



# THE 2025 ANNUAL REPORT



# INSIDE THE REPORT

- 3 FROM THE CITY MANAGER**
- 5 COMMUNICATIONS**
- 7 ECONOMIC DEVELOPMENT**
- 8 FINANCE**
- 9 HUMAN RESOURCES**
- 10 INFORMATION TECHNOLOGY**
- 11 PARKS, RECREATION AND PUBLIC AREAS MAINTENANCE**
- 14 PLANNING & ZONING**
- 15 PUBLIC SAFETY/FIRE & EMS**
- 16 PUBLIC SAFETY/POLICE**
- 18 PUBLIC WORKS ADMINISTRATION & ENGINEERING**
- 19 SANITATION**
- 20 DEPARTMENT HEADS**
- 21 ELECTED OFFICIALS/CITY COUNCIL**



# FROM THE CITY MANAGER

## Honorable Terry Crow, Members of the City Council, and Residents of University City:

I am proud to present the 2025 Annual Report. This past year reflected more than progress. It demonstrated a City moving forward with purpose, accountability, and a clear focus on delivering results that matter to our residents. At every level of the organization, our work in 2025 was guided by a simple commitment to serve our community with excellence, transparency and care.

University City continued to experience strong momentum in both public and private investment. Major development activity advanced at the Market at Olive and throughout the Delmar Loop, reinforcing our position as a regional destination for shopping, housing, and employment. Projects such as Target, Dierbergs and Subtext's LOCAL University City reflect sustained confidence in our community and support a growing, diverse residential base. Just as important, the City expanded programs to support existing businesses, revitalize neighborhoods, and ensure growth is balanced, intentional and community focused.

In 2025, the City placed a renewed emphasis on strengthening core services and the resident experience. The formal establishment of the Department of Sanitation improved oversight and coordination of refuse and recycling services, while investments in communications, technology and policy alignment enhanced accessibility, responsiveness and trust. Across departments, staff focused on improving how residents receive information, access services, and engage with City government, recognizing that how we serve is just as important as what we deliver.

Strategic capital investment remained a priority. The City continued advancing major infrastructure projects, including street improvements, stormwater runoff planning, and the renovation of the Police Annex and Trinity Court facilities. These investments reflect a long-term commitment to safety, resiliency, and operational excellence, ensuring our facilities and infrastructure meet the needs of today while preparing for the demands of tomorrow.

Quality of life remained central to our work. In 2025, the City expanded recreation programming, reinvested in parks and public spaces, and continued forestry and environmental stewardship efforts that strengthen neighborhood character and community pride. Public safety operations remained strong, with continued reductions in violent crime, expanded training, and meaningful community engagement by both the Police, Fire and EMS Departments.

None of this progress would have been possible without the dedication of University City's employees. In 2025, the City invested in organizational structure, professional development, and employee engagement, recognizing that a supported workforce is essential to delivering exceptional service and earning public trust.

University City enters the future with confidence. Guided by Vision 2040, strong leadership from the Mayor and City Council, and an engaged community, we are building a City that is responsive, resilient and focused on long-term success. I am proud of what we accomplished in 2025 and even more optimistic about what lies ahead.

Finally, each of you are aware that I am resigning my position as City Manager effective February 6, 2026. As the sun sets on my time here with you, I want you to know what a joy it has been to be a part of this community. I want to thank you for the opportunity!

Respectfully,



Gregory Rose, MPA, 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

## Strengthening Citywide Communications for Greater Access, Accuracy and Accountability

The Communications Department continues to serve as a central connector between the City of University City and the community, ensuring information is accessible, consistent, and transparent across platforms. In 2025, our work focused on measurable improvements in communication processes, digital accessibility, and content delivery, aligning closely with industry best practices, legal requirements, and the City's strategic priorities.

As the City grows, so does the expectation for real-time, accurate, and user-centered information. This year, the department implemented several foundational improvements designed to strengthen long-term communication efficiency, accessibility, and public trust, particularly around Communications Policy enforcement, ADA compliant content, and ongoing website refinement.

The Communications Department remains committed to advancing the City's transparency, accessibility, and engagement goals. By prioritizing innovation, clarity, and accessibility, we continue building a communication foundation that supports every resident, business, and stakeholder, today and into the future.

