



CITY OF CLAYTON, MISSOURI

FISCAL YEAR 2020 OPERATING BUDGET TWO-YEAR FINANCIAL PLAN AND FIVE-YEAR CAPITAL IMPROVEMENTS PLAN

PRINCIPAL OFFICIALS

Members of the Board of Aldermen

Mayor

Michelle Harris

Aldermen

Joanne Boulton

Richard Lintz

Ira Berkowitz

Vacant

Bridget McAndrew

Mark Winings

City Manager

Janet Watson (Interim)

Executive Team

City Clerk

June Frazier

Finance

Kayla Pacanowski (Acting)

Economic Development

Gary Carter

Planning & Development

Susan Istenes

Police

Mark Smith (Interim)

Fire

John Paul Jones

Public Works

Matt Malick (Interim)

Parks & Recreation

Patty DeForrest

Assistant to the City Manager

Andrea Muskopf

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July 19, 2018

Honorable Mayor and Members of the Board of Aldermen
City of Clayton, Missouri

In accordance with the Charter of the City of Clayton, it is my honor to present my recommended operating and capital budget for Fiscal Year 2020 (FY20). This budget includes a one-year operating budget plus two additional planning years for all funds as well as a five (5) year Capital Improvement Plan. This budget complies with all city charter and state requirements and fulfills the requirements outlined by the Government Finance Officers Association Distinguished Budget Presentation Award which the city has attained for the past eleven years.

Below is a summary of the FY20 Budget:

Fund	Revenue	Expenditures	Net Other Financing Sources and Uses	Surplus / (Deficit)	Beginning Fund Balance	Ending Fund Balance	% of Ending Fund Balance to Expenditures*
General	\$27,819,055	\$28,981,721	\$869,769	(\$292,897)	\$17,483,350	\$17,190,453	59%
Special Revenue	602,010	105,000	(504,970)	(7,960)	140,825	132,865	22%
Equipment Replacement	142,337	3,033,877	2,104,195	(787,345)	5,534,520	4,747,175	156%
Capital Improvement	5,975,307	4,458,338	(676,429)	840,540	3,450,912	4,291,452	96%
Construction	0	11,850,000	10,200,000	(1,650,000)	1,650,000	0	0%
Debt Service	2,788,908	3,090,210	(1,726,175)	(2,027,477)	6,286,155	4,258,678	138%
TOTAL	37,327,617	51,519,146	10,266,390	(3,925,139)	34,545,762	30,620,623	59%

*Calculation excludes transfers-out except for the Special Business District Fund.

The City has achieved a balanced General Fund budget for several years and has maintained a healthy General Fund reserve. This year the General Fund budget plan as proposed results in a slight operating deficit of \$292,000. This is a time of balancing the city service results of new developments with their financial impact on the City and we will be adjusting these levels when needed. This budget continues all levels of the exceptional services we currently deliver.

The City's capital needs have been evaluated and a plan for capital projects and equipment replacement is included in this budget. The City's capital and equipment investments were comprehensively reconsidered and investments in these areas aim to preserve important physical assets and provide tools to maximize productivity and effectiveness of the most costly and important assets of the city, our professional employees. A disciplined program of reinvestment in maintaining the city-owned capital asset inventory provides the lowest long-term cost of

ownership and is another buffer against impacts from economic downturn and provides stability of cost.

Clayton continues to experience the largest period of economic development activity in its history with substantial commercial and high density downtown residential development. This real estate investment totals nearly \$1 billion over the last 3-5 years and for developments still under construction and consideration. In direct response to the Downtown Master Plan, three significant luxury apartment developments have been filled which added several hundred residents to our downtown. This is an intentional addition to add vibrancy and critical diversity in housing which will further increase the desirability and sustainability of the current economic growth cycle. These and other developments have reestablished Clayton's position as driving the highest rent in the region in both office and residential for many years to come, but also drive rents and values up on existing real estate. The expansion of the Centene World Headquarters, opening in the fall of 2019, is particularly significant as the completion of this campus establishes Centene as the largest property owner and largest employer in the city, adding to a long-established group of corporate headquarters and regional offices. The opening of this corporate tower will bring several thousand additional workers into our downtown. The spin-off impact of this increased employment will impact the housing values of the neighborhoods in Clayton; tax base for the school district, city and county; and restaurant and retail vibrancy and economic activity for the City. Additional residential, office and hotel developments are currently under construction or proposal to continue this investment cycle.

The rapid pace of development and the progress Clayton has made on long-term goals necessitates another round of planning and visioning for the future. Twenty-year plans have been completed in seven years. This budget will include resources to completely reevaluate and update visions for long-term planning.

We have begun to receive the revenue impacts of the earliest developments and these will continue adding over the next few years. The first property tax impact occurred last year and others will begin to flow the year after the completion of each new building, and sales and utility tax revenue increases will follow when the buildings are occupied.

There are also large, exciting capital projects which will occur this year including the building of an all-season recreation complex, including an ice rink, and the completion of the renovations at the Center of Clayton. The City will be issuing bonds for these two projects with financial support from the Parks & Storm Water sales tax. Large street resurfacing projects include wrapping up Brentwood Boulevard resurfacing, beginning Maryland Avenue resurfacing which will include new bike lanes, and micro-surfacing of streets.

Revenue Analysis

The three primary sources of revenue for the City's General Fund are property tax, utility tax and sales tax. General Fund sales tax is projected to increase by 3.4%. We do believe there is pent up capacity for sales tax in our area and our projections also include the impact of new developments. Because the local economy is doing so well in the retail trade area and residents therein are receiving increased wages and other income, we believe this will result in greater disposable income generating greater retail sales. The City of Clayton also has a new voter-approved use tax which will generate a small amount of revenue for capital projects.

The property tax revenue base continues to increase incrementally and there is significant growth due to our new developments. Clayton has experienced a tremendous growth in assessed value

over the past few years, including this year, with both residential and commercial properties continuing to experience this growth. State law has specific limitations on the growth of property tax revenue, even during these periods of increasing property values. This year our property tax revenue growth, excluding new developments, is limited to a CPI of 1.9%. To that amount we are able to add revenue from our new developments coming on the tax rolls which are over \$40 million in new assessed value. Therefore, total property tax revenue is expected to increase by 5.9% over the prior year receipts. The good news is that higher assessed values will likely result in lower property tax rates for our property owners this year.

Utility taxes are projected to increase by 3% due to rate increases and normal growth, and building permit revenue has been quite high the last two years and will remain nearly at that level for the coming year due to continuing development activity. Overall, General Fund revenue will increase above the prior year's actual revenue by \$753,000, or by 2.8%.

We are proposing three areas of fee increases. First, monthly parking fees for city owned lots and garages are proposed to increase to keep with market conditions in private and other publicly owned garages. We are also proposing an increase in EMS transport fees as it has been several years since these rates were increased. The new fee rate will place us among the higher municipalities but we believe many of our peers are also considering fee increases. Lastly, we propose an annual increase in charges to private subdivisions for snow removal, leaf collection and street sweeping.

Expenditure Analysis

The largest increases in expenditure in this proposed budget are for salaries (discussed in the section below), one-time long-term planning processes, and our contract for waste and recycling services. No new staff positions are being added, although we do feel the full-year impact of the additional firefighters that were added last year. We also continue to look for areas of shared or collaborative services with our peers and other partners.

For many years we have operated a sinking fund for our fleet of vehicles and equipment (ERF). By identifying and managing these assets we can decrease our lifecycle costs, reduce redundancy and waste, coordinate projects and expenditures as well as smooth the costs for better budgeting and cash flow. In recent years, we have increased the use of the equipment replacement fund to include many other assets that have similar characteristics such as specialized non-rolling stock equipment, technology infrastructure and systems, and facility related assets. This investment will protect the base and shore up the stability of an area that is often neglected by municipalities. By maintaining discipline and keeping these funds healthy and identifying the full cost of our facilities, infrastructure and equipment we attain a lowest cost of ownership and reduce large surprise costs in future years.

In summary, General Fund expenditures have increased \$570,000, or 2% over last year's budget level. This is the lowest annual increase we have incurred over the last several years.

Compensation

Clayton's success is built upon a very special relationship between the talented professional team that works for the City and the citizens and other stakeholders they serve. The citizens have high expectations of their community and value the services and facilities that are an important part of what makes the community special. The employees who have been successful in our organization show great pride in being good at what they do and delivering high levels of service to a community that values their contributions. Compensation is both a critical component of the

relationship current and future team members share with the organization and the largest cost category for the City and therefore must be carefully, respectfully, systematically and transparently maintained.

This year we had a compensation and benefits comprehensive study performed by an outside consultant. The last time this study was performed was four years ago and there have been substantial market changes since that time. We have worked to keep pace with enhancing market conditions annually and this budget includes the consultant's recommendations for salary structure changes for employees not represented by a union. We have not yet received the recommendations from the consultant for any benefit changes but those should be forthcoming. We have provided much further detail on compensation and benefits in the personnel section of this document.

New Priorities and Areas of Emphasis

As we continue the robust service offerings that have distinguished Clayton over the years, we continue to examine ways we can improve, evolve and adjust to changing circumstances, expectations, viewpoints and opportunities. The proposed budget includes resources to address priorities and initiatives recently articulated by the Mayor and Board of Aldermen. These priorities include expanding collaboration with our peers and partners; beautification of our downtown; sustaining growth while balancing preservation; expanding arts, culture and entertainment in the downtown; and, investing in a long-term planning process (comprehensive plan) involving land use, development and other long-range goals and objectives. Included in this process are other areas of emphasis such as parks, streetscapes, and bicycle and pedestrian planning. This detailed long-term planning process will involve public input for values and direction for the future and will take approximately 18 months. The City also plans to undertake an organizational strategic planning initiative once the new City Manager is on board. The way we deliver these outcomes is through robust community engagement, thoughtful planning and excellent execution.

Conclusion

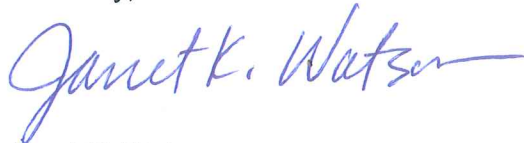
Clayton is fortunate to be a strong, successful community and we owe that to our engaged residents and businesses. And we are balancing the new, while also preserving the important past. Our long-term planning process and our organizational strategic initiative will help us find the right path for our future, including continuation of excellent services. Financial sustainability can be achieved through careful budgeting and a disciplined adherence to a culture of both proactive and responsive prioritization.

The City is involved in a nation-wide search for a new City Manager after our manager of eleven years has chosen to relocate to another successful community. Having this important leadership position in place in the very near future will help facilitate new ideas, reexamine priorities and generate strategic thinking.

I want to thank the department leaders for their ideas and detailed work. I particularly thank Kayla Pacanowski, Acting Finance Director, and her staff who summarize and track the many months of detailed numbers, concepts and projects into this professional document. I also appreciate the tremendous support from the Mayor and Board of Aldermen in my interim role and value their deep commitment to and passion for this organization, and their guidance in setting direction and priorities.

Through the upcoming formal and informal meetings, review process, inquiry and response dialogue, and public ideas and participation I expect this proposal to improve as it always has, and in the end provide another year of sustainable financial progress that moves us forward. I look forward to your and the public's active engagement to provide the best outcome possible.

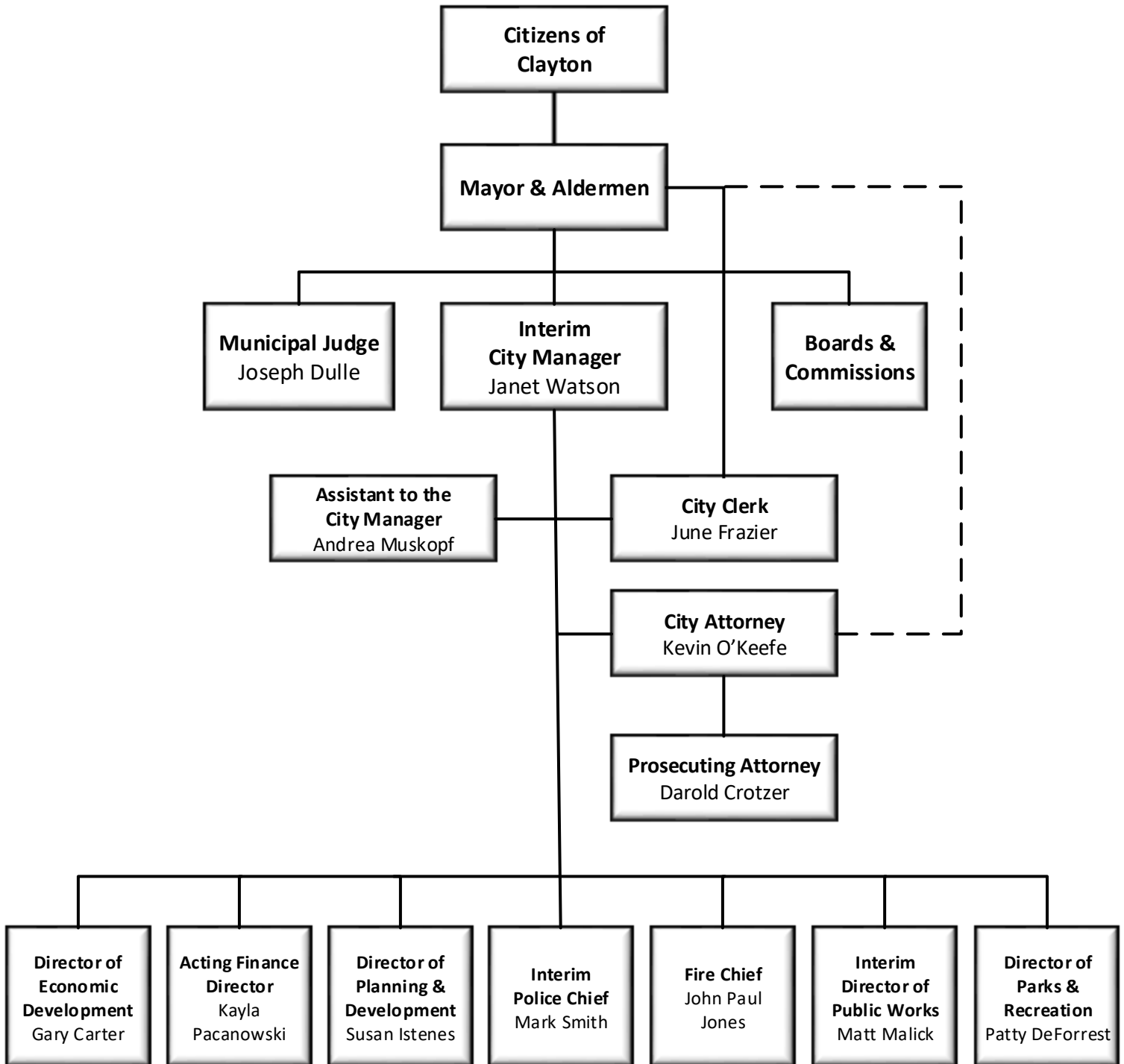
Sincerely,



Janet K. Watson
Interim City Manager



City of Clayton Organization Chart





BUDGET CALENDAR FOR FISCAL YEAR 2020

<u>Date</u>	<u>Description</u>
December 2018	- Capital Improvements Program (CIP) entry begins
January - March 2019	- Discuss budget topics at staff meetings
March 8, 2019	- CIP recommendations submitted to Board
March 14, 2019	- Board CIP discussion at public meeting
March 22, 2019	- Budget entry for operating budget begins
April 26, 2019	- Department operating budget submissions due
May 15-16, 2019	- Department management budget presentations with Budget Team
May 17-31, 2019	- Budget Team final review with department management
June 3 - June 7, 2019	- Final decisions by City Manager
June 10-21, 2019	- Preparation of recommended budget document by Budget Team
July 1, 2019	- Distribution of recommended budget document to the Board
July - August, 2019	- Hold operating budget review work sessions with Board
July 23, 2019	- Set and publish Public Notice for August 27 Public Hearing (15 days required)
August 27, 2019	- Public Hearing and 1 st Reading of Proposed Property Tax Levy - Public Hearing and 1 st Reading of Proposed Budget Ordinance
September 11, 2019	- 2 nd Reading of Proposed Property Tax Levy - 2 nd Reading of Proposed Budget Ordinance
September 30, 2019	- Property tax levy filing

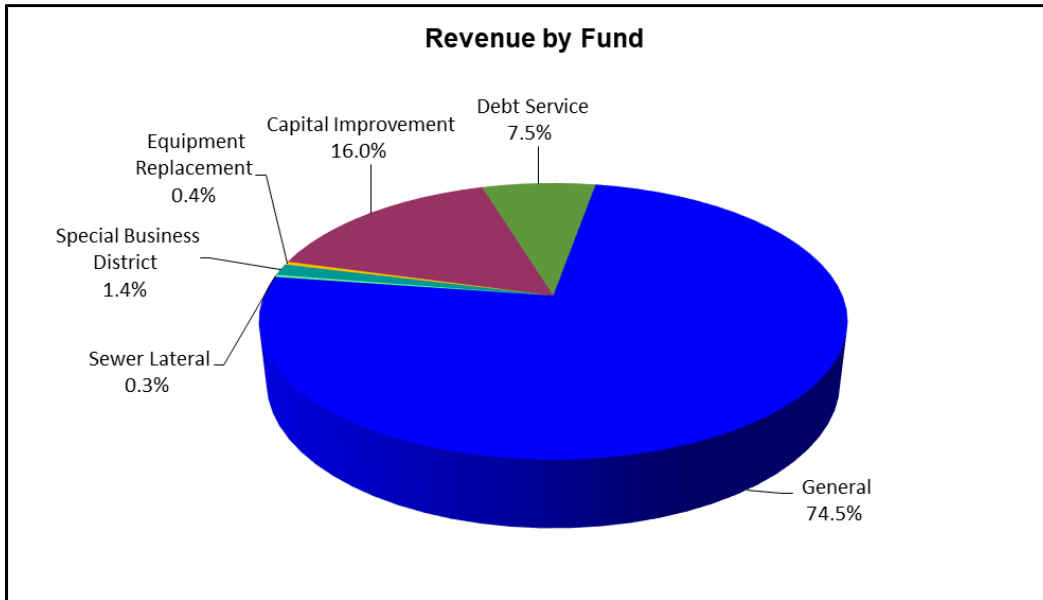


Budget Highlights - All Funds

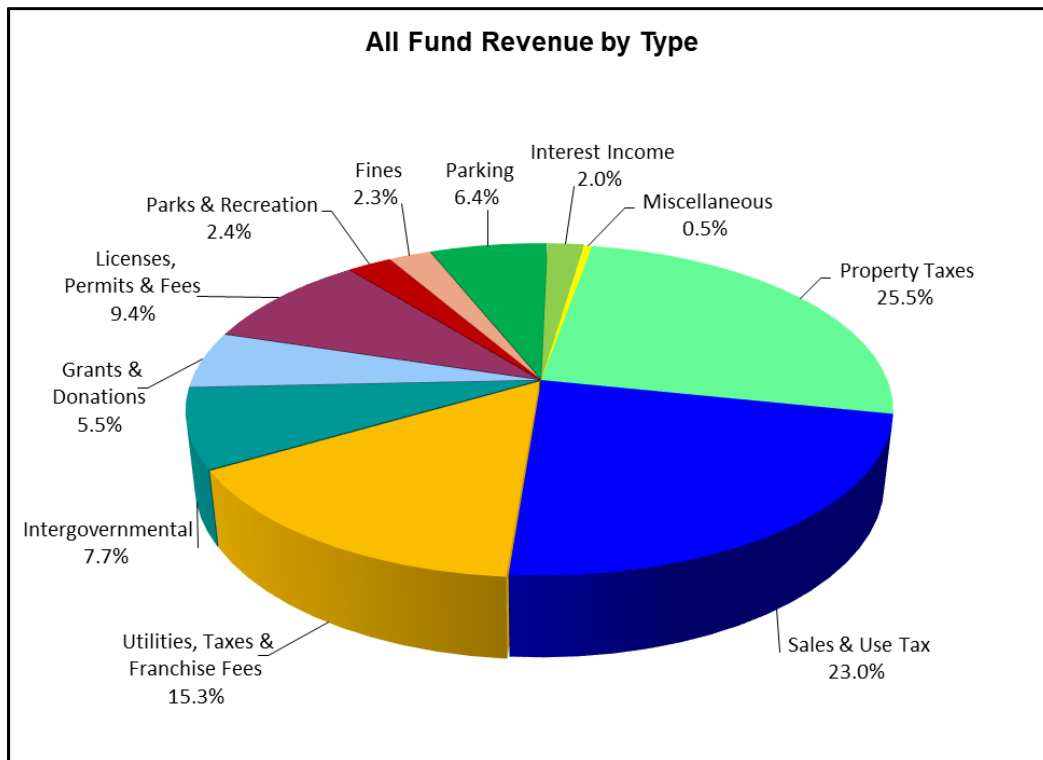
Revenue

Revenue from all funds is projected to increase to \$37,327,617 from the prior year estimated amount of \$35,433,555 which is a 5.3% increase. The majority of this increase is due to growth in property tax, sales tax, utility taxes, fines, and increased grants and donations. In addition, \$10,200,000 in Bond Proceeds is anticipated for FY 2020.

The graph below illustrates the percentage of revenue that is anticipated to be collected in each fund.



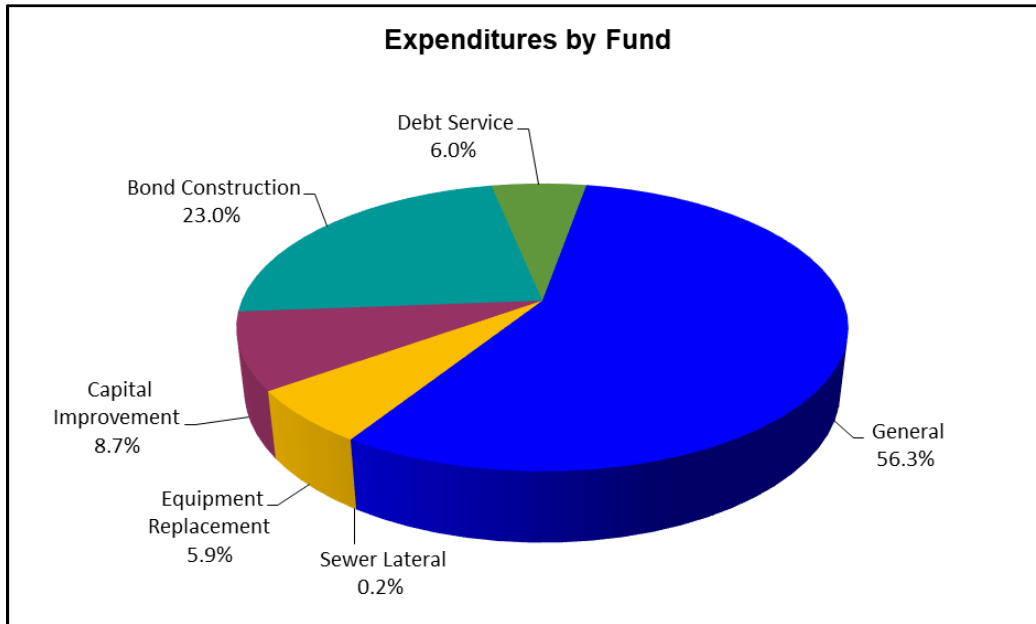
The graph below illustrates the percentage of revenue, by type, that is anticipated to be collected.



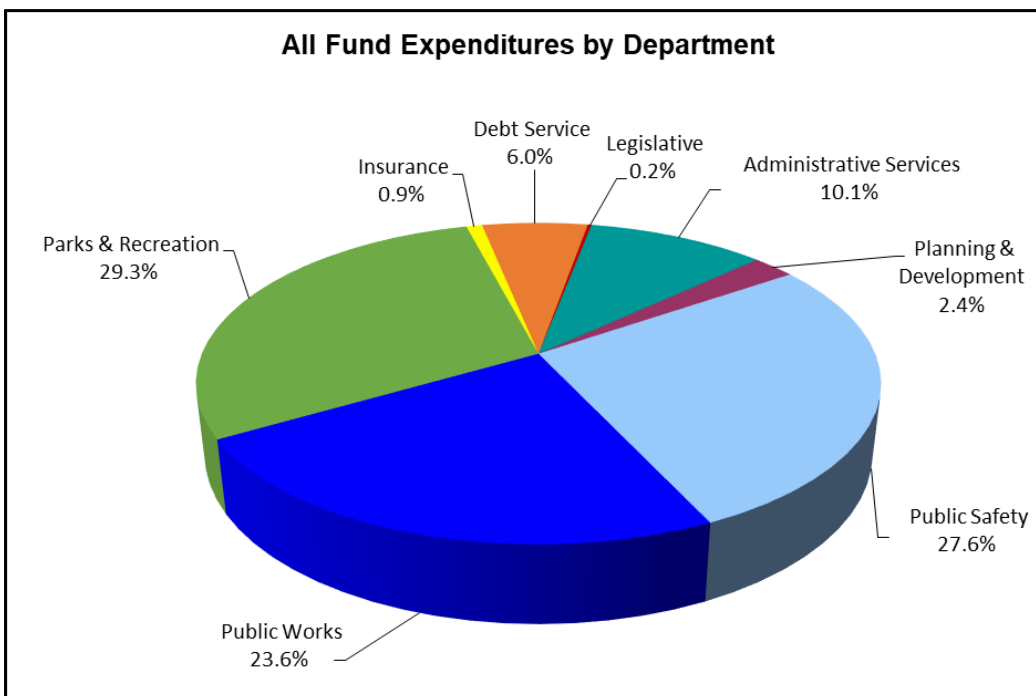
Expenditures

Expenditures from all funds are projected to increase to \$51,519,146 from the prior year estimated amount of \$43,935,444 which is a 17.3% increase. The increase is mostly due to capital projects and large purchases for equipment and systems. The project expenditures budgeted in the new Bond Construction fund are fully funded by \$10,200,000 in bond proceeds.

The graph below illustrates the percentage of expenditures projected to be spent, by fund.



The graph below illustrates the percentage of projected expenditures to be spent by each department or function.



Summary of Revenue and Expenditures All Funds

Revenue by Fund

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Revenue						
General	\$27,406,013	\$27,066,013	\$27,819,055	74.5%	\$753,042	2.8%
Sewer Lateral	96,095	97,008	97,040	0.3%	32	0.0%
Special Business District	466,014	470,343	504,970	1.4%	34,627	7.4%
Equipment Replacement	199,842	138,977	142,337	0.4%	3,360	2.4%
Capital Improvement	5,036,433	5,048,691	5,975,307	16.0%	926,616	18.4%
Bond Construction	0	0	0	0.0%	0	0.0%
Debt Service	2,745,847	2,612,523	2,788,908	7.5%	176,385	6.8%
Total Revenue	\$35,950,244	\$35,433,555	\$37,327,617	100.0%	\$1,894,062	5.3%
Other Financing Sources	8,187,151	15,970,975	18,315,094		2,344,119	14.7%
Total Revenue & Other Financing Sources	\$44,137,395	\$51,404,530	\$55,642,711		\$4,238,181	8.2%

Expenditures by Fund

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Expenditures						
General	\$25,747,432	\$27,685,146	\$28,981,721	56.3%	\$1,296,575	4.7%
Sewer Lateral	109,219	104,600	105,000	0.2%	400	0.4%
Special Business District	0	0	0	0.0%	0	0.0%
Equipment Replacement	2,018,478	1,937,027	3,033,877	5.9%	1,096,850	56.6%
Capital Improvement	3,383,286	7,005,269	4,458,338	8.7%	(2,546,931)	-36.4%
Bond Construction	0	3,650,000	11,850,000	23.0%	8,200,000	224.7%
Debt Service	4,343,525	3,553,402	3,090,210	6.0%	(463,192)	-13.0%
Total Expenditures	\$35,601,941	\$43,935,444	\$51,519,146	100.0%	\$7,583,702	17.3%
Other Financing Uses	8,010,570	8,242,722	8,048,704		(194,018)	-2.4%
Total Expenditures & Other Financing Uses	\$43,612,511	\$52,178,166	\$59,567,850		\$7,389,684	14.2%

Summary of Revenue and Expenditures All Funds

Revenue by Type

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Property Taxes	\$9,091,952	\$8,984,087	\$9,513,996	25.5%	\$529,909	5.9%
Sales & Use Tax	8,148,321	8,211,895	8,573,373	23.0%	361,478	4.4%
Utilities, Taxes & Franchise Fees	5,952,439	5,557,930	5,721,032	15.3%	163,102	2.9%
Intergovernmental	2,706,074	2,888,589	2,888,606	7.7%	17	0.0%
Grants & Donations	1,310,849	1,090,411	2,060,294	5.5%	969,883	88.9%
Licenses, Permits & Fees	3,616,642	3,827,527	3,515,010	9.4%	(312,517)	-8.2%
Parks & Recreation	997,971	991,776	894,096	2.4%	(97,680)	-9.8%
Fines	942,963	660,125	859,000	2.3%	198,875	30.1%
Parking	2,279,398	2,315,267	2,393,600	6.4%	78,333	3.4%
Interest Income	559,168	761,759	735,190	2.0%	(26,569)	-3.5%
Miscellaneous	344,467	144,189	173,420	0.5%	29,231	20.3%
Total Revenue	35,950,244	35,433,555	37,327,617	100.0%	1,894,062	5.3%
Other Financing Sources	8,187,151	15,970,975	18,315,094		2,344,119	14.7%
Total Revenue & Other Financing Sources	\$44,137,395	\$51,404,530	\$55,642,711		\$4,238,181	8.2%

Expenditures by Department

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Legislative	\$86,007	\$110,900	\$110,472	0.2%	(\$428)	-0.4%
Administrative Services	4,510,047	4,990,202	5,392,414	10.1%	402,212	8.1%
Planning & Development	1,058,977	1,059,765	1,288,178	2.4%	228,413	21.6%
Public Safety	12,882,579	13,657,769	14,778,654	27.6%	1,120,885	8.2%
Public Works	8,959,041	13,407,347	12,654,798	23.6%	(752,549)	-5.6%
Parks & Recreation	5,091,345	8,489,682	15,695,148	29.3%	7,205,466	84.9%
Insurance	430,727	471,713	477,898	0.9%	6,185	1.3%
Debt Service	4,447,780	3,657,193	3,193,564	6.0%	(463,629)	-12.7%
Total Expenditures	37,466,504	45,844,571	53,591,126	100.0%	7,746,555	16.9%
Other Financing Uses	6,146,007	6,333,595	5,976,724		(356,871)	-5.6%
Total Expenditures & Other Financing Uses	\$43,612,511	\$52,178,166	\$59,567,850		\$7,389,684	14.2%

* Transfers out to the Equipment Replacement Fund & the Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.

**Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance
Governmental Funds - FY 2020 Budget**

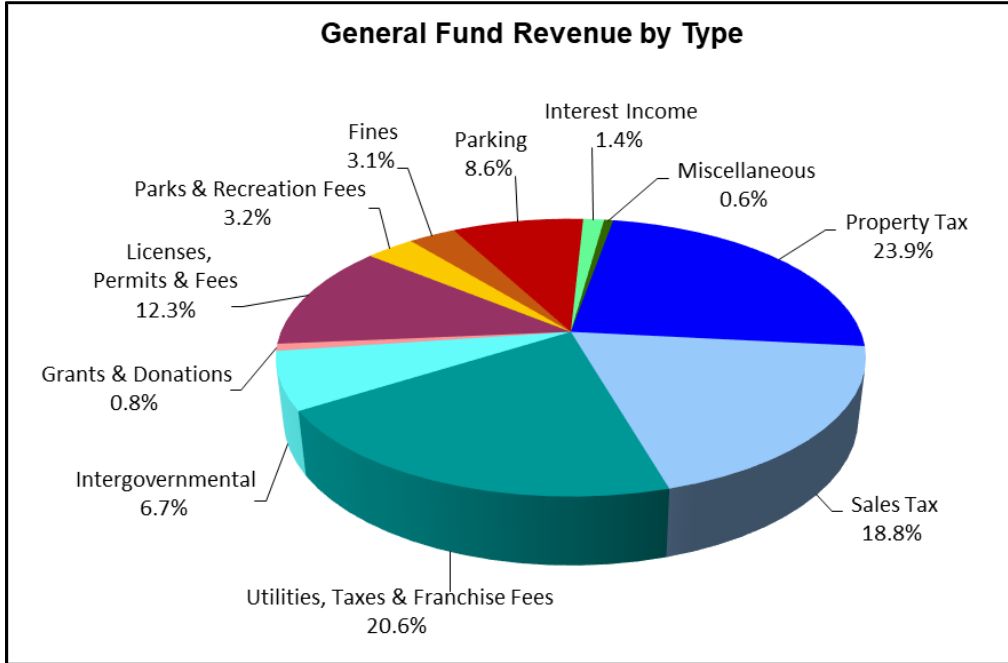
	General	Sewer Lateral	Special Business District	Equipment Replacement	Capital Improvement	Construction	Debt Service
Revenue							
Property Tax	6,642,796	-	503,190	-	3,000	-	2,365,010
Sales Tax	5,241,650	-	-	-	3,085,499	-	246,224
Utilities, Taxes, Franchise Fees	5,721,032	-	-	-	-	-	-
Intergovernmental	1,870,599	-	-	-	947,046	-	70,961
Grants & Donations	227,688	-	-	-	1,832,606	-	-
Licenses, Permits & Fees	3,420,522	94,488	-	-	-	-	-
Parks & Recreation Fees	894,096	-	-	-	-	-	-
Fines	859,000	-	-	-	-	-	-
Parking	2,393,600	-	-	-	-	-	-
Interest Income	380,647	2,552	1,780	142,337	101,161	-	106,713
Miscellaneous	167,425	-	-	-	5,995	-	-
Total Revenue	27,819,055	97,040	504,970	142,337	5,975,307	-	2,788,908
Expenditures*							
Legislative	110,472	-	-	-	-	-	-
Administrative Services	4,942,250	-	-	450,164	-	-	-
Planning & Development	1,263,698	-	-	24,480	-	-	-
Public Safety	13,757,041	-	-	1,021,613	-	-	-
Public Works	7,541,887	105,000	-	839,909	4,168,002	-	-
Parks & Recreation	2,960,455	-	-	594,693	290,000	11,850,000	-
Insurance	477,898	-	-	-	-	-	-
Debt Service	-	-	-	103,018	336	-	3,090,210
Total Expenditures*	31,053,701	105,000	-	3,033,877	4,458,338	11,850,000	3,090,210
Revenue Over (Under) Expenditures	(3,234,646)	(7,960)	504,970	(2,891,540)	1,516,969	(11,850,000)	(301,302)
Other Financing Sources (Uses)							
Other Financing Sources	2,941,749	-	-	2,104,195	2,414,450	10,200,000	654,700
Other Financing Uses	-	-	(504,970)	-	(3,090,879)	-	(2,380,875)
Net Other Financing Sources (Uses)	2,941,749	-	(504,970)	2,104,195	(676,429)	10,200,000	(1,726,175)
Net Change In Fund Balance	(292,897)	(7,960)	-	(787,345)	840,540	(1,650,000)	(2,027,477)
Estimated Fund Balance							
October 1, 2019	17,483,350	73,104	67,721	5,534,520	3,450,912	1,650,000	6,286,155
September 30, 2020	17,190,453	65,144	67,721	4,747,175	4,291,452	-	4,258,678

* Transfers out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in General Fund departmental expenditures in this schedule.

Budget Highlights - General Fund

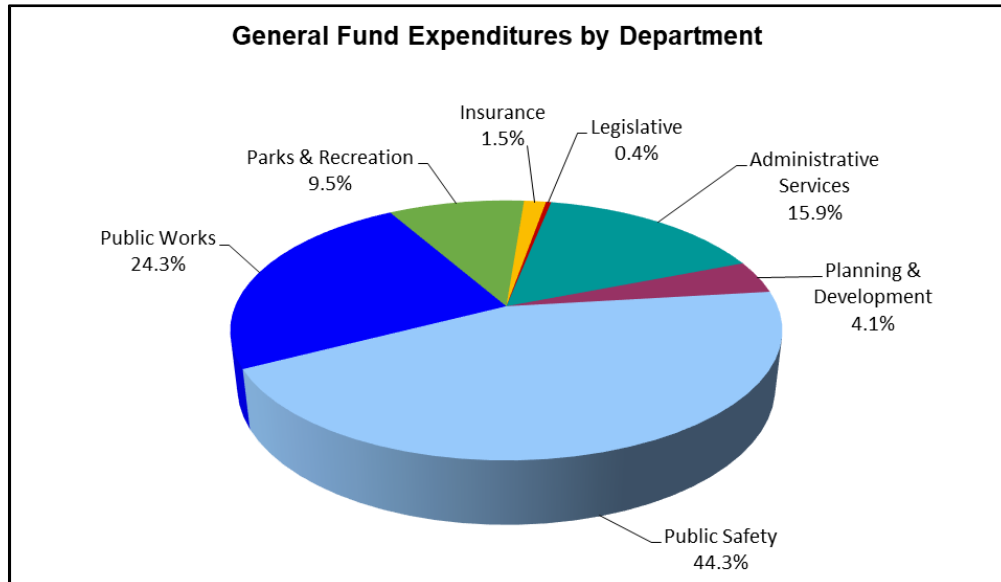
Revenue

Total revenue for the General Fund, the City's operating fund, will increase to \$27,819,055 from the prior year estimated amount of \$27,066,013, or 2.8%. This change is mostly due to growth in property, sales and utility taxes and fines. The graph below illustrates General Fund revenue projections by type or category of revenue.



Expenditures

General Fund expenditures are projected to increase to \$31,053,701 from the prior year estimated amount of \$29,594,273, or 4.9% due to normal increases in employee compensation and other contractual services. The graph below illustrates projected expenditures by department.



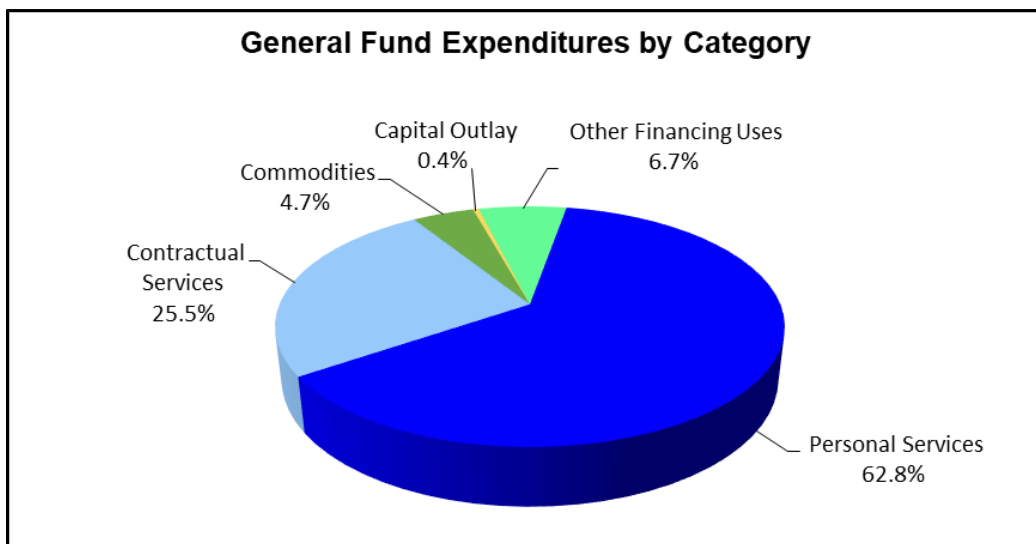
*Departmental transfers to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are excluded from this graph.

The table and graph below illustrate projected General Fund expenditures by type or category of expenditure.

General Fund Expenditures by Category

Category	2019 Estimated	2020 Budget	% of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Personal Services	\$18,592,630	\$19,492,956	62.77%	\$900,326	4.8%
Contractual Services	7,522,620	7,903,777	25.45%	381,157	5.1%
Commodities	1,478,446	1,452,138	4.68%	(26,308)	-1.8%
Capital Outlay	91,450	132,850	0.43%	41,400	45.3%
Subtotal	27,685,146	28,981,721	93.10%	1,296,575	4.7%
Other Financing Uses	1,909,127	2,071,980	6.67%	162,853	8.5%
Total General Fund	\$29,594,273	\$31,053,701	100.00%	\$1,459,428	4.9%

*Transfers-out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in Other Financing Uses in this schedule.



Summary of Revenue and Expenditures General Fund

Revenue by Type

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Property Tax	\$6,164,146	\$6,202,925	\$6,642,796	23.9%	\$439,871	7.1%
Sales Tax	5,105,173	5,069,381	5,241,650	18.8%	172,269	3.4%
Utilities, Taxes & Franchise Fees	5,952,439	5,557,930	5,721,032	20.6%	163,102	2.9%
Intergovernmental	1,565,632	1,783,728	1,870,599	6.7%	86,871	4.9%
Grants & Donations	251,812	230,013	227,688	0.8%	-2,325	-1.0%
Licenses, Permits & Fees	3,522,070	3,733,011	3,420,522	12.3%	-312,489	-8.4%
Parks & Recreation Fees	997,971	991,776	894,096	3.2%	-97,680	-9.8%
Fines	942,963	660,125	859,000	3.1%	198,875	30.1%
Parking	2,279,398	2,315,267	2,393,600	8.6%	78,333	3.4%
Interest Income	298,807	384,492	380,647	1.4%	-3,845	-1.0%
Miscellaneous	325,601	137,365	167,425	0.6%	30,060	21.9%
Total Revenue	27,406,013	27,066,013	27,819,055	100.0%	753,042	2.8%
Other Financing Sources	1,974,623	2,544,115	2,941,749		397,634	15.6%
Total Revenue & Other Financing Sources	\$29,380,637	\$29,610,128	\$30,760,804		\$1,150,676	3.9%

Expenditures by Department

Fund	2018 Actual	2019 Estimated	2020 Budget	2020 % of Total	\$ Change 2019 to 2020	% Change 2019 to 2020
Legislative	\$86,007	\$110,900	\$110,472	0.4%	-\$428	-0.4%
Administrative Services	3,855,444	4,319,987	4,942,250	15.9%	622,263	14.4%
Planning & Development	1,058,977	1,059,765	1,263,698	4.1%	203,933	19.2%
Public Safety	12,448,372	13,418,972	13,757,041	44.3%	338,069	2.5%
Public Works	6,869,563	7,253,721	7,541,887	24.3%	288,166	4.0%
Parks & Recreation	2,862,904	2,959,215	2,960,455	9.5%	1,240	0.0%
Insurance	430,727	471,713	477,898	1.5%	6,185	1.3%
Total Expenditures	27,611,995	29,594,273	31,053,701	100.0%	1,459,428	4.9%
Other Financing Uses*	1,300,000	0	0		0	0.0%
Total Expenditures & Other Financing Uses	\$28,911,995	\$29,594,273	\$31,053,701		\$1,459,428	4.9%

* Transfers out to the Equipment Replacement Fund & the Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.

Summary of Budget Transfers

Funds Involved in Transfer	Purpose of Transfer	Amount
1. Special Business District to General Fund	Fund a portion of expenditures recorded in the General Fund Economic Development and Events programs which includes reimbursement of City staffing expenditures, events, holiday lighting, watering, and insurance	\$504,970
2. Capital Improvement Fund to General	Utilize a portion of Road and Bridge tax and Sales tax revenue to support operational costs in the General Fund	\$651,800
3. Capital Improvement Fund to General*	Fund departmental contributions for future replacement of vehicles and equipment that meet the higher definition of a capital asset	\$1,784,379
4. General Fund to Equipment Replacement Fund (including transfer from Capital Improvement Fund in #2, above)*	Pass along contributions from the Capital Improvement Fund for vehicles, equipment and systems that meet the higher definition of a capital asset and fund departmental contributions for future replacement of items that meet a lesser definition	\$2,038,405
5. General Fund to Capital Improvement Fund**	Provide payment for estimated energy savings to Capital Improvement Fund to repay interfund advance for 2015 energy efficiency project	\$33,575
6. 2014 General Obligation Bond Issue to Capital Improvement Fund	Transfer bond funds for the construction of residential street resurfacing and alley improvements	\$2,380,875
7. Capital Improvement Fund to 2011 Special Obligation Bond	Debt payments	\$654,700

* Annual contributions for the future replacement of vehicles and equipment are shown as a transfer out in each department in the General Fund to align these costs with the appropriate department, rather than presented as one total transfer. The City uses the capital project definition to determine if contributions are made from the Capital Improvement Fund, passing through the General Fund, or directly from the General Fund for those operational items meeting a lesser definition.

** In 2015 the General Fund made an interfund advance to the Capital Improvement Fund to provide funding for energy efficiency improvements. The energy savings will be realized in the General Fund. The General Fund will transfer a portion of the principal balance to the Capital Improvement Fund each year to repay this advance.



REVENUE SOURCES

This section provides a detailed analysis of each major revenue source of the City's governmental funds. In total, approximately 80% of all revenue is covered by this section. Revenue is presented in descending order of projected receipts in the proposed budget year.

Each revenue source has unique characteristics. The starting point for an overall approach to budgeting revenue is certain assumptions about inflation and the economy, population change, and assessed valuation. These factors are weighed along with historical trends, economic forecasts, legislative dynamics, regulatory decisions, weather and foreseeable development within the City.

Each revenue page includes information regarding the following:

Legal Authorization

This is the specific section of the Missouri Revised Statutes (RSMo) that authorizes the City to levy or receive the revenue and the City ordinance that enacts or levies the tax.

Description

This is a brief explanation of the source, rate and calculation of the revenue source. Information about collection and distribution of the revenue is also provided.

Financial Trend

This section either provides a breakdown of the components of the revenue or a fund distribution of ten years, including the past eight years' actual results plus the most recent fiscal year's estimate and the budget year's projection. The lower part of this section shows the impact this revenue source has on the funds' total revenue.

Trend Analysis

This is a narrative and graphical display of the information shown in the Financial Trend section, providing a visual of changes in the revenue source over the ten-year period.

Real & Personal Property Tax

Legal Authorization

State Statute: 137.073
 MO Constitution: Article 10, Section 22
 City Ordinance: City Charter

Description

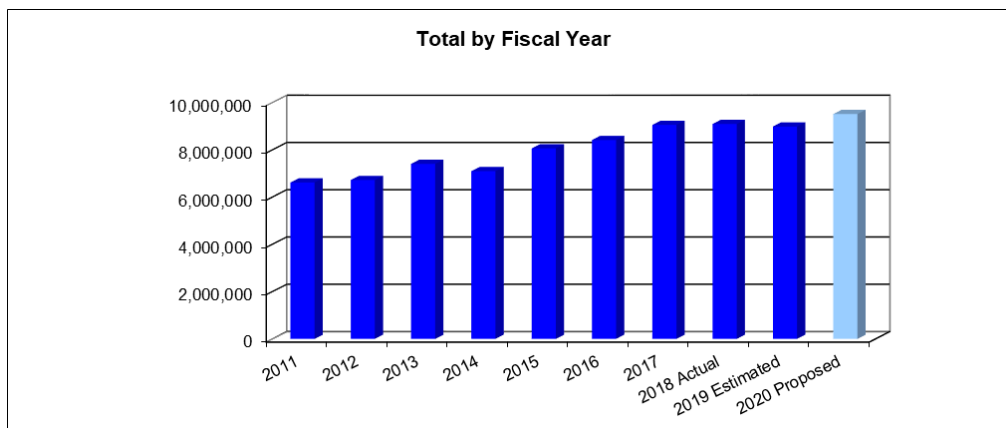
The City levies a property tax on all real and personal property within Clayton. This revenue is deposited primarily into the City's General Fund. In addition, a special levy is allocated to the Special Business District (an overlay of the downtown geographical area), the 2009 Build America Bond debt service fund, and the 2014 General Obligation Bond debt service fund.

Financial Trend

Fiscal Year	General	Special Business District	CIP Fund	2009 and 2019 Debt Service	2014 G.O. Debt Service	2009 GO Debt Service	Total All Funds	% Change from Previous Year
2011	5,446,505	398,305	677	0	0	772,297	6,617,784	3.8%
2012	5,562,435	398,748	3,147	0	0	756,757	6,721,087	1.6%
2013	5,901,806	426,763	2,821	0	0	1,074,809	7,406,199	10.2%
2014	5,584,654	428,244	2,890	1,082,694	0	0	7,098,482	-4.2%
2015	5,568,826	417,427	2,938	1,041,304	1,030,854	0	8,061,349	13.6%
2016	5,778,041	437,184	3,208	1,067,099	1,128,976	0	8,414,508	4.4%
2017	6,404,537	519,513	3,004	1,072,503	1,054,475	0	9,054,032	7.6%
2018 Actual	6,164,146	462,515	3,417	1,091,599	1,370,274	0	9,091,952	0.4%
2019 Estimated	6,202,925	468,527	3,000	1,114,135	1,195,500	0	8,984,087	-1.2%
2020 Proposed	6,642,796	503,190	3,000	1,140,820	1,224,190	0	9,513,996	5.9%
% of Funds 2020 Revenue	21.6%	99.6%	0.0%	94.0%	92.2%	0.0%		

Trend Analysis

The property tax levies for all funds are at or near the maximum rate allowable by Missouri state law. Available revenue growth in property tax is restricted to a growth index and new construction. The voter approved levy for the Build America Bond debt service began in 2014 and was timed to replace the levy supporting a maturing bond issue. The City plans to refund the remainder of the Build America Bonds in 2019 and the property tax levy will transfer to the new bonds (shown together in the schedule above). The voter approved 2014 General Obligation Bond debt service is also supported by a property tax levy which began in 2015. This year there is available CPI growth of 1.9% and the City will also have the second year of new property tax revenue from the impact of recent large economic development projects, causing revenue in total to increase.





Sales and Use Tax

Legal Authorization

State Statute: 66.600-66.630 & 94.857 (General)
 94.850 (Local Option)
 321.242 (Fire Services)
 67.547 (Public Safety)
 94.577 (Capital Improvement)
 644.032 (Parks & Storm water)
 144.757 (Use tax)

City Ordinance: Municipal Code Chapter 9

The City receives a one-cent county-wide and a one-quarter cent general sales tax (local option), both of which can be used to provide a broad range of traditional City services; and, a one-quarter cent Fire & EMS services sales tax. In 2017, a one-half cent public safety sales tax was approved by St. Louis County voters. These sales taxes are recorded in the General Fund.

The City's other sales taxes are recorded in the Capital Improvement Fund which include a one-half cent sales tax for capital improvements, a one-half cent sales tax for parks and storm water improvements and a new use tax that went into effect in 2019. A significant portion of these revenues is used to pay debt on past capital projects, construct new capital projects, and replace large vehicles and equipment.

Description

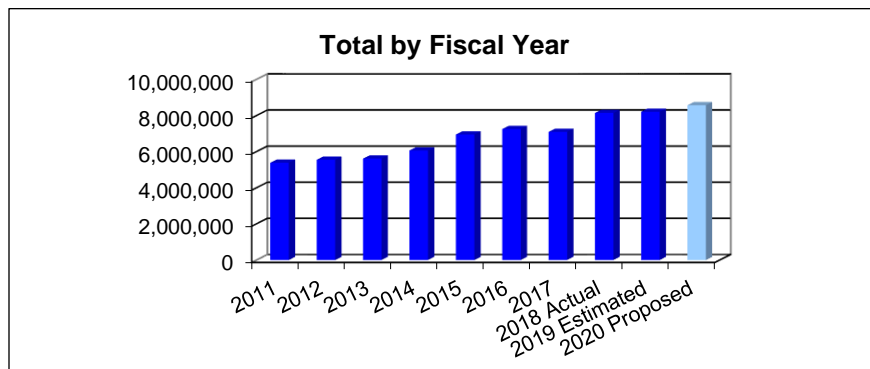
The Missouri Department of Revenue collects and administers all sales and use tax in the state, all of which are voter approved. Businesses remit on a monthly or quarterly basis in the period following the actual transaction and taxes are typically remitted to the City in the next month.

Financial Trend

Fiscal Year	General	Capital Improvement Fund	Debt Service Funds	Total All Funds	% Change from Previous Year
2011	2,901,148	2,488,616	.	5,389,764	4.2%
2012	3,092,196	2,462,040		5,554,236	3.1%
2013	3,021,776	2,598,292		5,620,068	1.2%
2014	3,290,992	2,774,108		6,065,100	7.9%
2015	4,077,464	2,876,695		6,954,159	14.7%
2016	4,330,748	2,926,608		7,257,356	4.4%
2017	4,252,770	2,848,597		7,101,367	-2.1%
2018 Actual	5,105,173	3,043,147		8,148,321	14.7%
2019 Estimated	5,069,381	3,142,514		8,211,895	0.8%
2020 Proposed	5,241,650	3,085,499	246,224	8,573,373	4.4%
% of Funds 2020 Revenue	17.0%	36.8%	100.0%		

Trend Analysis

Variations in the collection of sales tax revenue over the last few years are related to changing national and local economic activity. City voters approved a new for Fire & EMS services sales tax in 2015 and a use tax in 2019. In 2018 county voters approved a new Public Safety sales tax which the City receives. Normal fluctuations in growth still occur and the City is now beginning to receive a small amount of sales tax revenue from recent economic development projects. The City anticipates that total sales tax revenue will increase by 3.4% in 2020, excluding the impacts of new development, due to the continuing strengthening of the economy.





Gross Receipts (Utility) Tax

Legal Authorization

State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

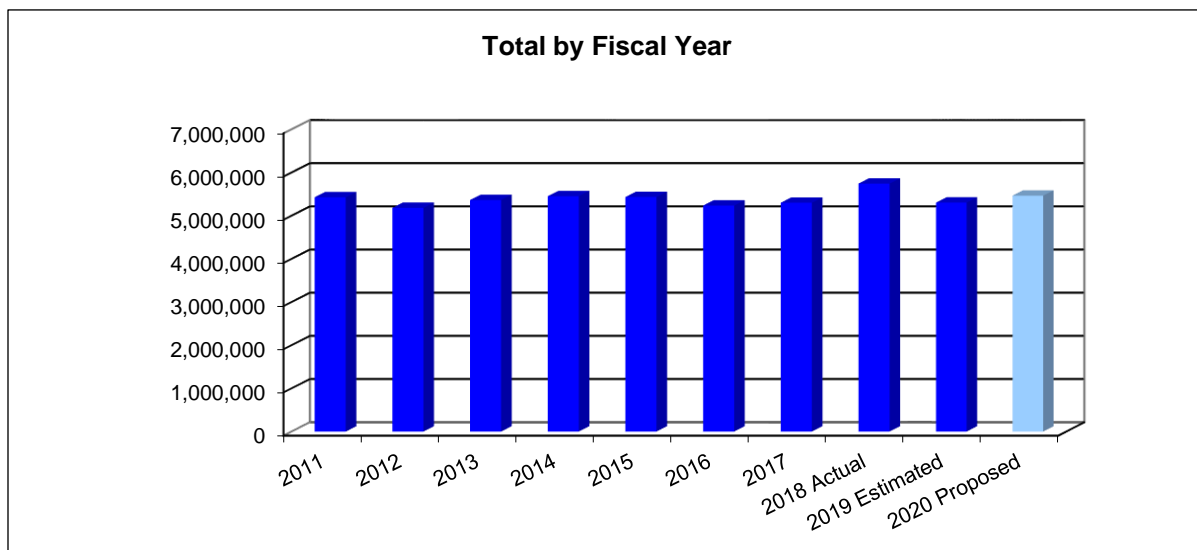
The City levies an 8% gross receipts tax on utilities doing business within the City. This includes electric, telephone, gas and water. This tax is passed through to the customers by the utility companies and remitted to the City each subsequent month. This revenue is recorded in the General Fund.

Financial Trend

General Fund						
Fiscal Year	Electric	Telephone	Gas	Water	Total Utilities	% Change from Previous Year
2011	2,548,213	1,684,442	884,411	311,286	5,428,352	-12.0%
2012	2,516,075	1,617,257	702,112	347,365	5,182,809	-4.5%
2013	2,683,072	1,594,188	784,469	302,916	5,364,645	3.5%
2014	2,750,215	1,540,517	847,509	314,708	5,452,949	1.6%
2015	2,792,032	1,518,856	811,152	312,802	5,434,842	-0.3%
2016	2,716,125	1,553,676	609,875	356,242	5,235,918	-3.7%
2017	2,662,297	1,628,930	656,203	354,063	5,301,493	1.3%
2018 Actual	3,004,440	1,606,573	739,116	394,589	5,744,717	8.4%
2019 Estimated	2,706,257	1,410,825	739,567	449,819	5,306,468	-7.6%
2020 Proposed	2,796,500	1,450,715	754,989	462,828	5,465,032	3.0%
% of Funds 2020 Revenue	9.1%	4.7%	2.5%	1.5%		

Trend Analysis

Utility taxes are susceptible to business activity, climatic conditions, commodity prices, changes in technology, and regulated rates. Utility rate increases and higher use due to several new residential developments and one large commercial development are the reasons for the projected 3% increase in 2020.





Parking - On-Street, Lots & Garages

Legal Authorization

State Statute: N/A
 City Ordinance: Municipal Code Chapter 300

Description

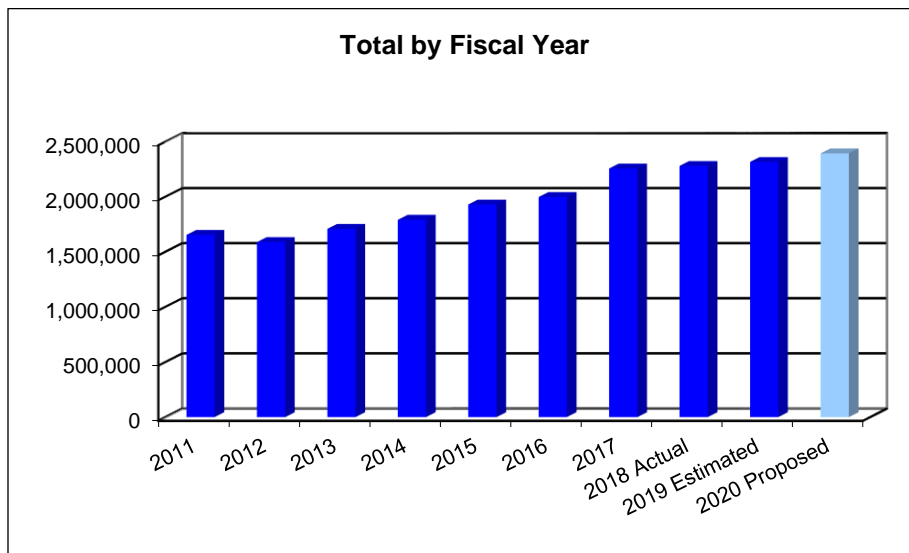
This is revenue from on-street and lot parking, parking permits, and garage parking at the Bonhomme and Shaw Park parking structures. On-street parking spaces are enforced Monday through Friday from 8 a.m. to 5 p.m.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	1,653,514	10.5%
2012	1,587,248	-4.0%
2013	1,707,402	7.6%
2014	1,790,473	4.9%
2015	1,928,908	7.7%
2016	1,997,499	3.6%
2017	2,256,025	12.9%
2018 Actual	2,279,398	1.0%
2019 Estimated	2,315,267	1.6%
2020 Proposed	2,393,600	3.4%
% of Funds 2020 Revenue	7.8%	

Trend Analysis

This revenue fluctuates due to parking usage and periodic increases in rates for parking permit and hourly parking. The last increase in hourly rates occurred in 2017 due to an effort to drive longer-term parkers to available lots and garages to free up on-street, convenient parking for local businesses. A portion of this revenue enhancement was offset by increased parking system costs, including the convenience of a mobile application. Revenue in 2020 is expected to increase slightly as parking behavior changes. 2020 projections also reflect increased permit parking rates.





