

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

At the Study Session of the City Council of University City held on Monday, January 13, 2025, Mayor Terry Crow, called the meeting to order at 5:30 p.m.

In addition to the Mayor, the following members of Council were present:

Councilmember Stacy Clay
Councilmember John Tieman
Councilmember Steven McMahon (*arrived 5:37 p.m.*)
Councilmember Dennis Fuller
Councilmember Bwayne Smotherson

Also in attendance were City Manager, Gregory Rose; City Attorney, John F. Mulligan, Jr., and Chief of Police, Larry Hampton.

2. CHANGES TO REGULAR AGENDA

Mr. Rose requested that Item K (1); For the 3rd Ward Plan, be moved to the City Manager's Report.

3. 2025-2027 WORK PLAN (PART 1)

Mr. Rose stated he appreciates the opportunity to discuss this Proposed Work Plan for 2025-2027, which is based on priorities that have previously been established by Council. Working with the department directors to develop this plan, it was suggested that we include a new column entitled "*Status Update*," which will allow us to provide Council with more frequent updates on projects within a specific fiscal year and create a better tool for tracking projects. Mr. Rose stated the ability to fully understand Council's priorities will enable staff to incorporate projects into the budgeting process and recommend an allocation of funding.

Part 2 of the Work Plan will be discussed during a January 2027 meeting.

Priorities

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

Economic Development

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Creation of Quarterly ED Report	Economic Development	May 2025		
Reestablish Business Retention & Recruitment Program	Economic Development	July 2025		
Loop CIP	DCM Development	July 2025		
Olive Blvd CIP	DCM Development	January 2025		
Develop Minority & Women Entrepreneur Program	Economic Development Manager	July 2025		
Update List of Property Inventory (City and Privately Owned)	Economic Development Manager	May 2025		

- **Economic development projects will be tied to the objective of hiring an Economic Development Manager.**
- *There is approximately 5 million dollars that is being set aside, in addition to Economic Development Retail Sales Tax that can be used to create a capital improvement program for **Olive Boulevard**. However, the first step will be to understand exactly what the vision is for Olive.*

Councilmember Smotherson asked Mr. Rose if he could explain the difference between The Loop CIP identified under economic development and the CIP associated with The Loop Special Business District? Mr. Rose stated this concept was developed to make better use of the EDRST funds for infrastructure and long-term projects located within The Loop and Olive Blvd. While the Loop Special Business District does have a separate tax, it does not generate enough revenue to cover some of the capital needs that exist. Basically, it is used to satisfy their annual requests for events and minor items like trash bins. Therefore, he felt it would be important to initiate a discussion on preparing a Capital Improvement Program to assess what The Loop is today and what it should look like in the future. Councilmember Smotherson asked if there was a need to distinguish between the two since EDRST funds will be used for both The Loop and Olive? Mr. Rose stated although it is not a requirement, he believes that both entities have their own culture and that having separate capital improvement programs would allow you to highlight those distinct features. But, if Council desires to have one CIP it can certainly be handled that way.

Under the category of "Update list of property inventory," Councilmember Smotherson asked if he could get an explanation of what "privately-owned" property referred to? Mr. Rose stated the goal is to conduct an audit of vacant properties, so staff has a better understanding of what properties are available for development when they receive calls from potential business owners.

Public Safety

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Identify Site for Police & (ISO Rating) Satellite Facility Development	Fire & Police Dept.	January 2025		
Construction of Police & Court Facility	City Manager, Police, Public Works, Planning & Zoning	August 2023		December 2027
Evaluate Community Paramedic Program	Fire Dept.	July 2024	Working with state legislative delegation to pass required bill to allow this program	
Establish Vacant Building Fee	DCM Development City Attorney	July 2025		
Annual Emergency Preparedness Training for City Staff	Human Resources	January 2025		
1/4 Fire Sales Tax For Paramedic Healthcare Services (Prop C)	City Manager/Fire Department	January 2025		
Installation of License Plate Readers on Delmar & Olive	Police	July 2024		
Report on Potential Use Of Robotics in Policing & Fire	Police/Fire	January 2025		

