

# 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.

## 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.

## 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.



## 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.

## 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.

## 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.

# Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
	Employee turnover by group	Staff analysis ongoing.
<p><b>Objective 1:</b> <b>Attract and retain high-performing employees</b></p>	Employee satisfaction survey results	Completed January 2024
	Exit interview report data	Staff analysis ongoing.



# Goal 1: Ensure Adequate Resources to Continue Superior City Services


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

# Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
	General Fund balance – current year	12/31/2023: \$16,461,352 (71.4%)
<p><b>Objective 2:</b></p> <p><b>Explore options to increase revenues</b></p>	General Fund balance – 5-year forecast (compare both to 40% Policy)	12/31/2024: \$14,958,215 (68.0%) 12/31/2025: \$15,428,767 (66.2%) 12/31/2026: \$15,155,870 (62.4%) 12/31/2027: \$14,143,834 (47.0%) 12/31/2028: \$12,354,774 (47.0%) 12/31/2029: \$10,173,731 (37.7%)



# Goal 1: Ensure Adequate Resources to Continue Superior City Services

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



# Goal 1: Ensure Adequate Resources to Continue Superior City Services





	Measures	Data
<p><b>Objective 3:</b></p> <p><b>Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</b></p>	Overall resident satisfaction with City services – SEE GOAL 4	Survey in Progress



# Goal 1: Ensure Adequate Resources to Continue Superior City Services

## Objective 3:

Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.

Milestones	Status		
	Complete	In-Progress	Revised
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)	 2023	Next evaluation in 2024	
Program review completion and recommendations submitted to Council			

# Goal 1: Ensure Adequate Resources to Continue Superior City Services

## Objective 4:

**Provide high-quality, efficient and secure technology and communications**

### Measures

### Data

Resident satisfaction with online reporting system



See-Click-Fix reporting system implementation 2024 with website redesign.

Employee satisfaction with online hiring process

Completed January 2024



# Goal 1: Ensure Adequate Resources to Continue Superior City Services

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





# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p><b>Objective 1:</b></p>	Resident satisfaction with CVAC	Utilizing data from Perfect Game to assess in the future.
<p><b>Maintain and improve the Chesterfield Valley Athletic Complex to support increased use</b></p>	CVAC attendance (measured by age/race/gender)	Tracking teams and estimated spectators.



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised
<p><b>Objective 1:</b></p> <p><b>Maintain and improve the Chesterfield Valley Athletic Complex to support increased use</b></p>	Decision regarding park ranger program and – if pursuing – implementation of program			
	Improvements completed for Chesterfield Valley Athletic Complex			




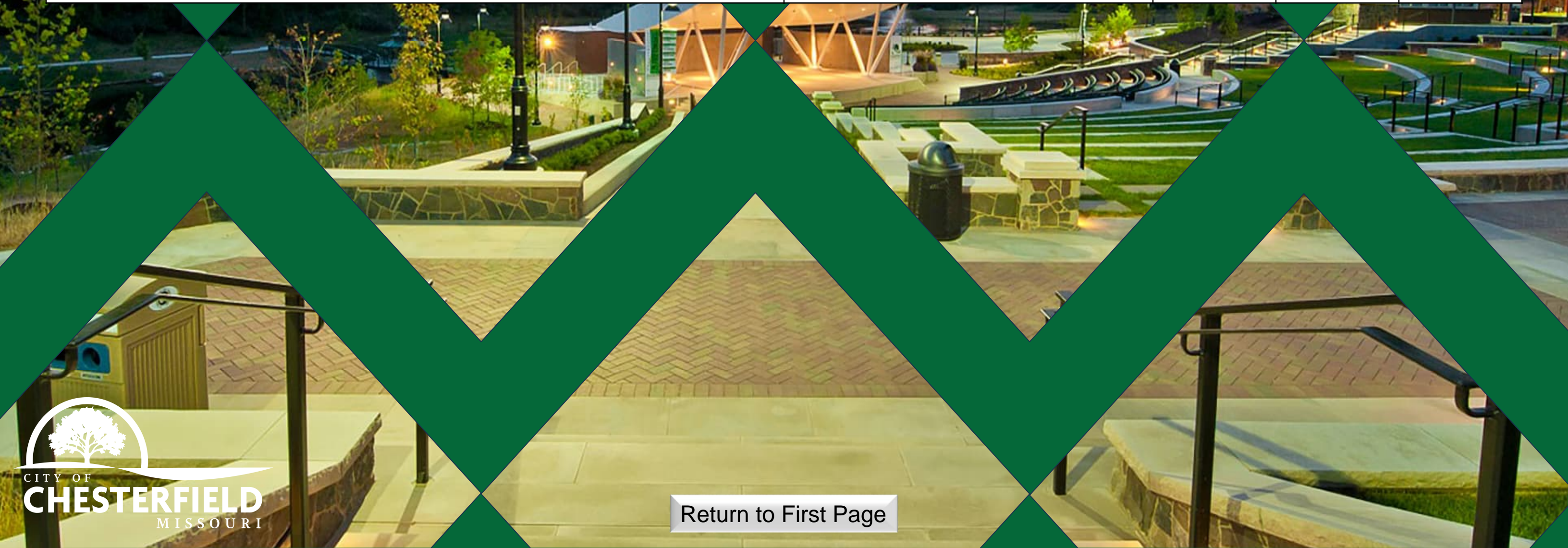
# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p><b>Objective 2:</b></p>	Resident satisfaction with Central Park	Survey scheduled for 2024
<p><b>Continue to build out the eight acres recently purchased in Central Park</b></p>	Central Park attendance (measured by age/race/gender)	Survey scheduled for 2024



