



AGENDA
FINANCE AND ADMINISTRATION COMMITTEE
OF THE WHOLE MEETING

Chambers

Tuesday, February 10, 2026

5:30 PM

I. APPROVAL OF MINUTES

A. F&A COMMITTEE MINUTES - JANUARY 5, 2026

II. DISCUSSION

A. STRATEGIC PRIORITIES

III. ADJOURNMENT

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE FINANCE & ADMINISTRATION COMMITTEE OF THE WHOLE MEETING SHOULD CONTACT CITY CLERK VICKIE MCGOWND AT (636)537-6716 AT LEAST TWO (2) BUSINESS DAYS PRIOR TO THE MEETING.



RECORD OF PROCEEDING

**MEETING OF THE
FINANCE AND ADMINISTRATION COMMITTEE
CHESTERFIELD CITY HALL
690 CHESTERFIELD PARKWAY WEST
CONFERENCE ROOM 101**

MONDAY, JANUARY 5, 2026

Committee Vice-Chair Barb McGuinness called the meeting to order at 4:32 p.m. in the absence of Chairperson Michael Moore, who was not present at the start of the meeting.

PRESENT

Committee Member Barb McGuinness
Committee Member Pat Tocco
Committee Member Gary Budoor
Councilmember Mary Monachella
Councilmember Mary Ann Mastorakos
Councilmember Lane Koch
Councilmember Merrell Hansen
City Administrator Mike Geisel
Assistant City Administrator Elliot Brown
City Clerk Vickie McGownd
Planning Director Justin Wyse
Public Works Director Jim Eckrich
Finance Director Julie O’Guinn
Assistant Finance Director Cathy Pagella
Police Chief Cheryl Funkhouser
Deputy City Clerk Amanda Hurley

ABSENT

Chairperson Michael Moore

Destruction of Records — F&A Policy No. 1 and State of Missouri Records Retention Schedule

City Clerk Vickie McGownd presented the committee with a records destruction list for City of Chesterfield records that have met or exceeded applicable state retention requirements and no longer possess administrative, legal, fiscal, or historical value to the City. The Police Department submitted a separate list of

records that have also satisfied police-specific retention requirements. Applicable retention schedules were included for reference.

Committee Member McGuinness made a motion, seconded by Committee Member Budoor, to recommend approval of the request for destruction of records and forward to City Council. A vote was taken with an affirmative result (3,0), and the motion was declared passed.

City Hall Directional Signage

Committee Member McGuinness requested that this item be placed on the agenda due to concerns regarding the condition of the directional signage around City Hall and the need for improvements, including the potential use of digital signage. City Administrator Mike Geisel indicated that the wear is the result of age and oxidation, noting that the signs are original to the City.

The Committee came to a consensus to direct staff to research alternatives, potentially including an electronic message board and bring the information back to the F&A Committee.

St. Louis County Budget Concerns

City Administrator Mike Geisel informed the Committee of St. Louis County budget concerns, noting that the County Council is considering significant budget reductions to address an estimated \$82 million shortfall in the upcoming fiscal year. Potential impacts may extend beyond the dispatching contract to additional county services. Discussion ensued exploring potential alternatives.

The Committee reached a consensus to have City Administrator Mike Geisel keep the Council informed of relevant developments, noting that this may represent the first of several anticipated impacts. The Committee also agreed to explore the feasibility of establishing a Special Business District in the Valley.

City Council Strategic Prioritization

Chairperson Moore provided a list of proposed priorities and initiatives for City Administrator Mike Geisel, as had been discussed at the Special Strategic Prioritization meeting on November 18th, 2025 requested. Mr. Geisel reminded the Committee that there are simply too many initiatives, some of which conflict with each other, some of which are restricted financially, and some of which may not be supported by the majority of Council. It is imperative that Staff be provided direction as to which projects make up the Council's vision for the foreseeable future, in order for Staff to take advantage of opportunities and to focus their finite capacity. The City's priorities MUST be established by City Council and not by staff. Mr. Geisel further reminded the committee that these longer-term Strategic Priorities will serve as the vision from which Staff will direct their efforts and these Strategic Priorities should NOT be confused with whatever goals and objectives Council ultimately establishes for the City Administrator in 2026. These two products should complement each other, but they represent very different purposes and timeframes.

The Committee reached a consensus to schedule a separate meeting of the Finance and Administration Committee of the Whole to conduct a brainstorming session on City Council strategic priorities. The Committee suggested that Chair Moore's draft priorities should include establishment of a Special Business District in the Valley as well as reference to the recently adopted bicycle and pedestrian plan improvements.

Anonymous Code Enforcement Complaints

Assistant City Administrator Elliot Brown presented the committee with information regarding anonymous Code Enforcement complaints. He reported that he had previously received approval from the Public Health and Safety Committee at its September 29 meeting to restrict anonymous submissions through the See, Click, Fix application; however, he subsequently was made aware of an existing City Ordinance that provided for anonymous submissions globally, which conflicts with the PH&S policy directive. As such, Staff recommended that the City discontinue acceptance of any anonymous concerns through on-line applications, while allowing anonymous submissions by walk-ins, or by phone verbally through the customer service desk.

Chairperson Michael Moore arrived at 5:27 p.m.

A recommendation was presented to discontinue the broad acceptance of anonymous complaints by removing the option to submit anonymous complaints through any online applications, while authorizing staff to accept and document anonymous complaints only when a complainant specifically requests anonymity through direct communication with staff.

Chairperson Moore made a motion, seconded by Committee Member McGuinness, to recommend approval to eliminate the removal of anonymous code enforcement complaints online and forward to City Council. A vote was taken with a unanimous affirmative result (4,0), and the motion was declared passed.

ADJOURNMENT

The meeting was adjourned at 5:41 p.m.

Respectfully submitted:

Julie O'Guinn
Finance Director

Amanda Hurley
Deputy City Clerk

Approved: _____

Mike Geisel
City Administrator



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Chesterfield MO 63017
Phone 636-537-4711
Fax 636-537-4798

TO: Mayor and City Council
Date: February 6, 2026
RE: F&A Meeting of the Whole –
Chesterfield CITY Strategic Priorities

As directed by the F&A Committee at their January 5, 2026 meeting the F&A Committee of the Whole is scheduled to meet to discuss the City's Strategic Directives.

The F&A Committee of the Whole met on Tuesday, November 18th, 2025, at which time agenda item #3 Strategic Prioritization was discussed. For your convenience, a copy of the meeting packet and presentation materials is provided attached hereto.

As described in the meeting minutes from the 11/18/25 session, limited feedback was provided and Staff was directed to schedule a follow up discussion at the next F&A meeting. That meeting occurred on January 5th, 2026. After a brief discussion, Staff was directed to schedule another F&A meeting of the Whole, which was subsequently scheduled for this coming Tuesday, February 10th, 2026 at 5:30 pm.

AN OBSERVATION:

- o *We are making this harder than it needs to be.*
- o *Perhaps I have confused some by my language/terminology.*

The City's Strategic Priorities boil down to:

What do you (City Council) want us to think, investigate, consider, develop a knowledge base, keep abreast of, and if the opportunities come up, act upon?

What do you NOT want us to investigate, develop further understanding, create a body of knowledge on?

We have a clearly defined list of projects and activities that are currently authorized, funded, and in process. Those activities are included in our approved 2026 budget. However, there exists a larger universe of topics, concepts, ideas, thoughts, threats,

problems, issues, or concerns that are orbiting the City. These topics vary from emerging concerns to the opposite extreme being lingering problems. In general, as these topics arise, Staff seeks out information, background, develops a broader body of knowledge, and attempts to address the topics with City Council. This process does not create any associated commitment or obligation, but simply represents an effort to be aware of, seek opportunities out, develop and share information, and identify conflicts or synergies. Staff should seek a working knowledge of developing issues in order to respond to Council inquiries. As an example; while we are not actively engaged in any activity related to a City-County merger or consolidation, Council expects Staff to be engaged in such conversations and keep them informed. Council expects Staff to monitor legislation, and rule-making such that we can advise Council BEFORE we experience the impacts. Ensuring Staff is engaged professionally, technically, and physically provides Chesterfield the opportunity to be pro-active, not re-active. The most recent example of this process was the City's pro-active regulation of THC infused products. It was brought forth through Staff, then to Committee, debated and ultimately legislation was adopted by City Council.

There need not be a hierarchy of prioritization. We can walk and chew gum simultaneously. We just need to establish guardrails for what might be in-bounds and what is out-of-bounds, absent additional conversation. Our routine priorities are clearly described in the 2026 fiscal budget. But we have to maintain an awareness and ability to address longer term issues. That ability comes from a position of knowledge and information. Staff operates on a longer time horizon. Grant cycles, equipment life cycles, technological innovation, facility replacements, regulatory changes, public initiatives, all require multi-year consideration BEFORE they become actionable. All of these efforts are to provide Council information are intended to ensure that COUNCIL can then make decisions relative to advance, abort, or re-direct. Developing a knowledge base in no way creates an obligation or commitment. However, it is understood that some topics are simply objectionable from the start and City Council does not desire Staff to pursue those in any fashion whatsoever.