Permits & Fees

Legal Authorization

State Statute: 79.450
 City Ordinance: Municipal Code Chapter 5

Description

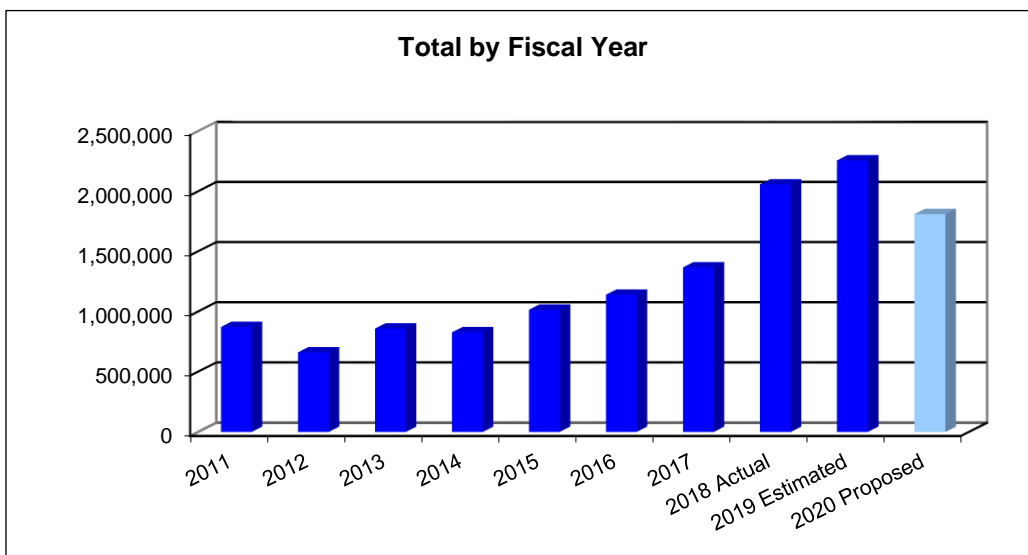
The City issues building and construction permits for activities associated with building and remodeling within the City. The fees for these activities are calculated on a sliding scale based on the value of construction and are collected by the City at the time of application or at the time of permit approval.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	871,416	-24.8%
2012	661,058	-24.1%
2013	859,431	30.0%
2014	827,729	-3.7%
2015	1,014,915	22.6%
2016	1,140,122	12.3%
2017	1,366,620	19.9%
2018 Actual	2,057,461	50.6%
2019 Estimated	2,257,294	9.7%
2020 Proposed	1,810,352	-19.8%
% of Funds 2020 Revenue	5.9%	

Trend Analysis

Revenue collection from permits and fees have increased in recent years due to growth in economic development activity beginning in 2015. The large increase from 2017 to 2020 is largely due to significant permit fees for residential and commercial development. 2020 and future will appear lower as the peak of the payment of building permit fees for new development may have occurred.





Shared Services & Staff Reimbursements

Legal Authorization

State Statute: N/A
 City Ordinance and Agreement

Description

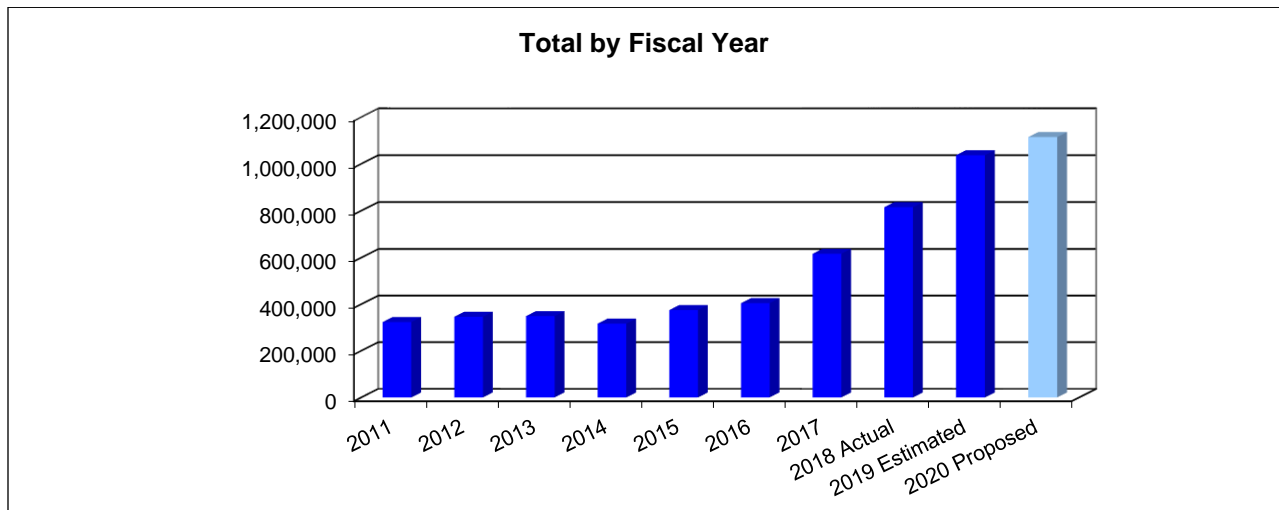
The City participates in several shared service or cooperative agreements between other municipalities, the school district, and various related entities. Each agreement specifies the amount of reimbursement to the City in each area of these staffing costs.

Financial Trend

General Fund							
Fiscal Year	Information Technology	Police	Fire	Parks & Recreation	General	Total	% Change from Previous Year
2011	0	323,755	0	0	0	323,755	9.9%
2012	0	346,278	0	0	0	346,278	7.0%
2013	0	349,241	0	0	0	349,241	0.9%
2014	0	317,180	0	0	0	317,180	-9.2%
2015	0	375,137	0	0	0	375,137	18.3%
2016	0	404,913	0	0	0	404,913	7.9%
2017	136,158	420,336	55,588	4,539	0	616,621	52.3%
2018 Actual	241,020	442,259	86,798	45,675	0	815,751	32.3%
2019 Estimated	438,600	445,500	85,900	39,786	27,200	1,036,986	27.1%
2020 Proposed	464,916	460,750	90,200	40,000	58,830	1,114,696	7.5%
% of Funds 2020 Revenue	1.5%	1.5%	0.3%	0.1%	0.2%		

Trend Analysis

A portion of these agreements for staff reimbursements have been in place for many years such as the police officers assigned as school resource officers with the School District of Clayton, an instructor at the St. Louis County Police Academy and assigned personnel to the Regional Computer Crime Education and Enforcement Group. Other agreements are more recent such as the shared recreation inclusion coordinator, a shared fire training officer, and technology services provided to the cities of Brentwood and Richmond Heights. These reimbursements will have steady growth as reimbursed staff costs increase.





Federal Grants

Legal Authorization

State Statute: N/A
 City Ordinance: N/A

Description

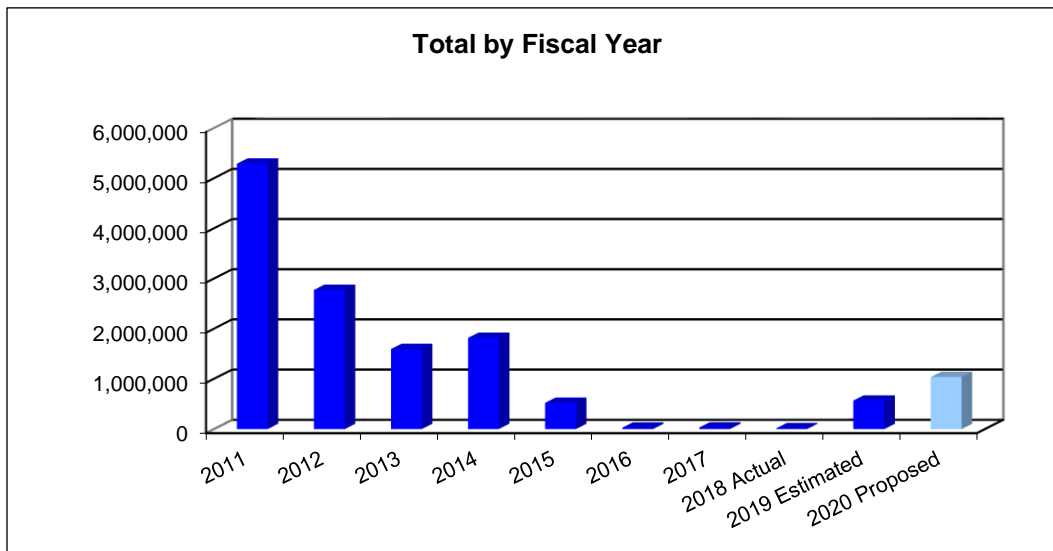
The City utilizes federal grants to partially fund various capital improvement projects.

Financial Trend

Fiscal Year	General Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
2011	34,375	5,257,134	5,291,509	10777.6%
2012	0	2,773,626	2,773,626	-47.6%
2013	0	1,595,257	1,595,257	-42.5%
2014	111,269	1,707,947	1,819,216	14.0%
2015	34,478	489,679	524,157	-71.2%
2016	5,676	22,899	28,575	-94.5%
2017	9,203	22,700	31,903	11.6%
2018 Actual	16,567	0	16,567	-48.1%
2019 Estimated	8,727	558,513	567,240	3323.8%
2020 Proposed	66,550	971,210	1,037,760	82.9%
% of Funds 2020 Revenue	0.2%	11.6%		

Trend Analysis

Federal grant revenue varies from year-to-year and is directly related to the projects in progress each year. This source of revenue is also dependent on the availability of federal funds. Revenue in 2011 and 2012 was significantly higher due to two large one-time projects. Revenue has been at lower levels since then due to lower availability of federal funds, and most of the City streets where federal funding is available have already been renovated. Three federal projects have currently been approved and revenue will increase beginning in 2019 related to those projects.





State and Local Grants & Donations

Legal Authorization

State Statute: N/A
 City Ordinance: N/A

Description

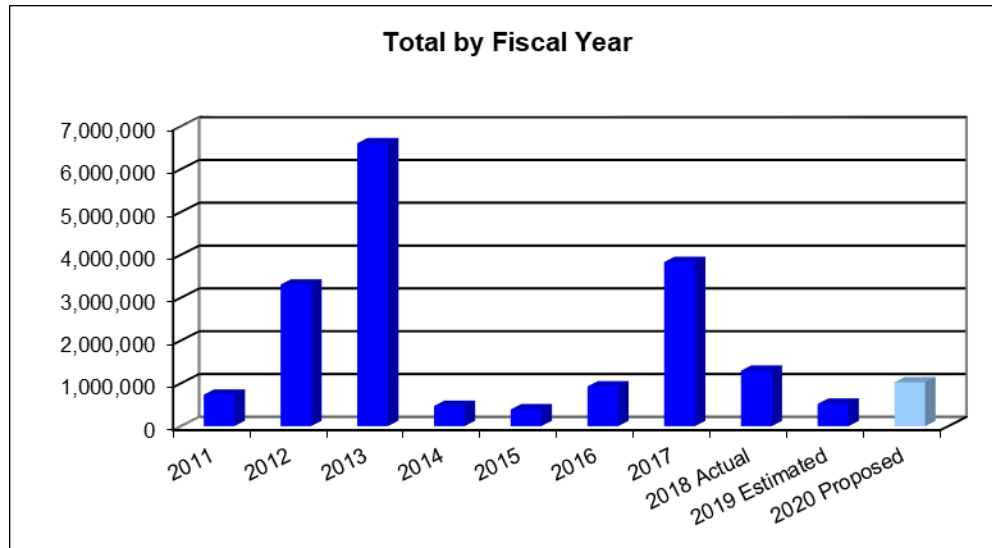
The City utilizes state and local grants to fund portions of various purchases and capital improvement projects. The City also receives donations for certain projects.

Financial Trend

Fiscal Year	General Fund	Special Business District Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
2011	2,800	0	0	731,000	733,800	9848.5%
2012	41,849	0	100,152	3,163,099	3,305,100	350.4%
2013	114,995	0	65,259	6,428,717	6,608,971	100.0%
2014	49,876	16,600	4,177	402,426	473,079	-92.8%
2015	57,742	0	1,685	332,897	392,324	-17.1%
2016	69,183	0	19,298	840,788	929,269	136.9%
2017	83,214	0	29,721	3,722,720	3,835,655	312.8%
2018 Actual	235,245	0	119,672	939,365	1,294,282	-66.3%
2019 Estimated	221,286	0	0	301,885	523,171	-59.6%
2020 Proposed	161,138	0	0	861,396	1,022,534	95.4%
% of Funds 2020 Revenue	0.5%	0.0%	0.0%	10.3%		

Trend Analysis

The City utilizes donations and state and local grants as funding sources. Revenue from these sources varies directly with the projects scheduled each year, as well as the availability of funding. The large spike in revenue in 2013 is partly attributable to an up-front payment of a long-term lease and other tenant costs of \$5.3 million used toward the renovation of a City building. In recent years, the City has been the recipient of large corporate and personal donations through the Clayton Community Foundation which has funded park projects and this has become a significant source of revenue. This revenue source supported \$4 million of construction in 2017 for a single park project. 2019 and 2020 revenue includes grants and donations for various other park projects.





St. Louis County Road & Bridge Tax

Legal Authorization

State Statute: N/A
 City Ordinance: N/A

Description

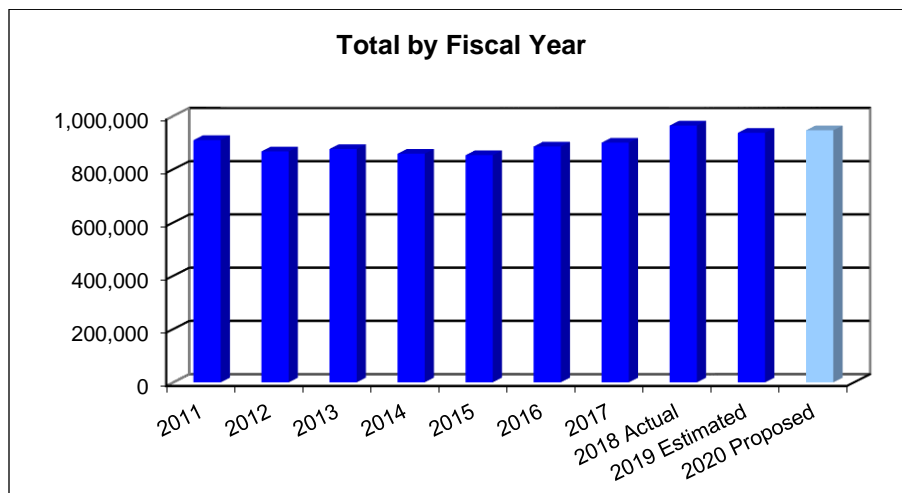
St. Louis County levies a property tax for street and bridge maintenance. The County allocates the proceeds to municipalities based on assessed valuation. The county road revenue allocated to each municipality must be used for road and bridge maintenance.

Financial Trend

Fiscal Year	Capital Improvement Fund	% Change from Previous Year
2011	910,289	0.4%
2012	867,645	-4.7%
2013	876,637	1.0%
2014	859,090	-2.0%
2015	853,654	-0.6%
2016	886,065	3.8%
2017	900,496	1.6%
2018 Actual	964,884	7.2%
2019 Estimated	937,669	-2.8%
2020 Proposed	947,046	1.0%
% of Funds 2020 Revenue	11.3%	

Trend Analysis

This tax is based on the St. Louis County tax rate and is applied to the City's assessed valuations. Distributions received from the County closely follow changes in the City's assessed values, adjusted for the level of delinquent payments and successful protests. Assessed values decreased following the economic recession, leading to lower levels of tax revenue. The City anticipates the revenue from this source to increase slightly in 2020 due to growth in assessed valuations.





Parks & Recreation Revenue

Legal Authorization

State Statute: N/A
 City Ordinance: City Charter

Description

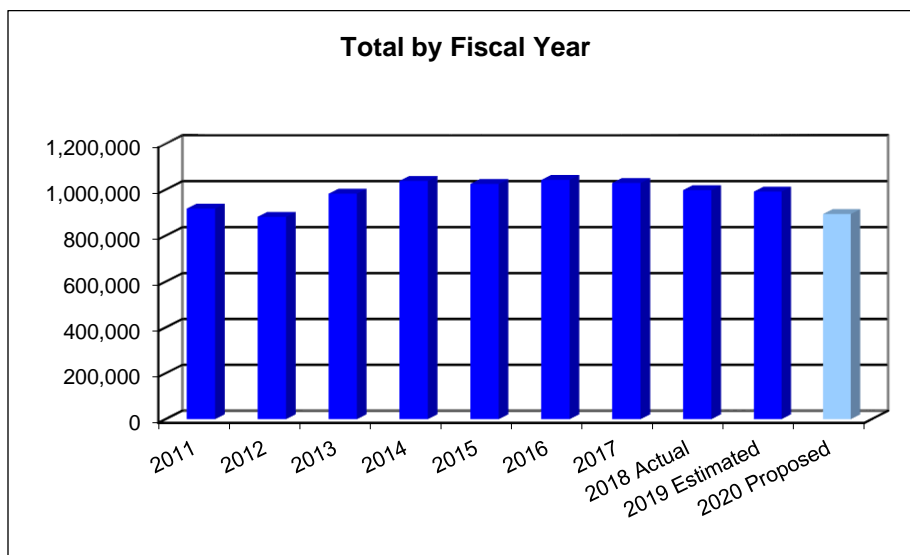
The City collects recreational fees for the Shaw Park Aquatic Center, Ice Rink and Tennis Center, as well as for programs, rentals, facilities and events. Periodic fee surveys are conducted to ensure program charges are in line with surrounding communities. These fees recover a portion of the cost to provide these services, with the General Fund supporting the remainder of the costs.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	917,630	3.6%
2012	881,987	-3.9%
2013	982,715	11.4%
2014	1,038,084	5.6%
2015	1,024,887	-1.3%
2016	1,042,643	1.7%
2017	1,029,066	-1.3%
2018 Actual	997,971	-3.0%
2019 Estimated	991,776	-0.6%
2020 Proposed	894,096	-9.8%
% of Funds 2020 Revenue	2.9%	

Trend Analysis

Variances in revenue collections from parks and recreation fees occur when the City implements new rates or offers additional or fewer classes, when facilities are unavailable for a period due to renovations, and with weather fluctuations for outdoor activities. This revenue generally has slow but steady growth. 2020 revenue will be impacted by the closure of the Shaw Park Ice Rink as a new all-season facility is constructed.





Municipal Court & Parking Fines

Legal Authorization

State Statute: 479.050 & 479.260
 City Ordinance: Municipal Code Chapter 7

Description

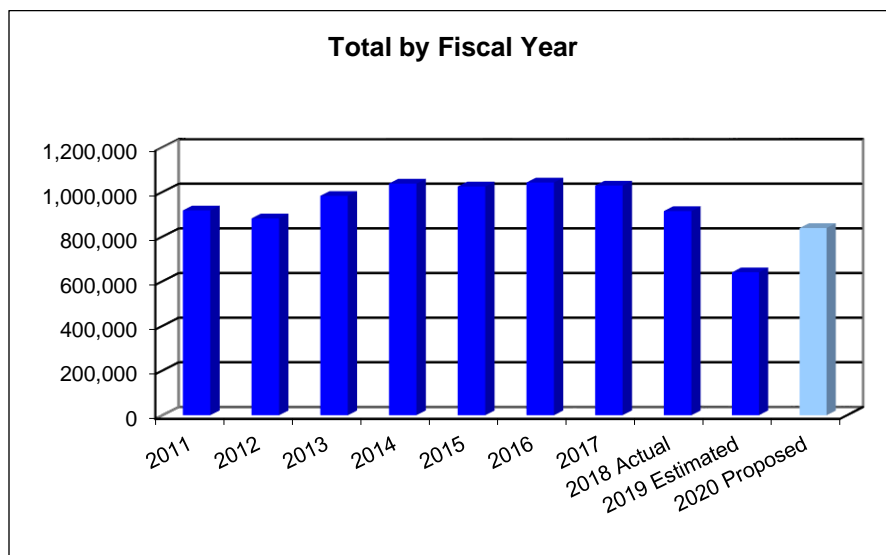
This revenue includes fines levied by the Municipal Court in the adjudication of tickets and citations issued by Clayton police officers. In addition, this revenue includes parking violations and fines issued by the parking enforcement officers.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	917,630	3.6%
2012	881,987	-3.9%
2013	982,715	11.4%
2014	1,038,084	5.6%
2015	1,024,887	-1.3%
2016	1,042,643	1.7%
2017	1,029,066	-1.3%
2018 Actual	914,697	-11.1%
2019 Estimated	640,551	-30.0%
2020 Proposed	838,700	30.9%
% of Funds 2020 Revenue	2.7%	

Trend Analysis

Revenue from this source varies depending on the number of traffic and parking violations that occur. Municipal court fines have declined over the last several years due to a lower number of violations and changes in state law and court rules. Revenue from parking violations grew when the fines and delinquent penalties were increased. Recent years has shown a reduction in fine revenue due to better parking compliance. Fiscal year 2019 had a temporary decrease in parking fines due to changes in the sending of late notices but fines are expected to increase in 2020.





Interest Income

Legal Authorization

State Statute: N/A
 City Ordinance: City Charter

Description

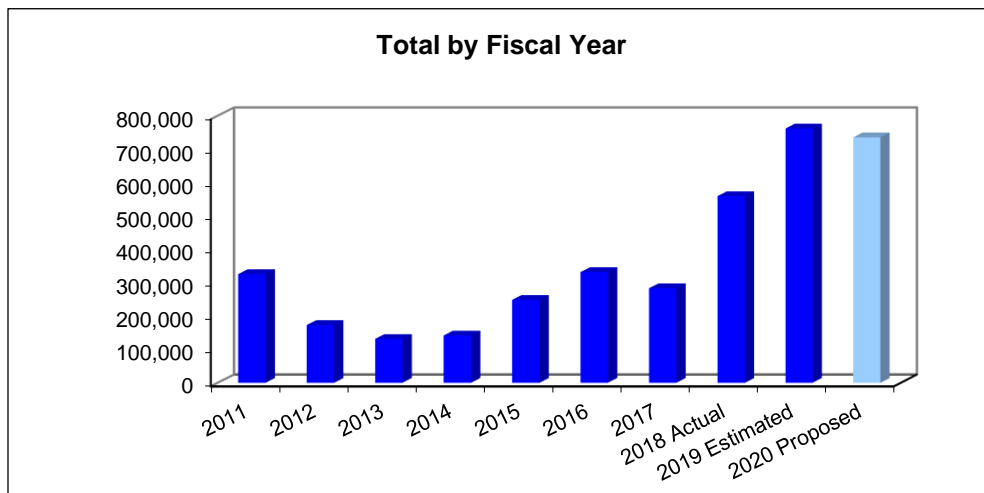
Pursuant to City policy, the City invests in approved instruments in a manner which will provide maximum security, protecting the principal as a primary goal, while meeting the daily cash flow demands of the City. Operating investments are handled internally, and earnings are distributed among all budgeted City funds.

Financial Trend

Fiscal Year	General Fund	Sewer Lateral Fund	SBD	ERF	CIP Fund	Debt Service Funds	Total All Funds	% Change from Previous Year
2011	212,601	1,921	823	15,798	34,664	59,864	325,671	-39.9%
2012	107,080	768	27	8,438	22,939	33,868	173,120	-46.8%
2013	89,830	882	217	6,604	7,442	26,404	131,379	-24.1%
2014	91,501	1,034	705	11,771	16,282	20,391	141,684	7.8%
2015	103,894	736	667	15,044	28,011	100,124	248,476	75.4%
2016	164,738	755	952	21,738	30,426	113,113	331,722	33.5%
2017	109,681	905	1,737	33,127	35,365	102,331	283,146	-14.6%
2018 Actual	298,807	1,523	3,240	80,170	73,998	101,430	559,168	97.5%
2019 Estimated	384,492	2,492	1,816	138,977	99,115	134,867	761,759	36.2%
2020 Proposed	380,647	2,552	1,780	142,337	101,161	106,713	735,190	-3.5%
% of Funds 2020 Revenue	1.2%	2.6%	0.4%	6.3%	1.2%	3.1%		

Trend Analysis

Most City investments are short-term and are often tied to the Federal Fund Rate (FFR). Interest revenue in all funds decreased in the years following the economic downturn due to low available investment rates and lower fund balances available for investment. Interest on investments has slowly increased due to improving investment rates and a new banking contract. Beginning in 2015, the City had bond funds on hand increasing the available funds for investment.





Ambulance Service Charges

Legal Authorization

State Statute: 67.300.1, 208.223.1, 190.803.1
 City Ordinance: Municipal Code Chapter 205

Description

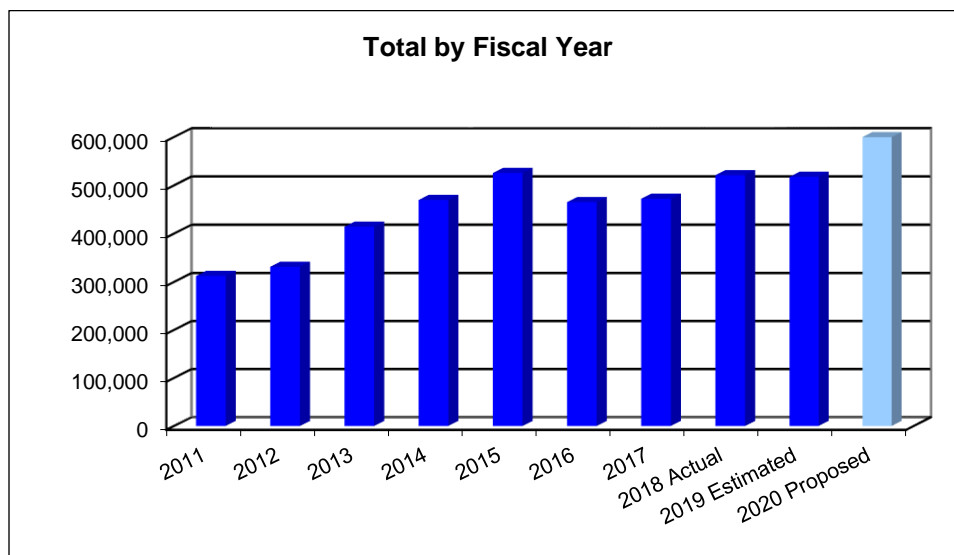
The City collects revenue for ambulance service calls. Fees are charged depending on the type of medical services that are provided on each call, along with a standard fee per mile for transportation.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	312,642	-0.6%
2012	331,481	6.0%
2013	414,483	25.0%
2014	469,936	13.4%
2015	525,786	11.9%
2016	465,468	-11.5%
2017	472,501	1.5%
2018 Actual	521,199	10.3%
2019 Estimated	517,874	-0.6%
2020 Proposed	636,410	22.9%
% of Funds 2020 Revenue	2.1%	

Trend Analysis

The level of revenue the City receives from this source depends on the demand for medical services and ambulance transportation which result in annual revenue fluctuations. A change in Medicaid funding calculations increased fees beginning in 2013. The City expects this revenue to continue increasing on an annual basis. A rate increase is reflected in the 2020 projections.





Business and Liquor License Revenue

Legal Authorization

State Statute: 94.270
 City Ordinance: Municipal Code Chapters 3 & 16

Description

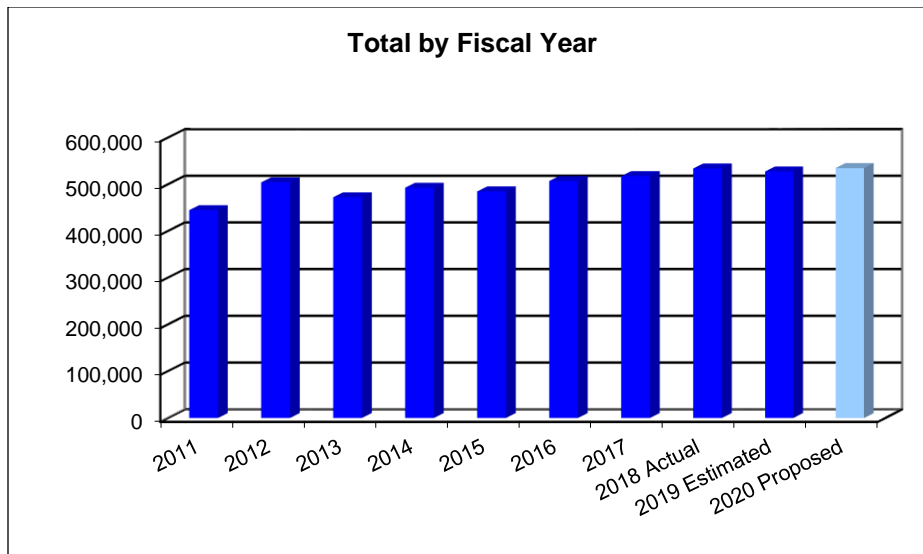
The City charges businesses located within Clayton an annual license fee based on gross sales or a set fee dependent upon license category. The City also collects a fee for liquor sales and vending machines. All fees are collected annually. The revenue from these fees is recorded in the General Fund.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	444,931	1.2%
2012	504,629	13.4%
2013	472,507	-6.4%
2014	492,992	4.3%
2015	485,121	-1.6%
2016	507,413	4.6%
2017	517,966	2.1%
2018 Actual	534,315	3.2%
2019 Estimated	527,853	-1.2%
2020 Proposed	535,113	1.4%
% of Funds 2020 Revenue	1.7%	

Trend Analysis

Change in this revenue source is based on commercial retail growth and occupancy rates. The 2012 increase in revenue was due to delinquency collection efforts which found several businesses in non-compliance. While economic development activity has fluctuated over the last several years, there is currently substantial activity which should result in small growth in 2020.





Gasoline Tax

Legal Authorization

State Statute: 142.345
 City Ordinance: Municipal Code Chapter 9

Description

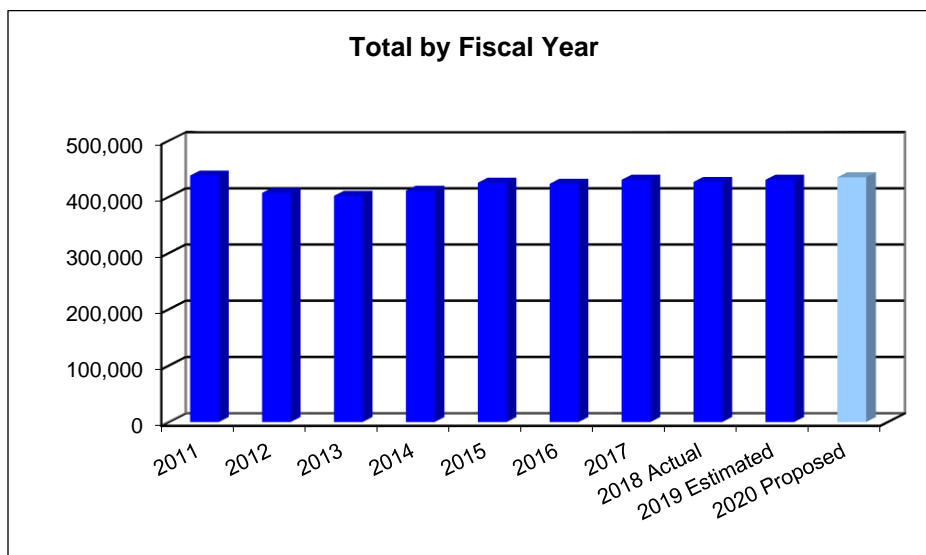
The State of Missouri imposes and collects a seventeen-cent per gallon tax on motor fuel. The state distributes the proceeds to municipalities and counties according to the ratio of the City's population to the total state population. Gasoline tax revenue must be used for road and bridge maintenance.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	438,213	-1.7%
2012	407,295	-7.1%
2013	402,208	-1.2%
2014	411,273	2.3%
2015	425,485	3.5%
2016	423,669	-0.4%
2017	430,796	1.7%
2018 Actual	426,867	-0.9%
2019 Estimated	430,840	0.9%
2020 Proposed	435,148	1.0%
% of Funds 2020 Revenue	1.4%	

Trend Analysis

Gasoline tax revenue varies directly with the number of gallons purchased. Therefore, the change in revenue is a function of usage, not of fuel price. This revenue is also based on the City's population in relation to that of the state of Missouri. Early in this decade rising prices and expanded use of alternative fuel vehicles caused revenue to decrease for several years but has risen in recent years. 2020 revenue is expected to grow slightly.