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised
<b>Objective 2:</b> <b>Continue to build out the eight acres recently purchased in Central Park</b>	Improvements completed for Central Park			







# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p><b>Objective 3:</b></p> <p><b>Evaluate options for continuation of Chesterfield Aquatic Center</b></p>	Resident satisfaction with Chesterfield Aquatic Center	Aquatic Center Feasibility Study Completed 2023
	Chesterfield Aquatic Center attendance (measured by age/race/gender)	Aquatic Center Feasibility Study Completed 2023



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised
<p><b>Objective 3:</b></p> <p><b>Evaluate options for continuation of Chesterfield Aquatic Center</b></p>	Completion of analysis regarding Aquatic Center			
	Decision regarding future of the Chesterfield Aquatic Center			



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<b>Objective 4:</b>  <b>Increase opportunities for multi-modal connectivity</b>	Resident satisfaction with bicycle and pedestrian facilities	Survey scheduled for 2024
	Linear feet of trail system added (annually)	<b>2023</b> Logan Park: 1600' Eberwein Park 3090' <b>2022</b> Riparian Trail Extension: 4700'



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

**Objective 4:**  
**Increase opportunities for multi-modal connectivity**


Milestones	Status		
	Complete	In-Progress	Revised
Council adoption of Bike/Ped Plan Update		<input checked="" type="checkbox"/>	
Connection of Riparian Trail to Levee Trail			
Completion of Levee Trail from I-64 to Top Golf		<input checked="" type="checkbox"/>	
Receipt of grant for missing section of sidewalk on Schoettler Road	<input checked="" type="checkbox"/>		
Completion of Eberwein Park Trail	<input checked="" type="checkbox"/>		
Completion of Logan Park Trail	<input checked="" type="checkbox"/>		
Completion of Riparian Trail	<input checked="" type="checkbox"/>		
Completion of River's Edge Park Bike Trails		<input checked="" type="checkbox"/>	

# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p><b>Objective 5:</b></p> <p><b>Offer a variety of recreation opportunities to meet the needs of residents.</b></p>	Resident satisfaction with Parks and Recreation services	Survey scheduled for 2024
	Parks program attendance (measured by age/race/gender)	Tracking number of program registrations.
	Parks events attendance (measured by age/race/gender)	Staff estimates the number of attendees at events.



# Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised
<b>Objective 5:</b> <b>Offer a variety of recreation opportunities to meet the needs of residents.</b>	Creation and distribution of Parks and Recreation survey			





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

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





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

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



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

## Objective 2:

**Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan**


Measures	Data
Square feet of commercial and residential development in southwest quadrant	<b>419 Dwelling Units</b>



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

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





# 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

Measures

Data


No Measures, See Milestones



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

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



# 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


Measures	Data
Acres of designated open space	Undeveloped Nature Preserve Parkland: <b>231 acres</b>  Undeveloped Green Space Parkland: <b>8 acres</b>



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

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





# Goal 4: Build Trust in Local Government

	Measures	Data
<b>Objective 1:</b> <b>Engage the public and encourage positive public dialogue</b>	Resident satisfaction with City communications	Survey in Progress



# Goal 4: Build Trust in Local Government

## Objective 1:

Engage the public and encourage positive public dialogue

### Milestones

Completion of resident satisfaction survey

### Status

Complete

In-Progress

Revised





# Goal 4: Build Trust in Local Government

## Objective 2:

Provide proactive, consistent and creative communications



Measures	Data			
Number of followers on Facebook	62,100			
Number of followers on Twitter/X	6,609			
Number of followers on Instagram	5,432			
Number of visits to City website	147,905 YTD			
Number of registered voters who vote on local elections	April 2024 Election	Registered Voters	Ballots Cast	Turnout %
	Ward 1	8,956	1,555	17.63
	Ward 2	8,357	1,266	15.15
	Ward 3	8,637	1,379	15.97
	Ward 4	8,861	1,078	12.17
	<b>Total</b>	<b>34,811</b>	<b>5,278</b>	<b>15.16</b>



# Goal 4: Build Trust in Local Government

## Objective 2:

**Provide proactive, consistent and creative communications**

Milestones	Status		
	Complete	In-Progress	Revised
Hiring of Communications Director (Assistant City Administrator hired in 2023 to oversee Citywide Communications)			
Development of communications strategy			