### ACHIEVEMENTS

#### EXPANDED COMMUNICATIONS POLICY IMPLEMENTATION

- Fully integrated policy requirements across City departments, including required training for staff and leadership
- Established streamlined internal submission workflow for content review, approvals, brand alignment, and ADA-compliance
- Launched updated document templates and standardized messaging guidelines for print, website, and social media content

#### WEBSITE MAINTENANCE & USER ACCESSIBILITY ENHANCEMENTS

- Conducted quarterly website audits to correct outdated links, outdated department information, and navigation inconsistencies
- Integrated performance dashboard reporting to track user engagement, search behavior, and accessibility flags
- Added new department support processes for webpage updates, document uploads, and digital communication governance



## ACHIEVEMENTS (continued)

### ADA-FORWARD CONTENT MODERNIZATION

- Transitioned all major communication materials, including newsletters, website pages, and downloadable PDFs, to ADA-compliant formatting
- Introduced mandatory ADA captioning for video content and alternative text requirements for images and graphics
- Standardized readability requirements to ensure equitable access across all resident groups, including residents with low vision, cognitive disabilities, or language processing needs

### UPDATED CONTENT STRATEGY

- Refined posting cadence and content pillars for social media, digital newsletters, and website updates to strengthen consistency and relevancy
- Increased emergency and real-time messaging support for public safety departments
- Implemented long-range editorial calendar to align messaging across community programs, major capital projects, and seasonal priorities

### ENHANCED RESIDENT ENGAGEMENT

- Continued production of weekly email bulletins, ROARS newsletter, and University City Calendar
- Expanded digital engagement strategies on Facebook, Instagram, Nextdoor, YouTube, and X
- Increased audience reach through tailored messaging based on analytics, topic performance, and community feedback

## ONGOING

### CONTINUOUS IMPROVEMENT IN COMMUNICATIONS GOVERNANCE

- Refining Communications Policy to reflect operational needs, legal requirements, and evolving community expectations

### LONG-TERM WEB AND ACCESSIBILITY COMPLIANCE

- Continuing ADA testing, remediation, and implementation of WCAG (Web Content Accessibility Guidelines) standards across platforms, digital forms, PDFs, and multimedia assets

### STRATEGIC BRAND REFINEMENT

- Continuing development of updated brand standards and guidance to ensure modern, consistent representation of the City across departments, programs, and print/digital materials

### STRENGTHENING INTERNAL COMMUNICATIONS

- Expanding employee newsletter and information-sharing workflows to improve interdepartmental alignment, operational transparency, and access to updates



## ECONOMIC DEVELOPMENT

### Driving Investment and Growth Opportunities

The Economic Development Department builds and maintains relationships with existing businesses and developers while supporting the establishment of new businesses in University City. The department provides access to resources, including grants, loans, tax incentives, and technical assistance, to promote investment and strengthen the community.

#### ACHIEVEMENTS

- Awarded \$62,882 to fiscal year 2025 Façade Improvement Program applicants
- Allocated \$150,000 to Façade Improvement Program for fiscal year 2026
- Awarded \$450,660 in Economic Development Retail Sales Tax (EDRST) funds to local businesses and the Loop Special Business District for various projects and programs
- Conducted graffiti removal and cleaning of the Olive Corridor and Delmar Loop
- Groundbreaking for Dierbergs at Market at Olive
- Conducted business retention and expansion interviews with local businesses
- Established Third Ward Revitalization Coordinator to implement *For the Third Ward Housing and Revitalization Plan*
- Worked with Parkview Place apartment developers to encourage redevelopment

#### ONGOING

- Completing construction of TRU Hotel and Subtext Local on Delmar, and Target and Dierbergs at the Market at Olive
- Conducting interviews for Business Retention and Expansion Program
- Implementing beautification project at Olive and I-170
- Developing marketing and communications material to promote doing business in University City
- Supporting Corner17 with EDRST grant funds for developing C17 Commissary Kitchen
- Implementing \$500,000 grant for EV charging stations throughout Delmar Loop
- Implementing economic development software to streamline applications and improve access