Cable Franchise Fees

Legal Authorization

State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

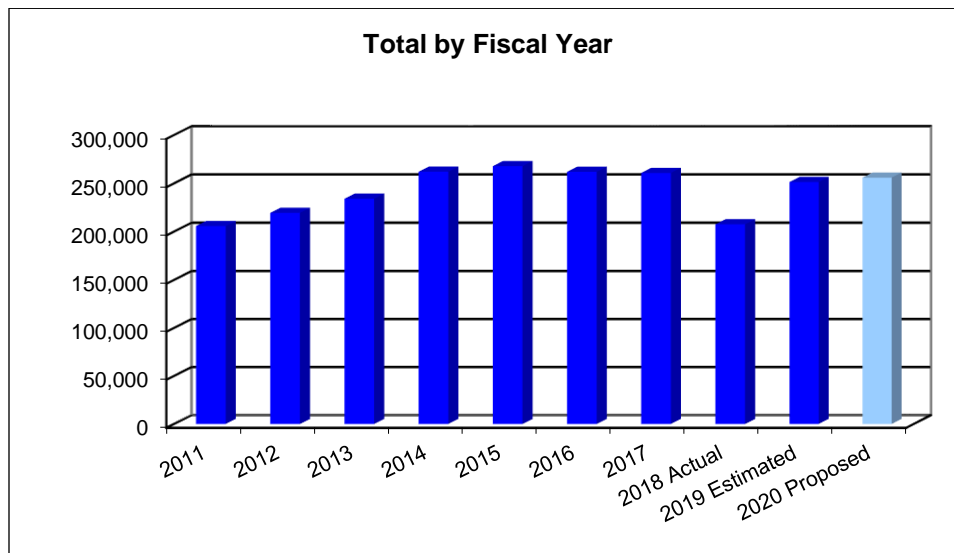
All cable companies are required to remit 5% of their gross receipts to the City within 45 days following the end of the quarter for which payment is to be made. Charter Communications and AT&T are the major providers of these services to the residents of Clayton.

Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2011	205,914	15.2%
2012	219,568	6.6%
2013	234,154	6.6%
2014	262,125	11.9%
2015	267,938	2.2%
2016	262,048	-2.2%
2017	260,866	-0.5%
2018 Actual	207,722	-20.4%
2019 Estimated	251,462	21.1%
2020 Proposed	256,000	1.8%
% of Funds 2020 Revenue	0.8%	

Trend Analysis

This revenue source is dependent on cable television usage and rates. From 2011 through 2014, this revenue source experienced significant growth. In more recent years, this growth has lessened due to changing lifestyle choices related to television service subscriptions. This revenue remains stable in 2020.





Sewer Lateral Fees

Legal Authorization

State Statute: 249.422
 City Ordinance: Municipal Code Chapter 5

Description

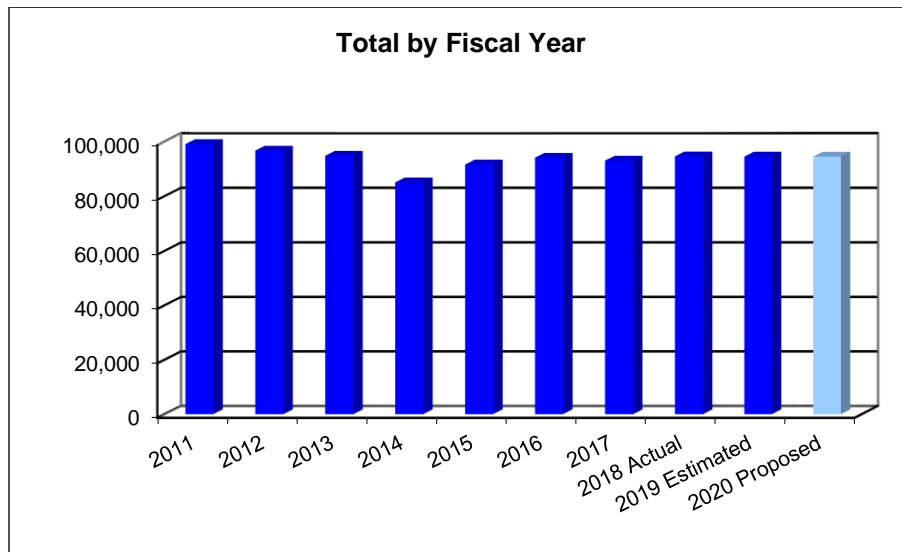
Clayton residents approved an annual fee of \$28.00 per covered property to create a fund to reimburse property owners for qualified sewer lateral repairs. These residential properties must have six or fewer dwelling units to be eligible for this program.

Financial Trend

Fiscal Year	Sewer Lateral Fund	% Change from Previous Year
2011	99,098	1.5%
2012	96,683	-2.4%
2013	94,829	-1.9%
2014	85,075	-10.3%
2015	91,617	7.7%
2016	94,107	2.7%
2017	93,013	-1.2%
2018 Actual	94,572	1.7%
2019 Estimated	94,516	-0.1%
2020 Proposed	94,488	0.0%
% of Funds 2020 Revenue	97.4%	

Trend Analysis

This revenue has fluctuated slightly in the past due to condominium associations being determined to not be eligible for the sewer lateral repair program. This resulted in fewer eligible properties and slightly lower revenue received from this source. Revenue for 2020 is projected to remain stable.





Sale of Assets

Legal Authorization

State Statute: N/A
 City Ordinance: City Charter

Description

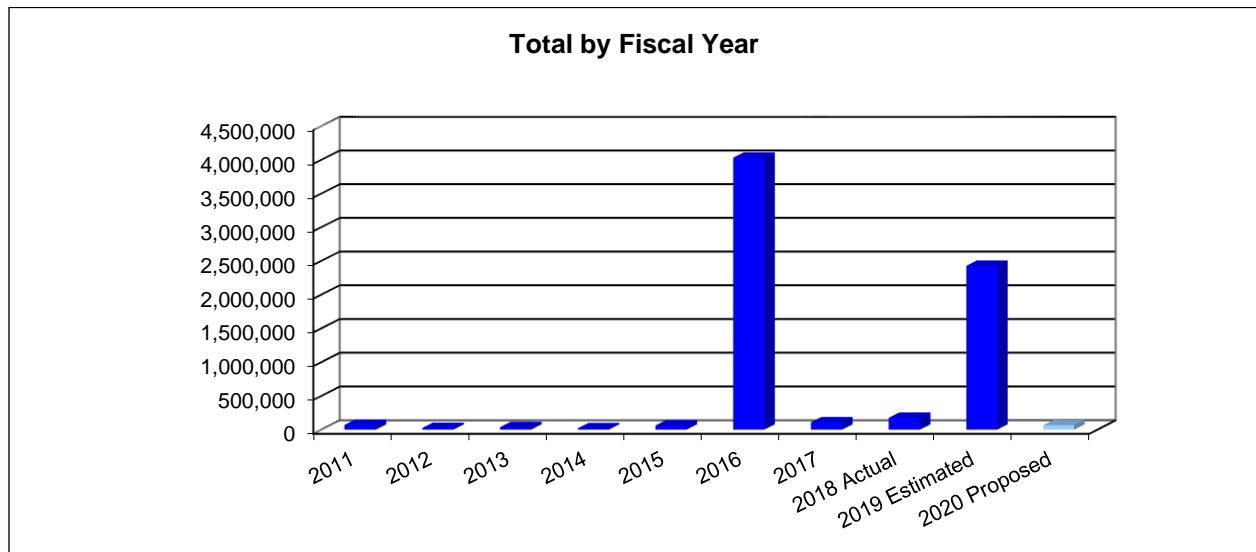
The City of Clayton routinely receives funds for the disposal of vehicles and equipment as these items are replaced. On a less routine basis, larger assets such as buildings or land are sold.

Financial Trend

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
2011	904	70,171	0	71,075	-68.9%
2012	0	26,308	0	26,308	-63.0%
2013	4,302	34,106	0	38,407	46.0%
2014	1,562	20,207	0	21,769	-43.3%
2015	547	64,108	0	64,655	197.0%
2016	25	1,776,422	2,255,783	4,032,230	6136.5%
2017	3,309	106,700	0	110,009	-97.3%
2018 Actual	1,121	175,459	0	176,580	60.5%
2019 Estimated	413	52,840	2,375,000	2,428,253	1275.2%
2020 Proposed	600	65,790	0	66,390	-97.3%
% of Funds 2020 Revenue	0.0%	2.9%	0.0%		

Trend Analysis

The Equipment Replacement fund routinely records proceeds from the sale of assets due to scheduled replacements of vehicles and equipment. The General Fund revenue records proceeds from the sale of smaller items. The Capital Improvement Fund includes this source of revenue only when large capital assets such as land or buildings are sold. In 2016, the City allocated the proceeds from the sale of land to the Capital Improvement Fund and the Equipment Replacement Fund and in 2019 the City is contracted to sell a vacated building in for development.





Personnel Full-Time Positions

PERSONNEL	2018 Budgeted	2019 Budgeted	2020 Proposed
ADMINISTRATIVE SERVICES			
<u>City Manager's Office</u>			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Assistant to the City Manager	0.50	0.50	0.50
Total City Manager's Office	2.50	2.50	2.50
<u>Economic Development</u>			
Director of Economic Development	1.00	1.00	1.00
Assistant to the City Manager	0.50	0.50	0.50
Total Economic Development	1.50	1.50	1.50
<u>Events</u>			
Events Specialist	1.00	1.00	1.00
Total Events	1.00	1.00	1.00
<u>Parking Control*</u>			
Parking Control Supervisor	-	-	1.00
Parking Ambassador	-	-	2.00
Total Parking Control	-	-	3.00
<u>Finance</u>			
Director of Finance and Administration	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Fiscal Specialist	2.00	2.00	2.00
Total Finance	6.00	6.00	6.00
<u>Human Resources</u>			
Human Resources Manager	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00
Total Human Resources	2.00	2.00	2.00
<u>Information Technology</u>			
Director of Technology Services	1.00	1.00	1.00
Technology Manager/Network Engineer	1.00	1.00	1.00
Applications Specialist	0.75	0.75	0.75
Associate Network Engineer	1.00	2.00	2.00
IT Support Specialist	2.00	3.00	3.00
Administrative Specialist I	-	0.15	0.15
Total Information Technology	5.75	7.90	7.90
<u>Municipal Court</u>			
Court Administrator	1.00	1.00	1.00
Court Assistant	2.00	2.00	2.00
Total Municipal Court	3.00	3.00	3.00
TOTAL ADMINISTRATIVE SERVICES	21.75	23.90	26.90

PERSONNEL	2018 Budgeted	2019 Budgeted	2020 Proposed
PLANNING & DEVELOPMENT SERVICES			
Director of Planning & Development	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00
Building Inspector II	1.00	1.00	1.00
Planner	1.00	1.00	1.00
Building Inspector I	3.00	3.00	3.00
Planning Technician	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
TOTAL PLANNING & DEVELOPMENT SERVICES	11.00	11.00	11.00
POLICE			
<u>Police Operations</u>			
Chief of Police	1.00	1.00	1.00
Captain	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00
Sergeant	5.00	5.00	5.00
Detective	6.00	6.00	6.00
Police Officer	33.00	33.00	33.00
Police Administrative Supervisor	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Administrative Specialist I	1.00	0.85	0.85
Prosecutor Assistant/Police Clerk	1.00	1.00	1.00
Data Analyst	1.00	1.00	1.00
Total Police Operations	55.00	54.85	54.85
<u>Parking Control *</u>			
Parking Controller	3.00	3.00	-
Total Parking Control	3.00	3.00	-
TOTAL POLICE	58.00	57.85	54.85
FIRE			
Fire Chief	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief/Shared Training Officer	1.00	1.00	1.00
Captain	6.00	6.00	6.00
Lieutenant	3.00	3.00	3.00
Firefighter/Paramedic	20.00	26.00	26.00
Firefighter/EMT	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
TOTAL FIRE	37.00	43.00	43.00

PERSONNEL	2018 Budgeted	2019 Budgeted	2020 Proposed
PUBLIC WORKS			
<u>Engineering</u>			
Director of Public Works	1.00	1.00	1.00
Assistant Director - PW, Fleet & Facilities	-	1.00	1.00
Assistant Director - PW, Eng & Operations	-	1.00	1.00
Assistant Public Works Director	1.00	-	-
Principal Civil Engineer	1.00	-	-
Civil Engineer	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Total Engineering	6.00	6.00	6.00
<u>Street Maintenance</u>			
Streets Superintendent	-	1.00	1.00
Public Works Superintendent	1.00	-	-
City Forester	1.00	1.00	2.00
Foreman I	2.00	2.00	2.00
Assistant City Forester	1.00	1.00	-
Municipal Service Worker II	2.00	2.00	2.00
Municipal Service Worker I	5.00	5.00	5.00
Total Street Maintenance	12.00	12.00	12.00
<u>Building Maintenance</u>			
Foreman I	1.00	1.00	1.00
Facility Maintenance Worker II	1.00	1.00	1.00
Facility Maintenance Worker I	1.00	1.00	1.00
Total Building Maintenance	3.00	3.00	3.00
<u>Fleet Maintenance</u>			
Foreman II	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00
Total Fleet Maintenance	3.00	3.00	3.00
<u>Parking Operations & Maintenance</u>			
Foreman II	1.00	1.00	1.00
Total Parking - Operations & Maintenance	1.00	1.00	1.00
<u>Street Lighting</u>			
Foreman I	1.00	1.00	1.00
Municipal Service Worker II	1.00	1.00	1.00
Total Street Lighting	2.00	2.00	2.00
TOTAL PUBLIC WORKS	27.00	27.00	27.00

PERSONNEL	2018 Budgeted	2019 Budgeted	2020 Proposed
PARKS & RECREATION			
<u>Recreation</u>			
Director of Parks & Recreation	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00
Recreation Supervisor - Athletics & Facilities	1.00	1.00	1.00
Community Recreation Supervisor	0.50	0.50	0.50
Community Outreach Specialist	0.50	0.50	-
Aquatics Supervisor	0.25	0.25	0.25
Inclusion Services Coordinator	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Total Recreation	6.25	6.25	5.75
<u>Park Operations</u>			
Parks Superintendent	1.00	1.00	1.00
Foreman I	1.00	1.00	1.00
Horticulturist	1.00	1.00	1.00
Field Technician	1.00	1.00	1.00
Municipal Service Worker II	1.00	1.00	1.00
Municipal Service Worker I	3.00	3.00	3.00
Total Park Operations	8.00	8.00	8.00
<u>Clayton Community Foundation</u>			
Foundation Administrator	0.50	0.50	1.00
Total Clayton Community Foundation	0.50	0.50	1.00
TOTAL PARKS & RECREATION	14.75	14.75	14.75
TOTAL FULL-TIME EMPLOYEES**	169.50	177.50	177.50

*Parking Control moved from Police to Administrative Services in 2020.

**Some positions are split between the City of Clayton and the Clayton Recreation, Sports and Wellness Commission (CRSWC). The portion related to CRSWC is not included in these schedules.



FY 2020 Full-Time Staffing Summary

Department	FY 2018	FY 2019	Positions Reduced in FY 2020	Positions Added for FY 2020	FY 2020	Variance FY 2020 vs FY 2019	
Administrative Services:							
City Manager's Office	2.5	2.5	0	0	2.5	0	
Economic Development	1.5	1.5	0	0	1.5	0	
Events	1	1	0	0	1	0	
Parking Control	0	0	0	3	3	3	a
Finance	6	6	0	0	6	0	
Human Resources	2	2	0	0	2	0	
Information Technology	5.75	8.05	0	0	8.05	0	
Municipal Court	3	3	0	0	3	0	
Planning & Development Services	11	11	0	0	11	0	
Police:							
Police Operations	55	54.7	0	0	54.7	0	
Parking Control	3	3	0	0	0	-3	a
Fire	37	43	0	0	43	0	
Public Works:							
Engineering	6	6	0	0	6	0	
Street Maintenance	12	12	0	0	12	0	
Building Maintenance	3	3	0	0	3	0	
Fleet Maintenance	3	3	0	0	3	0	
Parking Operations	1	1	0	0	1	0	
Street Lighting	2	2	0	0	2	0	
Parks & Recreation:							
Recreation	6.25	6.25	0	0	6.25	0	
Park Operations	8	8	0	0	8	0	
Clayton Community Foundation	0.5	0.5	0	0	0.5	0	
Total Full-Time Positions*	169.5	177.5	0	3	177.5	0	

Notes: Variance FY 2019 vs FY 2018

a Parking Control moved from Police to Administrative Services

**Some positions are split between the City of Clayton and the Clayton Recreation, Sports and Wellness Commission (CRSWC) and the portion related to CRSWC is not included in these schedules.*

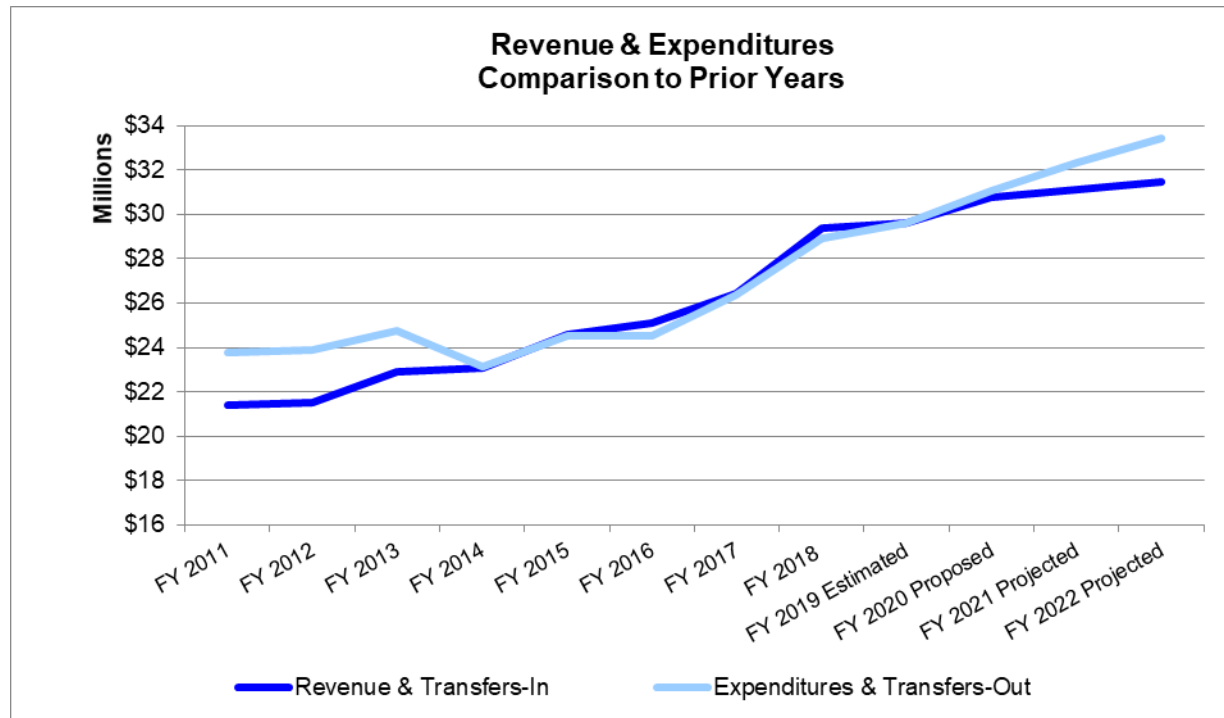


GENERAL FUND

The General Fund accounts for all revenue and expenditures associated with the traditional services provided by the Clayton City government. These services fall into the broad categories of Legislative, Administrative Services, Planning and Development, Public Safety (Police and Fire), Public Works, Parks and Recreation, and Non-Departmental (Insurance and Transfers-out to other funds).

Primary revenue sources for this fund include property taxes; sales taxes; utility gross receipts; fees; licenses; parking meter, lot and facility receipts; and other intergovernmental revenue.

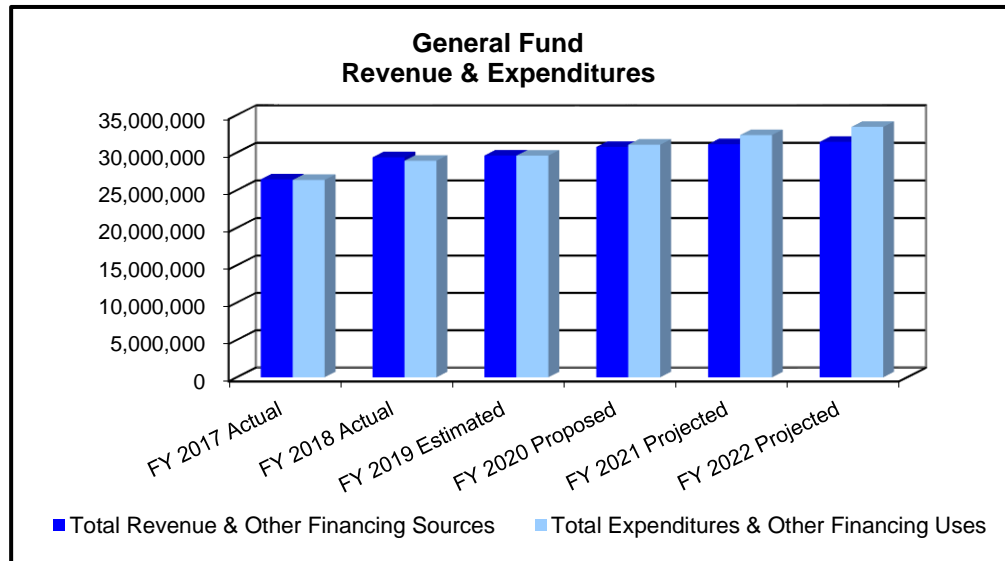
The graph below illustrates the changes in General Fund revenue & transfers-in and expenditures & transfers-out over a ten-year period, including FY 2020-2022.





General Fund Summary of Revenue and Expenditures FY 2017 - FY 2022

Fund 10	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$16,926,807	\$16,998,853	\$17,467,495	\$17,483,350	\$17,190,453	\$15,983,086
Revenue	24,975,841	27,406,013	27,066,013	27,819,055	28,076,331	28,389,636
Other Financing Sources	1,461,946	1,974,623	2,544,115	2,941,749	3,044,202	3,043,261
Total Revenue & Other Financing Sources	26,437,787	29,380,637	29,610,128	30,760,804	31,120,533	31,432,897
Expenditures	24,633,673	25,747,432	27,685,146	28,981,721	30,240,619	31,359,085
Other Financing Uses	1,732,068	3,164,563	1,909,127	2,071,980	2,087,281	2,066,393
Total Expenditures & Other Financing Uses	26,365,741	28,911,995	29,594,273	31,053,701	32,327,900	33,425,478
Surplus (Deficit)	72,046	468,642	15,855	(292,897)	(1,207,367)	(1,992,581)
Ending Fund Balance	\$16,998,853	\$17,467,495	\$17,483,350	\$17,190,453	\$15,983,086	\$13,990,505
% Fund Balance to Expenditures	69%	68%	63%	59%	53%	45%

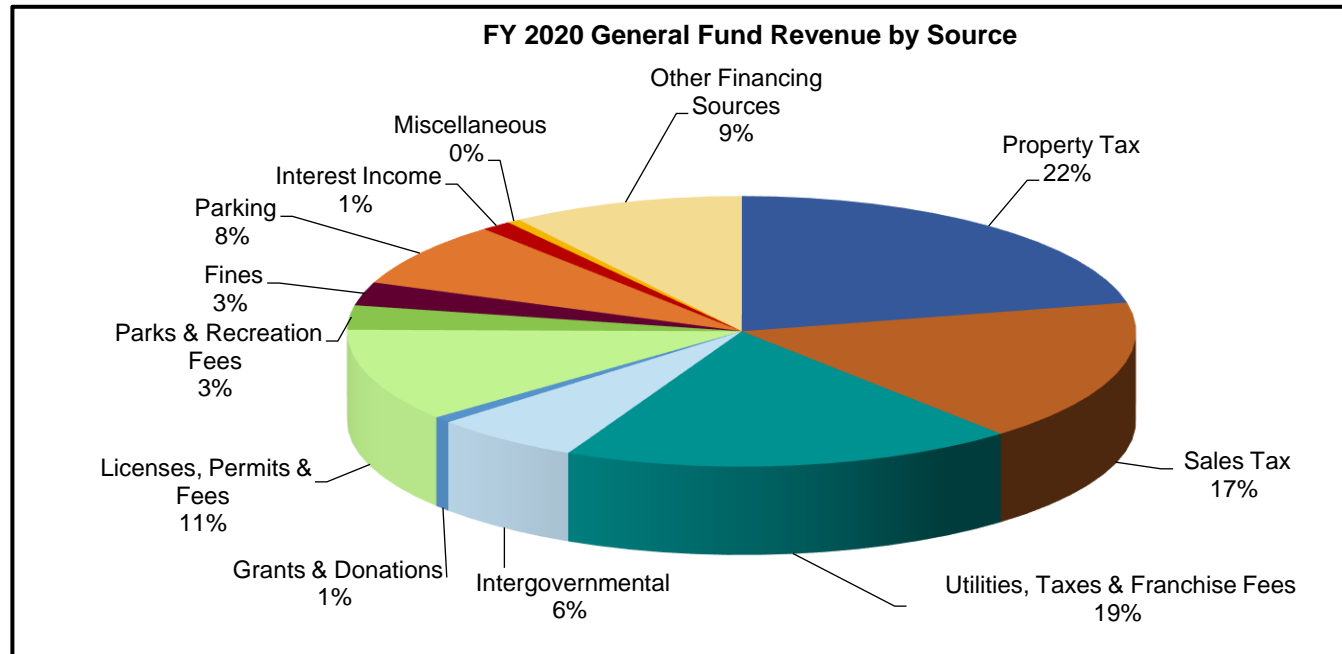


The City balanced the General Fund budget beginning in 2015 and anticipates maintaining a surplus through 2019. The City is now beginning to receive positive revenue impacts related to the substantial economic development activity occurring throughout the City. The full revenue impact from these developments will not be received until 2022 and beyond and will assist in rebalancing this fund. In 2019 a transfer-in from the Capital Improvement Fund has been added to offset operations costs in the Public Works Department & the Parks and Recreation Department.



