

# CITY OF CRESTWOOD

## LONG TERM PRIORITIES

In Crestwood, we are dedicated to building a future that reflects our community's values of resilience, inclusivity, and progress. While specific goals and objectives may evolve, our Long-Term Priorities stand as pillars of our vision, guiding our journey towards a thriving, vibrant, and sustainable future.



### GOVERNMENTAL EXCELLENCE

Crestwood has a fiscally resilient government powered by high-performing and knowledgeable staff, equipped with the appropriate tools and resources to offer excellent, equitable, innovative, and customer-focused public service.



### VISION AND GROWTH

Crestwood actively shapes future growth, real estate development, and urban improvements to be cohesive and positive. Our actions, deliberately crafted for responsible, forward-thinking development, are informed, and supported by the comprehensive plan.



### QUALITY OF LIFE

Promote physical and emotional health and provide opportunities for meaningful community engagement through quality parks, facilities, and programs.



### PREMIER PUBLIC SAFETY

All people always feel safe and are safe throughout our community. Our first responders have a relationship with the public and have earned their trust.



### ENGAGED AND CONNECTED COMMUNITY

Residents and stakeholders have awareness of and a voice in decisions that affect them and receive responsive and proactive communication. Residents are well-informed and share a strong sense of community.

**CRESTWOOD**

# 2025 GOAL SETTING

As part of an annual exercise, the Mayor, the Board of Aldermen, city staff, and the public gather to review and reinforce our long-term vision and develop specific goals/objectives for the city. Following this exercise, city staff will take that direction, including the "Impact" and requested "Time Frame" for each goal, and provide an achievable plan for the current calendar year and identify items for future year consideration.



LONG-TERM PRIORITY

## GOVERNMENTAL EXCELLENCE

A fiscally resilient government powered by high-performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable, innovative, and customer-focused public service.

### OBJECTIVE Crestwood Is Fiscally Responsible and Transparent

GOALS and PROJECTS	IMPACT	TIME FRAME
Fiscal Stability - Maintain a balanced budget annually Metric: Balanced Budget - All expenses covered by revenues and fund balances	High	Annual
Financial Health - General Fund Balance Policy Met Metric: End-of-Year General Fund Balance at or above 45% policy	High	Annual
Financial Transparency - Achieve an Unqualified Audit Opinion Metric: Previous year audit delivered with an unqualified opinion	High	Annual
Safeguard Resources - Implement Fraud Risk Assessment Recommendations Metric: Process started	High	2025
Financial Resilience - Take steps to preserve existing revenue sources from being reduced or eliminated by state legislature. Metric: Efforts and results	High	Annual
Long Term Fiscal Planning - Develop a City-wide Comprehensive Plan for Capital Projects including Buildings, Vehicles, Streets and Sidewalks, and Parks. Metric: Plan delivered and approved by BoA	Med	2025

**OBJECTIVE** Crestwood has Highly Trained, Motivated, and Qualified Staff

GOALS and PROJECTS	IMPACT	TIME FRAME
<p>Continue to review hiring, recruitment, and retention strategies and bring recommendations to Board of Aldermen as needed.</p> <p>Metric: City Administrator to monitor relevant Key Performance Indicators and bring recommendations as needed.</p>	High	Annual
<p>Develop a process to establish a set of overarching values for the City.</p> <p>Metric: Values agreed upon by staff and Board. Civil Service Rules document updated.</p>	Med	2025

**OBJECTIVE** Crestwood provides High-Quality Customer Service and Public Interaction

GOALS and PROJECTS	IMPACT	TIME FRAME
<p>Provide response (call, visit, email) to all electronic or letter based resident requests within 3 business days.</p> <p>Metric: Number of validated escalations to the City Administrator</p>	High	Annual
<p>Provide appropriate notification to residents regarding resident-impacting projects (e.g. street, sidewalk improvements), etc.</p> <p>Metric: Project notifications completed</p>	Med	Annual
<p>Explore Municipal Court collaboration with nearby areas.</p> <p>Metric: Report on efforts and results</p>	Low	



## VISION AND GROWTH

LONG-TERM PRIORITY

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**NOTE – Page numbers from the 2017 Comprehensive Plan are provided where applicable.**

### OBJECTIVE Support Economic Development with Applicable Municipal Tools

GOALS and PROJECTS	IMPACT	TIME FRAME
Lead efforts for infrastructure improvement of Watson Industrial Park (road, bridge, etc.), p82  Metric: Funding obtained, NID formed, Construction milestones achieved	Med	2025-2026
Support economic development along Watson Road, pp 19-20, 24, 30, 33, 54-56, 63, 142-143.  Metric: Report on efforts and results	High	Annual
Review municipal code with the goal of promoting appropriate uses in the Watson Road Overlay Area in line with comprehensive plan, pp. 19, 24, 30-31, 33, 54-56, 63, 139, 143.  Metric: Recommended code amendment	High	2025

## OBJECTIVE Improve Pedestrian and Public Transportation features

GOALS and PROJECTS	IMPACT	TIME FRAME
Work with MoDOT and Metro to install new bus stop pads, benches, and shelters at every stop on Watson Road and potentially selected stops on Big Bend, p94  Metric: Milestones completed	Med	2026
Develop a Long-term Sidewalk Expansion Policy that includes planned connectivity to parks, schools, and Grants Trail. Needs to define selection criteria, ranking, funding, and community outreach programs to provide for an ongoing expansion, p102  Metric: Policy created and implemented	High	2025
Improve clearing of sidewalks after major snow events via proactive communications and outreach, pp 45, 58, 100, 102, 144  Metric: Report on efforts	Med	2025
Pursue reclassification of General Grant Lane in preparation for applying for an STP grant; if unsuccessful provide backup recommendation to Board of Aldermen for improved stormwater, road, and sidewalks, pp 41, 93, 102, 109.  Metric: Reclassification request; backup recommendation	High	2025