# Goal 4: Build Trust in Local Government

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



# Goal 4: Build Trust in Local Government

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



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

## Objective 1:

**Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley**

### Measures

### Data

Resident satisfaction with police services

Survey in progress

Resident satisfaction with community safety



Survey in progress



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

## Objective 1:

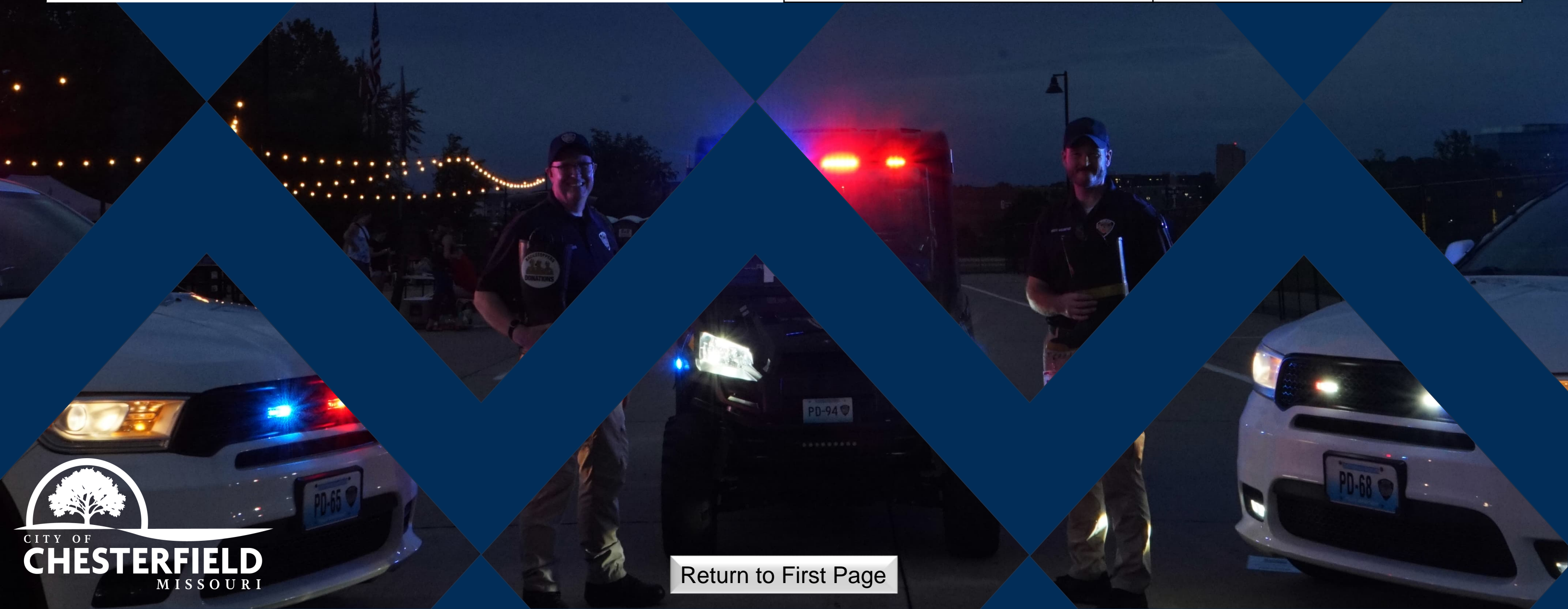
Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley

Milestones	Status		
	Complete	In-Progress	Revised
Recommendations regarding policing at high-traffic locations			
Decision regarding park ranger program			



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

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






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

## Objective 2:

**Adapt public safety delivery to changing needs**

Milestones	Status		
	Complete	In-Progress	Revised
Participation in crime prevention programs			
Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)	 2022	Next evaluation in 2026	



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

	Measures	Data
<p style="text-align: center;"><b>Objective 3:</b></p> <p><b>Ensure well-maintained public sidewalks and streets</b></p>	Pavement Condition Index Score	<b>7.82</b> - Concrete Pavement Report submitted to Council and to be updated annually
	Resident satisfaction with streets and sidewalks	<b>City Streets 67%</b> - Excellent or Good <b>City Sidewalks 59%</b> - Excellent or Good <b>PW / Street Maint. 71%</b> - Excellent or Good
	Number of sidewalk faults and non-functioning or missing curb ramps	<b>19,020</b> sidewalk faults (out of 260 miles); <b>257</b> missing or non-functioning curb ramps (out of 2,345 total locations)
	Length of sidewalk added to fill gaps	<b>1,500 LF</b> under design - Schoettler Road
	Number of street trees planted per year	<b>654</b> trees planted in 2022



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

**Objective 3:**  
**Ensure well-maintained public sidewalks and streets**

Milestones	Status		
	Complete	In-Progress	Revised
Adjust five-year Capital Projects Plan to meet goals of the Strategic Plan			
Decision regarding sidewalk requirements on subdivision streets			
Council adoption of updated ADA Transition Plan			
Incorporation of non-subdivision deficient streets into capital plan			
Council adoption of new NID policy			