

NOTICE OF STUDY SESSION
2025-2027 Work Plan (Part 1)
CITY HALL, Fifth Floor
6801 Delmar Blvd., University City, Missouri 63130
Monday, January 13, 2025
5:30 p.m.

AGENDA

1. Meeting called to order
2. Changes to Regular Agenda
3. 2025-2027 Work Plan (Part 1)
4. Adjournment

The public may also observe via:
Live Stream via YouTube:

https://www.youtube.com/channel/UCyN1EJ_-Q22918E9EZimWoQ

Posted this 10th day of January. 2025.

AGENDA ITEM – STUDY SESSION

MEETING DATE: January 13, 2025

DEPARTMENT: City Manager's Office

AGENDA ITEM TITLE: 2025-2027 Work Plan

ADDITIONAL BACKGROUND INFORMATION:

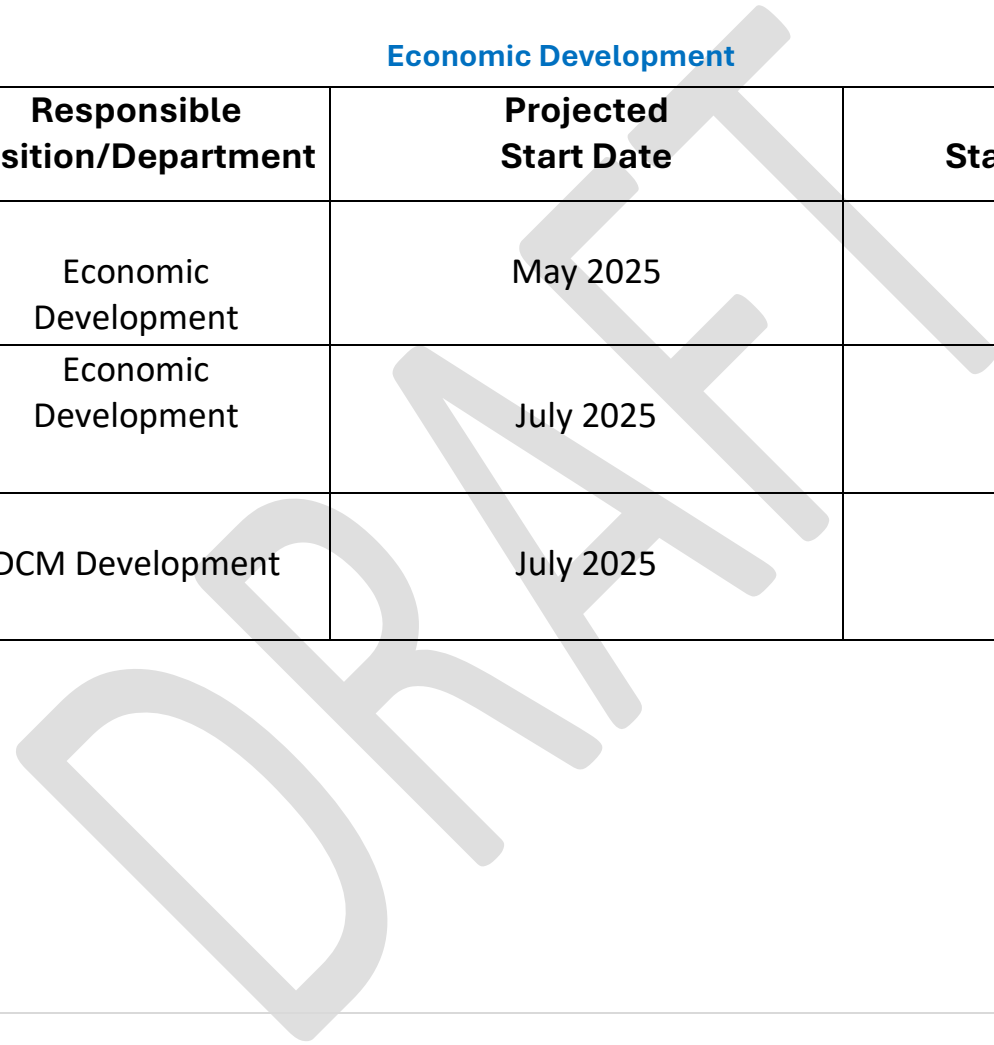
Please find attached the proposed 2025-2027 Work Plan. This information will be presented to you during your January 13, 2025 Study Session to receive your input and direction before placing this on your regular agenda final consideration.



