



ANNUAL REPORT





INSIDE THE REPORT

- 3 FROM THE CITY MANAGER
- 5 COMMUNICATIONS
- 6 ECONOMIC DEVELOPMENT
- 7 FINANCE
- 8 HUMAN RESOURCES
- 9 INFORMATION TECHNOLOGY
- 10 PARKS, RECREATION AND PUBLIC AREAS MAINTENANCE
- 13 PLANNING & DEVELOPMENT
- 14 PUBLIC SAFETY/FIRE & EMS
- 15 PUBLIC SAFETY/POLICE
- 16 PUBLIC WORKS ADMINISTRATION & ENGINEERING
- 17 ELECTED OFFICIALS AND DEPARTMENT HEADS

FROM THE CITY MANAGER



I am honored to present to you the 2023 Annual Report for the City of University City. This document highlights the culmination of significant accomplishments during the past year that underscore and highlight the vibrancy and progress of our beloved City.

Reflecting on the past year, we enjoyed coming together to celebrate a truly momentous occasion – the centennial of public parks in University City. The year-long focus encouraged our residents to immerse themselves in the diverse array of outdoor parks, trails and amenities that distinguish University City. A special acknowledgment is owed to Mayor Terry Crow and Centennial Committee Chair Judy Prange for their personal dedication to transforming this important milestone into an exciting community-wide celebration.

Beyond the commemoration of our parks' rich history, 2023 saw the realization and continued advancement of substantial economic development projects. The Market at Olive, anchored by Costco which opened in 2022, expanded its impact with the addition of noteworthy tenants such as Chase Bank, Panera Bread, Chick-fil-A and Chipotle. The anticipation of more businesses establishing a presence in University City in 2024 will add to the momentum created by this important development.

A flourishing economic landscape is evident not only at the Market at Olive but also in the diverse developments that also chose to locate in University City. From a new Quik Trip at 7579 Olive Boulevard to the McKenzie Apartment complex at 8400 Delmar Boulevard, the Avenir Apartment complex under construction at 8680 Delmar Boulevard, and the Opus Development project for the new headquarters of Crescent Plumbing at the intersection of Olive Boulevard and Kingsland Avenue – economic development is thriving in University City under the leadership of our Mayor and Council.

The University City Vision 2040 plan, approved in 2022 by our Mayor and Council, continued to shape our future in 2023. The Planning Commission, with assistance from staff and the consulting firm Planning Next, actively engaged community stakeholders in discussions ranging from stormwater management to multimodal transportation. Anticipated to conclude in early 2024, the proposed Comprehensive Plan update represents not only the ongoing dedication of our Mayor and Council but also the many citizens who volunteered their time and opinions.

Another noteworthy accomplishment in 2023 was the completion of the renovation of the University City Library. If you have not visited the new library, you should. We appreciate our citizens' generous approval of a property tax levy increase to facilitate this remarkable transformation, resulting in a state-of-the-art library that stands as a beacon of knowledge and accessibility for all.