General Fund Revenue Summary

Fund 10	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Property Tax	\$6,404,536	\$6,164,146	\$6,429,924	\$6,429,924	\$6,202,925	\$6,642,796	3%	7%	\$6,741,824	\$7,062,484
Sales Tax	4,252,769	5,105,173	5,404,565	5,404,565	5,069,381	5,241,650	-3%	3%	5,371,825	5,556,699
Utilities, Taxes & Franchise Fees	5,562,359	5,952,439	5,827,045	5,827,045	5,557,930	5,721,032	-2%	3%	5,822,474	5,910,245
Intergovernmental	1,360,019	1,565,632	1,734,798	1,734,798	1,783,728	1,870,599	8%	5%	1,928,372	2,000,619
Grants & Donations	94,742	251,812	158,825	158,825	230,013	227,688	43%	-1%	168,290	169,085
Licenses, Permits & Fees	2,773,970	3,522,070	4,105,848	4,105,848	3,733,011	3,420,522	-17%	-8%	3,190,068	2,805,205
Parks & Recreation Fees	1,050,057	997,971	1,042,564	1,042,564	991,776	894,096	-14%	-10%	1,083,388	1,117,411
Fines	902,207	942,963	941,400	941,400	660,125	859,000	-9%	30%	860,900	863,700
Parking	2,219,123	2,279,398	2,188,842	2,188,842	2,315,267	2,393,600	9%	3%	2,380,150	2,364,300
Interest Income	109,681	298,807	223,523	223,523	384,492	380,647	70%	-1%	361,615	372,463
Miscellaneous	246,379	325,601	161,600	161,600	137,365	167,425	4%	22%	167,425	167,425
Total Revenue	24,975,841	27,406,013	28,218,934	28,218,934	27,066,013	27,819,055	-1%	3%	28,076,331	28,389,636
Other Financing Sources	1,461,946	1,974,623	2,544,303	2,544,303	2,544,115	2,941,749	16%	16%	3,044,202	3,043,261
Total Revenue & Other Financing Sources	\$26,437,787	\$29,380,637	\$30,763,237	\$30,763,237	\$29,610,128	\$30,760,804	0%	-100%	\$31,120,533	\$31,432,897





General Fund - Revenue

General Fund Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Property Tax										
Real Property Tax	\$5,489,648	\$5,281,975	\$5,539,717	\$5,539,717	\$5,519,944	\$5,927,823	7%	7%	\$6,017,463	\$6,306,581
Personal Property Tax	588,222	591,539	628,965	628,965	568,014	615,701	-2%	8%	624,604	655,650
Financial Institutions Tax	296,921	259,700	230,000	230,000	91,171	75,000	-67%	-18%	75,000	75,000
Railroad & Other Utilities	29,745	30,933	31,242	31,242	23,796	24,272	-22%	2%	24,757	25,253
Total Property Tax	6,404,536	6,164,146	6,429,924	6,429,924	6,202,925	6,642,796	3%	7%	6,741,824	7,062,484
Sales Tax										
City General Sales Tax	2,823,079	2,733,710	3,092,685	3,092,685	2,675,797	2,766,758	-11%	3%	2,835,497	2,923,429
Fire Sales Tax	767,326	821,568	830,595	830,595	816,504	843,975	2%	3%	864,705	890,973
Public Safety Sales Tax	0	841,360	764,221	764,221	877,392	907,490	19%	3%	930,261	978,033
Local Option Sales Tax	662,365	708,535	717,064	717,064	699,688	723,427	1%	3%	741,362	764,264
Total Sales Tax	4,252,769	5,105,173	5,404,565	5,404,565	5,069,381	5,241,650	-3%	3%	5,371,825	5,556,699
Utilities Taxes & Franchise Fees										
Electric	2,662,297	3,004,440	2,768,150	2,768,150	2,706,257	2,796,500	1%	3%	2,851,708	2,888,951
Gas	656,203	739,116	711,423	711,423	739,567	754,989	6%	2%	765,356	777,028
Water	354,063	394,589	392,490	392,490	449,819	462,828	18%	3%	473,454	484,878
Telephone	1,628,930	1,606,573	1,698,982	1,698,982	1,410,825	1,450,715	-15%	3%	1,478,956	1,510,388
Cable Franchise Fees	260,866	207,722	256,000	256,000	251,462	256,000	0%	2%	253,000	249,000
Total Utilities Taxes & Franchise Fees	5,562,359	5,952,439	5,827,045	5,827,045	5,557,930	5,721,032	-2%	3%	5,822,474	5,910,245
Intergovernmental										
Gas Tax	430,796	426,867	428,017	428,017	430,840	435,148	2%	1%	439,500	452,685
Cigarette Tax	100,488	100,599	100,500	100,500	100,599	100,500	0%	0%	100,500	103,515
Vehicle Fees	208,386	218,205	210,000	210,000	210,184	214,755	2%	2%	216,903	219,072
Other Intergovernmental	3,727	4,210	6,200	6,200	5,119	5,500	-11%	7%	6,200	6,200
Staff Reimbursements	616,622	815,751	990,081	990,081	1,036,986	1,114,696	13%	7%	1,165,269	1,219,147
Total Intergovernmental	1,360,019	1,565,632	1,734,798	1,734,798	1,783,728	1,870,599	8%	5%	1,928,372	2,000,619
Grants & Donations										
Federal Grants	11,528	16,567	7,825	7,825	8,727	66,550	750%	663%	9,500	9,500
State & Local Grants	6,400	9,736	5,000	5,000	0	5,000	0%	100%	5,000	5,000
Donations	76,814	225,509	146,000	146,000	221,286	156,138	7%	-29%	153,790	154,585
Total Grants & Donations	94,742	251,812	158,825	158,825	230,013	227,688	43%	-1%	168,290	169,085
Licenses, Permits, & Fees										
Business Licenses	475,143	490,420	479,995	479,995	482,800	489,963	2%	1%	497,191	504,527
Liquor Licenses	42,023	43,295	44,250	44,250	44,253	44,350	0%	0%	45,300	46,300
Other Licenses	6,200	6,270	5,700	5,700	6,415	5,800	2%	-10%	5,000	5,300
Building Permits	1,161,582	1,828,243	2,411,224	2,411,224	1,932,976	1,599,827	-34%	-17%	1,299,275	873,681
Planning & Zoning Permits & Fees	127,487	151,339	124,150	124,150	136,865	131,375	6%	-4%	114,200	120,500
Degradation Fees	24,016	17,458	15,000	15,000	134,036	20,000	33%	-85%	12,000	8,000
Other Permits	73,455	79,152	112,450	112,450	72,402	78,650	-30%	9%	68,650	68,650
Service Fees	864,064	905,895	913,079	913,079	923,264	1,050,557	15%	14%	1,148,452	1,178,247
Total Licenses, Permits & Fees	2,773,970	3,522,070	4,105,848	4,105,848	3,733,011	3,420,522	-17%	-8%	3,190,068	2,805,205
Parks & Recreation Fees										
Aquatics	394,810	334,502	358,920	358,920	323,807	339,978	-5%	5%	349,929	360,552
Ice Rink	103,458	115,058	123,008	123,008	121,053	0	-100%	-100%	155,850	161,950
Tennis	48,624	50,197	58,611	58,611	53,275	56,774	-3%	7%	57,717	57,917
Sports	296,958	304,043	298,725	298,725	300,369	300,369	1%	0%	309,892	313,892
Other Parks & Recreation Fees	206,207	194,170	203,300	203,300	193,272	196,975	-3%	2%	210,000	223,100
Total Parks & Recreation Fees	1,050,057	997,971	1,042,564	1,042,564	991,776	894,096	-14%	-10%	1,083,388	1,117,411

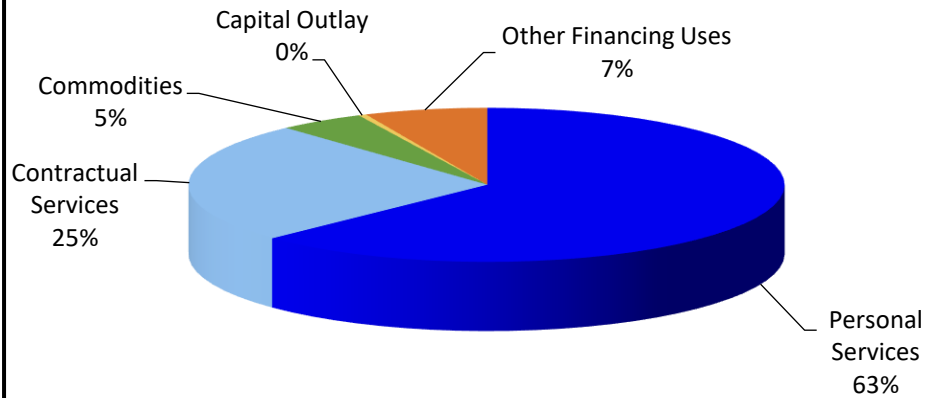
General Fund Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Fines										
Parking Fines	728,656	749,387	780,000	780,000	516,758	700,000	-10%	35%	700,000	700,000
Municipal Court Fines	136,299	146,409	130,000	130,000	111,318	125,000	-4%	12%	125,000	125,000
Court Costs	22,903	21,467	17,900	17,900	14,349	16,000	-11%	12%	17,900	20,700
False Alarms	14,350	25,700	13,500	13,500	17,700	18,000	33%	2%	18,000	18,000
Total Fines	902,207	942,963	941,400	941,400	660,125	859,000	-9%	30%	860,900	863,700
Parking										
Parking Meters & Garages	1,938,772	2,039,095	1,978,842	1,978,842	2,071,183	2,124,600	7%	3%	2,135,150	2,146,300
Parking Agreements	91,800	103,674	80,000	80,000	103,674	139,000	74%	34%	145,000	148,000
Parking Space Rentals	188,552	136,630	130,000	130,000	140,410	130,000	0%	-7%	100,000	70,000
Total Parking	2,219,123	2,279,398	2,188,842	2,188,842	2,315,267	2,393,600	9%	3%	2,380,150	2,364,300
Interest Income										
Interest on Investments	109,681	298,807	223,523	223,523	384,492	380,647	70%	-1%	361,615	372,463
Total Interest Income	109,681	298,807	223,523	223,523	384,492	380,647	70%	-1%	361,615	372,463
Miscellaneous										
Events	9,790	12,182	24,500	24,500	13,175	31,925	30%	142%	31,925	31,925
Property Leases	46,900	24,000	0	0	0	0	0%	0%	0	0
Other Income	189,689	289,419	137,100	137,100	124,190	135,500	-1%	9%	135,500	135,500
Total Miscellaneous	246,379	325,601	161,600	161,600	137,365	167,425	4%	22%	167,425	167,425
Total Revenue	24,975,841	27,406,013	28,218,934	28,218,934	27,066,013	27,819,055	-1%	3%	28,076,331	28,389,636
Other Financing Sources										
Sale of Assets General	3,309	1,121	600	600	413	600	0%	45%	600	600
Transfers-In	1,458,637	1,973,502	2,543,703	2,543,703	2,543,702	2,941,149	16%	16%	3,043,602	3,042,661
Total Other Financing Sources	1,461,946	1,974,623	2,544,303	2,544,303	2,544,115	2,941,749	16%	16%	3,044,202	3,043,261
Total Revenue & Other Financing Sources	\$26,437,787	\$29,380,637	\$30,763,237	\$30,763,237	\$29,610,128	\$30,760,804	0%	4%	\$31,120,533	\$31,432,897



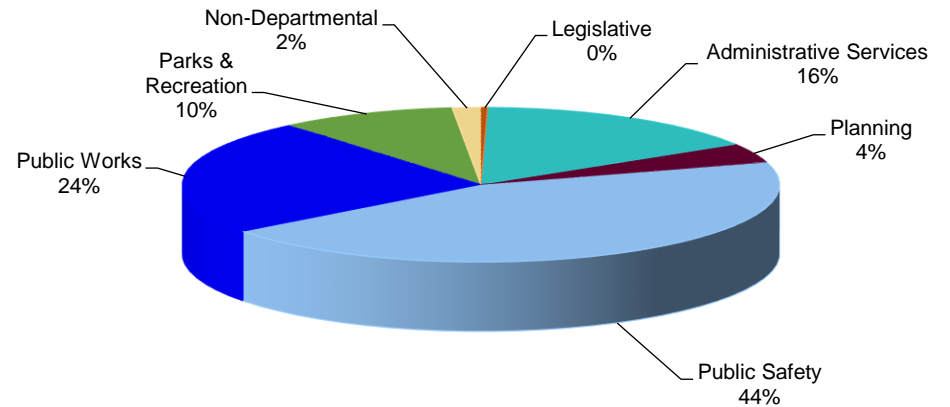
General Fund Expenditures Summary - By Category

Fund 10	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$16,777,475	\$17,392,219	\$18,933,948	\$18,867,547	\$18,592,630	\$19,492,956	3%	5%	\$20,511,766	\$21,417,902
Contractual Services	6,393,024	6,962,644	7,851,058	7,839,058	7,522,620	7,903,777	1%	5%	8,193,910	8,358,670
Commodities	1,144,885	1,135,912	1,488,917	1,471,267	1,478,446	1,452,138	-2%	-2%	1,474,543	1,518,653
Capital Outlay	87,481	122,019	137,300	166,950	91,450	132,850	-3%	45%	60,400	63,860
Debt Service	230,808	134,638	0	0	0	0	0%	0%	0	0
Total Expenditures	24,633,673	25,747,432	28,411,223	28,344,822	27,685,146	28,981,721	2%	5%	30,240,619	31,359,085
Other Financing Uses	1,732,068	3,164,563	2,079,127	2,079,127	1,909,127	2,071,980	0%	9%	2,087,281	2,066,393
Total Expenditures and Other Financing Uses	\$26,365,741	\$28,911,995	\$30,490,350	\$30,423,949	\$29,594,273	\$31,053,701	2%	5%	\$32,327,900	\$33,425,478

FY 2020 General Fund Expenditures by Category



FY 2020 General Fund Expenditures by Department





General Fund Expenditures Summary - By Program

General Fund Expenditures - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Mayor & Board of Aldermen	\$89,243	\$86,007	\$126,821	\$126,821	\$110,900	\$110,472	-13%	0%	\$113,165	\$116,596
City Manager	561,624	686,697	891,321	887,307	792,893	812,839	-9%	3%	725,304	749,931
Economic Development	216,214	211,653	313,343	311,172	293,766	265,004	-15%	-10%	319,363	319,495
Events	321,831	297,287	349,877	349,172	331,260	334,822	-4%	1%	347,960	354,719
Parking Control - Admin	0	0	0	0	0	260,832	100%	100%	271,309	290,198
Finance	715,896	695,675	762,027	755,908	729,685	749,129	-2%	3%	791,923	798,372
Human Resources	207,374	247,388	319,622	318,093	263,013	313,402	-2%	19%	302,120	314,556
Information Technology	1,109,839	1,230,615	1,729,167	1,723,337	1,496,473	1,752,868	1%	17%	1,766,535	1,829,416
Municipal Court	388,646	486,129	488,493	486,282	412,897	453,354	-7%	10%	469,046	483,842
Planning & Development	1,072,346	1,058,977	1,147,154	1,136,995	1,059,765	1,263,698	10%	19%	1,266,225	1,288,566
Police	6,416,112	6,785,119	7,042,831	7,038,300	7,009,017	7,235,992	3%	3%	7,606,953	7,900,379
Parking Control - Police	229,950	223,486	247,072	245,162	249,892	0	-100%	-100%	0	0
Fire	5,285,782	5,439,767	6,157,728	6,156,944	6,160,063	6,521,049	6%	6%	6,812,188	7,006,262
Engineering	2,571,388	2,557,621	2,765,966	2,758,830	2,735,787	2,875,214	4%	5%	3,095,372	3,183,611
Street Maintenance	1,516,546	1,593,682	1,849,596	1,840,390	1,814,606	1,891,826	2%	4%	1,930,378	1,991,753
Building Maintenance	750,497	868,571	876,211	874,089	886,994	906,332	3%	2%	920,755	957,542
Fleet Maintenance	567,968	553,093	635,746	633,088	622,373	654,366	3%	5%	679,496	700,755
Parking Operations & Maintenance	800,807	773,968	698,865	697,919	730,938	725,269	4%	-1%	709,223	739,105
Street Lighting	374,741	522,628	474,732	473,362	463,023	488,880	3%	6%	506,625	528,417
Parks & Recreation Administration	652,355	699,294	724,873	718,710	704,768	694,318	-4%	-1%	707,970	736,630
Shaw Park Aquatic Center	353,528	481,752	398,349	398,349	404,806	416,465	5%	3%	433,061	456,682
Ice Rink	95,368	108,039	132,247	142,247	126,140	39,815	-70%	-68%	180,351	225,433
Tennis Center	24,004	40,066	44,765	44,765	44,765	45,386	1%	1%	45,336	45,386
Sports Programs	159,246	156,883	174,897	174,897	176,442	177,766	2%	1%	184,864	189,644
Park Operations	1,049,304	1,320,673	1,444,124	1,437,708	1,443,584	1,480,392	3%	3%	1,549,037	1,608,591
Clayton Community Foundation	50,045	56,196	60,968	60,547	58,710	106,313	74%	81%	110,580	115,131
Insurance	447,894	430,727	463,555	463,555	471,713	477,898	3%	1%	482,761	494,466
Total Expenditures	26,028,548	27,611,995	30,320,350	30,253,949	29,594,273	31,053,701	2%	5%	32,327,900	33,425,478
Other Financing Uses										
Transfers-Out	337,193	1,300,000	0	0	0	0	0%	0%	0	0
Total Other Financing Uses	337,193	1,300,000	0	0	0	0	0%	0%	0	0
Total General Fund Expenditures & Other Financing Uses	\$26,365,741	\$28,911,995	\$30,320,350	\$30,253,949	\$29,594,273	\$31,053,701	2%	5%	\$32,327,900	\$33,425,478

*Transfers out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.



General Fund Expenditures Summary - By Type

General Fund Expenditures - By Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$11,208,319	\$11,609,214	\$12,848,106	\$12,806,706	\$12,543,330	\$13,225,226	3%	5%	\$13,874,235	\$14,429,606
Salaries - Part-Time	256,523	272,881	296,428	337,828	336,144	336,938	14%	0%	391,238	400,987
Overtime	617,590	618,227	574,756	584,756	672,907	623,382	8%	-7%	653,485	682,327
Other Compensation	156,329	169,232	192,907	189,740	178,658	199,546	3%	12%	204,907	208,125
Social Security & Medicare	891,888	928,464	1,049,904	1,053,071	1,017,814	1,108,723	6%	9%	1,156,436	1,202,081
Medical Benefits	1,422,840	1,446,093	1,629,266	1,629,266	1,585,407	1,653,711	2%	4%	1,766,086	1,903,507
Pension Benefits	1,546,394	1,628,196	1,624,234	1,547,833	1,550,664	1,594,332	-2%	3%	1,672,657	1,756,221
Other Fringe Benefits	677,593	719,912	718,347	718,347	707,706	751,098	5%	6%	792,722	835,048
Total Personal Services	16,777,475	17,392,219	18,933,948	18,867,547	18,592,630	19,492,956	3%	5%	20,511,766	21,417,902
Contractual Services										
Postage	26,274	32,082	31,305	31,305	32,630	32,847	5%	1%	31,583	32,008
Utilities	741,653	1,005,459	898,590	914,750	882,906	917,200	2%	4%	969,729	1,012,378
Travel & Training	179,801	176,805	337,512	318,847	258,669	323,439	-4%	25%	315,297	317,820
Printing & Photography	36,772	32,210	57,933	57,933	54,581	58,268	1%	7%	62,752	63,889
Dues & Memberships	36,252	40,769	45,530	45,530	43,828	49,844	9%	14%	50,117	51,552
Advertising	20,139	22,731	31,150	31,150	25,800	27,773	-11%	8%	31,813	31,860
Maintenance & Repair	357,205	300,657	482,848	491,513	472,461	426,131	-12%	-10%	485,066	516,120
Professional Services	88,899	165,397	230,877	230,877	222,867	427,595	85%	92%	313,100	274,181
Legal Services	113,287	173,472	239,846	239,846	193,346	244,150	2%	26%	213,254	218,353
Service Contracts	2,025,937	2,265,274	2,540,299	2,524,299	2,314,281	2,265,677	-11%	-2%	2,409,298	2,447,160
Medical Services	22,865	21,994	48,950	48,950	40,237	37,740	-23%	-6%	39,733	40,328
Banking and Credit Card Fees	170,874	205,328	195,332	195,332	222,696	204,681	5%	-8%	215,059	225,686
Rentals	32,055	34,327	34,751	34,751	29,040	29,670	-15%	2%	36,537	37,238
Education Benefits	21,533	30,762	29,375	29,375	48,774	49,750	69%	2%	50,744	51,759
Waste and Recycling	1,882,383	1,844,960	1,975,718	1,973,558	1,973,558	2,095,350	6%	6%	2,245,201	2,301,206
Events	178,738	163,348	183,337	183,337	222,875	218,164	19%	-2%	224,466	225,466
Employee Relations	23,464	26,092	37,150	37,150	32,558	38,100	3%	17%	38,100	38,100
Insurance	434,894	420,977	450,555	450,555	451,513	457,398	2%	1%	462,061	473,566
Total Contractual Services	6,393,024	6,962,644	7,851,058	7,839,058	7,522,620	7,903,777	1%	5%	8,193,910	8,358,670
Commodities										
Office Supplies	78,525	70,593	78,339	78,339	77,640	78,595	0%	1%	83,210	84,277
Minor Supplies and Equipment	25,536	15,352	25,210	25,210	24,910	28,229	12%	13%	28,825	29,309
Agriculture Supplies General	35,657	59,058	69,860	69,860	67,500	84,000	20%	24%	75,400	77,700
Medical Supplies	38,129	33,312	42,379	42,379	42,279	46,610	10%	10%	47,155	47,305
Snow and Ice Control Materials	40,291	11,050	60,750	31,100	60,750	66,000	9%	9%	50,000	50,000
Recreation Supplies	57,654	27,565	34,880	34,880	34,880	34,722	0%	0%	35,722	35,722
Construction Materials	17,195	31,055	52,449	52,449	52,009	45,736	-13%	-12%	46,225	46,240
Traffic Supplies	41,638	24,552	25,340	25,340	23,240	62,988	149%	171%	60,975	62,485
Parking Supplies Meters	0	7,682	8,200	8,200	8,200	23,585	188%	188%	18,035	24,300
Vehicle Parts	114,481	93,300	120,000	120,000	120,000	120,000	0%	0%	122,400	125,000
Fuel and Lubricants	131,707	150,507	157,500	157,500	157,500	165,400	5%	5%	173,700	182,400
Other Supplies and Materials	425,146	462,494	568,238	579,338	559,408	504,837	-11%	-10%	521,814	556,673
Uniforms and Clothing	93,064	104,509	192,437	192,437	193,323	130,856	-32%	-32%	148,455	134,622
Meetings and Receptions	45,861	44,886	53,335	54,235	56,807	60,580	14%	7%	62,627	62,620
Total Commodities	1,144,885	1,135,912	1,488,917	1,471,267	1,478,446	1,452,138	-2%	-2%	1,474,543	1,518,653

General Fund Expenditures - By Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Capital Outlay										
Equipment	10,312	47,151	124,500	154,150	78,650	5,600	-96%	-93%	0	6,200
Technology Projects	0	0	5,800	5,800	5,800	80,000	1279%	1279%	0	0
Roadways and Parking Lots	39,567	0	3,000	3,000	3,000	42,250	1308%	1308%	55,400	52,660
Facility Improvements	37,602	74,868	4,000	4,000	4,000	5,000	25%	25%	5,000	5,000
Total Capital Outlay	87,481	122,019	137,300	166,950	91,450	132,850	-3%	45%	60,400	63,860
Debt Service										
Debt Service Principal	218,214	132,419	0	0	0	0	0%	0%	0	0
Debt Service Interest	12,594	2,219	0	0	0	0	0%	0%	0	0
Total Debt Service	230,808	134,638	0	0	0	0	0%	0%	0	0
Total Expenditures	24,633,673	25,747,432	28,411,223	28,344,822	27,685,146	28,981,721	2%	5%	30,240,619	31,359,085
Other Financing Uses										
Transfers-Out	1,732,068	3,164,563	2,079,127	2,079,127	1,909,127	2,071,980	0%	9%	2,087,281	2,066,393
Total Other Financing Uses	1,732,068	3,164,563	2,079,127	2,079,127	1,909,127	2,071,980	0%	9%	2,087,281	2,066,393
Total General Fund Expenditures and Other Financing Uses	\$26,365,741	\$28,911,995	\$30,490,350	\$30,423,949	\$29,594,273	\$31,053,701	2%	5%	\$32,327,900	\$33,425,478



LEGISLATIVE

Mission

Clayton's mission is to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions, and a healthy, natural environment through an open, accessible and fiscally-responsible government.

Description

The legislative powers of the City Government are vested in Clayton's elected officials, which include the Mayor, who is elected at-large for a three-year term, and six Aldermen, who are elected from the City's three wards on a staggered three-year term basis. The Mayor and Board of Aldermen represent Clayton's various constituencies in establishing municipal policies and priorities and are assisted by the City Administration and various advisory boards and commissions.

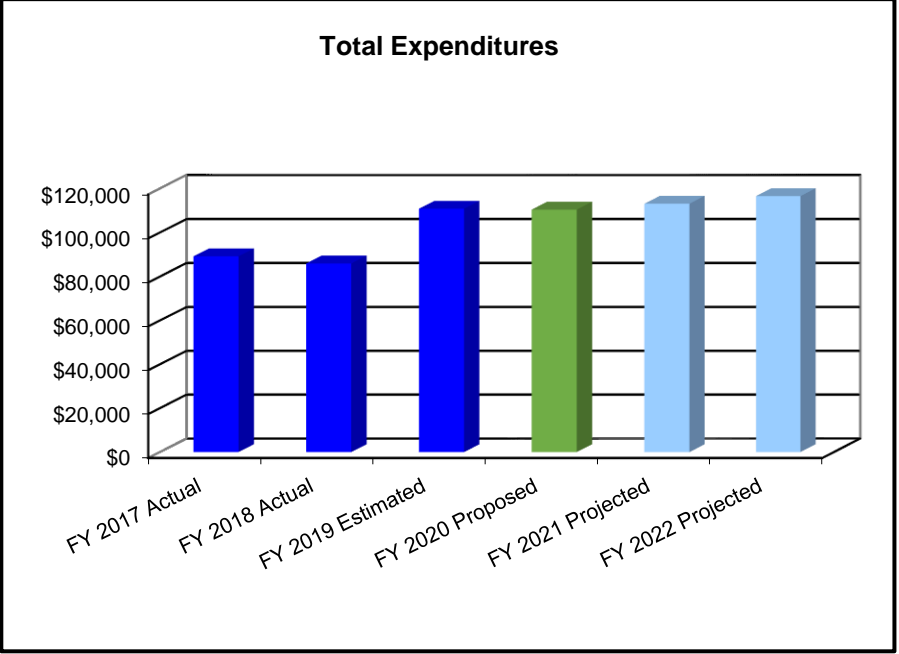
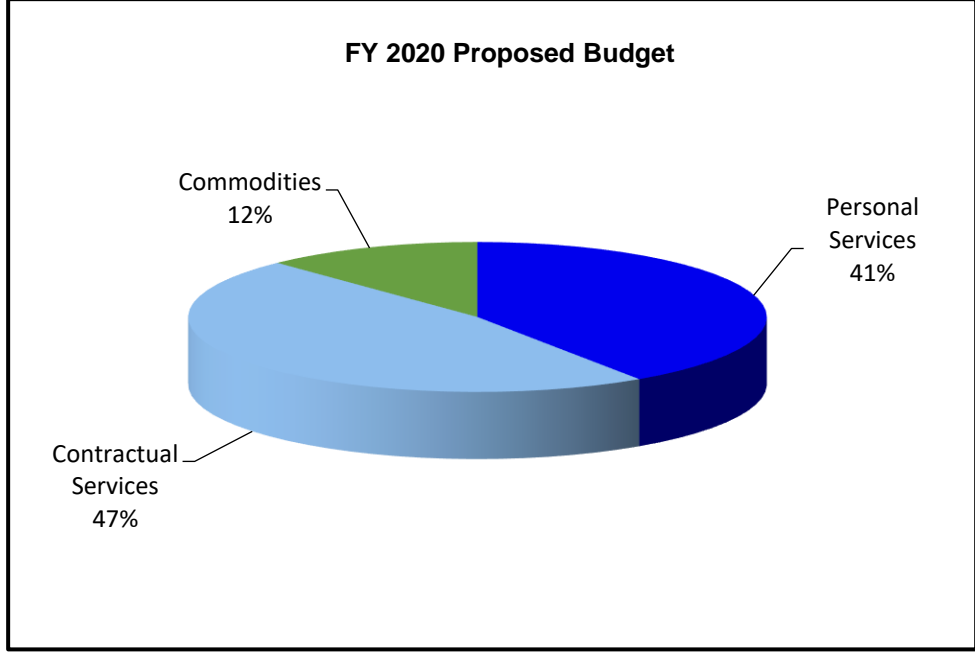


Summary of Expenditures by Category

Department: Legislative Fund: General

Category: All

Legislative - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$32,845	\$31,746	\$44,802	\$44,802	\$35,163	\$44,802	0%	27%	\$46,593	\$48,456
Contractual Services	45,768	45,518	72,369	72,369	57,584	52,220	-28%	-9%	52,612	53,690
Commodities	10,630	8,743	9,650	9,650	18,153	13,450	39%	-26%	13,960	14,450
Total Expenditures	\$89,243	\$86,007	\$126,821	\$126,821	\$110,900	\$110,472	-13%	0%	\$113,165	\$116,596





General Fund - Mayor & Board of Aldermen

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Part-Time	\$30,287	\$29,264	\$41,400	\$41,400	\$32,700	\$41,400	0%	27%	\$43,056	\$44,778
Social Security & Medicare	2,317	2,239	3,167	3,167	2,210	3,167	0%	43%	3,294	3,426
Other Fringe Benefits	241	243	235	235	253	235	0%	-7%	243	252
Total Personal Services	32,845	31,746	44,802	44,802	35,163	44,802	0%	27%	46,593	48,456
Contractual Services										
Postage	199	1,306	202	202	284	323	60%	14%	277	277
Utilities	5,301	5,541	5,960	5,960	3,800	5,946	0%	56%	6,124	6,308
Travel & Training	2,615	4,353	4,200	4,200	3,200	4,878	16%	52%	5,024	5,175
Printing & Photography	297	588	3,600	3,600	3,850	800	-78%	-79%	824	850
Dues & Memberships	9,949	10,049	10,055	10,055	10,000	10,200	1%	2%	10,500	10,820
Advertising	973	1,571	1,300	1,300	1,250	1,323	2%	6%	1,363	1,410
Professional Services	21,261	18,083	41,652	41,652	31,100	22,000	-47%	-29%	22,000	22,300
Service Contracts	5,175	4,027	5,400	5,400	4,100	6,750	25%	65%	6,500	6,550
Total Contractual Services	45,768	45,518	72,369	72,369	57,584	52,220	-28%	-9%	52,612	53,690
Commodities										
Office Supplies	1,153	785	600	600	4,820	720	20%	-85%	900	1,050
Other Supplies and Materials	824	885	2,000	2,000	5,250	3,450	73%	-34%	3,500	3,550
Meetings and Receptions	8,653	7,072	7,050	7,050	8,083	9,280	32%	15%	9,560	9,850
Total Commodities	10,630	8,743	9,650	9,650	18,153	13,450	39%	-26%	13,960	14,450
Total Expenditures	\$89,243	\$86,007	\$126,821	\$126,821	\$110,900	\$110,472	-13%	0%	\$113,165	\$116,596



ADMINISTRATIVE SERVICES

Funded Staffing	2018	2019	2020
<u>City Manager's Office</u>			
City Manager	1	1	1
City Clerk	1	1	1
Assistant to the City Manager	0.5	0.5	0.5
Total City Manager's Office	2.5	2.5	2.5
<u>Economic Development</u>			
Director of Economic Development	1	1	1
Assistant to the City Manager	0.5	0.5	0.5
Total Economic Development	1.5	1.5	1.5
<u>Events</u>			
Events Specialist	1	1	1
Total Events	1	1	1
<u>Parking Control</u>			
Parking Control Supervisor	0	0	1
Parking Ambassador	0	0	2
Total Parking Control	0	0	3
<u>Finance</u>			
Director of Finance & Administration	1	1	1
Assistant Finance Director	1	1	1
Accountant	2	2	2
Fiscal Specialist	2	2	2
Total Finance	6	6	6
<u>Human Resources</u>			
Human Resources Manager	1	1	1
Human Resources Assistant	0	1	1
Administrative Specialist I	1	0	0
Total Human Resources	2	2	2
<u>Information Technology</u>			
Director of Technology Services	1	1	1
Technology Manager/Network Engineer	1	1	1
Applications Specialist	0.75	0.75	0.75
Associate Network Engineer	1	2	2
IT Support Specialist	2	3	3
Administrative Specialist I	0	0.15	0.15
Total Information Technology	5.75	7.9	7.9
<u>Municipal Court</u>			
Court Administrator	1	1	1
Court Assistant	1	2	2
Total Municipal Court	3	3	3
Total Administrative Services	21.75	23.9	26.9

Mission

Provide professional leadership in the administration and execution of policies and objectives developed by the Board of Aldermen; assist the Board in achieving the goals and objectives set forth for the City of Clayton through the identification of priorities and establishment of management procedures that develop and effectively utilize City resources; encourage economic growth throughout the community by strengthening the City's competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life; and foster community pride in the City government through excellent customer service while providing timely, accurate and transparent financial information and planning, human resources, and technology support.