This strategic conversation serves to ensure continuity and consistency of purpose. I was asked to develop a laundry list of strategic issues and those were presented at the November 17th meeting of the whole. That list was not a recommendation or proposal. That list was a starting point, not an ending point. The collective elected body should consider deletions, additions, and/or modifications.

The strategic priorities must be Council's priorities. Staff can assist, but Council must provide clear and unambiguous direction. This is YOUR compilation, not Staff's. It should contain those activities which City Council understands and desires to investigate, develop a related body of knowledge, giving Council the opportunity to make more informed decisions. City Staff has a finite capacity. Our efforts are to be focused on those issues identified by City Council. Likewise, there are issues that Council specifically identifies that Staff should NOT pursue or expend any effort. As City Administrator, I have been tasked with creating a starting point, to give Council a place to start. That was the entry point to the discussion and was not a request for Council's endorsement of said starting point. All parties representing the City should have a

reasonable understanding of the collective intent of City Council. Absent high-level consensus, City Officials are unable to represent the City's interests, unable to take advantage of opportunities, and equally unable to effectively address threats.

THERE ARE THREE TIERS OF ACTIVITIES TO FOCUS ON:

- 1) FIRST PRIORITY, CURRENT YEAR, BUDGETED PROJECTS AND ACTIVITIES. THESE PROJECTS ARE BUDGETED AND THE CITY IS COMMITTED/OBLIGATED TO SOME DEGREE. SEE APPENDIX A. THESE ARE APPROVED ACTIVITIES, SHOULD BE CONSIDERED SETTLED ISSUES. THERE NEED NOT BE FURTHER DISCUSSION ON THESE PROJECTS.*
- 2) SECOND PRIORITY, THOSE PROJECTS, CONCEPTS, ACTIVITIES THAT ARE IN PROGRESS, HAVE BEEN INDIVIDUALLY SHARED WITH COUNCIL, BUT ARE NOT FUNDED OR CURRENT YEAR PROJECTS. THE CITY HAS NOT FULLY COMMITTED AND IS NOT OBLIGATED TO PROCEED. MY RECOMMENDATION IS THAT THIS IS WHERE THE BULK OF OUR DISCUSSION SHOULD OCCUR. THESE ARE ACTIVITIES ON THE HORIZON AND HAVE BEEN DISCUSSED TO VARYING DEGREES.*
- 3) THE THIRD PRIORITY, ARE ISSUES OR ACTIVITIES MAY BE DESCRIBED AS ONGOING LEARNING, FUTURE THREATS, FUTURE OPPORTUNITIES, OR SIMPLY MAINTAINING TOPICAL AWARENESS. WHILE THESE TOPICS MAY OR MAY NOT HAVE BEEN FORMALLY DISCUSSED BY CITY COUNCIL, STAFF SEEKS TO IDENTIFY OPPORTUNITIES AND DEVELOP A BODY OF KNOWLEDGE. THESE ARE NOT PROJECTS, BUT CONCEPTS/TOPICS AND THERE IS NO COMMITMENT OR OBLIGATION ON BEHALF OF THE CITY. SOMETHING MAY DEVELOP IN THE FUTURE, OR NOT. THE MAJORITY OF THESE ISSUES WILL LIKEY NOT COME TO EXECUTION, BUT REQUIRE ONGOING ATTENTION. THESE ACTIVITIES REPRESENT DEVELOPING A KNOWLEDGE BASE. DATA IS CRITICALLY IMPORTANT TO MAKING INFORMATION DECISIONS. NO OBLIGATION, NO COMMITMENT IS CREATED BY DEVELOPING A BODY OF KNOWLEDGE. COUNCIL SHOULD BE FULLY AWARE OF SUCH ITEMS ON THE HORIZON. IT IS MY ASSUMPTION THAT COUNCIL DESIRES THAT STAFF BE PROFESSIONALLY ENGAGED ON ANY ISSUES THAT COULD IMPACT THE CITY. IF THERE ARE SPECIFIC ISSUES THAT COUNCIL DESIRES US TO AVOID, STAFF WOULD APPRECIATE SUCH DIRECTION.*

The time horizon for the City's Strategic Priorities is not a single budget year, but represents those activities, strengths, opportunities and risks that we reasonably expect to address over the next several years. Before projects or initiatives are developed, they have to be investigated, vetted, and developed, and tested. All of that information gathering, education, development is expected in order to provide full and complete information to City Council PRIOR to any obligation or commitment. A significant amount of effort is expended long before an initiative becomes a program or project and is budgeted to move forward.

The City's Strategic Priorities are not project level oriented, but much more global and far more impactful. The Strategic Priorities reflect ideas, concepts, and directions that the Collective Elected Body reasonably desires to be informed and aware of. That awareness MAY result in future projects, initiatives, or may result in abandonment.

Unlike the City's longer term strategic goals, the 2026 priorities are reflected in the Fiscal 2026 budget. What we're trying to define is where to strategically focus in preparation of 2027 through 2030, or beyond

A PLACE TO START: City Strategic Priorities

It is crucial for the elected body to identify those tasks and initiatives which they desire to prioritize on behalf of the community in order for staff to effectively direct their resources to align. There are simply too many concepts, initiatives, projects, along with limited financial resources which prevent the City from pursuing the menu of initiatives discussed previously. It is also understood that Chesterfield Regional TIF has a restrictive timeline which directly impacts funding and debt capacity. It must be clearly stated and understood, that this list of strategic priorities represents the Stated Priorities of the Chesterfield Elected Officials.

The collective strategic priorities should NOT be confused or conflated with any goals and objectives assigned annually to the City Administrator or staff.

In addition to the execution of annually budgeted operations and capital improvements, there are multiple initiatives, threats, projects, opportunities, developing issues that should be monitored and actions taken as opportunities, needs develop. (See APPENDIX C) It is recognized that the City of Chesterfield lacks staff, resources and finances to undertake and/or manage the multitude of initiatives that the City has expressly contemplated. City Council is being asked to create their compilation, which identifies ideas, concepts, future projects, programs, or initiatives, for which they desire City Staff to maintain an awareness of, develop a knowledge base, advise and inform Council. Any of these topics may develop positively or may ultimately be abandoned.

The appendices attached provide an extensive representation of the activities categorized in the manner herein. While I have attempted to be comprehensive, I do not believe it is possible to list the infinite issues that we routinely encounter. These potential projects, ideas, concepts, threads are identified ONLY FOR YOUR CONVENIENCE or CONSIDERATION. They are listed in no particular order.

Appendix A are obviously the FIRST PRIORITY. They are fully funded and approved for operational execution in the 2026 budget. The City is ALREADY engaged and will continue to pursue, unless City Council directs otherwise.

Appendix B represents longer term threads, and although the City is currently engaged, the City is not obligated or committed to these efforts.

Appendix C represents broader, longer-term or emerging concerns, issues, or opportunities. These activities require effort to develop a working knowledge base or to identify potential opportunities. This is simply due diligence level effort and does not commit or obligate the City in any way. As information or circumstances change, Council should be engaged to provide further direction and/or potentially re-categorize.

Appendix D provides the summary tables of priority projects and recommendations taken from the approved Bikeable Walkable plan.

Appendix E is a summary of actionable items taken from the multiple surveys conducted by ETC. While the surveys were individually provided and discussed with Council, no action was taken regarding the actions recommended therein. This communication does not address these surveys, but it is important to include these survey action items to ensure Council has the broadest information set. Appendix F is the latest dashboard summary of the City's Strategic plan. Although the strategic plan was reviewed and adopted by City Council, there are specific action items which Council may desire to reconsider. Prior to acting on the identified strategic plan action items, a thorough review is necessary.

Appendix F is the current Strategic Plan dashboard. In concept, all actions the City undertakes should be in alignment with the City's adopted strategic plan. Unfortunately, too many times a strategic plan is adopted and never referred to again. Chesterfield not only adopted the strategic plan, but regularly and routinely updates progress via the online dashboard. The dashboard is provided for your reference and convenience. The strategic plan should be referenced frequently and adjusted whenever issues are no longer in alignment with the sentiments of the community.

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

It is imperative that all parties differentiate between the multi-year Strategic Priorities for the City of Chesterfield, and the annual Goals and Objectives that the City Council may establish for the City Administrator. The City Administrator's efforts are primarily dictated by the approved budget, and those administrative/personnel management activities that are necessary to effectively manage the City as a business entity.