## 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.

#### ACHIEVEMENTS

- Received Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2024 Annual Comprehensive Financial Report
- Received Distinguished Budget Presentation Award for fiscal year 2025
- Developed and managed a balanced budget
- Calculated annual City property tax rates
- Collected fees from ambulance services under City control
- Collected refuse and other fees owed to City
- Collected fees from applications for business, liquor and dog licenses
- Council approved one percent cost of living adjustment for non-uniformed retirees
- Worked with Solid Waste Advisory Committee to eliminate the solid waste yard waste stickers

#### ONGOING

- Projecting five-year financial forecast for revenue and expenditures
- Projecting five-year Capital Improvement Plan to meet citizen needs
- Assessing feasibility of purchasing cards to control costs
- Continuing to convert to electronic record keeping for environmental sustainability
- Continuing to work with Human Resources to identify financial management training needs for accounting system
- Working with Human Resources to streamline financial and payroll systems and/or upgrading existing payroll and human resources system
- Continuing to assess and improve employee pension programs
- Updating accounting policy and procedures
- Creating an asset management strategy and execution plan
- Continuing work with State Emergency Management Agency (SEMA) for flood related costs reimbursement caused by the historic July 2022 floods
- Implementing online license payments
- Developing designated automated phone line for payments



## HUMAN RESOURCES

### Ensuring Employee Well-Being

Working across all departments, Human Resources (HR) strives to ensure that University City employees have what they need to be their best, most impactful selves at work. Serving as a steward of motivation, resource for change management, and partner for management development and strategic solutions, HR plays a vital role in fostering organizational success. The department establishes and maintains equitable and transparent employment practices to support City programs, enhance services and ensure employee well-being. HR also develops, implements and educates employees on policies that promote positive organizational behavior, as well as streamline processes and operational efficiencies. Additionally, HR encourages an environment that prioritizes personal and professional development while recognizing outstanding performance.

#### ACHIEVEMENTS

- Hired 66 full-time, part-time and library employees
- Recognized 47 employees with awards for “Years of Service,” “Customer Service,” and “Caught You Doing Something Good”
- Positions: Reclassified Sanitation Supervisor to Director of Sanitation. Added Advanced Clerk Typist of Sanitation and Third Ward Revitalization Coordinator. Adjusted Assistant City Manager title to Deputy City Manager, and brought back Senior Services Coordinator position
- Restructured administration with several departments reporting to Deputy City Managers to increase engagement
- Began City-wide compensation study to update 2017 study
- Provided key opportunities for Customer Service Training
- Enhanced Human Resources Information System (HRIS) to enable employees to view their work data
- Provided regular status updates on annual evaluation dates for all employees
- Completed final survey of three-year Gallup Employee Engagement program
- Reinstated fingerprint clocks to streamline time and attendance, mainly for those working outside a typical office setting
- Held annual employee appreciation events such as summer BBQ and holiday luncheon

#### ONGOING

- Reviewing and receiving final approval on updated Administrative Regulations (ARs)
- Training employees on updated ARs
- Expanding and streamlining University City intern and mentor programs
- Developing training program on internal support services
- Working with each department to conduct “stay” interviews with current employees
- Automating employee verifications
- Connecting more automated portals with Human Resources Information System (HRIS)



## INFORMATION TECHNOLOGY

### Supporting City Operations through Secure and Reliable Technology

The Information Technology (IT) Department delivers reliable, secure, and cost-effective technology solutions that support daily City operations and enable departments to provide essential services efficiently.

#### ACHIEVEMENTS

- Upgraded server hardware to improve system performance and reliability
- Modernized legacy server operating systems to enhance security and long-term support
- Implemented and validated system backups to strengthen data protection and continuity planning
- Launched the New World employee portal to improve access to internal systems and employee services

#### ONGOING

- Performing routine Windows patching and system maintenance
- Strengthening cybersecurity measures across City systems
- Enhancing spam filtering and email security protection
- Advancing Single Sign-On (SSO) capabilities for improved access management
- Reviewing and updating IT vendors and service contracts
- Developing and formalizing IT Standard Operating Procedures (SOPs)
- Organizing and documenting IT infrastructure
- Expanding IT workflow improvements and automation to increase efficiency