Programs

The Department of Administrative Services is divided into seven program areas: City Manager's Office, Economic Development, Events, Finance, Human Resources, Information Technology, and Municipal Court.

Description

City Manager's Office

Since 1957 the City of Clayton has operated under the Council-Manager form of government whereby the Mayor and Board of Aldermen appoint a full-time, professionally-trained municipal manager who is responsible for the day-to-day operations of the City's government. In addition to the City Manager, the City Clerk is appointed by the Mayor and Aldermen and serves as secretariat to the Board.

The City Manager is the Chief Executive and Administrative Officer of the City, with the responsibility of advising the City's elected officials on policy matters, appointing and supervising the employees of the City, recommending an annual budget, managing communications, and enforcing all applicable laws and policies in accordance with direction provided by the Mayor and Board of Aldermen. The City Clerk maintains the official records of the City, coordinates the preparation of Board meeting agendas, and assists with other responsibilities as needed.

Economic Development, Events and Parking Control

The Economic Development program is responsible for strengthening and expanding Clayton's economy. The Events program is responsible for place-making by producing special events. These two programs often overlap when events highlight Clayton businesses. Beginning in FY 2020, Parking

Control is positioned under Economic Development and helps with enforcement related to the provision of parking around Clayton businesses.

Finance

The Finance program is responsible for the coordination and monitoring of all fiscal matters concerning the City. In particular, the program is responsible for collection of revenues and payment of expenditures; analyzing and monitoring investments; developing the annual operating budget; purchasing; providing the Board of Aldermen and City Manager with short- and long-term financial forecasts as well as advising both on the financial affairs of the City; advising the pension boards on financial matters; and preparation of the Comprehensive Annual Financial Report and coordination of an annual independent audit.

Human Resources

Human Resources is responsible for administering various employee benefits and wellness programs provided by the City; assisting departments with recruiting, hiring and discipline guidance; employee training and engagement; payroll; and various employment reporting requirements.

Information Technology

Information Technology provides technology design and selection, technical support and training, systems management and administration, technology acquisition, the review and development of IT policies and procedures, and strategic planning services. Four positions were added in this work group over a two-year period when the City entered into agreements to provide technology services to the City of Brentwood and the City of Richmond Heights. The agreements reimburse the City for a portion of the personnel and related costs of this program.

Municipal Court

Municipal Court is responsible for court cases and parking ticket data; receiving and processing payment of court fines, parking violations and bonds; communicating with defendants, attorneys, the City's Prosecuting Attorney; processing warrants; and distributing residential parking permits.

Goal

- Maintain a highly responsive government by providing excellent customer service, encouraging citizen participation, and increasing the dialogue with residential and commercial citizens.
- Enhance community sustainability by maintaining high property values and attracting strong businesses to locate in the City.
- Achieve commercial growth that enriches the City's quality of life and preserves the integrity of our residential neighborhoods.
- Recruit and maintain highly trained and professional staff to carry out day-to-day City services provided to the community.
- Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of its residential neighborhoods, and is consistent with the Comprehensive Plan.
- Efficiently and transparently align and allocate resources to responsibly manage public funds and debt; maintain and improve internal and external customer services; provide purchasing support to City departments; provide permit and licensing services; and provide timely and accurate financial reporting.
- Deliver prompt, courteous and efficient technology services to departments utilizing cost effective and reliable technology products to maintain excellent network capabilities.

Key Intended Outcomes

High Performing Government, Quality of Life, Economic Strength, General Awareness of Clayton and Employee Relations

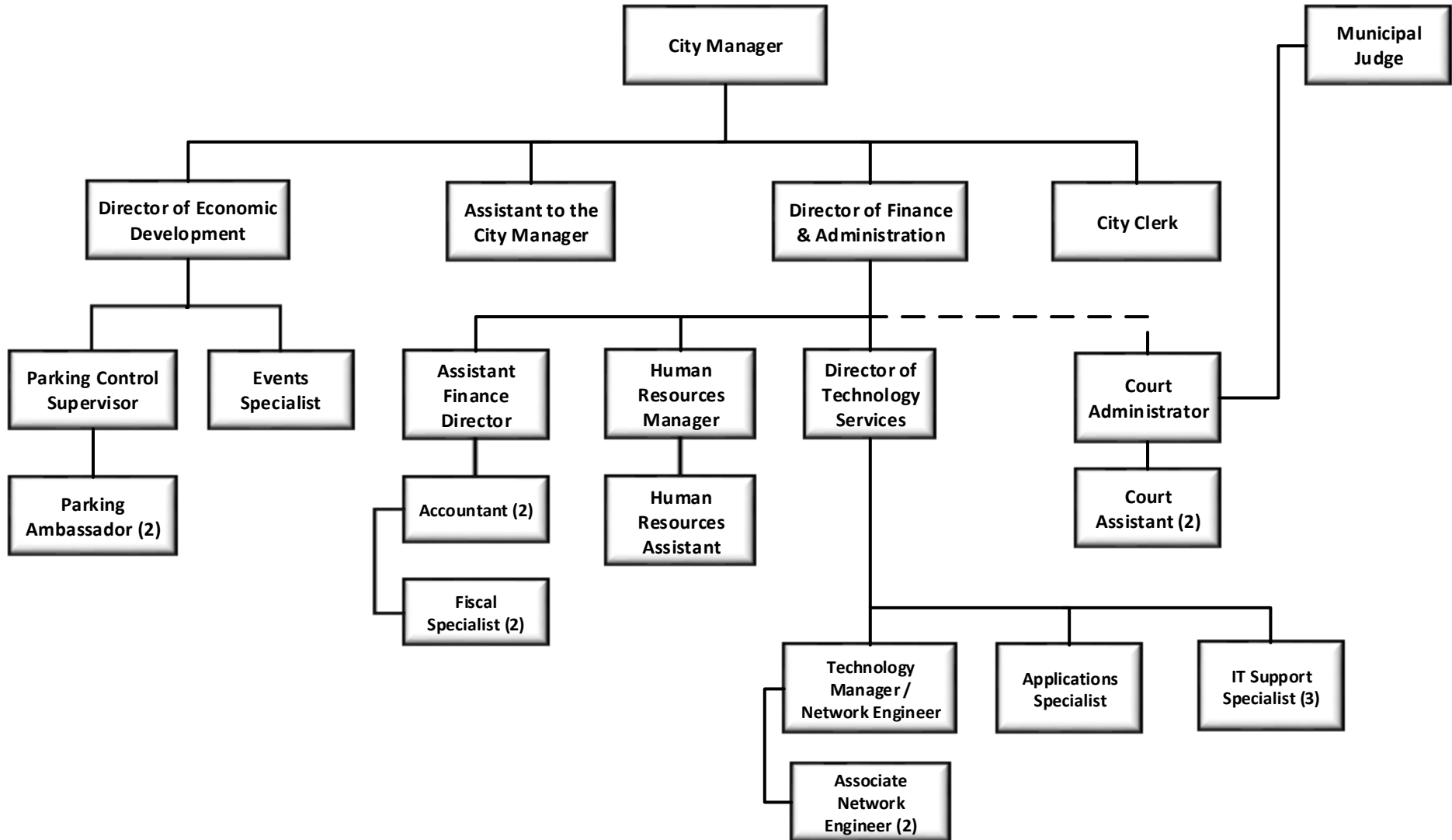
Performance Measures (by Fiscal Year):

Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of businesses rating culture, dining and shopping environment as good or better	–	80%	–	–	–
	% of residents rating culture, dining and shopping environment as good or better	83%	–	–	85%	–
	% of employees rating HR service as good or better	87%	92%	88%	92%	92%
	% of employees rating IT service as good or better	93%	90%	–	85%	85%
	% of employees rating Finance service as good or better	–	87%	84%	85%	85%
Financial	Sales tax per square foot of retail space	\$7.10	\$7.78	\$8.15	\$8.40	\$8.34
	Commercial property tax per square foot of office and retail space	\$0.46	\$0.48	\$0.48	\$0.49	\$0.50
	HR cost per employee	\$1,180	\$1,500	\$1,376	\$1,701	\$1,500
	IT cost per endpoint (desktops, laptops, tablets, virtual desktop clients)	\$3,561	\$7,443	\$5,867	\$6,747	\$6,195
	Finance cost per \$1 million in operating expenditures	\$20,503	\$17,554	\$21,870	\$16,489	\$20,184
Process	Number of annual business prospect or retention visits	64	50	40	50	50
	Annual City-wide rate of turnover (excluding retirement, disability or death)	4.02%	<5.00%	3.89%	<5.00%	<5.00%
	Annual % IT system “up” time	99.85%	99.95%	99.89%	99.80%	99.80%
	Annual number of auditor adjusting entries	0	<2	1	<2	<2
	Annual \$ of auditor adjusting entries	\$0	<\$100,000	\$40,000	<\$100,000	<10,000
People	Annual training hours per employee	41	26	43	30	30
	Employee Engagement Index	4.39	4.10	4.19	4.10	4.10

Find more information about these programs at <https://www.claytonmo.gov/government>.



City of Clayton Administrative Services



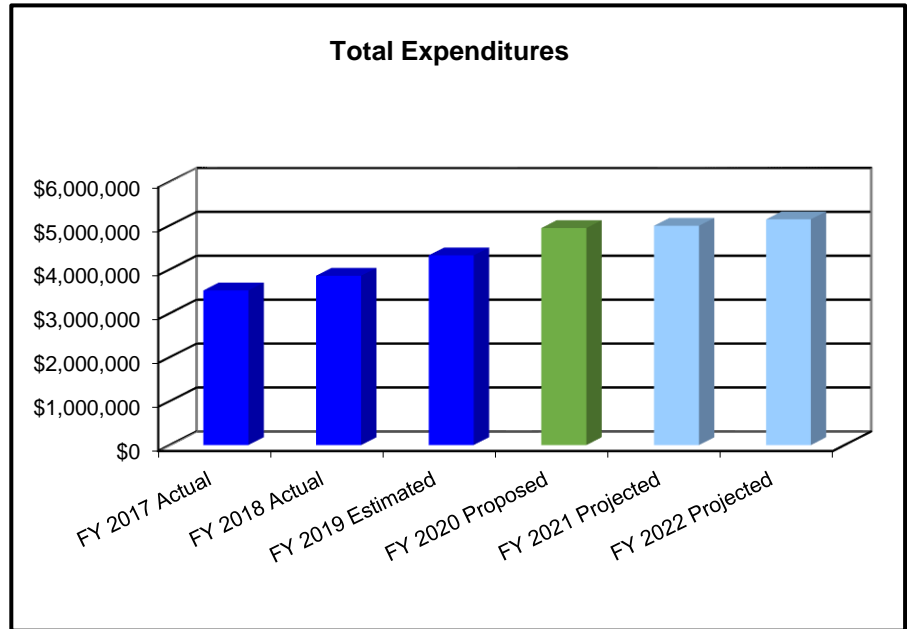
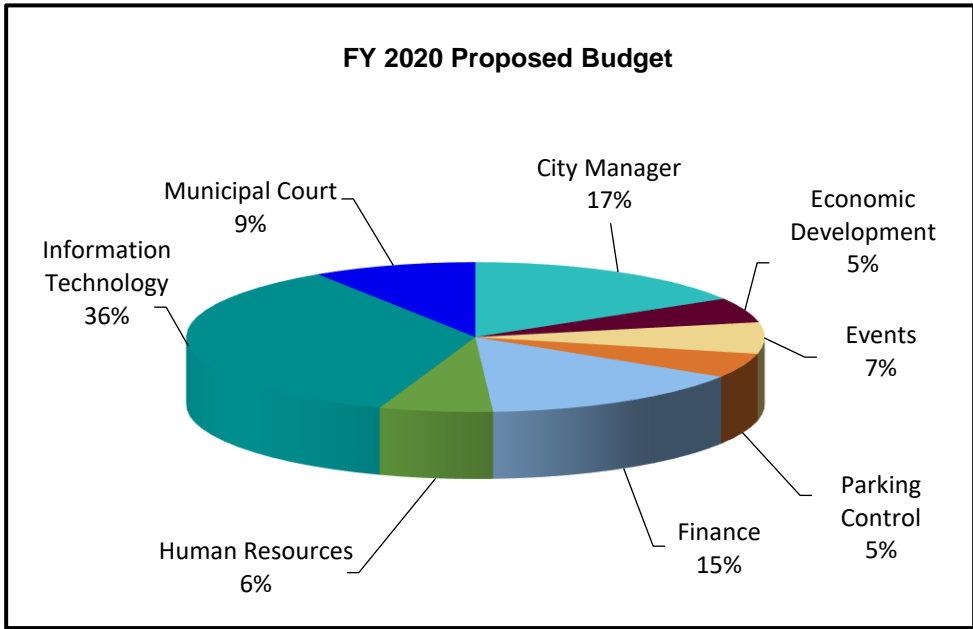


Summary of Expenditures by Program

Department: Administrative Services Fund: General

Category: All

Administrative Services - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
City Manager	\$561,624	\$686,697	\$891,321	\$887,307	\$792,893	\$812,839	-9%	3%	\$725,304	\$749,931
Economic Development	216,214	211,653	313,343	311,172	293,766	265,004	-15%	-10%	319,363	319,495
Events	321,831	297,287	349,877	349,172	331,260	334,822	-4%	1%	347,960	354,719
Parking Control	0	0	0	0	0	260,832	100%	100%	271,309	290,198
Finance	715,896	695,675	762,027	755,908	729,685	749,129	-2%	3%	791,923	798,372
Human Resources	207,374	247,388	319,622	318,093	263,013	313,402	-2%	19%	302,120	314,556
Information Technology	1,109,839	1,230,615	1,729,167	1,723,337	1,496,473	1,752,868	1%	17%	1,766,535	1,829,416
Municipal Court	388,646	486,129	488,493	486,282	412,897	453,354	-7%	10%	469,046	483,842
Total Administrative Services	\$3,521,424	\$3,855,444	\$4,853,850	\$4,831,271	\$4,319,987	\$4,942,250	2%	14%	\$4,993,560	\$5,140,529



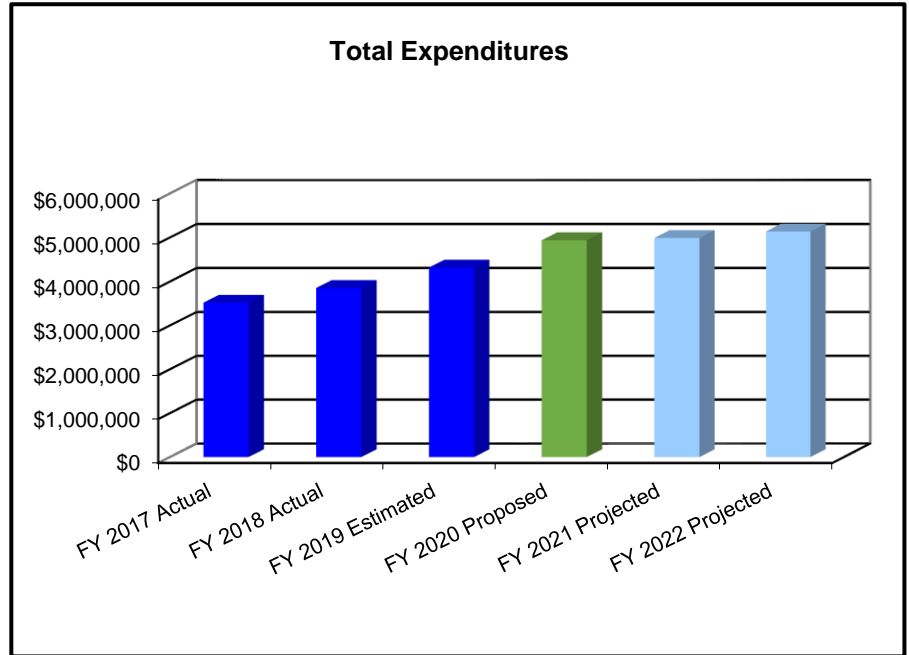
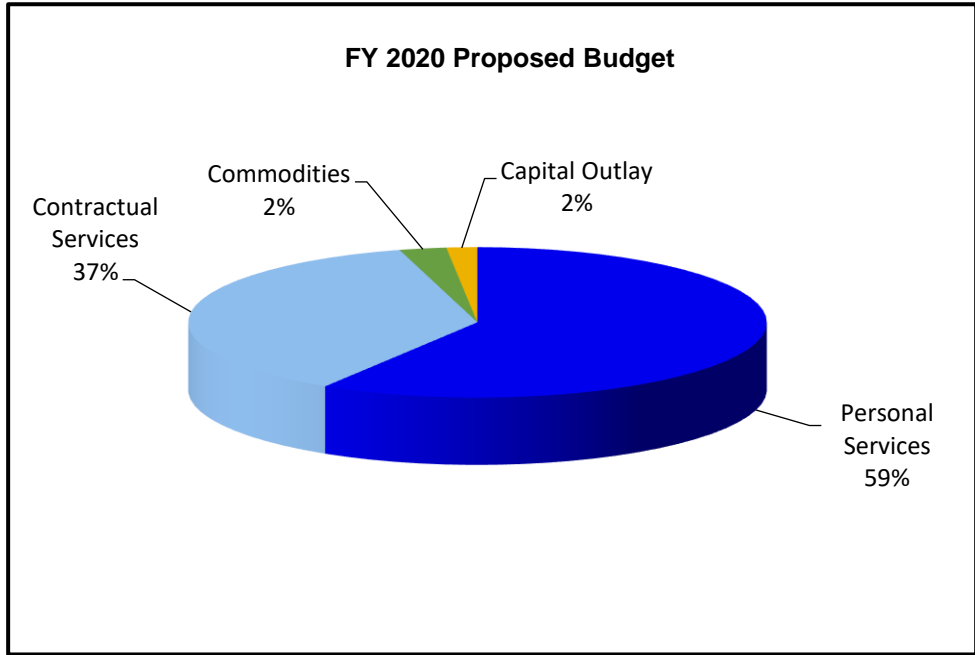


Summary of Expenditures by Category

Department: Administrative Services Fund: General

Category: All

Administrative Services - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$2,077,894	\$2,173,877	\$2,497,754	\$2,475,175	\$2,339,470	\$2,736,534	10%	17%	\$2,858,605	\$2,980,173
Contractual Services	\$1,162,861	1,363,813	1,928,526	1,928,526	1,642,236	1,714,549	-11%	4%	1,738,407	1,733,166
Commodities	\$75,486	80,654	118,009	118,009	108,720	122,205	4%	12%	104,960	121,030
Capital Outlay	\$7,312	0	85,800	85,800	5,800	80,000	-7%	1279%	0	0
Total Expenditures	\$3,323,553	\$3,618,345	\$4,630,089	\$4,607,510	\$4,096,226	\$4,653,288	1%	14%	\$4,701,972	\$4,834,369
Other Financing Uses	\$197,871	237,099	223,761	223,761	223,761	288,962	29%	29%	291,588	306,160
Total Administrative Services	\$3,521,424	\$3,855,444	\$4,853,850	\$4,831,271	\$4,319,987	\$4,942,250	2%	14%	\$4,993,560	\$5,140,529





General Fund - City Manager

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$263,527	\$270,602	\$280,612	\$280,612	\$256,706	\$285,101	2%	11%	\$296,906	\$309,182
Overtime	2,520	2,808	2,500	2,500	2,741	3,100	24%	13%	3,240	3,385
Other Compensation	26,806	28,303	27,883	27,883	21,778	27,883	0%	28%	27,883	27,883
Social Security & Medicare	16,731	18,019	23,791	23,791	16,778	24,945	5%	49%	25,859	26,809
Medical Benefits	21,519	23,005	25,747	25,747	23,112	25,999	1%	12%	27,763	29,919
Pension Benefits	27,011	25,764	26,489	22,475	22,476	23,522	-11%	5%	24,703	25,938
Other Fringe Benefits	3,122	3,160	3,169	3,169	3,025	2,985	-6%	-1%	3,083	3,185
Total Personal Services	361,236	371,661	390,191	386,177	346,616	393,535	1%	14%	409,437	426,301
Contractual Services										
Postage	12,504	10,138	10,403	10,403	11,380	10,799	4%	-5%	11,068	11,393
Utilities	1,762	1,980	2,007	2,007	2,007	2,197	9%	9%	2,263	2,332
Travel & Training	16,177	15,115	19,375	19,375	11,000	20,706	7%	88%	21,328	21,967
Printing & Photography	11,109	14,976	12,910	12,910	12,910	15,848	23%	23%	16,323	16,813
Dues & Memberships	2,910	3,528	5,573	5,573	5,573	5,274	-5%	-5%	5,433	5,596
Maintenance & Repair	1,236	944	1,144	1,144	989	693	-39%	-30%	707	721
Professional Services	0	0	0	0	30,000	92,500	100%	208%	12,500	12,500
Legal Services	113,287	173,472	239,846	239,846	193,346	244,150	2%	26%	213,254	218,353
Service Contracts	35,882	88,610	203,285	203,285	170,785	17,235	-92%	-90%	22,697	23,378
Total Contractual Services	194,865	308,762	494,543	494,543	437,990	409,402	-17%	-7%	305,573	313,053
Commodities										
Office Supplies	1,628	1,439	2,300	2,300	1,800	2,365	3%	31%	2,437	2,511
Meetings and Receptions	3,107	4,048	3,500	3,500	5,700	6,750	93%	18%	6,953	7,162
Total Commodities	4,735	5,487	5,800	5,800	7,500	9,115	57%	22%	9,390	9,673
Total Expenditures	560,837	685,910	890,534	886,520	792,106	812,052	-9%	3%	724,400	749,027
Other Financing Uses										
Transfers-Out	787	787	787	787	787	787	0%	0%	904	904
Total Other Financing Uses	787	787	787	787	787	787	0%	0%	904	904
Total Expenditures & Other Financing Uses	\$561,624	\$686,697	\$891,321	\$887,307	\$792,893	\$812,839	-9%	3%	\$725,304	\$749,931



General Fund - Economic Development

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$139,449	\$143,769	\$151,724	\$151,724	\$147,926	\$156,868	3%	6%	\$163,143	\$169,669
Salaries - Part-Time	0	0	3,900	3,900	3,900	0	-100%	-100%	4,017	0
Social Security & Medicare	10,049	10,178	11,607	11,607	10,829	12,000	3%	11%	12,788	12,980
Medical Benefits	15,832	17,212	17,626	17,626	19,969	20,295	15%	2%	21,678	23,369
Pension Benefits	14,683	14,066	14,323	12,152	12,156	12,760	-11%	5%	13,399	14,069
Other Fringe Benefits	2,013	2,035	2,039	2,039	2,055	1,888	-7%	-8%	1,949	2,013
Total Personal Services	182,026	187,260	201,219	199,048	196,835	203,811	1%	4%	216,974	222,100
Contractual Services										
Postage	139	537	1,000	1,000	300	401	-60%	34%	500	500
Utilities	1,404	1,924	2,200	2,200	2,200	2,756	25%	25%	2,756	2,756
Travel & Training	8,223	8,161	14,700	14,700	12,206	14,700	0%	20%	15,250	15,250
Printing & Photography	3,017	5	7,250	7,250	6,000	4,000	-45%	-33%	7,000	7,000
Dues & Memberships	3,116	4,260	4,127	4,127	4,127	4,222	2%	2%	4,337	4,337
Advertising	1,540	975	10,000	10,000	10,000	9,000	-10%	-10%	10,000	10,000
Maintenance & Repair	608	317	750	750	331	262	-65%	-21%	267	273
Professional Services	379	0	57,500	57,500	47,500	11,220	-80%	-76%	47,500	42,500
Service Contracts	8,399	0	0	0	0	0	0%	0%	0	0
Total Contractual Services	26,825	16,179	97,527	97,527	82,664	46,561	-52%	-44%	87,610	82,616
Commodities										
Office Supplies	1,554	1,304	2,960	2,960	2,810	2,495	-16%	-11%	2,525	2,525
Uniforms and Clothing	0	0	0	0	0	500	100%	100%	500	500
Meetings and Receptions	5,021	6,124	10,850	10,850	10,670	10,850	0%	2%	10,850	10,850
Total Commodities	6,576	7,428	13,810	13,810	13,480	13,845	0%	3%	13,875	13,875
Total Expenditures	215,427	210,866	312,556	310,385	292,979	264,217	-15%	-10%	318,459	318,591
Other Financing Uses										
Transfers-Out	787	787	787	787	787	787	0%	0%	904	904
Total Other Financing Uses	787	787	787	787	787	787	0%	0%	904	904
Total Expenditures & Other Financing Uses	\$216,214	\$211,653	\$313,343	\$311,172	\$293,766	\$265,004	-15%	-10%	\$319,363	\$319,495



General Fund - Events

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$46,435	\$45,498	\$49,316	\$49,316	\$47,478	\$53,576	9%	13%	\$55,719	\$57,948
Overtime	61,619	49,715	72,512	72,512	65,231	68,716	-5%	5%	71,808	75,040
Social Security & Medicare	3,507	7,226	9,320	9,320	8,820	9,355	0%	6%	9,756	10,174
Medical Benefits	5,487	7,561	5,648	5,648	5,724	5,705	1%	0%	6,085	6,550
Pension Benefits	4,742	4,605	4,655	3,950	3,948	4,236	-9%	7%	4,448	4,671
Other Fringe Benefits	3,078	3,328	3,596	3,596	3,561	3,497	-3%	-2%	3,680	3,872
Total Personal Services	124,867	117,933	145,047	144,342	134,762	145,085	0%	8%	151,496	158,255
<u>Contractual Services</u>										
Utilities	420	200	0	0	0	0	0%	0%	0	0
Travel & Training	3,628	2,137	5,700	5,700	4,500	4,000	-30%	-11%	4,000	4,000
Dues & Memberships	485	540	580	580	535	535	-8%	0%	535	535
Advertising	11,826	12,081	12,250	12,250	6,000	8,500	-31%	42%	10,000	10,000
Events	178,738	163,348	183,337	183,337	183,000	174,239	-5%	-5%	179,466	179,466
Total Contractual Services	195,097	178,306	201,867	201,867	194,035	187,274	-7%	-3%	194,001	194,001
<u>Commodities</u>										
Office Supplies	1,100	327	700	700	700	500	-29%	-29%	500	500
Uniforms and Clothing	0	0	0	0	0	200	100%	100%	200	200
Meetings and Receptions	49	3	1,500	1,500	1,000	1,000	-33%	0%	1,000	1,000
Total Commodities	1,149	330	2,200	2,200	1,700	1,700	-23%	0%	1,700	1,700
Total Expenditures	321,113	296,569	349,114	348,409	330,497	334,059	-4%	1%	347,197	353,956
<u>Other Financing Uses</u>										
Transfers-Out	718	718	763	763	763	763	0%	0%	763	763
Total Other Financing Uses	718	718	763	763	763	763	0%	0%	763	763
Total Expenditures & Other Financing Uses	\$321,831	\$297,287	\$349,877	\$349,172	\$331,260	\$334,822	-4%	1%	\$347,960	\$354,719



General Fund - Parking Control

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$0	\$0	\$0	\$0	\$0	\$145,881	100%	100%	\$151,716	\$157,785
Overtime	0	0	0	0	0	3,000	100%	100%	3,135	3,276
Other Compensation	0	0	0	0	0	312	100%	100%	318	325
Social Security & Medicare	0	0	0	0	0	11,413	100%	100%	11,870	12,346
Medical Benefits	0	0	0	0	0	36,686	100%	100%	39,198	42,269
Pension Benefits	0	0	0	0	0	11,630	100%	100%	12,213	12,824
Other Fringe Benefits	0	0	0	0	0	8,971	100%	100%	9,420	9,894
Total Personal Services	0	0	0	0	0	217,893	100%	100%	227,870	238,719
<u>Contractual Services</u>										
Utilities	0	0	0	0	0	1,500	100%	100%	2,000	2,000
Travel & Training	0	0	0	0	0	6,000	100%	100%	6,000	3,000
Printing & Photography	0	0	0	0	0	9,000	100%	100%	9,000	9,000
Total Contractual Services	0	0	0	0	0	16,500	100%	100%	17,000	14,000
<u>Commodities</u>										
Office Supplies	0	0	0	0	0	700	100%	100%	700	700
Other Supplies and Materials	0	0	0	0	0	1,000	100%	100%	1,000	1,000
Uniforms and Clothing	0	0	0	0	0	2,000	100%	100%	2,000	2,000
Total Commodities	0	0	0	0	0	3,700	100%	100%	3,700	3,700
Total Expenditures	0	0	0	0	0	238,093	100%	100%	248,570	256,419
<u>Other Financing Uses</u>										
Transfers-Out	0	0	0	0	0	22,739	100%	100%	22,739	33,779
Total Other Financing Uses	0	0	0	0	0	22,739	100%	100%	22,739	33,779
Total Expenditures & Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$260,832	100%	100%	\$271,309	\$290,198

Note: This program is moved within Administrative Services beginning in FY 2020. It was previously located under Police.