The 2026 budget includes an impressive and perhaps unprecedented volume of "projects". I've included a summary list of the major projects that are funded in the approved budget. Again, I note that these are in addition to the regular and routine operations of the City. These are my priorities for 2026. I have no expectation that all of these projects will be completed in this fiscal year, but we will make every effort to advance each initiative.

From my perspective, the City Administrator's goals and objectives are simple and concise:

- 1) Manage and oversee the day-to-day operations of the City in conformance with Missouri Statutes, City Code and City policies.
- 2) Manage and oversee the projects and initiatives as approved in the 2026 fiscal budget.
- 3) Monitor, manage and oversee the fiscal activities of the City in conformance with the City Council approved budget and budgetary procedures.

These are my three primary functions and define the expectations for my performance. If Council desires to supplement these goals and objectives, I encourage you to do so.

The 2026 budget includes an impressive and perhaps unprecedented volume of “projects”. I’ve included a summary list of the major projects that are funded in the approved budget. Again, I note that these are in addition to the regular and routine operations of the City. These are the City Administrator priorities for 2026. I have no expectation that all of these projects will be completed in this fiscal year, but we will make every effort to advance each initiative.

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2026 BUDGETED PROJECTS

Additional area Forestry Management at Central Park	\$15,000
Central Park Master Plan Update (after aquatic decision)	\$125,000
CVAC Master Plan, 30 acres	\$100,000
Dugout Replacement C2 (two dugouts)	\$90,000
Amphitheater step and lighting repair (partial)	\$100,000
Amphitheater - Replace fixed seating	\$250,000
Bullpens, add @ D & E Quads	\$600,000
Rivers Edge, add Kayak Loading Station	\$10,000
Pickleball Courts at CVAC – Resurface	\$75,000
Leisure pool painting, crack & void repair	\$42,000
Lazy River painting, crack & void repair	\$70,000
Parks Maintenance Facility HVAC replacement	\$300,000
Wilson Road reconstruction	\$2,610,000
Concrete slab replacement	\$2,150,000
Sidewalk project A	\$300,000
Sidewalk project B	\$200,000
Schoettler Road Sidewalk project	\$1,012,000
CDBG project	\$110,000
Pathway on the Parkway (ROW acquisition)	\$15,000
Ladue Farm Bridge (ROW acquisition)	\$50,000
Highcroft Drive (ROW acquisition)	\$53,000
CVAC C Quad Restroom design	\$150,000
CVAC additional parking lots	\$1,500,000
CVAC Ring Road construction (2025 carry-over)	\$625,000
Maintenance Facility wall repair and yard expansion	\$1,200,000
Valley stormwater consultant – Thomas & Hutton	\$150,000

In addition to the projects in the 2026 fiscal budget, the City is ALREADY engaged and will continue to progress on the following, unless City Council directs otherwise. Although currently engaged, the City is not currently obligated to these efforts:

North Outer 40 connection to Swingley Ridge

(tentative project construction ~2029, dependent upon agency approvals and funding) This project is ultimately to be funded primarily by the Chesterfield Regional TIF. Funding partners are to be sought and this project may require forward funding in part by the City. Continue efforts to obtain approvals, financing, and prepare for construction.

I-64 interchange at Long Road

(tentative project construction ~2029, Transportation Development District project, dependent upon agency approvals and funding. Will require debt financing by the TDD). Funding partners are being sought. We do not anticipate further forward funding by the City. Continue efforts to obtain approvals, financing, and prepare for construction.

Chesterfield Aquatic Center

Continue current efforts with FGM, proceeding with concept programming, community engagement, preliminary cost estimating and development of financing. There are NO funds currently programmed or available for either demolition or construction of a replacement facility. If the City Council elects to proceed with a replacement facility, it is anticipated that a ballot issue will be required and that process MUST be led by outside entities. City staff cannot lead or direct any campaign initiative. As currently planned, the existing Aquatic Center will NOT open in 2027. If funding is not obtained, the City will be forced to identify the source of funds to demolish, remove the existing facility and restore the disturbed area.

Grand Entry (Donation Parcel)

With the approval of the 2nd amended and restated development agreement for RPA-1, with TSG, the City is committed to accepting the 3-acre donation parcel, on which the City intends to construct the Grand Entry feature.

Continue efforts to revise the re-development agreement for RPA-1 to incorporate donation of the ~3 acre parcel, along with a financial contribution from TSG to fund design services. Select a design professional, likely the consultant currently engaged by TSG to maximize benefit of surveys and prior design work. Construction of the project would ultimately come from the TIF, but is dependent upon either:

- 1) forward funding by the City (not preferred)*
- 2) TIF funding from RPA 3 debt, related to the Tri-Star project*
- 3) TIF funding from RPA 2 (debt or cash) depending on status of the Wildhorse Village Development agreement.*
- 4) Other identified City funds*

Wild Horse Village Parking Structure

Resolve issues related to the timing and performance of the redevelopment agreement for RPA 2 with CRG. Resolution can take one of multiple forms:

- 1) Completion in conformance of the existing agreement*
- 2) Negotiated early termination of the existing agreement*
- 3) Re-negotiated agreement and project definition*
- 4) Default of the existing agreement*
- 5) Seek alternative solutions for the RPA-2 TIF Parking Project*

Chesterfield Regional TIF Finances and debt issuance(s)

Recognizing that the Chesterfield Regional Tax Increment Financing District has a defined financial window, it is imperative that the City focus on tracking revenues, timing of debt, and funding of individual projects; all in conformance with regulatory requirements and potential other funding opportunities. Within the strategic timeframes, it is highly likely that notes may be issued, debt issued, reimbursement and development agreements modified within the coming 24 months.

Existing Special Business Districts.

(Wildhorse Village SBD, Downtown Chesterfield SBD) Staffing, capacity, and services provisions to the existing, adopted Special Business Districts.

The City of Chesterfield has approved and established two special business districts. The Wildhorse Village Special Business District and the Downtown Chesterfield Special Business District. In establishing these districts, the City has committed to acceptance of significant maintenance obligations (Police, Parks, Public Works, Finance, and Administration). While these services are to be funded by SBD revenues, they will be provided through the Chesterfield municipal organization. It is understood, as described and set forth in each SBD petition & survey, they will require additional resources in headcount, contractual services, commodities, and capital improvements. Provision of these services will require personnel, equipment, physical plant and contractual services.

Employee recruitment and retention

As directed during budget workshop #3 on November 18 2025, Staff was tasked with reviewing current practices and preparing a "white paper" for City Council to review early in 2026. The City of Chesterfield has experienced significant employment vacancies and turnover. It is recognized that performance, security, capacity and efficiency is impacted by our human resource policies. Accordingly, without committing to any specific process or alternatives, it is imperative that the City commit to reviewing current practices and consider solutions. As stated during the Strategic Priority meeting, it is unlikely that we can address the larger issues of recruitment, retention, additional headcount without concurrently considering alternative revenue sources.

Abandonment of Hog Hollow

Continue efforts to abandon Hog Hollow Road and accommodate the needs of Missouri American, St. Louis City Water, Monarch Fire Protection District and the Residents of Ladue Bluffs. This will require engaging professional design

consultants and bidding construction contracts, all of which is to be funded by excess fund reserves.

Additional Elementary School Resource Officers

During our budget workshops, City Council deferred action to fund additional ESRO's in the fiscal year budget. However, City Council directed Staff and Mayor Hurt to meet with school officials regarding the financial cost and to report back to City Council.

Bikeable-Walkable Plan

City Council adopted the Bicycle-Pedestrian Plan. While none of the identified concepts have been investigated and none of these projects have an associated funding source, City Council has expressed their desire to take advantage of opportunities to further the improvements should any opportunity arise.

Document-Records Management – archival

As has been discussed extensively, as technology has evolved, the traditional cabinet filing systems and clerical functions have become obsolete. As our communications and records are dominantly created and stored locally, it is virtually impossible to maintain the City's records in any searchable location. It is impossible to respond to sunshine requests comprehensively and the efforts to be 100% compliant are at best inefficient. The selection and implementation of a document management system will be a multi-year process at a significant expense. Document management was discussed thoroughly during our 2025 budget workshops and there was a general consensus to continue our fact finding, investigation, improve our body of knowledge and develop a strategy for implementation.

Monarch-Chesterfield Levee District, Valley Stormwater Master Plan, Emergency Response and Routine Maintenance

As previously shared, there are significant concerns with ensuring continuous and effective routine maintenance of levee systems. As the board of directors ages, permanent MLCD maintenance staff has retired and is currently dependent on a single part-time employee. Without accepting any legal obligation/responsibility for operation, maintenance, or emergency response, we have been working on an inter-governmental agreement for the City to perform routine on a contractual basis. Obviously, the City's interests are intimately tied to the success of the levee district.