# 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

#### ACHIEVEMENTS

- Refurbished playgrounds and the dog park with double-ground wood chips
- Awarded \$575,000 grant to build splash pad at Heman Park Pool
- Sealed and striped Metcalfe Ave. parking lot
- Refurbished athletic fields #1, #2, #5, #6 and #10 at Heman Park
- Awarded \$90,000 matching grant from GameTime for playgrounds at Rabe Park and Metcalfe Park
- Purchased picnic tables next to splash pad
- Purchased two 2-ton dump trucks
- Refurbished batting cage at Jack Buck Field
- Restored the Park Maintenance Division complex
- Restored the Street Maintenance Division complex
- Replaced soap dispensers in restrooms at all public parks
- Added new Playground Guardian Park Protector inspection software
- Completed Memorial Fountain project

#### ONGOING

- Installing shade structure at dog park
- Building splash pad at Heman Park Pool using Municipal Park Grant funding
- Building new high school regulation baseball field at Millar Park using Municipal Park Grant funding
- Applying for \$575,000 Municipal Park Grant 2026 for Heman Park playground
- Applying for \$575,000 matching grant for playground equipment with 2026 GameTime
- Applying asphalt overlay to parking lots at Heman Park tennis courts and Centennial Commons
- Repair cracks, seal, and stripe three new basketball courts in Heman Park
- Establishing a bench and tree memorial program
- Refurbishing playgrounds and dog park with double-ground woodchips
- Improving appearance of Heman Park parking lot with new vertical poles
- Replacing playground at Metcalf Park
- Replacing playground at Rabe Park
- Purchasing picnic table umbrellas and standards for splash pad at Heman Park Pool



## ONGOING (continued)

- Purchasing two solar powered scoreboards for Jack Buck and Millar Park Fields
- Repairing retaining wall at Lewis Park pond
- Refurbishing fill around walking trail at Millar Park
- Refurbishing annually all ball fields

## RECREATION

### ACHIEVEMENTS

- Restored Centennial Commons and Heman Park Swimming Pool for full facility access and regular operating hours and fitness/aquatic class schedules
- Reopened Centennial Commons “patron favorite areas” including weight area with new state-of-the-art equipment, new gymnasium flooring striped for basketball, volleyball and pickleball, and new turf for indoor soccer facility.
- Completed successful eighth season with Cardinal Care Redbird Rookies Youth Summer Sports Program sponsored by the St. Louis Cardinals
- Introduced new programming, including VIP members only pre-opening Heman Pool Party, Kid’s Holiday Charcuterie Workshop, Mother’s Day Weekend Sip and Paint, and monthly Laughter, Lunch and Bingo for seniors 60+ featuring special surprise bingo announcer dignitaries such as the Mayor, City Manager, Police Chief, Park Director and others
- Celebrated donation from Laughter, Lunch and Bingo senior participants of 174 pounds of non-perishable food contributed to Operation Food Search, providing Thanksgiving meals for 44 families
- Brought back annual programs such as Go Red for Women Luncheon, National Walking Day, Puppy Pool Party, Community Yard Sale and Trunk or Treat.
- Replaced commercial appliances at Centennial Commons and Heman Park Community Center

### ONGOING

- Converting Cub Care into Century Room III for additional class space/rentals
- Converting Teen Room into “old school” gaming room with billiards, Foosball, air hockey, etc.
- Collaborating with ArchWell Health to provide monthly Table Talk discussions on senior issues
- Launching first season of St. Louis Cardinals Nike RBI League sports program for teens age 14-18
- Installing splash pad and seating pavilion at Heman Park Pool
- Hosting return of the Recreation Division Job Fair for teen, adults and seniors
- Offering again personal training instructors and programs
- Implementing Summer Youth Enrichment Program for residents ages 5 to 12
- Returning youth programming for preschoolers including Little Kickers, Little Hoopers, Little Netters, and Little Batters and Catchers, etc.
- Reopening private rentals for Heman Park Community Center