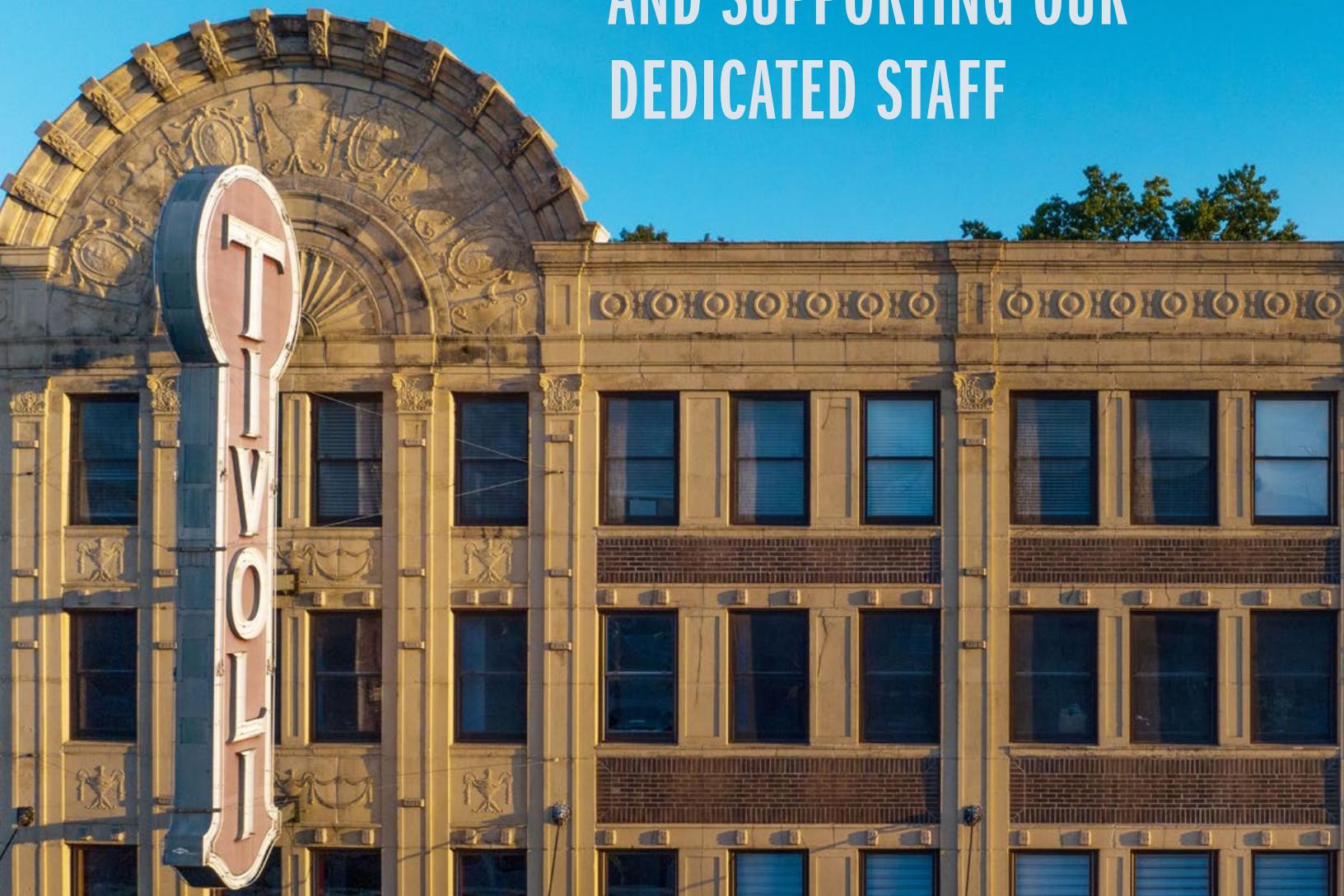
I encourage each of you to explore the accomplishments of the City in 2023 that are detailed within this Annual Report. The year was both exciting and challenging, marked by significant accomplishments as well as continuing recovery efforts from the devastating floods in July 2022 and major storm damage in 2023. Commendations are warranted for our dedicated staff who are fully committed to providing excellent service and achieving the priorities established by our Mayor and Council for the benefit of our community.

With the unwavering leadership of our Mayor and Council, I am confident that our vision for our future will be realized. University City's brightest days are ahead of us, and on behalf of our entire staff, I am honored to share this Annual Report with our Mayor, Council and our community residents.

A handwritten signature in black ink, appearing to read "Gregory Rose".

Gregory Rose, ICMA-CM, City Manager

UNIVERSITY CITY
REMAINS STRONGLY
COMMITTED TO INVESTING
IN RELEVANT PUBLIC
PROGRAMMING, BUILDING
AND MAINTAINING
COMMUNITY TRUST,
AND SUPPORTING OUR
DEDICATED STAFF





COMMUNICATIONS

Information Access and Transparency

The Communications Department facilitates transparent and responsible access to University City government for the public and assists in communicating the prioritized initiatives set by the administration and other City departments.

ACCOMPLISHMENTS

- Established clear and consistent messages to promote positive images of the City across print and online communications platforms
- Expanded depth and breadth of social media management and engagement to inform and educate residents about City news and events
- Increased social media followers and website users
- Posted relevant content across social media platforms including NextDoor, Instagram, Facebook and X (formerly Twitter)
- Produced and distributed high quality and professional print and online communications including weekly email news bulletins, ROARS print newsletters, the Community Newsletter and annual University City Calendar
- Created an online video series known as University City Update
- Redesigned and updated the City website
- Created a communications policy
- Established a monthly employee-only newsletter

DEVELOPING

- Marketing campaign for CodeRED emergency notification system
- Improving internal communications processes
- Streamlining marketing across all City departments
- Revamping brand awareness



ECONOMIC DEVELOPMENT

Driving Investment and Growth Opportunities

The Economic Development Department provides advice and guidance to businesses locating in and/or expanding within University City, including financing, workforce solutions and technical assistance that encourages investment in the community and enhances the lives of our citizens.