THIRD, TERTIARY PRIORITIES

There are a number of “issues or initiatives” that have been informally discussed and/or considered by City Council, but **Council has not individually endorsed or provided consistent direction to City Staff**. Staff attempts to remain engaged, informed, and develop a body of knowledge on any relevant issues impacting the City of Chesterfield. Staff attempts to share information with City Council regarding relevant topics in order for City Council to act when City Council deems appropriate. Does Council desire to develop a more complete body of knowledge, or does City Council prefer that City Staff NOT consider or investigate these concepts further?

The following projects and initiatives have NOT been endorsed or individually prioritized by City Council. Certainly, it is understood that should conditions change or opportunities arise, that Council may re-categorize and amend their priorities.

St. Louis County-City Merger, Consolidation

Various political and legislative efforts continue to surface, which promote mergers, consolidation with the City of St. Louis. Staff monitors these developments through legislative advocacy, professional associations, media, Missouri Municipal League, and the Municipal League of Metro St. Louis.

St. Louis County Operations and fiscal issues

Given St. Louis County's financial position, it should be anticipated that County will shift service costs to municipal contracts and will attempt to divest themselves of as many service obligations/liabilities as possible. The City of Chesterfield must remain vigilant and aware of the potential for substantial increased costs of operations, which in turn, will negatively impact the City's ability to continue the current level of services without consideration of supplemental revenues. The City could easily find itself in a financial hole, not of its own doing. The City must be agile and prepared to address County's actions politically, legally, and financially.

Acquisition of Parcel C-211

This is the parcel immediately west of Central Park, the 7.22 acres situated north of the aquatic facility, between the lake and August Hill, zoned for residential towers. Multiple elected officials have discussed acquisition of this parcel. While potentially a partial alternative to the Wild Horse Village parking garage, acquisition of parcel C-211 is also associated with the disposition of Central Park, the originally planned maintenance/equipment building, and the design/layout of the Aquatic Facility. This parcel is currently owned and intended to be developed by Proper Construction. If the City desires to acquire this property, the decision needs to be stated clearly and staff should be empowered to initiate foundational conversations to determine the availability and potential acquisition costs for the parcel.

Community Space

There are multiple potential solutions. Since the demolition of Chesterfield Mall, Staff has continuously investigated alternatives and is currently utilizing multiple other facilities. This need will continue to be evaluated with the development of Downtown Chesterfield, other public facilities, and the aquatic center.

Additional Revenue generation

- Public Debt-bonds, certificates of participation
- User Fees and charges
- Use Tax
- Lodging tax
- Recreational marijuana tax

Valley Public Safety

As has been discussed repeatedly, there are concerns with ongoing public safety for retail, sports tourism, and park facilities in Chesterfield Valley. As a public perception issue, a fiscal issue, and impacts to tourism, it is critical that all visitors to Chesterfield Valley enjoy a safe environment for the person and property. Solutions should be considered to not only address the concerns with capacity, but how to fund that necessary capacity, in some fashion, potentially by a new public safety centered Special Business District, to address Chesterfield Valley Law enforcement and Park Rangers

Valley Road Improvements

We are currently experiencing significant capacity and safety concerns at the west end of Chesterfield Valley due to the intensity of tourism and other regional attractants. This activity generally involves State and County Roadways, e.g. Eatherton Road improvements, completion of the Olive Boulevard Connection, and Chesterfield Blue Valley Road improvements. No funding or potential solutions are currently presented, but it is an issue that requires us to continuously seek out opportunities.

Pickleball

As described, the City is in “pickleball purgatory”. We need to resolve our commitment towards providing facilities and funding for this activity. We have \$500,000 restricted for this purpose, but no location, or planned initiative to fully fund or locate new facilities. Concurrently, a private commercial provider is opening facilities within the District. Council has not provided direction whether the addition of Pickleball facilities remains viable and/or desired by the community.

Nooning Tree – Caliope Extension to Route 340 (Olive Blvd)

With potential development of the “Seeger” property adjacent to State Route 340, inquiries regarding the City’s requirements for construction/extension of Caliope Place have come forth. While this project was considered many years ago and while there remains a perception by some residents that construction of the Caliope Place extension will occur concurrently with the development of the “Seeger” property, there is no such plan or commitment to do so.

Parks Community Survey

The following action items were identified from the Community Park Survey conducted by ETC. These action items are identified for future consideration.

- Address highest-priority repairs to aging park amenities
- Improve promotion of programs and events
- Adjust programming for seniors and teens
- Develop a phased plan for indoor community center space
- Improve pedestrian access to neighborhood parks
- Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.
- Implement citywide park reinvestment program

The following tables are taken from the approved Bikeable Walkable plan. The activities are not budgeted, funded, or even considered projects at this point in time. The City has not committed or obligated itself in any way. These are identified as potential projects that would be investigated, and the body of knowledge developed as opportunities present themselves.



City of Chesterfield Bikeable Walkable Plan

Adopted: November 3, 2025

Council Resolution #513



The Vision for the City of Chesterfield, as defined in the *2022 Strategic Plan*, is: *Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.* This Bikeable Walkable Plan (Plan) aligns with that Vision by consolidating community desires and professional recommendations for improving the health, mobility, and overall quality of life for Chesterfield residents, workers, and visitors.

The Plan is the result of a year-long process that solicited input from the public, elected officials, staff, and consultants to identify potential improvements to pedestrian and bicycle infrastructure, policies, and programs. The Plan summarizes the planning process and outcomes. The next steps of this Plan focus on an action-oriented, prioritized list of infrastructure improvements selected through input and preferences shared by the public at a February 2025 Open House as well as staff consideration and feasibility. The priority projects include:

- Edison Avenue Crossing, from Chesterfield Valley to the Monarch Chesterfield Levee Trail
- Ameren Powerline Trail, from Ladue Rd to Clarkson Rd (3 phases)
- Levee Trail Extension, from Edison Ave to Centaur Rd
- Logan University Trail, from Country Ridge Dr to Schoettler Rd
- Riparian Trail extension, from Old Chesterfield Rd to Chesterfield Valley (includes Old Chesterfield Road Sidewalk)

Vision

Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.

Guiding Principles

- Safe
- Connected
- Inclusive
- Active
- Enjoyable

Figure 1A: City Infrastructure Recommendations

PROJECT #	LOCATION/CORRIDOR NAME	ENDPOINTS/DESCRIPTION
1	Edison Ave Bike Lanes	Long Road to Cepi Dr
2	Ladue Rd Bike Lanes	North Woods Mill Rd to Olive Blvd
3	Country Ridge Dr / Schoettler Valley Dr Bike Boulevard	Clarkson Rd to Chesterfield Parkway East
4	Old Chesterfield Rd Sidewalk	Riparian Trail to Baxter Rd
5	Swingley Ridge Rd Sidewalk Gap	Post Office to Nardin Dr
6	Portico Dr / Monterra Dr Sidewalk Gap	North end of Portico Dr to Olive Blvd
7	Trailtop Dr to Wethersfield Terrace Ct Sidewalk Connection	Connect Existing Cul-de-sacs
8	Stablestone Ct / N. Green Trails Dr / Green Trails Elementary Sidewalk Connection	Stablestone Ct / N. Green Trails Dr to Green Trails Elementary
9	Edison Ave Crossing	Connect Monarch Chesterfield Levee Trail to Chesterfield Valley, across Edison Ave
10	Wilson Ave (Wilson Park Area) Side Path	Baxter Crossing Ln. to Wilson Woods Ct
11	Ameren Powerline Trail – A, B, C	Ladue Rd to Clarkson Rd
12	Monarch Chesterfield Levee Trail	Edison Ave Trailhead to Centaur Rd
13	Bonhomme Creek Riparian Trail	City limits to Long Rd
14	Logan University Trail Connection	Country Ridge Dr to Schoettler Rd
15	Riparian Trail Extension, includes #4 above within project limits	Riparian Trail Trailhead at Old Chesterfield Rd to Chesterfield Valley

Note: List is not in order of priority. See corresponding project numbers in Figure 1B.