## GOLF COURSE

### ACHIEVEMENTS

- Constructed retaining wall around outdoor restroom
- Planted eight new trees
- Continued clearing of the wood lines along #1, #2, and #3 tees
- Replaced eight leaking or faulty irrigation heads
- Resodded 10,000 sq.-ft of fairway lost to winter kill
- Shaped and sodded new walkup for #8 Red Tee
- Completed stockpiling of dirt for new #1, #2 tees and practice green at clubhouse
- Installed new drainage features in irrigation system to improve system blowout
- Removed 48 irrigation heads in preparation for driving range renovations
- Replaced three faulty isolation valves
- Built retaining wall at #7 tee flower bed
- Upgraded E-Key program to Range Star user-friendly payment platform
- Increased golf rounds played by 20%
- Increased concessions sales by 20% and merchandise sales by 10%
- Replaced worn rental club sets
- Leased new golf carts for the course

## FORESTRY

### ACHIEVEMENTS

- Completed third area of five-year pruning cycle for street trees
- Developed long-range urban forestry management plan
- Removed 214 trees
- Pruned 1,432 trees
- Planted 188 trees

### ONGOING

- Adding new pull cart fleet for golfers bags
- Replacing ball washer at driving range
- Replacing worn balls and balls not conforming to 80% flight restriction
- Setting pricing and stocking new vending machine at #5 tee
- Expanding variety of hot food at concessions
- Adding range shed for attendant/concessions at driving range
- Developing master plan to manage increased traffic around Ruth Park golf course and driving range resulting from the Market at Olive, and new apartment and condominium developments
- Shaping, irrigating and sodding new tee #1 and #2 tee complexes
- Contract for building USGA putting green near clubhouse
- Conducting feasibility studies and conceptual design for driving range and new clubhouse

### ONGOING

- Exploring adding watering truck for volunteers to help with newly planted trees
- Removing of hazardous trees
- Following cyclical pruning schedule for street trees
- Planting replacement trees at vacant sites



## PLANNING & ZONING

### 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 residents and visitors.

#### ACHIEVEMENTS

- Continued development for the Market at Olive, including approved building plans for Dierbergs, Einstein Bagels, and the other outlots
- Approved building permits for University City School District and redevelopment of 608 Kingsland, a mixed-use property preparing for restaurants and residential units
- Approved site plan for Commissary Kitchen expansion for Corner 17
- Issued contracts to begin appraisal and title services for flood buyout program with Missouri State Emergency Management Agency (SEMA) and Federal Emergency Management Agency (FEMA)
- Processed over 7,700 permit applications for building, electrical, mechanical, plumbing, occupancy, signs, and other projects with total valuation over \$131.5 million and collected approximately \$1.3 million in permit fees
- Conducted nuisance hearings to facilitate remediation, including demolition of dilapidated and dangerous properties

#### ONGOING

- Developing additional lots for the Market at Olive
- Updating the City's Zoning Ordinance
- Digitizing historical permits and documents to enhance record management and accessibility



## 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.

#### ACHIEVEMENTS

- Responded to more than 6,769 calls for service, including 178 structure fires, 718 mutual-aid responses, and over 5,060 EMS situations
- Partnered with Cardinal Glennon Children's Hospital Special Needs Tracking and Awareness Response System (STARS) program, which notifies responding EMS crews of medical histories and likely treatments for children with special needs
- Assisted University City Emergency Preparedness Committee to help residents prepare for possible future local and regional disasters

#### ONGOING

- Assisting residents who have mobility limitations with outreach program to contact contractors for possible wheelchair access to their homes
- Continuing to provide CPR training for residents and schools
- Continuing to provide smoke detectors to residents of University City



# PUBLIC SAFETY/POLICE

## Community Policing for University City

The University City Police Department (UCPD) continues to uphold its mission to protect the rights of all individuals, enforce City ordinances, and ensure public safety through ethical policing, transparency, and community collaboration.