- *The **joint Satellite Facility** will be housed somewhere on the west side. It will be some time before the City is in a financial position to build this facility because of its commitment to the Police Headquarters and the Courts, so, this is merely being identified as a need. However, it will be important to set aside property that can be used in the future to house this facility.*
- *The idea of pursuing the 1/4 cent Fire Sales Tax to supplement the cost and equipment needed for the **Community Paramedic Program** was previously discussed.*
- *When staff looked at other jurisdictions to determine their policies regarding **Vacant Building Fees**, St. Louis seemed to be the most intent about encouraging owners to make use of their buildings. So, this concept is one where staff is asking Council to authorize them to do a deeper dive because the result will be fewer vacant buildings within the City.*
- *Increasingly there are fewer and fewer people interested in policing as a profession, so there is a need to look at other ways to provide services associated with public safety. That can only occur through the use of innovative mechanisms such as **Robotics**. Chief Hampton and his staff have been asked to prepare a report outlining options to be considered for supplementing the efforts of his officers.*

ENCOURAGE HIGH-QUALITY GROWTH

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Improve Landlord/Property Manager Registration List Evaluate Vacant House Fee	Planning & Development	July 2022		
Solid Waste Rate Study Update (<i>Sticker Elimination</i>)	City Manager Finance Director	July 2024	Task Force was created and will recommend rates to Mayor & Council	March 2025
Report on Architecture Board	Planning & Zoning	October 2025	Study Session planned for February 2025	
Establish 3rd Ward Revitalization Program	Deputy City Manager of Development	June 2022	Study Session scheduled for November 2024	
Evaluate developing Dedicated bike lanes and More walkable areas www.livingstreetsalliance.org	Public Works	July 2023/24		
Update Zoning Code	Planning & Zoning	July 2024	An RFP has been distributed to identify a firm to assist with updating the Code	
Evaluation of Sustainability Plan (<i>What are the fiscal Impacts of the ordinance</i>)	Planning & Zoning	June 2025		
Implementation of Online License Payments	Finance	July 2025		
Study of Greenhouse Gas Inventory	DCM Development	July 2025		
Examine Consolidating BCC's	City Manager, City Clerk/City Attorney	July 2025		
Strengthen Property Maintenance Code	Planning	July 2024		
Evaluate U Heights proposed Stormwater ordinance	Public Works	July 2024		

- **Staff will be recommending that Council accept the Final Plan for the 3rd Ward Revitalization Program at tonight's regular session.**
- **It has been some time since the Sustainability Plan drafted by the Green Practices Commission has been reviewed to determine whether it is still achieving the desired results or if modifications are needed.**

Councilmember Tieman suggested that some matters associated with sustainability can be considered under economic development because of the cost savings.

- *Mr. Rose will be working with the City Clerk and City Attorney to review the mission of the City's **Boards, Committees, and Commissions** to see if there are any overlapping objectives.*
- *The **University Height's Proposed Stormwater Ordinance** is currently being reviewed by a subcommittee of the Planning Commission.*

PRUDENT FISCAL MANAGEMENT

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Evaluate Purchasing Cards to Determine Feasibility of using purchasing cards	Purchasing Manager	July 2025		
Develop Fleet Management Program	Fire	June 2024		
Update Accounting Policy and Procedures	Finance Dept.	July 2023		
Report to City Manager on Designated Automated Phone Line to Take Payments	Finance Dept.	July 2025		
Creation of Asset Management Strategy & Execution	Purchasing Manager	July 2025		
Examine the Feasibility of Consolidating Some Services with other Jurisdictions	City Manager	July 2025		

- *Approximately eight months ago, the **Fleet Operations Division** was reassigned to the Fire Department, and they are doing an outstanding job of managing that operation. Other programs and equipment will be needed to develop a comprehensive program, and Chief Hinson is exploring those options.*
- *The **Creation of an Asset Management Strategy** to track all of the City's assets has been on hold for some time. The recent hiring of a Purchasing Manager will enable the City to execute this strategy.*
- *Mr. Rose will be **examining the feasibility of consolidating some of the City's support services with other jurisdictions** to see if a partnership would result in the reduction of costs, while still providing the level of service residents have come to expect; i.e., vehicle repairs and IT.*