ACCOMPLISHMENTS

- Grand opening of QuikTrip at Midland and Olive
- Grand openings of Panera, Chipotle, Raising Cane's, Chick-fil-A, Chase Bank and First Watch at the Market at Olive
- Awarded \$142,816 to FY23 Façade Improvement Program applicants
- Allocated \$150,000 to the Façade Improvement Program for FY24
- Contracted for regular graffiti removal and cleaning of the Olive Corridor and Delmar Loop

DEVELOPING

- Economic Development Retail Sales Tax (EDRST) funding for local businesses
- Grand opening of Sport Clips, AT&T and Jersey Mike's Subs at the Market at Olive
- Phase II of the Market at Olive development
- Creation of a Business Retention and Expansion program
- Beautification project at Olive and I-170
- Construction continuing at the McKenzie apartment and hotel complex at 8400 Delmar
- Construction underway for Avenir apartments at Delmar and I-170



FINANCE

Providing Prudent Fiscal Management

The Finance Department administers all financial affairs of University City government to achieve long-term financial stability and health, preserve the City's financial integrity and credibility, and strive to maintain the highest possible bond rating for the City.

ACCOMPLISHMENTS

- Received Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report for fiscal year 2022
- Received Distinguished Budget Presentation Award for fiscal year 2023
- Developed and managed a balanced budget
- Calculated annual City property tax rates
- Collected fees from ambulance services under City control
- Collected refuse and other bills owed to City
- Collected fees from applications for business, liquor and dog licenses
- Council approved a two percent cost of living adjustment for non-uniformed retirees
- Council amended vesting schedule for non-uniformed pension, reducing years of service requirement for vesting to five years

DEVELOPING

- Five-year financial forecast for revenue and expenditures
- Five-year Capital Improvement Plan to meet citizen needs
- Feasibility assessment for using purchasing cards to control costs
- Continue converting to electronic record keeping for environmental sustainability
- Work with Public Works and City Manager's office to create a Solid Waste Advisory Committee to evaluate the Rate Analysis Report
- Continue to work with Human Resources to identify financial management training needs for accounting system
- Work with Human Resources to streamline financial and payroll systems and/or upgrade the existing payroll and Human Resources system
- Continue to assess and improve employee pension programs
- Update accounting policy and procedures
- Create asset management strategy and execution
- Continue to work with Federal Emergency Management Agency (FEMA) for flood related costs reimbursement caused by the historic July 2022 floods in University City



HUMAN RESOURCES

Employee Well-Being

Working across all departments, the Human Resources (HR) Department works to ensure that University City employees have what they need to be their best selves at work. Acting as a steward of change or motivation, HR establishes and maintains equitable and transparent employment practices to support and assist City programs and services while ensuring employee well-being. In addition, HR drafts, maintains and educates employees on policies that promote positive organizational behavior, streamlined processes and operational efficiency. HR also encourages an employee environment that enhances personal and professional development and recognizes outstanding performance.

ACCOMPLISHMENTS

- Hired 42 full-time, part-time City and library employees
- Recognized 46 employees with awards for “Years of Service” or “Caught You Doing Something Good”
- Added positions for Planner and Purchasing Manager
- Updated titles for Mechanic and Lead Mechanic to Mechanic I and Mechanic II
- Enhanced wellness team initiatives with annual biometric blood test screening and onsite flu shot clinic
- Provided mammogram van in cooperation with St. Luke’s Urgent Care, a new City-wide partner
- Added safety team initiative to train over half of City employees on basic safety and first aid
- Improved efficiency and tracking by using electronic signatures for all personnel actions
- Met with each City department to provide status updates on annual evaluations for all employees
- Updated all administrative regulations
- Honored University City founder E.G. Lewis with a birthday event at City Hall for employees and visitors
- Completed first survey of three-year Gallup Employee Engagement Survey program to improve employee engagement across all departments with over 70 percent participation

DEVELOPING

- Make all documents and processes electronic for efficient records retention and maintenance
- Conduct scanning of all University City personnel files
- Introduce an internship program
- Train University City employees in updated administrative regulations
- Automate employee verifications
- Complete cross-training and succession planning within each department
- Provide more self-service HR opportunities for University City employees



INFORMATION TECHNOLOGY

Proving Effective Support

The Information Technology (IT) Department provides University City government offices with effective and cost-efficient technology solutions, reliable technology systems and timely support to enable various departments to provide vital services.