### ACHIEVEMENTS

#### PERSONNEL AND LEADERSHIP

- Promoted 1 Captain, 1 Lieutenant, 1 Major, and 1 Lead Dispatcher
- Hired 13 new employees, including commissioned officers and professional staff
- Hosted 2 police hiring events (Spring and Fall)
- Hired 7 officers from regional police academies
- Training and professional development
- Completed 3,300 total training hours across all divisions
- Delivered updated training in mental health response, use-of-force, de-escalation, active intruder, and tactical communications
- Launched peer support and wellness software to enhance officer mental health tracking and early intervention
- Graduated 1 command staff member from the FBI National Academy

#### ACCREDITATION AND ACCOUNTABILITY

- Submitted all documentation for accreditation and certification from the Missouri Police Chiefs Association
- Completed full evidence room audit and accountability review
- Conducted internal audits of policy compliance with focus on use-of-force and supervisor oversight

#### TECHNOLOGY AND PUBLIC SAFETY INITIATIVES

- Expanded Neighborhood Security Camera Program and RING Neighbors Network
- Distributed free RING cameras in priority crime reduction areas
- Conducted CPTED (Crime Prevention Through Environmental Design) assessments for local businesses
- Installed additional security cameras citywide
- Launched targeted patrols in the Olive Special Business District
- Delivered Active Intruder Response Training to City Hall staff and public facilities



## COMMUNITY ENGAGEMENT AND OUTREACH

- Hosted 1 full class for Citizens Police Academy
- Sponsored University City High School (UCHS) Senior Prom
- Coordinated “Pizza with the Police” with University City School District
- Continued year-round outreach “Coffee with a Cop,” “Pizza with the Police,” and “Chit Chat with the Chief”
- Chief Hampton facilitated public safety talk to the University City Senior Commission members at the University City Library
- Held National Night Out in partnership with schools, civic groups, and residents
- Supported annual UCPD Holiday Toy Giveaway
- Participated in 2 events for prescription drug disposal
- Partnered with NOBLE for “Beyond the Badge,” “Young Men’s Night Out,” and “Donuts with Dads”
- Held monthly Police Focus Group meetings with residents
- Conducted Thanksgiving and Christmas food distributions for families in need

## YOUTH AND SCHOOL SAFETY

- Worked with University City School District on annual table-top active shooter planning
- Participated in mentoring and career fairs
- Continued planning for the 2026 relaunch of the Police Explorer Program

## GRANTS AND EXTERNAL FUNDING

- Secured new grant funding to expand public safety capabilities and community-based programming:
  - Missouri Department of Transportation (MoDOT) grant to support high-visibility traffic enforcement and education initiatives
  - Edward Byrne Memorial Justice Assistance grant to fund equipment upgrades and community policing efforts
  - Funding for 2026 through the St. Louis Coalition for Roadway Safety, aimed at reducing distracted and impaired driving incidents

## ONGOING

- Maintaining implementation of the Six Pillars of 21st Century Policing
- Continuing to collaborate with Washington University Police Department and area stakeholders through Loop Area Security Forums
- Advancing planning and coordination for new Police Headquarters at the Annex Building
- Sustaining monthly community meetings, safety briefings, and business engagement sessions around programs and added *Chit Chat with the Chief*
- Holding monthly UCPD sponsored focus group meetings and end-of-the-year holiday event for members



# 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.

Public Works staff provide a comprehensive range of right-of-way management and infrastructure support services. These include planning, design, construction oversight, and regulatory control of public streets, sidewalks, and bridges throughout the City. The department also administers the full permitting process for excavation, occupation, and use of the public right-of-way, ensuring that all construction and improvement projects comply with City regulations.

## ACHIEVEMENTS

- Managed Sanitary Sewer Lateral Repair Program, including resident applications, inspections, and repair coordination
- Reviewed construction building plans for land disturbance impacts and stormwater compliance.
- Met with residents and contractors to address stormwater and land disturbance issues
- Provided floodplain administration and engineering oversight to improve regulatory compliance and support City's infrastructure needs
- Served as liaison to Traffic and Stormwater Commission
- Provided support services for planning, budgeting, and implementing capital improvement projects
- Coordinated with Ameren on outages and managed projects for City-owned lights
- Provided Municipal Separate Storm Sewer System (MS4) permit compliance documentation to Metropolitan Sewer District (MSD)
- Continued rehab of Annex and Trinity Buildings
- Completed design and planning for Pershing Ave., Ferguson Ave., and Canton Ave. Phase II and Community Development Block Grant (CDBG) for Etzel street projects
- Continued design for Kempland Bridge replacement
- Completed construction for CDBG project for Polk Ave., Kempland Place, and Greensfelder parking lot
- Received approval of grant application and with funding for EV charging stations
- Completed draft for Stormwater Master Plan
- Completed Human Resources and Public Works training