Figure 2A: Opportunities for Agency Coordination

PROJECT # AGENCY	LOCATION/CORRIDOR NAME	ENDPOINTS/DESCRIPTION
1a STLCO	Wild Horse Creek Rd Sidewalk Gap	Kehrs Mill Rd to Wilson Ave
1b STLCO	Wild Horse Creek Rd Sidewalk Gap	Wilson Ave to Chesterfield Parkway
2 STLCO	Baxter Rd Sidewalk Gap	Old Chesterfield Rd to Monarch Chesterfield Levee Trail
3 MODOT	Clarkson Rd / Olive Blvd Sidewalk Gap	Swingley Ridge Rd, under I-64, to Lea Oak Dr
4 MODOT	Clarkson Rd Access Ramp Sidewalk Gap	Chesterfield Parkway to Lea Oak Dr
5 MODOT	Boones Crossing Sidewalk Connection	Monarch Chesterfield Levee Trail to Chesterfield Airport Rd
6 STLCO	Baxter Rd Crossing	Near August Hill Dr
7 MODOT	Olive Blvd Crossing	At Swingley Ridge Rd
8 STLCO	North Woods Mill Rd Shared Use Path	Olive Blvd to Parkway High School
9 MODOT	Clarkson Rd Sidewalk	Lea Oak Dr to Kehrs Mill Rd
10 MODOT	Wild Horse Creek Rd Shared Use Path	Eatherton Rd to Kehrs Mill Rd
11 STLCO	Kehrs Mill Rd Sidewalk Gap	Pacland Estates Dr to Pacland Pl
12 GRG	Missouri Greenway Trail	Monarch Chesterfield Levee Trail to Creve Coeur Park
13 STLCO	Spirit of St. Louis Airport to Monarch Chesterfield Levee Trail Connections	Goddard Ave to Spirit of St. Louis Blvd, to Monarch Chesterfield Levee Trail
14 STLCO	Conway Rd Sidewalk Gap	Chesterfield Parkway to City Limit

Note: List is not in order of priority. See corresponding numbers in Figure 2B.

Summary: This document outlines short- (0-12 months), medium- (1-3 years), and long-term (3-5+ years) action items for City of Chesterfield Department Heads based directly on findings from the Community & Public Safety Survey, Business Survey, Employee Survey, and Parks, Recreation & Arts Survey. Each action item is paired with a brief summary of what respondents said and a page reference to the applicable survey report.

Parks, Recreation & Arts

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Address highest-priority repairs to aging park amenities	Aging facilities	Upgrading aging park amenities ranked among top priorities	Parks Survey	Q12 (pg 24) Q13 (pg 25)
Short-Term	Improve promotion of programs and events	Awareness gaps	Respondents cited lack of awareness of parks and programs	Parks Survey	Q12 (pg 24) Q13 (pg 25) Q18 (pg34)
Short-Term	Adjust programming for seniors and teens	Program gaps by age group	High demand for additional senior and teen programming	Parks Survey	Q11 (pg 23)
Medium-Term	Develop a phased plan for indoor community center space	Indoor recreation demand	Strong support for indoor community recreation space	Parks Survey	Q12 (pg24) Q13 (pg 25)
Medium-Term	Improve pedestrian access to neighborhood parks	Access barriers	Pedestrian access cited as a limitation to park use	Parks Survey	Q3 (pg 11)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Parks Survey	Throughout
Long-Term	Implement citywide park reinvestment program	Systemwide aging assets	Aging infrastructure identified as long-term system need	Parks Survey	Q12 (pg 24) Q13 (pg 25)

Public Works

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Prioritize visible street and sidewalk repairs	Infrastructure quality	Street and sidewalk maintenance ranked highest in importance but not ranked high on satisfaction.	Community and Public Safety Survey & Business Survey	CPS: Q4-5 (pg 4-5) Q8 (pg 8) Q25 (pg26) I.S. Rating (pg vii) BS: Q2 (pg5)
Short-Term	Publicly communicate pavement rating process and results	Lack of understanding	Street and sidewalk maintenance ranked highest in importance but not ranked high on satisfaction.	Community and Public Safety Survey & Business Survey	CPS: Q4-5 (pg 4-5) Q8 (pg 8) Q25 (pg26) I.S. Rating (pg vii) BS: Q2 (pg5)
Medium-Term	Demonstrate increased emphasis on Public Works through targeted investment, project volume, and reporting tied to Public Works categories.	Priority alignment	Quality of public works/street maintenance ranked as highest priority over the next 2 years.	Community and Public Safety Survey	Q5 (pg 5)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Community and Public Safety Survey	Throughout
Long-Term	Execute long-range reinvestment strategy for aging Public Works assets	Sustained quality of aging assets	Ratings across multiple Public Works asset categories suggest that residents are increasingly attentive to the condition of aging infrastructure beyond streets alone.	Community and Public Safety Survey	Q25 (pg26)
Long-Term	Make Public Works performance reporting a	Information expectations	Lower ratings related to information availability indicate	Community and Public	Q17 (pg 15) Q4 (pg 4)

	permanent component of annual reporting and budget communication.		that residents want clearer, ongoing communication about Public Works performance and investment decisions.	Safety Survey	
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Planning

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Clarify development review timelines and requirements	Process clarity	Businesses and residents report lower satisfaction when planning and development processes feel unclear and unpredictable	Community and Public Safety Survey & Business Survey	CPS: Q4 (pg 4) Q8 (pg 8) BS: Q5 (pg 6)
Short-Term	Improve explanation of planning recommendations and decision	Decision transparency	Low satisfaction indicates residents don't understand how planning decisions are made.	Community and Public Safety Survey	Q17 (pg 15) Q8 (pg 8) Q4 (pg 4)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Community and Public Safety Survey & Business Survey	Throughout
Medium-Term	Streamline development review processes	Efficiency	Planning ranked second-highest improvement priority	Community and Public Safety Survey	p. vii
Long-Term	Update long-range planning frameworks	Future readiness	Residents value clear planning for the City's future	Community and Public Safety Survey & Business Survey	CPS: Q8 (pg 8) BS: Q4 (pg 5)

Information Technology

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Improve IT help desk responsiveness	Ease of support	Employees reported opportunities to improve IT responsiveness	Employee Survey	Q6 (pg 9) Q8 (pg 11)
Short-Term	Identify and correct recurring hardware, software, or network issues that interfere with daily tasks.	System reliability	A meaningful share of employees indicate that City technology does not consistently support their job needs or perform as expected.	Employee Survey	Q6 (pg 9) Q8 (pg 11)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Employee Survey & Community and Public Safety Survey	Throughout
Medium-Term	Expand self-service tools and automate routine processes where feasible to reduce manual work.	Process efficiency	Employees identify empowerment, efficiency, and having the right tools as priorities for improvement over the next two years.	Employee Survey	Q3 (pg 4) Q9 (pg12)
Medium-Term	Implement city-wide document management system	File management/access	Employees note that collaboration between different departments can be improved.	Employee Survey	Q2 (pg 3) Q8 (pg 11)
Long-Term	Implement integrated digital service platforms	Efficiency	Desire for easier online access to City services	Community and Public Safety Survey	pp. 14-15
Long-Term	Ensure long-term IT planning reflects how employees actually work, not just system capabilities.	Organizational alignment	Employees want tools, information, and systems that better support their day-to-day responsibilities.	Employee Survey	Q6 (pg 9) Q8 (11)

Finance & Administration

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Expand employee recognition efforts	Employee morale	Employee recognition ranked top improvement opportunity	Employee Survey	Q1 (pg 2)
Short-Term	Simplify and clearly communicate routine financial processes such as purchasing, reimbursements, and payroll timelines.	Process clarity	Employees report moderate satisfaction with citywide communication, indicating confusion or inconsistency around internal processes.	Employee Survey	Q5 (pg 6)
Short-Term	Identify and address pain points in purchasing, approvals, and payment workflows that slow down daily work.	Operational friction	Neutral responses related to resources and support suggest that processes, not funding levels, are limiting efficiency.	Employee Survey	Q6 (pg 9)
Medium-Term	Expand professional development pathways	Talent development	Employees desire more training and growth opportunities	Employee Survey	Q7 (pg 10)
Medium-Term	Enhance how budget information is presented to make priorities, tradeoffs, and financial decisions easier to understand.	Financial Transparency	Residents want clearer information about City services and decisions, including how resources are allocated.	Community and Public Safety Survey	Q17 (pg 15)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Employee Survey & Community and Public Safety Survey	Throughout
Long-Term	Align long-term financial planning with infrastructure needs	Sustainability	Infrastructure investment prioritized by residents and businesses	Community and Public Safety & Business Surveys	CPS Q8 (pg 8) BS Q2 (Pg 3) Q17 (pg 55)

Long-Term	Ensure financial systems, policies, and institutional knowledge support leadership transitions and long-term organizational stability.	Organizational continuity	Employees prioritize stability, clarity, and consistent support as the organization evolves.	Employee Survey	Q9 (pg 12)
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Police

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Maintain consistent, visible patrol presence	Visibility	Residents and businesses strongly associate visible police presence with overall feelings of safety.	Community and Public Safety & Business Surveys	CPS Q1(pg 2) Q3 (pg 3) BS Q5 (Pg 7)
Short-Term	Expand communication and outreach on crime prevention, safety tips, and police services.	Prevention awareness	Residents value crime prevention and safety education as part of overall public safety.	Community and Public Safety	Q3 (pg 3) Q17 (pg 15)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	All Surveys	Throughout
Medium-Term	Strengthen coordination with businesses to address safety concerns and crime prevention needs.	Business confidence	Businesses value police presence and responsiveness as key factors in feeling safe operating in Chesterfield.	Business Survey	Q3 (pg 4) Q5 (pg 6-7)
Medium-Term	Expand crime prevention and safety education	Prevention focus	Strong support for crime prevention programs	Community Survey	pp. 18-19
Long-Term	Sustain high public safety satisfaction	Community safety confidence	Residents and businesses overwhelmingly rate Chesterfield as a safe place to live and work.	Community and Public Safety &	CPS Q3 (pg 3) Q4 (pg 4) BS

				Business Surveys	Q3 (pg 4)
Long-Term	Support officer retention, morale, and succession planning to ensure long-term service quality.	Workforce stability	Employee engagement, recognition, and support are essential to sustaining high-performing public safety services.	Employee Survey	Q8 (pg 11) Q9 (pg 12)
Long-Term	Ensure patrol visibility and deployment strategies adapt as redevelopment, traffic volumes, and activity centers grow.	Adapt to changing conditions	High sense of safety is closely associated with police visibility for residents and businesses, which must be sustained as the City becomes more active.	Community and Public Safety & Business Surveys	CPS Q1(pg 2) Q3 (pg 3) BS Q5 (Pg 7)

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CITY OF CHESTERFIELD, MISSOURI STRATEGIC PLAN

VISION

Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.