## OBJECTIVE Promote a Well-Maintained and Attractive Community

GOALS and PROJECTS	IMPACT	TIME FRAME
Strong Code Enforcement Practices, p45 Metric: Annual report showing results	High	Annual
Completion of Budgeted Capital Projects Metric: Projects completed	Med	Annual
Develop Watson Corridor Art / Signage / Beautification Plan that defines overall goal, phased implementation milestones, funding, and potential timeline, p134 Metric: Plan delivered	Med	2025
Implement Stormwater / Erosion Policy, p124-125 Metric: Engineering updates; 5-year plan	Med	2025
Determine legal ownership and control of drainage ROW in Ward 3 via appropriate means, pp 39, 109, 124-125 Metric: Report on efforts and results	Med	2025
Encourage MSD/St. Louis County to restart the Gravois Creek OMCI tax, pp 39, 109, 124-125 Metric: Report on efforts and results	High	2025
City Planner and Planning and Zoning Commission review and develop municipal code language relating to infill / new residential construction, pp. 37, 39, 139 Metric: Proposed code amendment	Med	2025-2026
Explore establishing a historic preservation ordinance to recognize individual structures and neighborhoods, p47 Metric: Proposed ordinance	Med	2025-2026



## QUALITY OF LIFE

Promote physical and emotional health and provide opportunities for meaningful community engagement through quality parks, facilities, and programs.

### OBJECTIVE Maintain and Enhance Crestwood's Superior Park Features

GOALS and PROJECTS	IMPACT	TIME FRAME
Ensure construction of new community center and related projects in collaboration with the Board of Aldermen.  Metric: Milestones achieved	High	2025-2027
Construct new restrooms at the Whitecliff quarry and additional parking at the lower lot (grant funded)  Metric: Project completed; grant funds received	High	2025
Replace Park Entrance, Wayfinding, Promotional signs with modern designs and quality materials at all parks, within a consistent city-wide design.  Metric: Milestones achieved	High	2025-2026

### OBJECTIVE Support and Grow Recreational Programs

GOALS and PROJECTS	IMPACT	TIME FRAME
Continue efforts to engage residents of all ages and abilities in new ways via creative programs  Metric: Annual report showing results and trends	High	Annual
Deploy new registration software to improve resident experience for signing up for memberships and programs.	High	2025-2026



## PREMIER PUBLIC SAFETY

All people always feel safe and are safe throughout our community. Our first responders have a relationship with the public and have earned their trust.

### OBJECTIVE Ensure Highly Effective Emergency Response Capabilities

GOALS and PROJECTS	IMPACT	TIME FRAME
Continue oversight of Public Safety Effectiveness  Metric: Provide semi-annual report to Public Safety Board on key performance indicators relative to emergency response	High	Annual
Conduct an Interdepartmental Emergency Preparedness FEMA Simulation Exercise to prepare for unplanned incidents  Metric: Exercise completed	High	2025
Update and Review Emergency Procedures Manual on annual basis  Metric: manual completed	Med	Annual
Resolve special law issues through negotiation and/or legislation.  Metric: Report on efforts and results	High	2025-2026

### OBJECTIVE Leverage Infrastructure to Improve Public Safety

GOALS and PROJECTS	IMPACT	TIME FRAME
Implement the Streetlight Expansion Policy that defines selection criteria, ranking, and funding to provide for an ongoing expansion of Crestwood residential streetlights.  Metric: Policy developed and implemented	Med	2025

**OBJECTIVE** Community Engagement and Outreach on Public Safety Issues

GOALS and PROJECTS	IMPACT	TIME FRAME
Promote Crestwood night-out to facilitate successful block parties  Metric: Report efforts made and number of locations participating	High	Annual
Deploy outreach software to provide additional information and assistance for 911 callers	High	2025



## ENGAGED AND CONNECTED COMMUNITY

Residents and stakeholders have awareness of and a voice in decisions that affect them and receive responsive and proactive communication. Residents are well-informed and share a strong sense of community.

### OBJECTIVE Community Involvement through Outreach and Transparency

GOALS and PROJECTS	IMPACT	TIME FRAME
Implement Elected Official town halls or informal events to allow residents access to city leaders and current information  Metric: Events completed; attendance reported	High	Annual
Offer Citizens Academy course for residents annually  Metric: Event completed; attendance reported	Med	Annual
Host annual Board and Commission appreciation event  Metric: Event completed; attendance % reported	Med	Annual
Actively seek and promote volunteer opportunities and events  Metric: Report events/efforts and participation	Med	Annual
Achieve GFOA Distinguished Budget Presentation Award to ensure comprehensive and understandable city financial information is provided to the public  Metric: Award Received	Low	Annual
Charter Review - Implement website updates and publish announcements and status to residents as review process proceeds.	Med	2025-2026

**OBJECTIVE** Support and Expand Resident Outreach / Communication Outlets

GOALS and PROJECTS	IMPACT	TIME FRAME
Utilize pole banners to support Crestwood programs, events, themes.  Metric: Project completed	Med	2025
Develop and implement city-wide resident outreach strategy using tools such as social media, email, SMS, website updates, additional “news” articles, etc.  Metric: Analyze efforts and report effectiveness to BoA	High	2025