## ONGOING

- Continuing construction for improvements on Pershing Ave.
- Ongoing review of Stormwater Master Plan draft by Stormwater Commission
- Continuing construction for Ferguson Ave. and Canton Ave. Phase II and CDBG for Etzel street projects and Kempland Bridge replacement
- Continuing final stages of construction of Annex building for Police Department and Trinity building for Municipal Courts
- Continuing working with Federal Highway Administration to complete agreement for design phase to begin EV charging stations



## SANITATION

The Department of Sanitation was formally established in 2025 to centralize and strengthen University City's solid waste, recycling, and cleanliness operations. Working in close coordination with Public Works, Parks, Finance, and contract service providers, the department is responsible for delivering reliable refuse and recycling services, promoting environmental stewardship, and maintaining clean public spaces that contribute to neighborhood pride and quality of life.

During the first year, work has focused on organizing core services delivery, evaluating existing programs, and laying the groundwork for long-term improvements in efficiency, sustainability, and resident communication.

### ACHIEVEMENTS

- Supported Citywide residential refuse and recycling collection, ensuring continuity of service during departmental transition
- Collaborated with the Finance Department on refuse billing, collections, and evaluating solid waste rates as part of the City's broader fiscal review
- Coordinated with Public Works Administration and Engineering on sanitation-related service requests, operational planning, and resident inquiries
- Assisted with Citywide leaf collection and seasonal cleanup efforts in coordination with Public Works and Parks Departments
- Participated in interdepartmental planning related to environmental sustainability, electronic record keeping, and operational efficiencies
- Began assessment of resident feedback and service trends to identify opportunities for improved communications and service delivery

### ONGOING

- Working with City Manager's Office and Finance Department to support Solid Waste Advisory Committee and evaluation of Rate Analysis Report
- Reviewing and refining sanitation service policies, procedures, and performance metrics to improve consistency and accountability
- Strengthening coordination with waste and recycling contract providers to enhance service reliability and responsiveness
- Expanding resident education related to refuse, recycling, bulk item collection, and seasonal sanitation services
- Evaluating opportunities to increase recycling participation and reduce contamination through outreach and operational adjustments
- Supporting long-term planning initiatives to align sanitation services with University City's environmental sustainability and infrastructure goals
- Exploring technology and data tools to improve service tracking, reporting, and transparency for residents
- Coordinating refuse and recycling services with Washington University to support increased demand during student move-in and move-out periods at University-owned apartment properties

# DEPARTMENT ADMINISTRATION



**GREGORY ROSE**  
City Manager



**BROOKE SHARP**  
Deputy City Manager-Development



**CHRISTOPHER CRABEL**  
Deputy City Manager-  
Support Services



**KEITH COLE**  
Director of Finance



**AMY WILLIAMS**  
Director of Human Resources



**MIRELA CELAJ**  
Director of Public Works



**STETSON HAIRSTON**  
Director of Sanitation



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



**CHIEF WILLIAM HINSON**  
Director of Public  
Safety/Fire & EMS



**JOHN F. MULLIGAN, JR.**  
City Attorney



**LARETTE REESE**  
City Clerk



**JAMES KRISCHKE**  
Interim Director of Parks,  
Recreation and Public Areas  
Maintenance



**BECKY AHLVIN**  
Interim Director of Planning  
& Zoning

# CITY COUNCIL



TERRY CROW  
Mayor



STEVE MCMAHON  
Ward 1



LISA M. BRENNER  
Ward 1



JOHN TIEMAN  
Ward 2



DENNIS FULLER  
Ward 2



STACY CLAY  
Ward 3



BWAYNE SMOOTHERSON  
Ward 3



[ucitymo.org](http://ucitymo.org) | 6801 Delmar Blvd.  
University City, MO 63130

©2025 University City Missouri