MISSION

The City of Chesterfield provides superior municipal services to its residents and businesses through innovation, professional management, and leadership.

VALUES

SERVICE-MINDSET.
We are here to serve and we do not drive the agenda. Our goal is to make life in Chesterfield as good as it can be as defined by our residents and public officials.

EXCELLENCE.
When we do something, we strive to do it well. The quality of our services is recognized through accreditation from professional associations for Parks, Police, Finance, and Public Works.

PROFESSIONAL.
We are highly qualified. Our well-trained and skilled team represents the City and their professions well. We treat the public and each other with respect.

RESPONSIVE.
We respond in a timely and comprehensive manner to requests. We do not do the bare minimum. We listen, we offer full explanations, and we are proactive problem-solvers.

APPROACHABLE AND TRANSPARENT.
We are an open book. We are approachable and we make information on city business easily accessible to all.

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GOAL 1:

Ensure Adequate Resources to Continue Superior City Services

- OBJECTIVES**
- Attract and retain high-performing employees.
 - Explore options to increase revenues.
 - Explore options to reduce services or modify how they are delivered in order to ensure optimal use of available resources.
 - Provide high-quality, efficient, and secure technology and communications.

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GOAL 2:

Provide Exceptional Parks, Facilities, and Recreational Programming

- OBJECTIVES**
- Maintain and improve the Chesterfield Valley Athletic Complex to support increased use.
 - Continue to build out the eight acres recently purchased in Central Park.
 - Evaluate options for continuation of the Chesterfield Aquatic Center.
 - Increase opportunities for multi-modal connectivity.
 - Offer a variety of recreation opportunities to meet the needs of all residents.



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GOAL 3:

Support High-Quality Development and Preservation of Open Space

- OBJECTIVES**
- Align development process to development goals.
 - Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan.
 - Understand the needs of local businesses and look for opportunities to attract and retain them.
 - Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation.

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GOAL 4:

Build Trust in Local Government

- OBJECTIVES**
- Engage the public and encourage positive public dialogue.
 - Provide proactive, consistent, and creative communications.
 - Explore the possibility of becoming a Charter City.

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GOAL 5:

Ensure a Safe, Secure, and Well-Maintained City

- OBJECTIVES**
- Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley.
 - Adapt public safety delivery to changing needs.
 - Ensure well-maintained public sidewalks and streets.

January 2026

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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 1:</p> <p>Attract and retain high-performing employees</p>	<p>Employee turnover by group.</p>	<p>2023-2025 Analysis: 12-14% (reasonable three-year average)</p>
	<p>Employee satisfaction survey results</p>	<p>68% of employees would recommend employment at the City to their friends and family 73% are satisfied with their employment with the City 77% think the City is a good employer 83% feel comfortable working with staff in other departments 83% feel the work they do is meaningful 94% feel that their supervisor treats them with respect</p>
	<p>Exit interview report data.</p>	<p>2025 Analysis: Primarily driven by external opportunities. Data confirmed workplace culture is a retention strength.</p>



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1:</p> <p>Attract and retain high-performing employees</p>	Implementation of work-life balance policies			
	Creation and distribution of Employee Satisfaction Survey			



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 2:</p> <p>Explore options to increase revenues</p>	<p>General Fund balance – current year</p>	<p>12/31/2025: \$17,071,232 (65.7%)</p> <p>2025 Budget: \$18,306,964 (75%)</p>
	<p>General Fund balance – 5-year forecast (compare both to 40% Policy)</p>	<p>12/31/2025: \$19,448,549 (59.8%)</p> <p>12/31/2026: \$20,361,977 (66.9%)</p> <p>12/31/2027: \$20,856,492 (66.8%)</p> <p>12/31/2028: \$19,610,970 (75.1%)</p> <p>12/31/2029: \$17,453,019 (63.8%)</p> <p>12/31/2030: \$13,851,624 (47.5%)</p>



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 2:</p> <p>Explore options to increase revenues</p>	Analysis of revenue options submitted to City Council			
	Decisions made regarding service reduction or revenue increases			



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 3: Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</p>	<p>Overall resident satisfaction with City services – SEE GOAL 4</p>	<p>2024 Survey Results:</p> <ul style="list-style-type: none">- Satisfaction with the City as a place to live is 49.6% above the regional average and 50.5% above the National average- Satisfaction is higher than regional and National averages for most City services- 94% of residents believe the Police Department does a good job enforcing the law and maintaining good relations with the community.



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3: Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</p>	Maintenance of accreditation from CALEA (every 3 years)	 2022	Next evaluation in 2026	
	Maintenance of accreditation from APWA (every 4 years)	 2023	Next evaluation in 2027	
	Maintenance of accreditation from CAPRA (every 5 years)	 2023	Next evaluation in 2028	
	Maintenance of accreditation from GFOA (annual)	 2024	Next evaluation in 2025	
	Program review completion and recommendations submitted to Council			



Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 4: Provide high-quality, efficient and secure technology and communications</p>	Resident satisfaction with online reporting system	See-Click-Fix reporting system implemented Summer 2024. Resident feedback is collected on each closed work order and analyzed by staff.
	Employee satisfaction with online hiring process	58% of Employees were satisfied with the onboarding experience when joining the City. New hiring app to be completed Spring 2026



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Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 4:</p> <p>Provide high-quality, efficient and secure technology and communications</p>	Completion of IT Strategic Plan			
	Implementation of citizen problem reporting system			
	Implementation of online hiring process			To Be Completed Spring 2025



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p>Objective 1:</p> <p>Maintain and improve the Chesterfield Valley Athletic Complex to support increased use</p>	<p>Resident satisfaction with CVAC</p>	<p>2025 Parks Survey Results: 94% Satisfied or Very Satisfied. Utilizing data from Perfect Game (PG) and Chesterfield Baseball & Softball Association (CBSA) to assess in the future.</p>
	<p>CVAC attendance (measured by age/race/gender)</p>	<p>Estimated 2025: 1.2 million players/ spectators 1,104 Teams playing in PG tournaments 10,150 players in CBSA Leagues</p>



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1:</p> <p>Maintain and improve the Chesterfield Valley Athletic Complex to support increased use</p>	Decision regarding park ranger program and – if pursuing – implementation of program			
	Improvements completed for Chesterfield Valley Athletic Complex			Contractor currently constructing sewer facilities along North Outer Rd. Added permanent fencing on fields A1 & A2. Added bulldozer on C and F Quads. Completed Parks Master Improvement Inventory List to address future projects.



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
Objective 2:	Resident satisfaction with Central Park	2025 Parks Survey Results: 95% Satisfied or Very Satisfied
Continue to build out the eight acres recently purchased in Central Park	Central Park attendance (measured by age/race/gender)	2025 Parks Survey Results: 73% of respondents had visited in last two years.

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

Objective 2:	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Continue to build out the eight acres recently purchased in Central Park	Improvements completed for Central Park			Main Circle Drive constructed; Amphitheater back of house and restroom in construction, in the process of updating the conceptual drawings for the eight acres of Central Park to better reflect current needs and park usage.



