create a citywide housing program tailored to fit University City	Planning and Development	FY20	Planning phase. Task Force recommended.

Prudent Fiscal Management

Strategic Project	Responsible Department	FY Implement	Status
5-year Financial Forecasting – Annually develop a 5 year revenue and expenditure estimate forecast	Finance	FY 20 – 21 FY22-23	Ongoing
Annual 5 year CIP – Develop CIP that meets citizen needs	City Manager/Finance	FY 20 FY22-23	Ongoing
Internal Service Fund Review – Evaluate and Improve Fleet Operations	Human Resources Parks/Rec	FY 20	Completed
Solid Waste Rate Analysis – Create a solid waste advisory committee to evaluate the rate analysis report	City Manager / Public Works / Finance	FY 20 - 21	Completed. Updated Required.
Evaluate Purchasing Cards – Determine the feasibility of using purchasing cards	Finance	FY 20 FY23	Delayed due to COVID
Annual Operating Budget – Develop a balanced budget.	City Manager / Finance	FY20	Ongoing

Infrastructure

Strategic Project	Responsible Department	FY Implement	Status
Ten-year CIP – Identify the capital needs of the city for 10 years	Economic Development / Finance / Public Works	FY 20 - 21	Scheduled for Deletion
ADA Transition Plan – Ensure compliance with ADA requirements over a 10-year period	Public Works	FY 20 FY 23	
Space Needs Study – Identify the city's available workspace and forecast current and future needs	Public Works	FY 20	Completed
Storm Water Master Plan – Identify and prioritize the needs for storm water management, flood mitigation, and long-term prevention	Public Works/Planning and Development	FY 20 – 21 FY 22 - 23	Consultant Hired
Sustainability Master Plan – Identify the needs, opportunities and priorities	Public Works	FY 20	Held due to COVID

Community Quality of Life Amenities

Strategic Project	Responsible Department	FY Implement	Status
<ul style="list-style-type: none"> • Community Event Planning – Planning events that build and support a sense of community 	Parks, Recreation and Forestry	FY 20 FY22	LSBD hosted first Loop-In-Motion Event
<ul style="list-style-type: none"> • Resident Satisfaction Survey – Determine the resident’s satisfaction with services provided 	Comm/City Manager	FY 20	Completed
<ul style="list-style-type: none"> • Establish Parks Service Levels – Determine the level of service at which we should maintain our parks. Explore the concept of play and learn and how apparatus purchased in the future would promote play and learn. 	Parks, Recreation and Forestry	FY 20	Underway

City Organization

Strategic Project	Responsible Department	FY Implement	Status
Performance Measurements – Establish Performance Measurements for each department	Communications/ City Manager	FY 21 FY24	Held
Employee Survey – Evaluate the working culture of the organization	Communications/ Human Resources	FY 20 FY22	Held
Organizational Values – Confirm or modify shared values for the entire city organization	Communications/ Human Resources	FY 20	Completed
“Gainsharing” Program – Evaluate a program to incentivize employees to develop cost saving ideas to improve the organization	Human Resources	FY 21	Held
Staffing Needs Assessment – Identify the human resources needed to deliver high quality services	Human Resources	FY 21	Held due to COVID
Communication Strategy – Create a communication strategy for University City	Communications	FY 20	
Communication Plans – Create communication plans for both the Olive/I170 TIF and the Comprehensive Plan Update	Communications	FY 20	
Space Needs Study – Complete a space needs study for the organization	Public Works	FY20	



City of University City

FY2022-2023 Work Plan

September 18, 2021

By

Gregory Rose

City Manager

Priorities

- Economic Development
- Public Safety
- Encourage High Quality Growth
- Prudent Fiscal Management
- Infrastructure
- Community Quality of Life Amenities
- Employees

Economic Development

Strategic Project	Senge Rating	Responsible Department	FY Implementation
<ul style="list-style-type: none"> Evaluate Cunningham Industrial Park Study 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> City Manger's Office 	FY22
<ul style="list-style-type: none"> Assess Land Available for Development Lots- Update Economic Development Web Page 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Planning and Development/Economic Development 	FY 22
<ul style="list-style-type: none"> Economic Development Portal Web Page 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Future Economic Development Manager 	FY23
<ul style="list-style-type: none"> Evaluate Adding Economic Development Manager and Internship Program 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> City Manager/ACM/ Mayor/Council 	FY 23
<ul style="list-style-type: none"> Implementing Economic Development Plan 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> City Manager/Executive Leadership Team 	FY 22
<ul style="list-style-type: none"> Reestablish Business Retention and Recruitment Program 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> City Manager/ACM 	FY23

Economic Development

Strategic Project	Senge Rating	Responsible Department	FY Implementation
• Review and Establish Internal Protocols	• 1	• City Manager/ACM	FY22
• Loop CIP	• 1	• ACM/Public Works	FY22
• Olive Boulevard CIP	• 2	• ACM/Public Works	FY23
• Office Space Development Study	• 1	• ACM	FY22
• Facilitate Markets at Olive Development	• 2	• City Manager	FY22-23
• Creation of a Marketing Plan	• 2	• City Manager/ACM	FY23