General Fund - Finance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$438,699	\$416,930	\$427,762	\$427,762	\$428,534	\$450,505	5%	5%	\$468,525	\$487,266
Salaries - Part-Time	0	315	17,865	17,865	10,604	0	-100%	-100%	0	0
Overtime	1,218	1,412	2,000	2,000	1,600	2,000	0%	25%	2,090	2,184
Other Compensation	4,011	4,011	4,000	4,000	4,000	4,000	0%	0%	4,000	4,000
Social Security & Medicare	32,598	31,019	34,550	34,550	32,510	34,923	1%	7%	36,308	37,749
Medical Benefits	53,939	49,252	52,967	52,967	53,968	53,801	2%	0%	57,453	61,920
Pension Benefits	48,263	39,611	40,380	34,261	34,260	36,024	-11%	5%	37,832	39,723
Other Fringe Benefits	6,646	6,368	6,518	6,518	6,444	5,756	-12%	-11%	5,941	6,133
Total Personal Services	585,374	548,918	586,042	579,923	571,920	587,009	0%	3%	612,149	638,975
Contractual Services										
Postage	1,186	4,254	3,704	3,704	4,393	4,984	35%	13%	4,159	4,159
Utilities	2,673	3,368	2,549	2,549	2,550	2,645	4%	4%	2,415	2,488
Travel & Training	4,148	7,652	12,555	12,555	6,755	13,301	6%	97%	12,311	11,696
Printing & Photography	3,992	4,156	5,470	5,470	4,945	5,550	1%	12%	6,253	5,758
Dues & Memberships	1,511	3,556	2,855	2,855	2,722	2,790	-2%	2%	3,025	3,190
Maintenance & Repair	2,739	3,627	3,660	3,660	4,790	4,811	31%	0%	4,438	4,566
Professional Services	33,287	48,551	58,475	58,475	44,335	42,225	-28%	-5%	51,380	41,291
Service Contracts	40,703	33,283	45,640	45,640	50,930	41,740	-9%	-18%	52,750	42,260
Banking and Credit Card Fees	17,815	18,269	18,435	18,435	16,988	17,838	-3%	5%	18,730	19,666
Rentals	768	408	420	420	540	570	36%	6%	580	590
Total Contractual Services	108,823	127,125	153,763	153,763	138,948	136,454	-11%	-2%	156,041	135,664
Commodities										
Office Supplies	10,946	9,875	11,775	11,775	8,670	11,500	-2%	33%	11,450	11,450
Other Supplies and Materials	0	0	0	0	0	2,000	100%	100%	0	0
Uniforms and Clothing	326	325	360	360	360	360	0%	0%	360	360
Meetings and Receptions	3,403	1,189	1,800	1,800	1,500	1,000	-44%	-33%	1,000	1,000
Total Commodities	14,674	11,388	13,935	13,935	10,530	14,860	7%	41%	12,810	12,810
Total Expenditures	708,871	687,431	753,740	747,621	721,398	738,323	-2%	2%	781,000	787,449
Other Financing Uses										
Transfers-Out	7,025	8,244	8,287	8,287	8,287	10,806	30%	30%	10,923	10,923
Total Other Financing Uses	7,025	8,244	8,287	8,287	8,287	10,806	30%	30%	10,923	10,923
Total Expenditures & Other Financing Uses	\$715,896	\$695,675	\$762,027	\$755,908	\$729,685	\$749,129	-2%	3%	\$791,923	\$798,372



General Fund - Human Resources

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$107,760	\$121,151	\$132,795	\$132,795	\$106,048	\$125,130	-6%	18%	\$130,135	\$135,341
Overtime	0	20	300	300	150	300	0%	100%	314	328
Social Security & Medicare	8,213	9,415	10,182	10,182	7,789	9,595	-6%	23%	9,979	10,379
Medical Benefits	5,254	9,115	8,418	8,418	11,606	14,149	68%	22%	15,102	16,267
Pension Benefits	12,569	11,307	12,165	10,636	10,632	10,104	-17%	-5%	10,611	11,142
Other Fringe Benefits	1,086	1,492	1,499	1,499	1,816	1,865	24%	3%	1,925	1,985
Total Personal Services	134,882	152,500	165,359	163,830	138,041	161,143	-3%	17%	168,066	175,442
Contractual Services										
Postage	168	652	557	557	680	459	-18%	-33%	387	387
Utilities	993	1,348	1,306	1,306	924	1,238	-5%	34%	1,250	1,263
Travel & Training	2,345	2,459	3,810	3,810	1,350	6,600	73%	389%	3,775	6,250
Printing & Photography	740	562	663	663	813	740	12%	-9%	752	1,564
Dues & Memberships	1,461	1,796	1,787	1,787	1,484	2,315	30%	56%	2,197	2,231
Advertising	2,546	3,110	2,250	2,250	3,200	3,000	33%	-6%	3,000	3,000
Maintenance & Repair	340	293	725	725	263	463	-36%	76%	472	482
Professional Services	3,847	10,135	58,250	58,250	20,175	29,250	-50%	45%	12,250	12,250
Service Contracts	10,412	11,323	13,488	13,488	9,544	13,322	-1%	40%	13,988	14,689
Education Benefits	21,533	30,762	29,375	29,375	48,774	49,750	69%	2%	50,744	51,759
Employee Relations	23,464	26,092	37,150	37,150	32,558	38,100	3%	17%	38,100	38,100
Total Contractual Services	67,848	88,530	149,361	149,361	119,765	145,237	-3%	21%	126,915	131,975
Commodities										
Office Supplies	1,442	1,351	665	665	665	665	0%	0%	665	665
Uniforms and Clothing	0	0	0	0	120	120	100%	0%	120	120
Meetings and Receptions	364	431	950	950	1,135	950	0%	-16%	950	950
Total Commodities	1,806	1,782	1,615	1,615	1,920	1,735	7%	-10%	1,735	1,735
Total Expenditures	204,536	242,811	316,335	314,806	259,726	308,115	-3%	19%	296,716	309,152
Other Financing Uses										
Transfers-Out	2,838	4,577	3,287	3,287	3,287	5,287	61%	61%	5,404	5,404
Total Other Financing Uses	2,838	4,577	3,287	3,287	3,287	5,287	61%	61%	5,404	5,404
Total Expenditures & Other Financing Uses	\$207,374	\$247,388	\$319,622	\$318,093	\$263,013	\$313,402	-2%	19%	\$302,120	\$314,556



General Fund - Information Technology

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$356,152	\$418,087	\$566,645	\$566,645	\$524,158	\$581,524	3%	11%	\$604,785	\$628,976
Overtime	874	40	1,000	1,000	800	1,000	0%	25%	1,045	1,092
Social Security & Medicare	25,475	30,110	43,425	43,425	37,858	44,563	3%	18%	46,346	48,200
Medical Benefits	57,132	63,047	87,412	87,412	85,820	87,430	0%	2%	93,396	100,692
Pension Benefits	37,535	38,570	53,490	47,660	47,660	46,949	-12%	-1%	49,297	51,762
Other Fringe Benefits	6,497	7,256	9,748	9,748	9,327	8,872	-9%	-5%	9,153	9,446
Total Personal Services	483,665	557,110	761,720	755,890	705,623	770,338	1%	9%	804,022	840,168
<u>Contractual Services</u>										
Utilities	12,960	14,535	16,992	16,992	12,942	16,549	-3%	28%	17,344	19,711
Travel & Training	18,930	23,213	38,115	38,115	24,206	30,550	-20%	26%	30,550	30,550
Printing & Photography	0	44	100	100	0	100	0%	100%	100	100
Advertising	0	0	1,000	1,000	0	0	-100%	0%	1,000	1,000
Maintenance & Repair	178,257	154,991	215,378	215,378	190,381	175,062	-19%	-8%	192,491	204,560
Service Contracts	178,773	206,234	322,532	322,532	275,581	358,326	11%	30%	412,427	405,407
Total Contractual Services	388,920	399,017	594,117	594,117	503,110	580,587	-2%	15%	653,912	661,328
<u>Commodities</u>										
Office Supplies	1,878	2,441	1,100	1,100	800	1,100	0%	38%	1,100	1,100
Other Supplies and Materials	42,348	50,045	73,780	73,780	68,790	70,000	-5%	2%	54,500	70,287
Uniforms and Clothing	0	0	2,000	2,000	1,900	2,250	13%	18%	2,250	2,250
Meetings and Receptions	0	16	800	800	600	800	0%	33%	800	800
Total Commodities	44,226	52,502	77,680	77,680	72,090	74,150	-5%	3%	58,650	74,437
<u>Capital Outlay</u>										
Equipment	7,312	0	80,000	80,000	0	0	-100%	0%	0	0
Technology Projects	0	0	5,800	5,800	5,800	80,000	1279%	1279%	0	0
Total Capital Outlay	7,312	0	85,800	85,800	5,800	80,000	-7%	1279%	0	0
Total Expenditures	924,123	1,008,629	1,519,317	1,513,487	1,286,623	1,505,075	-1%	17%	1,516,584	1,575,933
<u>Other Financing Uses</u>										
Transfers-Out	185,716	221,986	209,850	209,850	209,850	247,793	18%	18%	249,951	253,483
Total Other Financing Uses	185,716	221,986	209,850	209,850	209,850	247,793	18%	18%	249,951	253,483
Total Expenditures & Other Financing Uses	\$1,109,839	\$1,230,615	\$1,729,167	\$1,723,337	\$1,496,473	\$1,752,868	1%	17%	\$1,766,535	\$1,829,416



General Fund - Municipal Court

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$120,420	\$150,326	\$154,574	\$154,574	\$154,692	\$162,544	5%	5%	\$169,045	\$175,807
Salaries - Part-Time	32,435	20,486	21,600	21,600	21,600	21,600	0%	0%	22,140	22,694
Overtime	12,588	12,284	15,000	15,000	15,750	17,250	15%	10%	18,026	18,837
Social Security & Medicare	11,441	12,823	14,625	14,625	13,459	15,407	5%	14%	16,005	16,626
Medical Benefits	17,398	25,731	25,166	25,166	25,124	25,392	1%	1%	27,112	29,217
Pension Benefits	9,549	14,104	14,592	12,381	12,384	13,058	-11%	5%	13,713	14,399
Other Fringe Benefits	2,013	2,741	2,619	2,619	2,664	2,469	-6%	-7%	2,550	2,633
Total Personal Services	205,843	238,496	248,176	245,965	245,673	257,720	4%	5%	268,591	280,213
Contractual Services										
Postage	3,434	2,412	1,418	1,418	1,668	1,993	41%	19%	1,661	1,661
Utilities	1,826	2,241	2,116	2,116	1,900	1,911	-10%	1%	2,015	2,106
Travel & Training	1,825	2,859	4,690	4,690	5,000	6,000	28%	20%	6,300	6,615
Printing & Photography	-184	1,849	3,100	3,100	2,000	2,250	-27%	13%	2,250	2,250
Dues & Memberships	180	256	1,333	1,333	900	1,110	-17%	23%	1,221	1,343
Professional Services	30,125	30,455	0	0	3,500	7,200	100%	106%	9,000	9,000
Service Contracts	122,420	184,487	200,144	200,144	130,756	148,874	-26%	14%	150,408	151,954
Banking and Credit Card Fees	20,856	21,336	24,547	24,547	20,000	23,196	-6%	16%	24,500	25,600
Total Contractual Services	180,483	245,895	237,348	237,348	165,724	192,534	-19%	16%	197,355	200,529
Commodities										
Office Supplies	2,149	1,508	2,519	2,519	1,300	2,500	-1%	92%	2,500	2,500
Uniforms and Clothing	0	0	0	0	0	150	100%	100%	150	150
Meetings and Receptions	171	230	450	450	200	450	0%	125%	450	450
Total Commodities	2,320	1,738	2,969	2,969	1,500	3,100	4%	107%	3,100	3,100
Total Expenditures	\$388,646	\$486,129	\$488,493	\$486,282	\$412,897	\$453,354	-7%	10%	\$469,046	\$483,842



DEPARTMENT OF PLANNING AND DEVELOPMENT SERVICES

Funded Staffing			
	2018	2019	2020
<u>Planning & Development Services</u>			
Director of Planning & Development	1	1	1
Building Official	1	1	1
Plans Examiner	1	1	1
Building Inspector II Planner	1	1	1
Building Inspector I	3	3	3
Planning Technician	1	1	1
Permit Technician	1	1	1
Administrative Specialist	1	1	1
Total Planning & Development Services	11	11	11

Mission

To protect the health, safety and welfare of Clayton's citizens, businesses and visitors by providing professional planning, building and code enforcement services in order to promote responsible growth and to ensure that the City remains a sustainable, well-

Performance Measures (by Fiscal Year):

Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents rating appearance of Clayton as good or better	88%	-	-	95%	95%
Process	% of property maintenance cases brought to compliance prior to referral to court	92%	95%	97%	95%	95%
	% of projects approved without modification to ARB guidelines	89%	90%	94%	95%	95%
People	Average Annual hours of training per employee	50	50	42	50	50
	Employee Engagement Index (actual results)	4.31	4.20	4.25	4.20	4.20

Find more information about Planning & Development at <https://www.claytonmo.gov/government/planning-development>.

designed and prosperous community within a business-friendly environment.

Description

The Department is divided into two interrelated programs: the Planning program which is primarily responsible for the direction and coordination of all planning, zoning, environmental sustainability practices and property development activities; and the Building program which includes systematic property code inspections, housing code enforcement, plan review and building permit issuance and monitoring. The duties of each program overlap and often reflect different stages in an overall development process. A new Plans Examiner position was added in FY 18 to enhance the service level in this department.

Goal

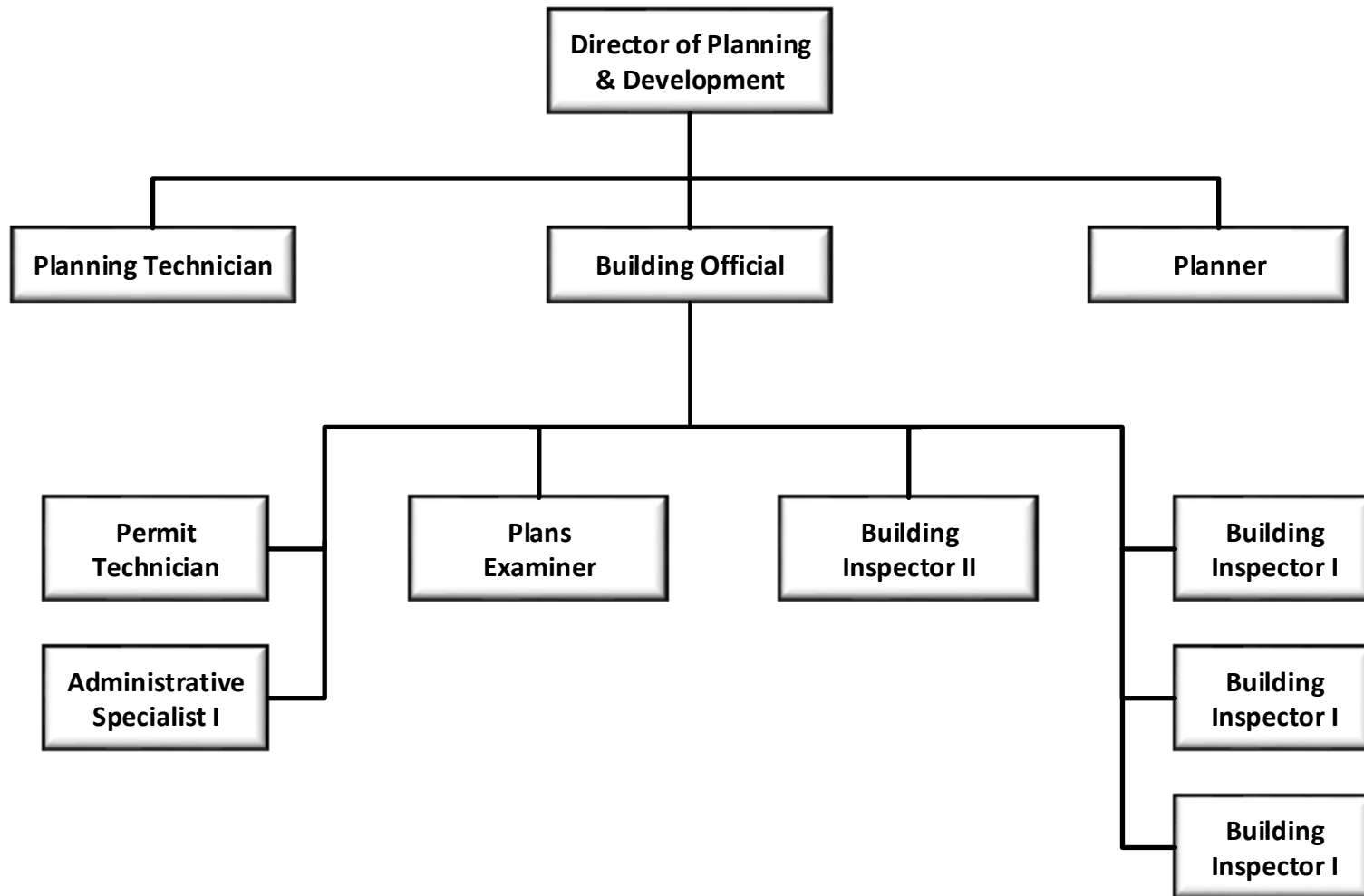
Create and maintain a beautiful, clean and healthy community where resources are used responsibly.

Key Intended Outcomes

Planning and Sustainability



City of Clayton Planning & Development Services Department





Summary of Expenditures by Category

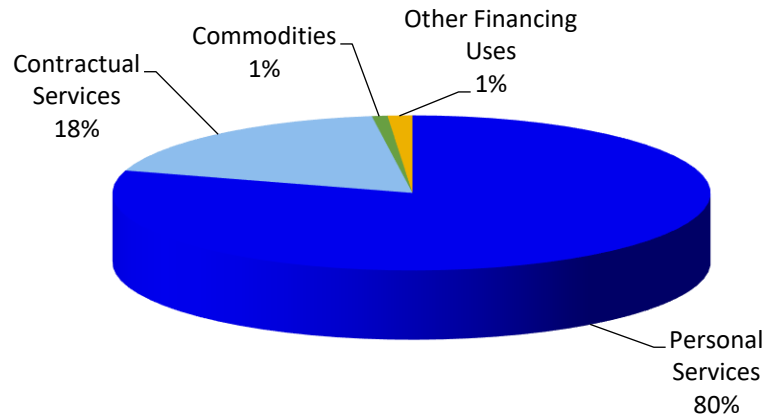
Department: Planning & Development

Fund: General

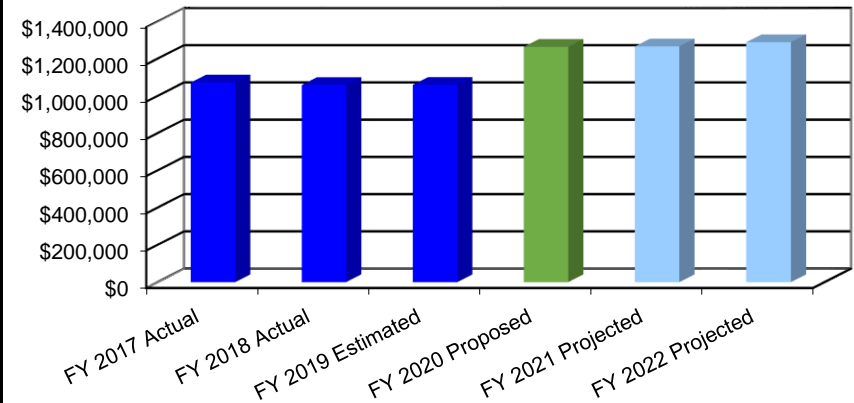
Category: All

Planning & Development - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$846,381	\$889,850	\$992,479	\$982,320	\$956,048	\$1,006,772	1%	5%	\$1,052,695	\$1,098,982
Contractual Services	200,133	140,878	130,956	130,956	79,798	229,498	75%	188%	184,489	161,025
Commodities	9,171	10,527	8,800	8,800	9,000	10,600	20%	18%	11,550	10,800
Total Expenditures	1,055,685	1,041,254	1,132,235	1,122,076	1,044,846	1,246,870	10%	19%	1,248,734	1,270,807
Other Financing Uses	16,661	17,723	14,919	14,919	14,919	16,828	13%	13%	17,491	17,759
Total Planning & Development	\$1,072,346	\$1,058,977	\$1,147,154	\$1,136,995	\$1,059,765	\$1,263,698	10%	19%	\$1,266,225	\$1,288,566

FY 2020 Proposed Budget



Total Expenditures





General Fund - Planning & Development

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$608,130	\$591,913	\$710,221	\$710,221	\$699,441	\$737,621	4%	5%	\$767,126	\$797,811
Salaries - Part-Time	515	55,199	6,000	6,000	6,000	8,500	42%	42%	8,500	8,500
Overtime	10,717	12,139	12,000	12,000	11,000	10,000	-17%	-9%	12,500	12,500
Other Compensation	557	1,180	1,200	1,200	1,157	1,200	0%	4%	1,224	1,248
Social Security & Medicare	44,639	47,912	55,801	55,801	53,331	57,935	4%	9%	60,385	62,735
Medical Benefits	94,357	89,696	109,927	109,927	98,944	103,274	-6%	4%	110,295	118,881
Pension Benefits	63,680	67,453	67,044	56,885	56,880	59,389	-11%	4%	62,368	65,487
Other Fringe Benefits	23,786	24,357	30,286	30,286	29,295	28,853	-5%	-2%	30,297	31,820
Total Personal Services	846,381	889,850	992,479	982,320	956,048	1,006,772	1%	5%	1,052,695	1,098,982
Contractual Services										
Postage	1,308	4,212	3,350	3,350	3,942	5,150	54%	31%	4,292	4,292
Utilities	8,688	8,242	9,815	9,815	9,815	9,211	-6%	-6%	9,500	9,985
Travel & Training	5,671	4,960	18,650	18,650	15,500	18,000	-3%	16%	21,000	21,000
Printing & Photography	1,602	296	1,500	1,500	1,500	2,000	33%	33%	2,000	2,000
Dues & Memberships	1,053	1,539	1,734	1,734	1,734	1,800	4%	4%	1,900	1,970
Advertising	-416	907	1,400	1,400	2,400	3,000	114%	25%	3,500	3,500
Maintenance & Repair	1,823	1,669	1,713	1,713	1,863	1,890	10%	1%	1,928	1,966
Professional Services	0	7,207	15,000	15,000	30,000	175,000	1067%	483%	125,000	100,000
Service Contracts	170,262	103,174	69,075	69,075	5,000	5,000	-93%	0%	6,500	7,000
Banking and Credit Card Fees	10,144	8,672	8,719	8,719	8,044	8,447	-3%	5%	8,869	9,312
Total Contractual Services	200,133	140,878	130,956	130,956	79,798	229,498	75%	188%	184,489	161,025
Commodities										
Office Supplies	6,731	7,432	6,200	6,200	6,500	6,700	8%	3%	6,800	7,000
Uniforms and Clothing	1,093	870	1,000	1,000	1,200	1,200	20%	0%	1,250	1,300
Meetings and Receptions	1,347	2,225	1,600	1,600	1,300	2,700	69%	108%	3,500	2,500
Total Commodities	9,171	10,527	8,800	8,800	9,000	10,600	20%	18%	11,550	10,800
Total Expenditures	1,055,685	1,041,254	1,132,235	1,122,076	1,044,846	1,246,870	10%	19%	1,248,734	1,270,807
Other Financing Uses										
Transfers-Out	16,661	17,723	14,919	14,919	14,919	16,828	13%	13%	17,491	17,759
Total Other Financing Uses	16,661	17,723	14,919	14,919	14,919	16,828	13%	13%	17,491	17,759
Total Expenditures & Other Financing Uses	\$1,072,346	\$1,058,977	\$1,147,154	\$1,136,995	\$1,059,765	\$1,263,698	10%	19%	\$1,266,225	\$1,288,566



DEPARTMENT OF POLICE

Funded Staffing			
	2018	2019	2020
<u>Police Operations</u>			
Chief of Police	1	1	1
Captain	1	1	1
Lieutenant*	4	4	4
Sergeant	5	5	5
Detective	6	6	6
Police Officer	33	33	33
Police Administrative Supervisor	1	1	1
Police Accreditation Coordinator	0	0	0
Administrative Specialist II	1	1	1
Administrative Specialist I	1	0.85	0.85
Prosecutor Assist/Police Clerk	1	1	1
Data Analyst	1	1	1
Total Police Operations	55	54.85	54.85
<u>Parking Control</u>			
Parking Controller	3	3	0
Total Parking Control	3	3	0
Total Police	58	57.85	54.85

*One Lieutenant position coordinates accreditation for the department

Mission

The mission of the Clayton Police Department is to protect and serve the Clayton community with **PRIDE: Professionalism, Respect, Innovation, Dedication and Excellence.**

Description

The Police Department is divided into two bureaus: The Field Operations Bureau, which is responsible for patrol, traffic, calls-for-service, crime scene processing and community relations/crime prevention; and the Investigations and Support Bureau, which is responsible for follow-up investigations, juvenile matters, accreditation, communications, personnel and training, special unit detachments (School Resource Officer, Drug Enforcement Administration Task Force, Training Academy Instructor), purchasing and administration.

Goal

Ensure the public's safety and respond effectively and efficiently to all emergencies throughout the community.

Key Intended Outcome

Public Safety

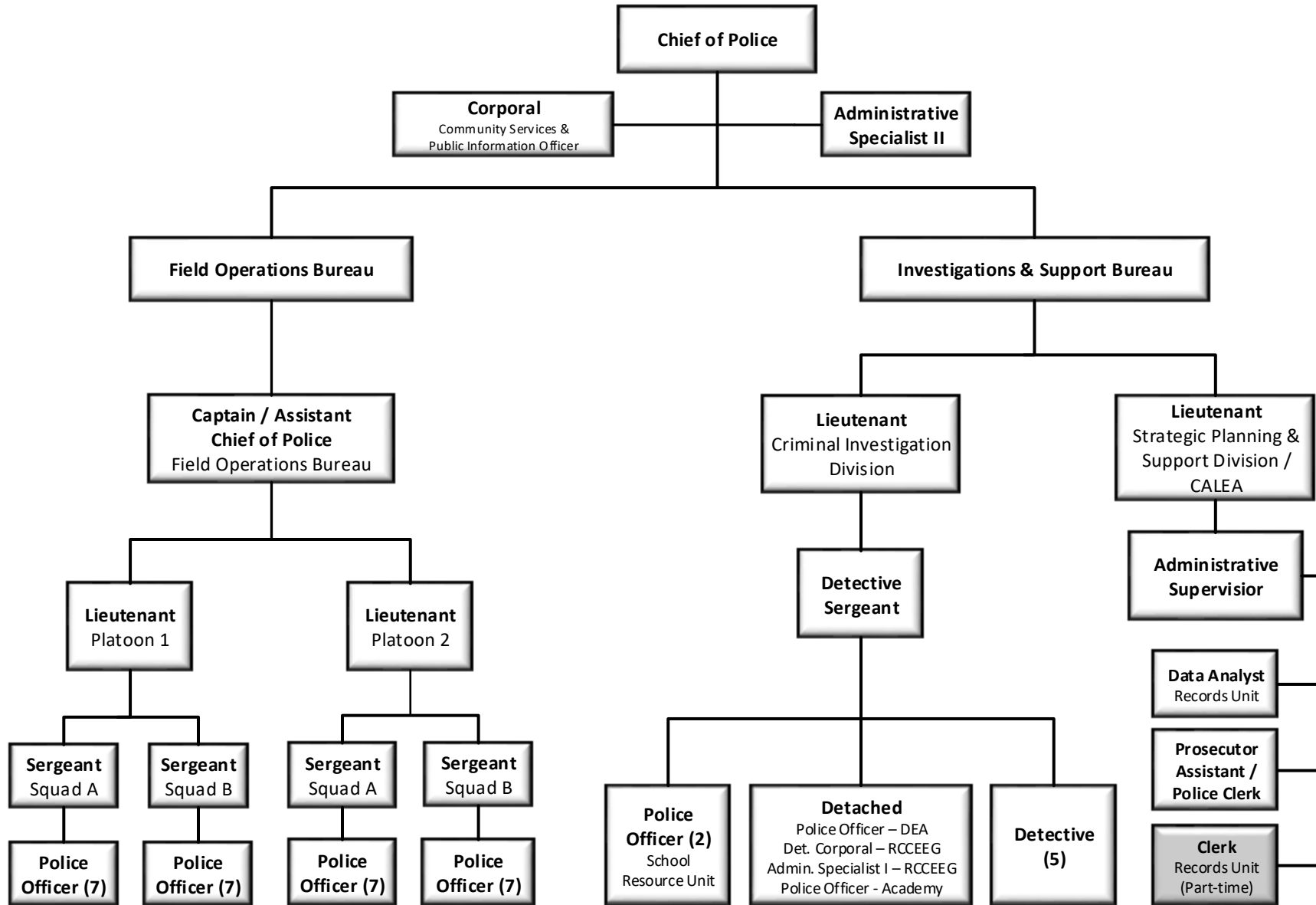
Performance Measures (by Fiscal Year):

Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents who feel safe	90%	–	–	95%	–
Financial	Police cost per capita	\$139	\$157	\$157	\$153	\$157
Process	UCR Part I crimes per 1,000 population	18.40	19.00	18.10	18.00	18.00
	UCR Part I property crime clearance rate	33%	33%	31%	33%	34%
	UCR Part I violent crime clearance rate	74%	85%	52%	85%	87%
People	Annual training hours per employee	58	55	67	40	40
	% of employees meeting requirements to promote	71%	72%	78%	72%	78%
	Employee Engagement Index (actual results)	4.10	4.00	4.39	4.00	4.00

Find more information about the Police Department at <https://www.claytonmo.gov/government/police>.