IMPROVED INFRASTRUCTURE

Strategic Project	Responsible Position/Dept	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 Services	May 2025		

Creation of Webpage Connect Residents to Senior Services	DCM Support Services	July 2025
Establish Stormwater Master Plan	Public Works	September 2023
Create Road & Sidewalk Condition Rating Analysis	Public Works	July 2025

- *The **City-Wide Performance Measurements** will be drafted to correlate with the City Manager's opinion about what he believes are the three pillars of success for an organization: 1. Ensuring that you have a clear vision; 2. Establishing priorities that enable you to achieve that vision, and 3. Monitoring that performance to determine if you are achieving those goals.*

EMPLOYEES

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

- *Updates on the status of **Personnel Policies** and the **Annual Gallup Q12 Employee Survey** will be provided in the future.*
- *As a part of the **Salary Survey**, the City may need to consider bringing a firm on board to evaluate the police pension system, compare it to other jurisdictions throughout the state, and identify the best mechanism for improvement.*

COMMUNITY QUALITY OF LIFE AND AMENITIES

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Creation of Summer Camp Program	DCM Development Parks & Recreation	Oct. 2024	Study Session scheduled for 11/12 to discuss proposed program	
Creation of Free Memberships for school district students with a certain GPA and/or attending Summer school	DCM Development Parks & Recreation	Sept. 2024		
Resident Satisfaction Survey	DCM Support Services	July 2025		

- **Modifications to the Summer Camp Program will be presented at the next Study Session. To maximize the use of the City's facilities and develop a greater focus on learning, staff has suggested that future consideration be given to creating free memberships for district students and/or those attending Summer Camp with a certain GPA.**

COMPLETED PROJECTS

Strategic Project	Responsible Position/Dept	Projected Start Date	Status	Completion Date Projected/Actual
Economic Development Portal Web Page	Economic Development	May 2023	August 2023	August 2023
Building Economic Development Team	City Manager	July 2022	Sept. 2022	February 2023
Police Accreditation Update	Police Dept.	Jan. 2020	Dec. 2022	Dec. 2022
Design Police/Court Facility	City Manager Police, Public Works Planning & Development Fire Department	August 2021	August 2022	August 2022
Dispatch Separation	Fire Department	July 2022	March 2023	March 2023
Report of City Manager On the pros and cons of Adjusting employees to the same Annual evaluation cycle - 1/2 In July and others in January	Human Resources	July 2023	June 2024	June 2024
Promote Employee Intranet Site	City Manager Communications	July 2022	Sept. 2023	January 2024
Develop Employee Engagement Team	Human Resources	June 2022	Dec. 2022	Dec. 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 Human Resources	February 2022	Dec. 2024	July 2024
Flexible Work Schedule: Evaluate plan to investigate Telework & other flexible Schedules; report Pros & Cons	Human Resources	July 2023	Sept. 2023	October 2023
Create an On-Boarding Program for Boards, Committees, Commissions, Including Sunshine Law Procedure	Assistant City Manager City Clerk/Legal	January 2024	June 2024	April 2024
RFP Seafood City Parcel	Economic Development	July 2024	October 2024	September 2024

Councilmember Clay posed the following questions to Mr. Rose:

Q. How will the City's other Economic Development Plans and the Comprehensive Plan work in concert with the proposed Olive Blvd., and Loop CIPs?

A. In part, that's why I think the restructuring was needed so that you have a deputy at the executive level to oversee these plans and make sure each department is properly executing its assigned duties. But in my opinion, some of these plans fall short of providing specific details about the aesthetics of an area. There is a very dated plan for Olive Blvd. that should probably be reviewed to determine if it still represents the Council's vision.

Q. So, you believe that having one individual in charge to identify the synergies and/or conflicts between each plan would be the way to go?

A. I believe that's part of it, but another important component is the creation of a Work Plan that is updated on an annual basis.