ACCOMPLISHMENTS

- Completed migration of cybersecurity platform
- Implemented cloud-based faxing solution
- Upgraded 911 system

DEVELOPING

- Replacing outdated switches and battery backups
- Upgrading aging hardware
- Full cloud migration of email system



PARKS, RECREATION AND PUBLIC AREAS MAINTENANCE

Preserving the Community's Quality of Life

The Parks, Recreation & Public Areas Maintenance Department provides programs and services that enrich our community through stewardship of the environment, quality recreation programs and facilities, and fun for individuals and families

PARKS

ACCOMPLISHMENTS

- Refurbished playgrounds and the dog park with double-ground woodchips
- Installed new fencing at Heman Park Pool and the dog park (flood recovery)
- Awarded \$575,000 grant to build new high school regulation baseball field in Millar Park
- Sealed and striped parking lot at Fogerty Park
- Resurfaced and painted tennis/pickleball courts at Flynn Park
- Added pickleball court lines at Kaufman Park
- Sealed paved trails at Fogerty Park, Majerus Park and Heman Park
- Rebuilt Jack Buck Field in Heman Park for fastpitch softball and Little League teams
- Replaced all damaged pumps and electricity for the Heman Park Pool
- Refurbished athletic fields #1, #2 and #6 at Heman Park
- Installed asphalt overlay for Heman Park North Trail
- Hired two new Park Department employees

- Replaced old 55-gallon metal trash cans in parks with new 55-gallon totes, reducing labor time and improving safety
- Improved Millar Park walking trail and reconfigured the east baseball field with new mound for the 2024 high school baseball season
- Verified that 90 percent of all parks and forestry employees have commercial licenses needed to operate City vehicles and equipment

DEVELOPING

- Install shade structure at the dog park
- Use \$575,000 2022 Municipal Park Grant from 2022 to create a new splash pad next to Heman Park Pool
- Use \$575,000 Municipal Park Grant from 2023 to build new high school regulation baseball field at Millar Park
- Apply for \$575,000 Municipal Park Grant in 2024 for project to be determined
- Add new parks and recreation maintenance software plan as part of Productive Parks





PARKS

DEVELOPING *(continued from page 10)*

- Establish a bench and tree memorial program
- Enlarge Heman Park storage area and add storage bins for mulch, topsoil and infield mix
- Refurbish playgrounds and dog park with double-ground woodchips
- Restore Parks Division complex
- Install soap dispensers in all public park restrooms
- Improve appearance of Heman Park parking lot with new vertical poles
- Restore and paint playgrounds at Eastgate and Kingsland Parks
- Restore park playground surface at Metcalf Park
- Add milling to improve appearance of parking lot west of basketball court in Heman Park and behind the Parks Division complex pole barn to add more storage above the flood zone at 1015 Pennsylvania

RECREATION

ACCOMPLISHMENTS

- Re-opened Centennial Commons with limited areas and hours
- Heman Park Swimming Pool named “Best Pool” by the *Riverfront Times*
- Added exterior security cameras at Heman Park Pool
- Completed successful seventh season with Cardinals Care Redbird Rookies youth summer sports program sponsored by the St. Louis Cardinals
- Collaborated with Parks#100 Committee celebrating 100th anniversary of the parks system through various community events such as Youth Park Scavenger Hunt, Annual Trunk or Treat, etc.

DEVELOPING

- Replace cabinets and flooring at Centennial Commons
- Replace cardio weights and fitness equipment at Centennial Commons
- Improve locker rooms at Centennial Commons
- Convert Cub Care into Century Room III for additional class space/rentals
- Replace commercial appliances at Centennial Commons and Heman Park Community Center
- Total facility painting of Centennial Commons
- Total restoration of Centennial Commons
- Installation of splash pad for Heman Park Pool
- Bi-monthly community senior programs and events





GOLF COURSE

ACCOMPLISHMENTS

- Removed flower bed at #1 tee for concrete work to enlarge golf cart staging area
- Deconstructed failing retaining wall at driving range berm
- Built new flower bed at #9 tee with repurposed stones from berm
- Relaced 12 leaking or faulty irrigation heads
- Completed Phase I regrading and sodding damaged areas around practice green
- Continued clearing wood lines at holes #1, #2 and #3
- Completed Phase I installation of native plant bed adjacent to #2 tee
- Stockpiled dirt for new #2 Gold Tee.
- Installed new irrigation line from #1 tee to U City in Bloom flower bed
- Began selling hot food in clubhouse
- Implemented first half of Rec Trac upgrade
- Upgraded range tees, balls and baskets
- Replaced all cart key tags with Ruth Park logo tags
- Enhanced REACH TV to display new updates and improve appearance
- Updated all cart signage to reflect current information