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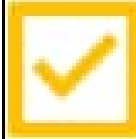

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
Objective 3: Evaluate options for continuation of Chesterfield Aquatic Center	Resident satisfaction with Chesterfield Aquatic Center	Aquatic Center Feasibility Study Completed 2023 Pool Survey completed in 2025 Parks Survey Completed 2025
	Chesterfield Aquatic Center attendance (measured by age/race/gender)	Attendance for 2025: 40,160



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3:</p> <p>Evaluate options for continuation of Chesterfield Aquatic Center</p>	Completion of analysis regarding Aquatic Center			Contracting with a firm to begin community engagement and financial strategies per Council direction.
	Decision regarding future of the Chesterfield Aquatic Center			

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p>Objective 4:</p> <p>Increase opportunities for multi-modal connectivity</p>	<p>Resident satisfaction with bicycle and pedestrian facilities</p>	<p>2025 Parks Survey Results: 58% of respondents did not have pedestrian route to access nearest park.</p>
	<p>Linear feet of trail system added (annually)</p>	<p><u>2025</u> 2.5 Miles of trail completed at River's Edge 4,100 Ft extended to Monarch Lagoon Trail</p> <p><u>2024</u> 1.35 Miles of trail completed at River's Edge</p> <p><u>2023</u> 1,800 ft at Logan Park 3,050 ft at Eberwein Park.</p> <p><u>2022</u> 4,700 ft Riparian Trail Extension</p>



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

Objective 4: Increase opportunities for multi-modal connectivity	Status			
	Milestones	Complete	In-Progress	Revised / Notes
	Council adoption of Bike/Ped Plan Update	✓		Submitted to Council Summer of 2020
	Connection of Riparian Trail to Levee Trail		✓	Contract awarded in 2020. Bike Ped Plan will begin to allow trail and work to allow facility.
	Completion of Levee Trail from I-64 to Top Golf		✓	Contract awarded in 2020. Bids received. Bidding under way. Construction on site of Levee Trail Project.
	Receipt of grant for missing section of sidewalk on Schoettler Road	✓		
	Completion of Eberwein Park Trail	✓		
	Completion of Logan Park Trail	✓		
	Completion of Riparian Trail	✓		Project awarded. Contracted to City of Chesterfield. Bid and contract awarded in 2020.
	Completion of River's Edge Park Bike Trails		✓	Project 195 construction. Awarded in April Summer 2020.



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p>Objective 5: Offer a variety of recreation opportunities to meet the needs of residents.</p>	<p>Resident satisfaction with Parks and Recreation services</p>	<p>2025 Parks Survey Results: 94% Satisfied or Very Satisfied</p>
	<p>Parks program attendance (measured by age/race/gender)</p>	<p>Tracking number of program registrations.</p>
	<p>Parks events attendance (measured by age/race/gender)</p>	<p>Staff estimates the number of attendees at events.</p>



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Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status		
	Milestones	Complete	In-Progress
<p>Objective 5:</p> <p>Offer a variety of recreation opportunities to meet the needs of residents.</p>	<p>Creation and distribution of Parks and Recreation survey</p>		<p>Revised / Notes</p> <p>Parks Survey Completed by ETC Institute in 2025</p>



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Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 1: <i>Align development process to development goals</i></p>	<p>No Measures, See Milestones</p>	



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Goal 3: Support High-quality Development and Preservation of Open Space

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1: Align development process to development goals</p>	Completion of review of UDC (zoning diagnosis)			
	Adoption of new design standards			
	Implementation of two-track development process			



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Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 2:</p> <p>Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan</p>	<p>Square feet of commercial and residential development in southwest quadrant.</p>	<p>444 Dwelling Units</p>



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Goal 3: Support High-quality Development and Preservation of Open Space

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 2: Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan	TIF and Special Business District Approved and Implemented			



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Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 3: Understand the needs of local businesses and look for opportunities to attract and retain them</p>	<p>No Measures, See Milestones</p>	



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Goal 3: Support High-quality Development and Preservation of Open Space

Objective 3: Understand the needs of local businesses and look for opportunities to attract and retain them	Status		
	Milestones	Complete	In-Progress / Revised / Notes
	Business survey completed distributed and analyzed		



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Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 4: Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation</p>	<p>Acres of designated open space</p>	<p>Undeveloped Nature Preserve Parkland: 231 acres Undeveloped Green Space Parkland: 8 acres</p>



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Goal 3: Support High-quality Development and Preservation of Open Space

Objective 4: Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation	Status			
	Milestones	Complete	In-Progress	Revised / Notes
	Newsletter article and social media posts explaining City's role in open space to citizens			




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Goal 4: Build Trust in Local Government

	Measures	Data
Objective 1: Engage the public and encourage positive public dialogue	Resident satisfaction with City communications	74% of residents satisfied with City Communications



Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 1: Engage the public and encourage positive public dialogue	Completion of resident satisfaction survey			



Goal 4: Build Trust in Local Government

Objective 2:

Provide proactive, consistent and creative communications

Measures	Data
Number of followers on Facebook	76,201
Number of followers on LinkedIn	1,252
Number of followers on Instagram	7,435
Number of visits to City website	142,855 YTD 2:23 min. Average Visit Duration
Number of registered voters who vote on local elections April 8, 2025	

	Registered	Ballot Cast	Turnout %
Mayor	38,841	8,188	21.17
Ward 1	8,262	2,177	26.35
Ward 2	8,854	2,026	22.88
Ward 3	8,325	1,983	23.82
Ward 4	8,526	1,872	21.96
Total	38,841	18,138	46.71



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Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 2:</p> <p>Provide proactive, consistent and creative communications</p>	Hiring of Communications Director (Assistant City Administrator hired in 2023 to oversee Citywide Communications)			
	Development of communications strategy			



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Goal 4: Build Trust in Local Government

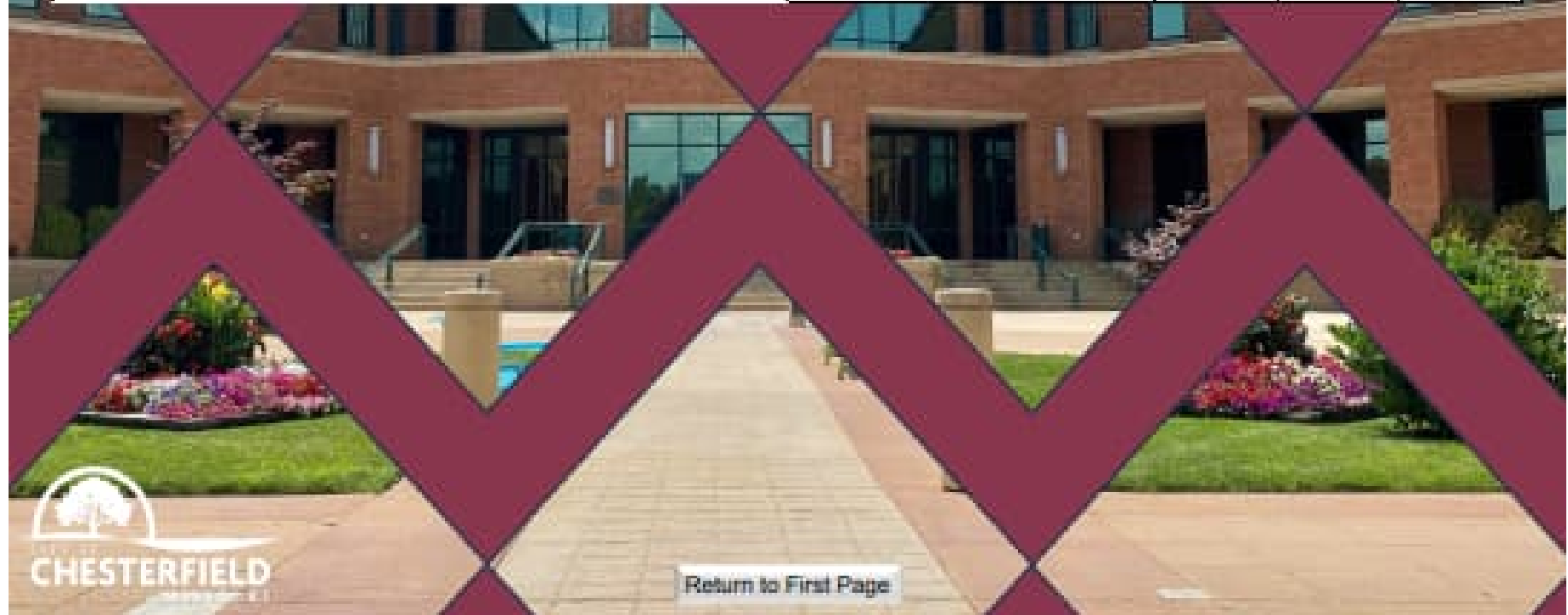
	Measures	Data
<p>Objective 3: Explore the possibility of becoming a Charter City</p>	<p>No Measures – see Milestones</p>	<p>Staff analysis complete. Not feasible at this time.</p>