2025 – 2027 Strategic Work Plan

Economic Development

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Creation of Quarterly ED Report	Economic Development	May 2025		
Re-establish Business Retention and Recruitment Program	Economic Development	July 2025		
Loop CIP	DCM Development	July 2025		





2025 – 2027 Strategic Work Plan

Economic Development

Strategic Project	Responsible Position/ Department	Projected Start Date	Status	Completion Date Projected/Actual
Olive Boulevard CIP	DCM Development	January 2025		
Develop Minority and Women Entrepreneur Program	Economic Development Manager	July 2025		
Update List of Property Inventory (City Owned and Privately Owned)	Economic Development Manager	May 2025		





2025 – 2027 Strategic Work Plan

Public Safety

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Identity Site for Police and Fire (ISO Rating) Satellite Facility Development	Fire Department, Police Department	January 2025		
Construction of Police/Court Facility	City Manager’s Office, Police, Public Works, Planning and Development	August 2023		December 2027
Evaluate Community Paramedic Program	Fire Department	July 2024	Working with state legislative delegation to pass required bill allow this program	
Establish Vacant Building Fee	DCM Development/City Attorney	July 2025		



2025 – 2027 Strategic Work Plan

Public Safety

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Annual Emergency Preparedness Training for City Staff	Human Resources	January 2025		
¼ Fire Sales Tax for Paramedic Healthcare Services (Prop C)	City Manager’s Office/ Fire Department	January 2025		
Installation of License Plate Readers (LPR) on Delmar and Olive	Police	July 2024		
Report on Potential Use of Robotics in Policing and Fire	Police/Fire	January 2025		



2025 – 2027 Strategic Work Plan

Encourage High Quality Growth

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Improve Landlord/Property Manager Registration List – Evaluate Vacant Houses Fee	Planning and Development	July 2022		
Solid Waste Rate Study Update (Sticker Elimination)	City Manager/Finance Director	July 2024	Task Force was created and will recommend rates to Mayor and Council	March 2025
Report on Architecture Board	Planning and Zoning	October 2025	Study Session planned for February 2025	
Establish 3 rd Ward Revitalization Program	Deputy City Manager - Development	June 2022	Study Session with Mayor and Council scheduled for November 2024	



2025 – 2027 Strategic Work Plan

Encourage High Quality Growth

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Evaluate developing dedicated bike lanes and more walkable areas. https://www.livingstreetsalliance.org	Public Works	July 2023 – 2024		
Update Zoning Code	Planning and Zoning	July 2024	An RFP has been distributed to identify a firm to assist with updating the Code	
Evaluation of Sustainability Plan- (What are the fiscal impacts of ordinance)	Planning and Zoning	June 2025		
Implementation of Online License Payments	Finance	July 2025		
Study of Green House Gas Inventory	DCM - Development	July 2025		
Examine Consolidating BCC's	City Manager/City Clerk	July 2025		



2025 – 2027 Strategic Work Plan

Encourage High Quality Growth

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Strengthen Property Maintenance Code	Planning	July 2024		
Evaluate University Heights proposed stormwater ordinance	Public Works	July 2024		

Prudent Fiscal Management

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Evaluate Purchasing Cards – Determine feasibility of using purchasing cards	Purchasing Manager	July 2025		
Develop Fleet Management Program	Fire	June 2024		



2025 – 2027 Strategic Work Plan

Prudent Fiscal Management

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Update Accounting Policy and Procedures	Finance Department	July 2023		
Report to City Manager on Developing a Designated Automated Phone Line to take Payments	Finance Department	July 2025		
Creation of Asset Management Strategy and Execution	Purchasing Manager	July 2025		
Examine the feasibility of consolidating some services with other jurisdictions	City Manager's Office	July 2025		