DEVELOPING

- Replace all pull cart straps
- Add another range shed for attendant/concessions
- Upgrade or replace E-Key program and ball dispenser
- Replace ball washer
- Develop master plan for the course/driving range to enable Ruth Park to take advantage of increased traffic generated by the Market at Olive
- Begin Phase II updates with regrading and sodding around the practice green
- Installation of native plant bed adjacent #2 tee
- Add new Gold and Blue Tees construction at #2 tee

FORESTRY

ACCOMPLISHMENTS

- Completed second area of five-year pruning cycle for street trees
- Developed long-range urban forestry management plan
- Removed 204 trees
- Pruned 1388 trees
- Planted 97 trees
- Completed two-month clean up from July 2023 storm

DEVELOPING

- Investigate grant opportunities to enhance and grow U City's urban forest
- Remove hazardous trees
- Follow cyclical pruning schedule for street trees
- Plant replacement trees at vacant sites





PLANNING & DEVELOPMENT

Ensuring Sustainable Growth and Development

The Department of Planning and Development actively promotes University City as a diverse, safe and dynamic community while enhancing a wide range of living, working and recreational opportunities and choices for all citizens and visitors.

ACCOMPLISHMENTS

- Continued development for the Market at Olive, including building plans submitted for Raising Cane's, Chase Bank, Chick-Fil-A and First Watch, among others
- Approved rezoning and other developments on north and south sides of Olive Blvd. for the Market at Olive
- Completed development for the McKenzie apartment complex at 8400 Delmar
- Approved building permit in Ward 2 for Crescent Plumbing with estimated completion in summer 2024
- Approved plans for Avenir apartment project in Ward 1 at Delmar and I-170 with estimated completion in summer 2024
- Competed update to City's Comprehensive Plan
- Secured funding for flood buy-out program with Missouri State Emergency Management Agency (SEMA) and Federal Emergency Management Agency (FEMA)
- Processed several thousand applications and collected approximately \$1.2 million in permit fees for building occupancy and others

DEVELOPING

- Continuing development of additional lots for the Market at Olive



PUBLIC SAFETY/FIRE & EMS

Providing Quality Services to Citizens We Serve

The University City Fire & EMS Department is dedicated to protecting the lives and property of citizens, businesses and visitors in our community, and supporting our community and its organizations with sound fire prevention, emergency medical services and public education opportunities and resources.

ACCOMPLISHMENTS

- Continued safety education for the public with videos on City website
- Conducted home safety assessments for the elderly
- Initiated Premises Identification System, a hallway marking system in U City schools to assist responders in navigating buildings during an emergency
- Responded to more than 6,360 calls for service, including 160 residential structure fires, 498 mutual aid responses and over 4,475 EMS situations

DEVELOPING

- Work with State legislators and the Missouri Bureau of EMS to create regulations and licensing procedures for a Mobile Integrated Healthcare System (Community Paramedic Program) to enhance the care of our elderly and homebound residents
- Working with medical director and regional college to establish an affordable community paramedic program to allow more U City paramedics to become licensed
- Lead training program for other EMS providers in our area
- Develop babysitting course along with our CPR courses for younger members of the community



PUBLIC SAFETY/POLICE

Community Policing for University City

The University City Police Department (UCPD), in accordance with the City Municipal Code, protects the rights of individuals, enforces City ordinances and regulations, and preserves peace, order and safety.