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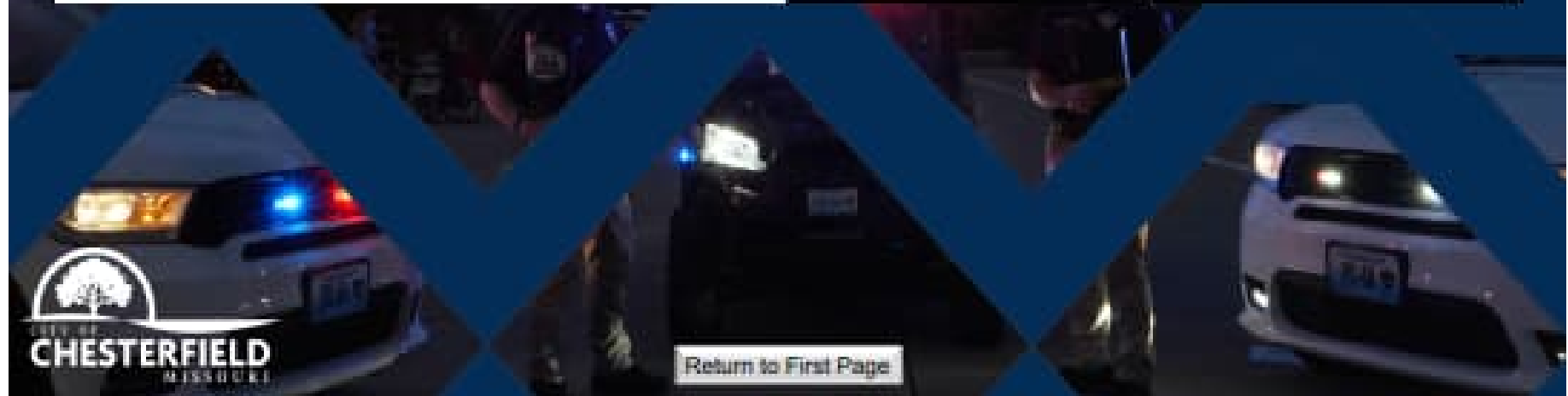
Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 3: Explore the possibility of becoming a Charter City	Decision regarding pursuit of becoming Charter City			





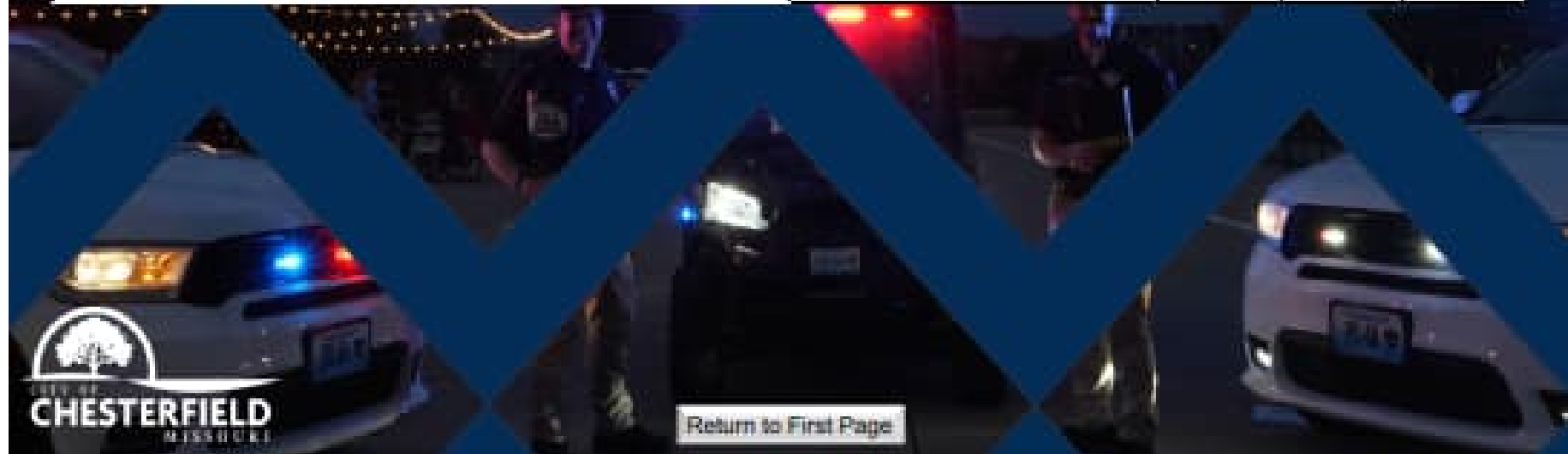
Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
Objective 1: Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley	Resident satisfaction with police services	94% of residents satisfied with Police services
	Resident satisfaction with community safety	98% of residents rate Chesterfield as safe



Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1:</p> <p>Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley</p>	Recommendations regarding policing at high-traffic locations			
	Decision regarding park ranger program			





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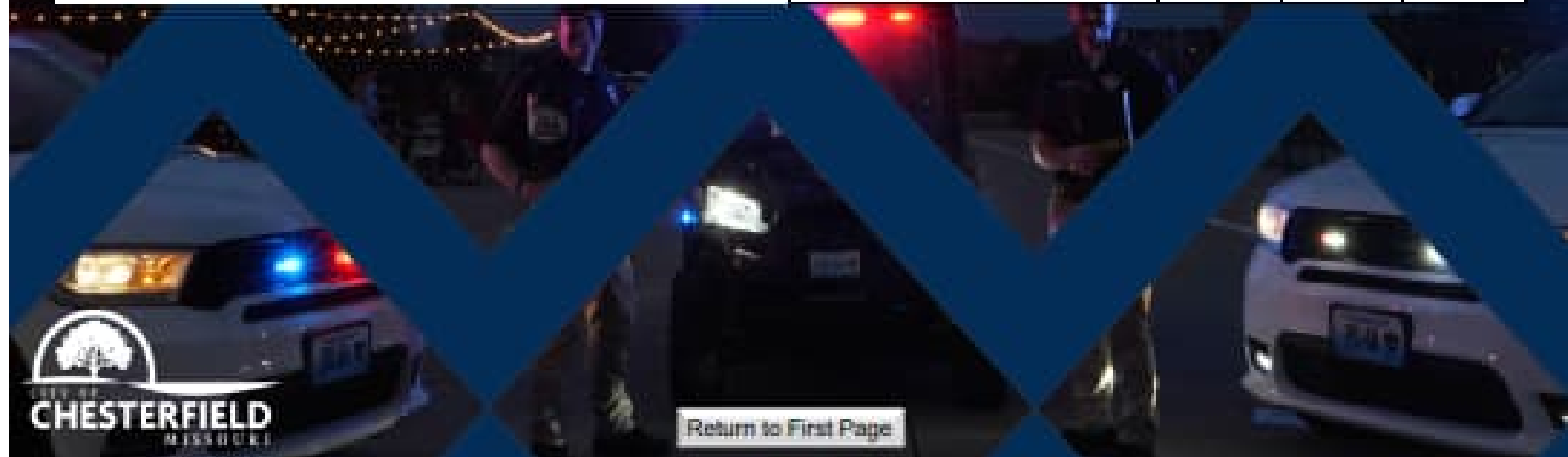
Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
<p>Objective 2: <i>Adapt public safety delivery to changing needs</i></p>	<p>No Measures, See Milestones</p>	



Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 2:</p> <p>Adapt public safety delivery to changing needs</p>	Participation in crime prevention programs			
	Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)	 2022	Next evaluation in 2026	



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Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
<p>Objective 3: Ensure well-maintained public sidewalks and streets</p>	<p>Pavement Condition Index Score</p>	<p>7.82 - Concrete Pavement Report submitted to Council and to be updated annually</p>
	<p>Resident satisfaction with streets and sidewalks</p>	<p>City Streets 92% - Excellent or Good City Sidewalks 99% - Excellent or Good PW / Street Maint. 71% - Excellent or Good</p>
	<p>Number of sidewalk faults and non-functioning or missing curb ramps</p>	<p>16,900 sidewalk faults (out of 280 miles); 257 missing or non-functioning curb ramps (out of 2,345 total locations)</p>
	<p>Length of sidewalk added to fill gaps</p>	<p>- 1,600 LP in design along Schoettler Road - 5,000 LP in design for Pathway on the Parkway and Schoettler Road - 2,400 LP in design for Wilson Avenue (Barber Crossing to Todd Evan Trail)</p>
	<p>Number of street trees planted per year</p>	<p>654 trees planted in 2022 482 trees planted in 2023 386 trees planted in 2024 210 trees planted in 2025</p>

Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Recent / Notes
<p>Objective 3: Ensure well-maintained public sidewalks and streets</p>	Adjust five-year Capital Projects Plan to meet goals of the Strategic Plan			Pavement Manual is submitted to PPW annually
	Decision regarding sidewalk requirements on subdivision streets			Working to implement details in Bike-Ped Plan
	Council adoption of updated ADA Transition Plan			
	Incorporation of non-subdivision deficient streets into capital plan			Working to vacate Hog Hollow Rd.
	Council adoption of new NID policy			