2025 – 2027 Strategic Work Plan

Improved Infrastructure

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Creation of Communication Policy	DCM - Support Services	May 2025		
Creation of City-Wide Performance Measurements	DCM – Support Service	May 2025		
Creation of Webpage - Connect Residents to Senior Services	DCM Support Services	July 2025		
Establish Storm Water Master Plan	Public Works	September 2023		
Create Road and Sidewalk Condition Rating Analysis	Public Works	July 2025		



2025 – 2027 Strategic Work Plan

Employees

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Update Personnel Policies	Human Resources/City Attorney	June 2022		
Annual - Conduct Gallup Q12 Employee Survey	Human Resources	July 2024		
Improve Employee Pension Programs	City Manager/Finance Director	July 2022	Non Uniform Plan at 94 percent	
Salary Survey Update	Human Resources Director	July 2025		



2025 – 2027 Strategic Work Plan

Community Quality of Life and Amenities

Strategic Project	Responsible Position/Department	Projected Start Date	Status	Completion Date Projected/Actual
Creation of Summer Camp Program	DCM Development /Parks and Recreation	October 2024	Study Session scheduled for 11/12 to discuss proposed program	January 2025
Creation of free memberships for school district students with a certain GPA and/or attending summer school	DCM Development/Parks and Recreation	September 2024		
Resident Satisfaction Survey	DCM Support Services	July 2025		



2025 – 2027 Strategic Work Plan

COMPLETED PROJECTS

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2025 – 2027 Strategic Work Plan

COMPLETED PROJECTS

Evaluate Cunningham Industrial Park Engage Wellston before study to gauge interest	Economic Development	July 2023	December 2023	December 2023
Economic Development Portal Web Page	Economic Development	May 2023	August 2023	August 2023
Building Economic Development Team	City Manager's Office	July 2022	September 2022	February 2023
Police Accreditation Update	Police Department	January 2020	December 2022	December 2022
Design Police/Court Facility	City Manager's Office, Police, Public Works, Planning and Development	August 2021	August 2022	August 2022
Dispatch Separation	Fire Department	July 2022	March 2023	March 2023
Develop West End Business Patrol to Include Delmar/I-170	Police Department	December 2023	January 2024	December 2023



2025 – 2027 Strategic Work Plan

COMPLETED PROJECTS

Rename Fire Department to University City Fire and Medical Department – Modified to University City EMS and Fire	City Manager/City Council/Fire Department	July 2023	June 2024	September 2023
Evaluate Best Practices for Code Enforcement	Planning and Development	July 2022	October 2023	February 2023
Update of Comprehensive Plan	Planning and Development	July 2022	November 2023	January 2024
Website Update	City Manager's Office /Communications	March 2023	September 2023	September 2023
Conduct Resident Satisfaction Survey	City Manager's Office	November 2023	February 2024	February 2024
Report of City Manager on the pros and cons of adjusting employees to same annual evaluation cycle – ½ in July and others in January	Human Resources	July 2023	June 2024	June 2024



2025 – 2027 Strategic Work Plan

COMPLETED PROJECTS

Promote Employee Intranet Site	City Manager's Office/Communications	July 2022	September 2023	January 2024
Develop Employee Engagement Team	Human Resources	June 2022	December 2022	December 2022
Report to City Manager on Creating an Internship Program	Human Resources	January 2024	March 2024	March 2024
Accessing methods for Communication with Employees in Real Time	City Manager's Office/Human Resources	February 2022	December 2024	July 2024
Flexible Work Schedule: Evaluate plan to investigate telework and other flexible schedules. Report to City Manager on Pros and Cons.	Human Resources	July 2023	September 2023	October 2023
Create an On Boarding Program for Boards, Committees and Commissions, including Sunshine Law Procedures etc.	Assistant City Manager's Office/City Clerk/Legal	January 2024	June 2024	April 2024
RFP Seafood City Parcel	Economic Development	July 2024	October 2024	September 2024



2025 – 2027 Strategic Work Plan

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