Q. Would monetizing the transfer station be considered a way of working with other jurisdictions?

A. I believe that is already a part of the Solid Rate Waste Study. Another reason why I proposed having a lower-level director oversee Solid Waste is to have the ability to market not only the transfer station but also explore whether it is reasonable to compete with the private sector for the removal of trash in other jurisdictions. The concept is to reduce the City's overall costs to provide a higher level of service to its residents, and one way of doing that is by getting economy from the equipment and personnel that it has.

Q. I agree. While I am supportive of the Women and Minority Entrepreneurship Program, given the current political environment should we be worried about the legal challenges that could be associated with a program like this?

A. Even though DEI is unpopular, I don't believe we should stray from what is simply a reality; diversity, equality, and inclusion programs are needed. And until that is no longer the case, I will continue to recommend that we proceed in this direction.

Q. I agree, but we know the winds have changed.

A. There may not be any federal dollars for what ultimately gets approved, but since this falls within the area of economic development you may not need those federal dollars. The idea is to start small, make sure we know exactly what we are doing, and then grow the program when it is appropriate to do so.

Mr. Mulligan stated he thinks there are certainly opportunities to promote women and minority entrepreneurship within the confines of the law. But he would suggest that it be studied further before making any specific recommendations.

Councilmember Tieman stated as a lifelong resident of U City something he has often thought about is how many times people have mistaken what they believe to be the liberalism of this City for what is actually a kind of egalitarian tolerance. So, I think we can no more set that tolerance aside than we can set aside this building or anything else because it's simply who we are as a community.

Mr. Rose stated it would be hard to imagine a world where equity is a bad thing.

Councilmember Fuller stated while it's probably inherent, he wanted to make sure that the City's plans for economic development included more than just Olive and The Loop? Mr. Rose stated all of the discussions about economic development are from a global perspective of the City.

Councilmember Smotherson suggested that either a category be added to the Work Plan identifying where an idea stemmed from, or Council be provided with a document at the next meeting that explains the origin. He then asked why a satellite station was being proposed for the west end when the Annex is being renovated for the Police Department? Mr. Rose stated in part, it is based on the anticipated build-out and high volume of people that will be frequenting this area. He stated the worst thing that could happen is for the City to find itself in a position where it is unable to ensure the safety of consumers. So, this is a forward-thinking plan to make sure we have the resources needed to keep people safe.

Chief Hampton stated they formulated a plan to have a dedicated patrol in this area because of the expansion and needs of this business district. He stated that currently, they are working with Dierbergs to conduct a security analysis.

Councilmember Smotherson stated he was simply wondering why the same type of plan was not being formulated for Olive. Mr. Rose stated it has more to do with the magnitude; you just don't have the same kinds of businesses at Delmar and I-170.

Chief Henderson stated both the Olive business district and Delmar Loop will have dedicated patrols.

Mayor Crow stated he thinks there is an awful lot of basic governmental blocking and tackling in the Work Plan. So, he appreciates the fact that a lot of issues are getting cleaned up and moved forward.

He stated while there is the excitement of I-170 and Olive, he would like to remind his colleagues that they also have a responsibility to the City's downtown area; The Loop. And while he is not sure what Council's role would be if at some point The Loop tries to reinvent itself, it will still be the City's responsibility to support those efforts.

He stated that he would also ask his colleagues to pay attention to the City's parks in 2025 because there have been some turnovers in leadership. Citizens utilize these parks immensely and the City has a good reputation for attracting businesses, so he would like to make sure they have as many amenities available as possible; including some of the programs Mr. Rose spoke about. And finally, he would ask his colleagues to give specific time and consideration to the idea of consolidating or eliminating some of the City's boards, committees, and commissions.

Mayor Crow stated consideration should also be given to partnering with other jurisdictions because he thinks it is incumbent upon Council to look around and see if there are other ways to generate revenue or reduce costs.

4. ADJOURNMENT

Mayor Crow adjourned the Study Session at 6:19 p.m.

LaRette Reese
City Clerk, MRCC