ACCOMPLISHMENTS

- Hired 17 new employees and two employees retired
- Added one member to University City Police Focus Group
- Conducted two hiring events for UCPD (Spring/Fall)
- Graduated seven recruits from St. Louis County Municipal Police Academy
- Continued Missouri Police Chiefs Association Accreditation and Certification Program for law enforcement service
- Completed more than 3,250 training hours for all officers
- Conducted 20 security audits of residences and businesses
- Continued implementation of Security Camera Project and RING Neighbors Network
- Gifted free RING doorbell cameras in strategically significant locations
- Continued Active Shooter Training and MACTAC Training in vacant buildings in collaboration with University City Fire Department and Washington University Police Department
- Communicated Table-Top Informative Active Intruder updates communicated for top administrators at University City School District hosted by police chief and school superintendent
- Installed new security cameras within University City
- Continued monthly meetings for Loop Area Security initiative with Washington University

COMMUNITY RELATIONS

ACCOMPLISHMENTS

- Enhanced community policing strategy based on “6 Pillars” from President Obama’s 21st Century Police Task Force Report
- Administered Thanksgiving and Christmas food giveaways for children and families in University City
- Hosted National Night Out in collaboration with University City School District and University City focus group members
- Participated in University City High School “Young Men’s Night Out” and “Donuts with Dads” in collaboration with National Organization of Black Law Enforcement Executives (NOBLE)
- Participated in University City High School “Beyond the Badge” in collaboration with the NOBLE
- Held “Coffee with a Cop” and “Pizza with the Police” year-round programs
- Held monthly UCPD sponsored Focus Group meetings and end of the year holiday event for members

DEVELOPING

- Continue meetings with architects and engineers for new UCPD station building design and construction



PUBLIC WORKS ADMINISTRATION & ENGINEERING

The Public Works Administration and Engineering Department maintains and enhances transportation infrastructure to provide safe, accessible and acceptable levels of service and accommodations for all modes of transit and mobility; provides responsible municipal services efficiently and cost effectively; maintains University City governmental buildings and their operational systems; ensures compliance for all municipal operations with Federal, State and local laws and regulations; and coordinates municipal operations with other jurisdictional public agencies and utilities for the health, welfare and safety of the public

ACCOMPLISHMENTS

- City-funded capital improvement paving project for 31,750 lineal feet of resurfacing citywide
- Community Development Block Grant paving project for 3,130 lineal feet of citywide resurfacing
- Community Development Block Grant sidewalk project for 1,030 lineal feet of new sidewalks on Rushmore Dr., Malibou Ct. and Briar Ct.
- Surface Transportation Program Project for 2,091 lineal feet of repaving and additional sidewalk and driveway approach replacement on Canton Ave.
- Continued design and planning for Pershing Ave. rehabilitation, Kempland Bridge replacement and Ferguson Ave. sidewalks
- Continued design and easement acquisition for Canton Ave. Phase II
- Managed fleet insurance claims, disposal and replacement of 50+ vehicles lost in July 2022 flood
- Custodial care and maintenance of all City facilities
- Two new automated trucks added to fleet for improved efficiencies

DEVELOPING

- Westgate Ave. reconstruction project for paving and sidewalks
- Work on initial phase for improvements to Pershing Ave., Kempland Bridge and Ferguson Ave.
- Reapply for Groby Rd. and Old Bonhomme Rd. Surface Transportation Program
- Complete Stormwater Master Plan
- Continue Community Development Block Grant program
- Five-year plan for pavement rating and street maintenance
- Sidewalk and tree lawn maintenance and redevelopment program
- Rehabilitation of the Annex and Trinity buildings
- Fleet recovery from severe flood damage to central garage
- Studying sanitation rates and services provided to our community

ELECTED OFFICIALS AND DEPARTMENT HEADS

CITY COUNCIL



TERRY CROW, MAYOR



STEVE MCMAHON



ALETA KLEIN



BWAYNE SMOTHERSON



JEFF HALES



DENNIS FULLER



STACY CLAY

DEPARTMENT ADMINISTRATION



GREGORY ROSE
City Manager



BROOKE SMITH
Deputy City Manager



CHIEF LARRY HAMPTON, JR.
Director of Public Safety/Police



CHIEF WILLIAM HINSON
Director of Public Safety/
Fire & EMS



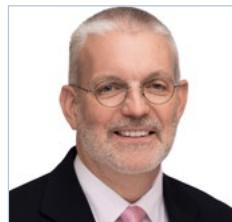
KEITH COLE
Director of Finance



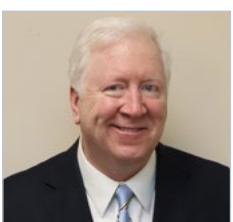
AMY WILLIAMS
Director of Human Resources



DARIN GIRDLER
Director of Public Works
Administration and Engineering
and Acting Director of Parks,
Recreation and Public Areas
Maintenance



JOHN WAGNER,
Director of Planning
and Development



JOHN F. MULLIGAN, JR.
City Attorney



LARETTE REESE
City Clerk



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