Public Safety

Strategic Project	Senge Rating	Responsible Department	FY Implementation
• Evaluate the CAD System Software Update for Eventual Purchase	• 2	Fire and Police	FY22-23
• Identify Site for Police and Fire (ISO rating) Satellite Facility Development	• 2	Fire and Police	FY22-23
• Police Accreditation Update	• 2	Police	FY23
• Design for Police/Court Facility	• 2	ACM/Police/Public Works/Planning	FY22
• Construction of Police/Court Facility	• 2	ACM/Police/Public Works/Planning	FY23
• Evaluate Community Paramedic Program	• 2	Fire Department	FY23

Encourage Quality Growth

Strategic Project	Senge Rating	Responsible Department	FY Implementation
<ul style="list-style-type: none"> Evaluate Best Practices for Code Enforcement (See Click Fix https://abilenetx.gov/730/SeeClickFix) 	<ul style="list-style-type: none"> 2 	Planning and Development	FY22
<ul style="list-style-type: none"> Improve Landlord/Property Manager Registration List 	<ul style="list-style-type: none"> 1 	Planning and Development/ACM	FY22
<ul style="list-style-type: none"> Establishing a Code Compliance Control 	<ul style="list-style-type: none"> 1 	Planning and Development	FY22
<ul style="list-style-type: none"> Establish Housing Program 	<ul style="list-style-type: none"> 2 	ACM	FY22
<ul style="list-style-type: none"> Solid Waste Rate Study Update 	<ul style="list-style-type: none"> 2 	Public Works	FY22
<ul style="list-style-type: none"> Create Infill Review Board 	<ul style="list-style-type: none"> 2 	Planning	FY23
<ul style="list-style-type: none"> Establish City-Wide Housing Program 	<ul style="list-style-type: none"> 2 	City Manager/ACM	FY22
<ul style="list-style-type: none"> Establish 3rd Ward Revitalization Program 	<ul style="list-style-type: none"> 2 	City Manager/ACM	FY22

Prudent Fiscal Management

Strategic Project	Senge Rating	Responsible Department	FY Implementation
<ul style="list-style-type: none"> • 5-year Financial Forecasting – Annually develop a 5 year revenue and expenditure estimate forecast 	<ul style="list-style-type: none"> • 1 	Finance	FY22-23
<ul style="list-style-type: none"> • Annual 5 year CIP – Develop CIP that meets citizen needs 	<ul style="list-style-type: none"> • 2 	City Manager/Finance	FY22-23
<ul style="list-style-type: none"> • Evaluate Purchasing Cards – Determine the feasibility of using purchasing cards 	<ul style="list-style-type: none"> • 1 	Finance	FY23
<ul style="list-style-type: none"> • Fire ¼ Cent Sales Tax 	<ul style="list-style-type: none"> • 2 	City Manager/Finance	FY22
<ul style="list-style-type: none"> • Annual Operating Budget 	<ul style="list-style-type: none"> • 2 	Executive Team	FY22

Infrastructure

Strategic Project	Senge Rating	Responsible Department	FY Implementation
• Implement Asset Management Plan for Current Infrastructure	• 2	Public Works	FY22-23
• Implement ADA Transition Plan for all Public Facilities	• 2	Public Works/Parks	FY23
• Establishing Storm Water Master Plan	• 2	Public Works	FY22-23
• Establish Severe Weather Emergency Alert & Response	• 2	Public Works	FY22

Community Quality of Life Amenities

Strategic Project	Senge Rating	Responsible Department	FY Implementation
• Website Update	• 2	ACM	FY22-23
• Implement Resident Satisfaction Survey	• 1	ACM	FY22
• Seamless Service Initiative	• 2	ACM	FY22-23
• Creation of Communication Policy	• 2	ACM/Consultant	FY22-23
• Establishing 311 System	• 2	ACM	FY23
• Street Renaming	• 2	City Manager/City Council/ Public Works	FY22-23
• Web Site Update – Connection for Residents to Social Services	• 2	ACM	FY22-23

Employees

Strategic Project		Responsible Department	FY Implementation
<ul style="list-style-type: none"> • Reestablish New Employees Onboarding Program 	<ul style="list-style-type: none"> • 1 	ACM/Human Resource Manager	FY22
<ul style="list-style-type: none"> • Implement Summer Employee Bar-B-Q 	<ul style="list-style-type: none"> • 1 	ACM/Human Resource Manager	FY23
<ul style="list-style-type: none"> • Update Personnel Policies 	<ul style="list-style-type: none"> • 2 	ACM/Human Resource Manager/City Attorney	FY22-23
<ul style="list-style-type: none"> • Training and Cross Training Program for Departmental and Departmental Effectiveness 	<ul style="list-style-type: none"> • 2 	ACM	FY22-23
<ul style="list-style-type: none"> • Address Unfunded Pension Liability for Uniformed Pension 	<ul style="list-style-type: none"> • 2 	City Manager/ Finance/Pension Board	FY22
<ul style="list-style-type: none"> • Upgrade Existing Payroll and HR System 	<ul style="list-style-type: none"> • 2 	Finance/Human Resource Manager	FY23
<ul style="list-style-type: none"> • Evaluate HR Director 	<ul style="list-style-type: none"> • 2 	City Manager/ACM	FY22