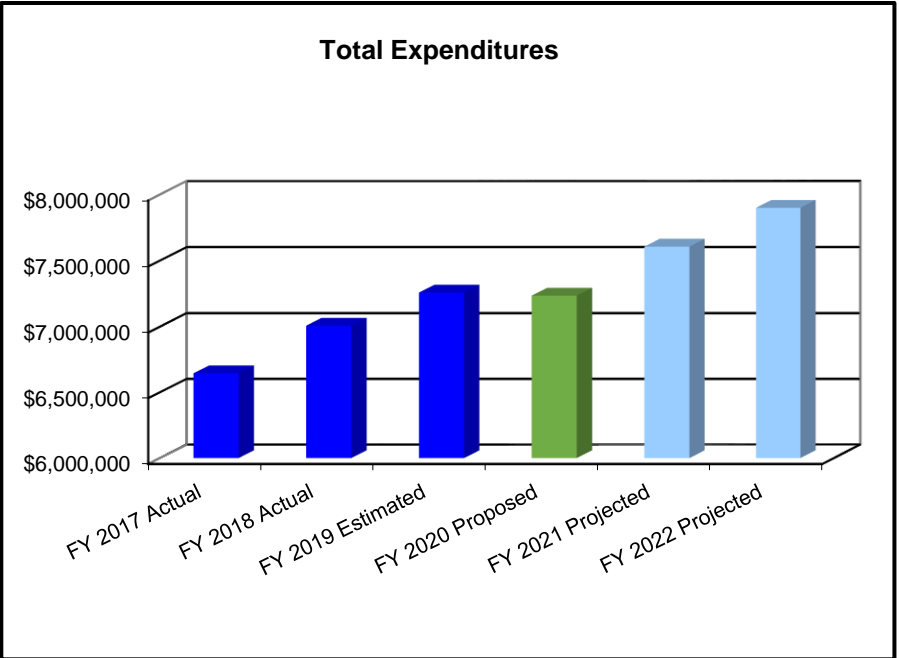
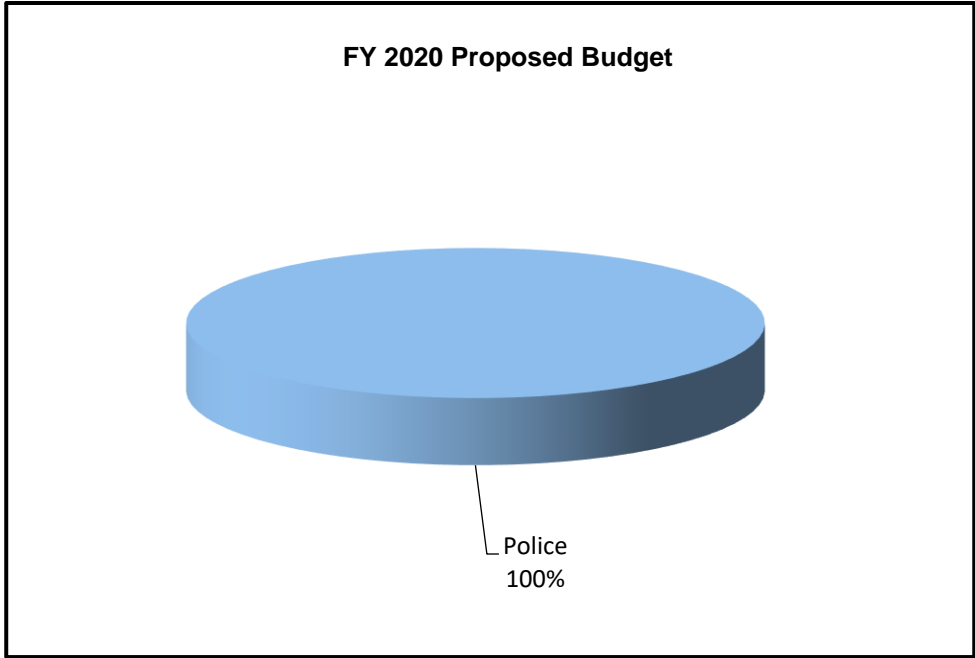
City of Clayton Police Department





Summary of Expenditures by Program

Department: Police						Fund: General				
Category: All										
Police Department - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Police	\$6,416,112	\$6,785,119	\$7,042,831	\$7,038,300	\$7,009,017	\$7,235,992	3%	3%	\$7,606,953	\$7,900,379
Parking Control	229,950	223,486	247,072	245,162	249,892	0	-100%	-100%	0	0
Total Police Department	\$6,646,061	\$7,008,604	\$7,289,903	\$7,283,462	\$7,258,909	\$7,235,992	-1%	0%	\$7,606,953	\$7,900,379



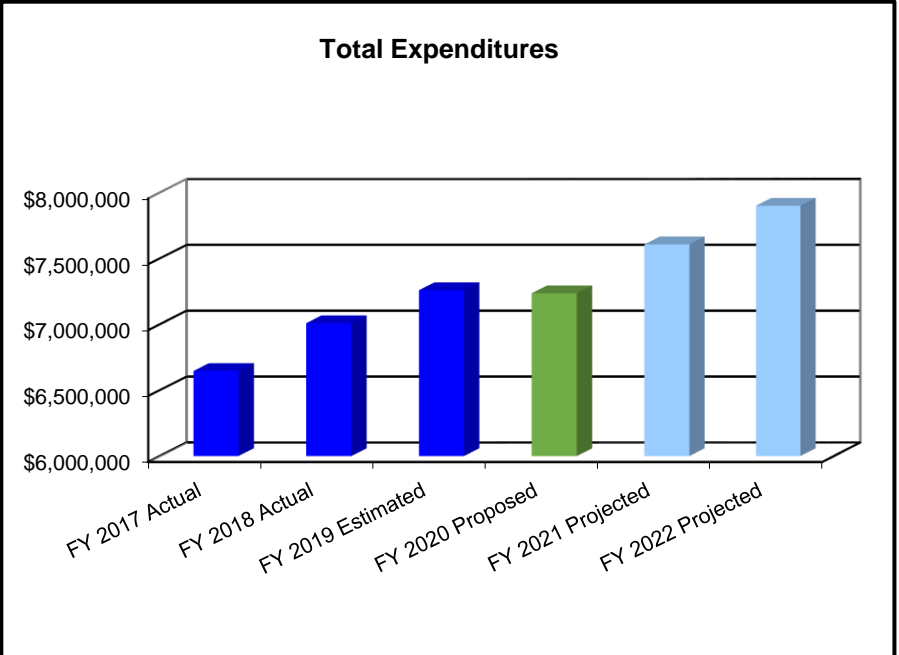
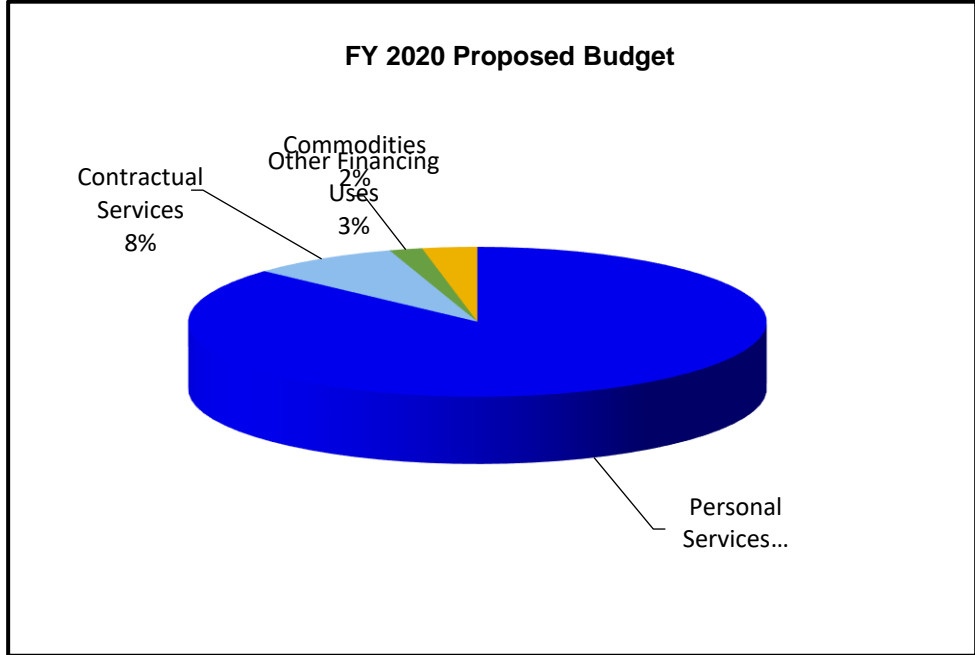


Summary of Expenditures by Category

Department: Police Fund: General

Category: All

Police Department - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$5,849,818	\$6,131,737	\$6,307,519	\$6,301,078	\$6,305,266	\$6,280,360	0%	0%	\$6,586,171	\$6,879,566
Contractual Services	525,548	601,774	592,794	592,794	572,634	599,797	1%	5%	647,604	657,736
Commodities	96,223	107,566	153,619	153,619	145,038	133,440	-13%	-8%	148,300	135,300
Total Expenditures	6,471,588	6,841,077	7,053,932	7,047,491	7,022,938	7,013,597	-1%	0%	7,382,075	7,672,602
Other Financing Uses	174,473	167,527	235,971	235,971	235,971	222,395	-6%	-6%	224,878	227,777
Total Police	\$6,646,061	\$7,008,604	\$7,289,903	\$7,283,462	\$7,258,909	\$7,235,992	-1%	0%	\$7,606,953	\$7,900,379





General Fund - Police

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$3,813,813	\$4,012,335	\$4,181,753	\$4,181,753	\$4,216,884	\$4,325,608	3%	3%	\$4,529,832	\$4,711,025
Salaries - Part-Time	14,463	19,574	20,755	20,755	11,123	20,085	-3%	81%	20,587	21,102
Overtime	182,493	161,751	127,790	127,790	129,600	132,000	3%	2%	137,940	144,147
Other Compensation	47,991	64,693	68,582	68,582	63,636	69,557	1%	9%	71,446	72,864
Social Security & Medicare	300,569	314,500	338,121	338,121	321,783	350,160	4%	9%	364,125	378,609
Medical Benefits	489,081	489,657	519,246	519,246	512,476	530,880	2%	4%	567,005	611,181
Pension Benefits	607,063	659,904	624,531	620,000	622,642	626,780	0%	1%	658,046	690,875
Other Fringe Benefits	201,876	216,206	221,655	221,655	219,176	225,290	2%	3%	237,190	249,763
Total Personal Services	5,657,348	5,938,619	6,102,433	6,097,902	6,097,320	6,280,360	3%	3%	6,586,171	6,879,566
Contractual Services										
Postage	312	1,100	1,957	1,957	2,302	2,743	40%	19%	2,286	2,286
Utilities	30,589	34,132	36,588	36,588	36,588	34,335	-6%	-6%	35,000	36,000
Travel & Training	33,039	29,881	48,150	48,150	39,762	46,818	-3%	18%	48,000	49,500
Printing & Photography	1,465	2,471	2,450	2,450	2,000	2,450	0%	23%	2,450	2,450
Dues & Memberships	4,161	3,760	5,100	5,100	4,000	5,045	-1%	26%	5,045	5,100
Maintenance & Repair	5,677	3,405	12,559	12,559	9,982	12,021	-4%	20%	12,096	12,400
Professional Services	0	0	0	0	1,500	6,000	100%	300%	0	0
Service Contracts	435,076	517,231	458,440	458,440	458,440	481,795	5%	5%	532,727	540,000
Medical Services	1,993	2,151	12,450	12,450	3,000	8,590	-31%	186%	10,000	10,000
Total Contractual Services	512,312	594,131	577,694	577,694	557,574	599,797	4%	8%	647,604	657,736
Commodities										
Office Supplies	15,540	16,757	19,650	19,650	16,700	19,500	-1%	17%	18,500	18,500
Other Supplies and Materials	47,188	40,838	63,419	63,419	61,738	55,690	-12%	-10%	57,300	60,300
Uniforms and Clothing	20,698	38,716	57,350	57,350	53,400	48,050	-16%	-10%	62,000	46,000
Meetings and Receptions	8,859	9,565	9,700	9,700	9,700	10,200	5%	5%	10,500	10,500
Total Commodities	92,285	105,877	150,119	150,119	141,538	133,440	-11%	-6%	148,300	135,300
Total Expenditures	6,261,945	6,638,627	6,830,246	6,825,715	6,796,432	7,013,597	3%	3%	7,382,075	7,672,602
Other Financing Uses										
Transfers-Out	154,167	146,492	212,585	212,585	212,585	222,395	5%	5%	224,878	227,777
Total Other Financing Uses	154,167	146,492	212,585	212,585	212,585	222,395	5%	5%	224,878	227,777
Total Expenditures & Other Financing Uses	\$6,416,112	\$6,785,119	\$7,042,831	\$7,038,300	\$7,009,017	\$7,235,992	3%	3%	\$7,606,953	\$7,900,379



General Fund - Parking Control

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$122,112	\$127,874	\$133,485	\$133,485	\$138,205	\$0	-100%	-100%	\$0	\$0
Overtime	2,586	188	3,000	3,000	2,500	0	-100%	-100%	0	0
Other Compensation	506	506	504	504	502	0	-100%	-100%	0	0
Social Security & Medicare	8,360	8,612	10,480	10,480	10,802	0	-100%	-100%	0	0
Medical Benefits	38,287	35,360	36,330	36,330	36,106	0	-100%	-100%	0	0
Pension Benefits	12,325	12,089	12,601	10,691	10,962	0	-100%	-100%	0	0
Other Fringe Benefits	8,294	8,490	8,686	8,686	8,869	0	-100%	-100%	0	0
Total Personal Services	192,470	193,118	205,086	203,176	207,946	0	-100%	-100%	0	0
<u>Contractual Services</u>										
Utilities	1,570	1,148	1,000	1,000	960	0	-100%	-100%	0	0
Travel & Training	5,115	4,845	6,500	6,500	6,500	0	-100%	-100%	0	0
Printing & Photography	6,551	1,650	7,600	7,600	7,600	0	-100%	-100%	0	0
Total Contractual Services	13,236	7,643	15,100	15,100	15,060	0	-100%	-100%	0	0
<u>Commodities</u>										
Office Supplies	131	734	300	300	300	0	-100%	-100%	0	0
Other Supplies and Materials	162	221	800	800	800	0	-100%	-100%	0	0
Uniforms and Clothing	3,645	735	2,400	2,400	2,400	0	-100%	-100%	0	0
Total Commodities	3,938	1,689	3,500	3,500	3,500	0	-100%	-100%	0	0
Total Expenditures	209,644	202,451	223,686	221,776	226,506	0	-100%	-100%	0	0
<u>Other Financing Uses</u>										
Transfers-Out	20,306	21,035	23,386	23,386	23,386	0	-100%	-100%	0	0
Total Other Financing Uses	20,306	21,035	23,386	23,386	23,386	0	-100%	-100%	0	0
& Other Financing Uses	\$229,950	\$223,486	\$247,072	\$245,162	\$249,892	\$0	-100%	-100%	\$0	\$0

Note: This program is moved within Administrative Services beginning in FY 2020.



DEPARTMENT OF FIRE

Funded Staffing			
	2018	2019	2020
Fire Chief	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	3	3	3
Battalion Chief/Shared Training Officer	1	1	1
Captain	6	6	6
Lieutenant	2	3	3
Firefighter/Paramedic	21	26	26
Firefighter/EMT	1	1	1
Administrative Specialist III	1	1	1
Total Fire	37	43	43

Mission

The Clayton Fire Department (CFD) exists to help prepare the community for emergencies, support people when overwhelmed, and care for them in their time of need.

Description

The Clayton Fire Department is a direct operating department of the City of Clayton and provides fire protection, fire prevention code enforcement, all hazards emergency response and advanced life support (ALS) emergency medical treatment and transport services to the community. Fire department

personnel additionally teach safety and injury prevention classes for residents, the business community and City employees. The department's jurisdiction encompasses all the governmental boundaries of the City, and a contractual service area. The department's three (3) square mile service area is experiencing moderate growth. Services are provided from one fire station with a fleet of apparatus including one fire rescue engine, one quint (ladder) truck, one mass casualty unit and two ambulances, along with several command, staff, and other specialty units. The East Central Dispatch Center (ECDC) provides emergency call receipt and dispatch service.

Staff for the Fire Department consists of 42 uniformed members and one civilian: the Fire Chief, Assistant Fire Chief/Fire Marshal, Training Officer and Administrative Specialist, and three 13-person crews staffing the command vehicle, quint (ladder) truck, rescue engine and ambulances 24 hours per day. The Training Officer is shared by two other neighboring cities who reimburse Clayton for their share of the position cost.

Goal

Ensure the public's safety by providing effective and efficient responses to all emergencies and educating the public on fire prevention.

Key Intended Outcome

Public Safety

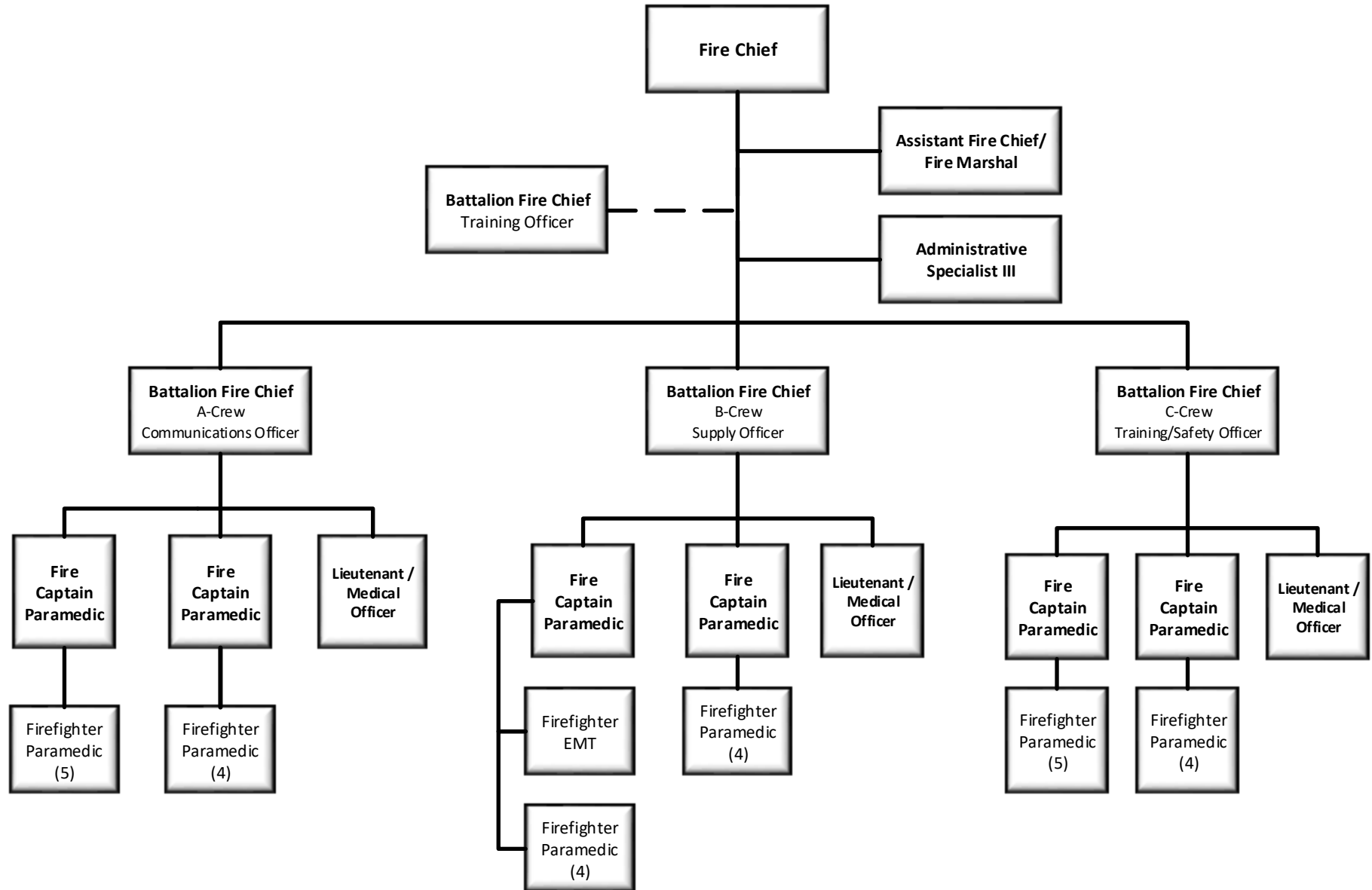
Performance Measures (by Fiscal Year):

Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents surveyed rating competency of Fire/EMS as good or excellent	95%	-	-	90%	-
	Fire/EMS cost per capita	\$97	\$96	\$111	\$96	\$115
Financial	% of fires contained to room of origin	100%	100%	94%	100%	100%
Process	% of cardiac arrest patients who exhibit a pulse upon delivery to hospital	50%	50%	75%	50%	100%
	Annual training hours per employee	108	200	321	200	200
People	% of employees meeting requirements to promote	80%	80%	73%	80%	85%
	Employee Engagement Index (actual results)	4.10	4.20	4.19	4.20	4.3

Find more information about the Fire Department at <https://www.claytonmo.gov/government/fire>.



City of Clayton Fire Department



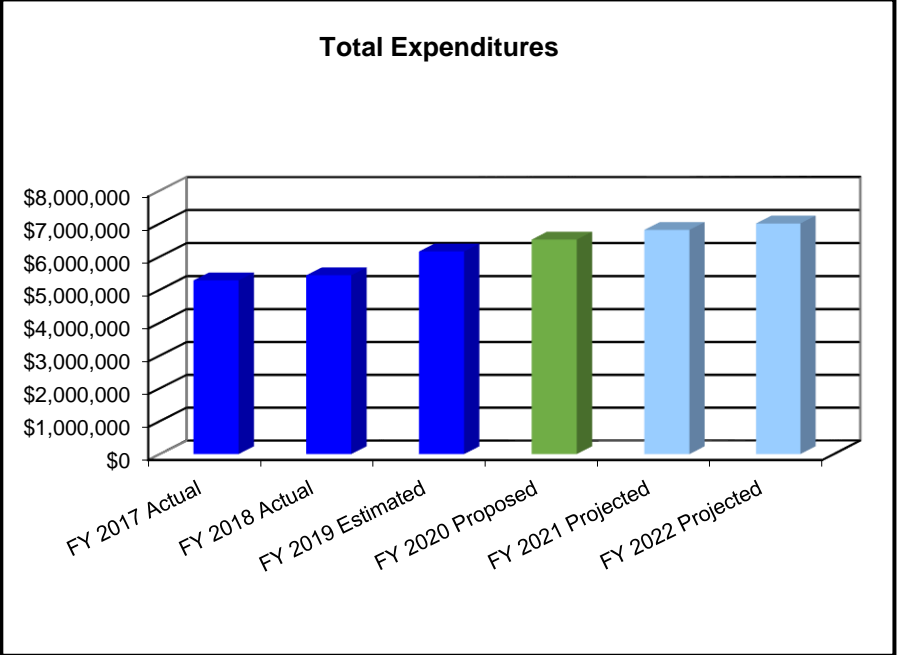
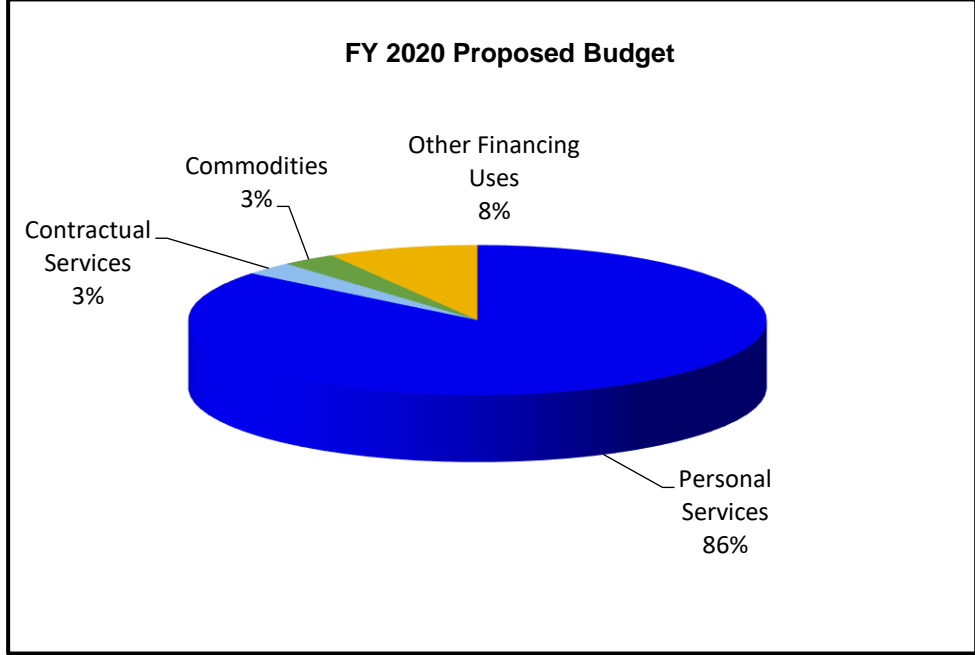


Summary of Expenditures by Category

Department: Fire Fund: General

Category: All

Fire - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$4,494,046	\$4,616,540	\$5,263,710	\$5,262,926	\$5,216,936	\$5,588,474	6%	7%	\$5,848,619	\$6,108,559
Contractual Services	111,008	152,166	173,895	173,895	196,202	182,749	5%	-7%	186,461	190,071
Commodities	153,733	123,711	239,363	239,363	266,165	198,981	-17%	-25%	207,121	207,702
Total Expenditures	4,758,787	4,892,417	5,676,968	5,676,184	5,679,303	5,970,204	5%	5%	6,242,201	6,506,332
Other Financing Uses	526,995	547,350	480,760	480,760	480,760	550,845	15%	15%	569,987	499,930
Total Fire Department	\$5,285,782	\$5,439,767	\$6,157,728	\$6,156,944	\$6,160,063	\$6,521,049	6%	6%	\$6,812,188	\$7,006,262





General Fund - Fire

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$2,842,156	\$2,894,132	\$3,454,079	\$3,454,079	\$3,322,396	\$3,651,902	6%	10%	\$3,813,578	\$3,966,121
Overtime	284,510	295,206	260,000	260,000	360,000	301,705	16%	-16%	315,282	329,469
Other Compensation	69,991	64,457	81,827	81,827	82,670	90,850	11%	10%	94,278	96,030
Social Security & Medicare	235,122	239,716	277,150	277,150	289,175	310,549	12%	7%	323,070	335,959
Medical Benefits	326,538	329,672	404,459	404,459	382,203	392,447	-3%	3%	419,105	451,705
Pension Benefits	468,089	505,690	512,932	512,148	512,148	538,423	5%	5%	563,970	592,168
Other Fringe Benefits	267,639	287,668	273,263	273,263	268,344	302,598	11%	13%	319,336	337,107
Total Personal Services	4,494,046	4,616,540	5,263,710	5,262,926	5,216,936	5,588,474	6%	7%	5,848,619	6,108,559
Contractual Services										
Postage	941	932	919	919	1,015	967	5%	-5%	893	893
Utilities	18,779	22,211	19,938	19,938	22,503	26,651	34%	18%	27,184	27,727
Travel & Training	40,918	27,820	76,832	76,832	76,640	80,068	4%	4%	81,974	83,514
Printing & Photography	5,328	2,045	8,000	8,000	7,973	10,000	25%	25%	10,200	10,404
Dues & Memberships	4,683	5,800	4,630	4,630	5,505	6,608	43%	20%	6,587	6,717
Maintenance & Repair	15,276	12,859	20,526	20,526	21,046	22,405	9%	6%	22,852	23,309
Professional Services	0	50,965	0	0	14,757	0	0%	-100%	0	0
Service Contracts	4,212	9,690	6,550	6,550	9,526	6,900	5%	-28%	7,038	7,179
Medical Services	20,872	19,843	36,500	36,500	37,237	29,150	-20%	-22%	29,733	30,328
Total Contractual Services	111,008	152,166	173,895	173,895	196,202	182,749	5%	-7%	186,461	190,071
Commodities										
Office Supplies	10,196	9,325	11,520	11,520	14,625	9,640	-16%	-34%	14,933	15,231
Minor Supplies and Equipment	8,933	1,546	7,900	7,900	7,900	10,578	34%	34%	10,790	8,384
Medical Supplies	37,287	31,208	39,800	39,800	39,800	44,000	11%	11%	44,000	44,000
Other Supplies and Materials	39,089	33,694	67,335	67,335	85,200	74,077	10%	-13%	75,499	76,949
Uniforms and Clothing	51,593	45,240	110,158	110,158	115,100	57,172	-48%	-50%	58,315	59,482
Meetings and Receptions	6,633	2,698	2,650	2,650	3,540	3,514	33%	-1%	3,584	3,656
Total Commodities	153,733	123,711	239,363	239,363	266,165	198,981	-17%	-25%	207,121	207,702
Total Expenditures	4,758,787	4,892,417	5,676,968	5,676,184	5,679,303	5,970,204	5%	5%	6,242,201	6,506,332
Other Financing Uses										
Transfers-Out	526,995	547,350	480,760	480,760	480,760	550,845	15%	15%	569,987	499,930
Total Other Financing Uses	526,995	547,350	480,760	480,760	480,760	550,845	15%	15%	569,987	499,930
Total Expenditures & Other Financing Uses	\$5,285,782	\$5,439,767	\$6,157,728	\$6,156,944	\$6,160,063	\$6,521,049	6%	6%	\$6,812,188	\$7,006,262



DEPARTMENT OF PUBLIC WORKS

Funded Staffing	2018	2019	2020
<u>Engineering</u>			
Director of Public Works	1	1	1
Assistant Dir – PW, Eng & Operations	0	1	1
Assistant Dir – PW, Fleet & Facilities	0	1	1
Assistant Public Works Director	1	0	0
Principal Civil Engineer	1	0	0
Civil Engineer	1	1	1
Engineering Technician	1	1	1
Administrative Specialist II	1	1	1
Total Engineering	6	6	6
<u>Street Maintenance</u>			
Public Works Superintendent	1	0	0
Streets Superintendent	0	1	1
City Forester	1	1	2
Foreman I	2	2	2
Assistant City Forester	1	1	0
Municipal Service Worker II	2	2	2
Municipal Service Worker I	5	5	5
Total Street Maintenance	12	12	12
<u>Building Maintenance</u>			
Foreman I	1	1	1
Facility Maintenance Worker II	1	1	1
Facility Maintenance Worker I	1	1	1
Total Building Maintenance	3	3	3
<u>Fleet Maintenance</u>			
Mechanic Foreman	1	1	1
Mechanic	2	2	2
Total Fleet Maintenance	3	3	3
<u>Parking Operations</u>			
Parking Meter Technician	1	1	1
Total Parking Operations	1	1	1
<u>Street Lighting</u>			
Municipal Service Foreman	1	1	1
Municipal Service Worker II	1	1	1
Municipal Service Worker I	0	0	0
Total Street Lighting	2	2	2
Total Public Works	27	27	27

Vision

To support, reinforce and sustain the City's vision through continued operational, technical and professional staff training ensuring the on-going high level of standards, practices, procedures and expertise in all facets of this department for today and in the future.

Mission

To support, enhance and sustain a high quality of life for the City's residents, businesses and visitors by providing well-planned, environmentally sensitive, cost effective infrastructure, equipment and services to promote public health, personal safety, transportation, and civic vitality. To assist and support all other City departments and personnel in achieving and maintaining the City's mission and vision through the high level of internal operational, technical and administrative services available and performed on a routine basis by this department.

Description

The Department of Public Works is divided into four programs:

Administrative/Engineering

The Administrative/Engineering program is responsible for the overall administration and coordination of the department activities and is responsible for the implementation of all design, construction, and most service contracts. This includes the administration of the refuse/recycling collection contract. This program also provides engineering support to the other Public Works programs and the other departments of the City.

Operations

The Operations program is responsible for the maintenance and repair of all public streets, alleys, sidewalks, surface parking facilities, street lights, and traffic control; snow removal; the street tree program; and parking operations.

Facility Maintenance

The Facility Maintenance program is responsible for the maintenance of the City's facilities, including City Hall, Fire Station, Police Station/Municipal Building, and Municipal Garage.

Fleet Maintenance

The Fleet Maintenance program is responsible for the repair and maintenance of all City-owned vehicles and equipment.

Goal

Foster all safe and accessible modes of travel including walking and biking by providing excellent street and lighting planning and maintenance.

Promote public health by maintaining the City's cleanliness through efficient and effective refuse and recycling services.

Key Intended Outcome

Transportation

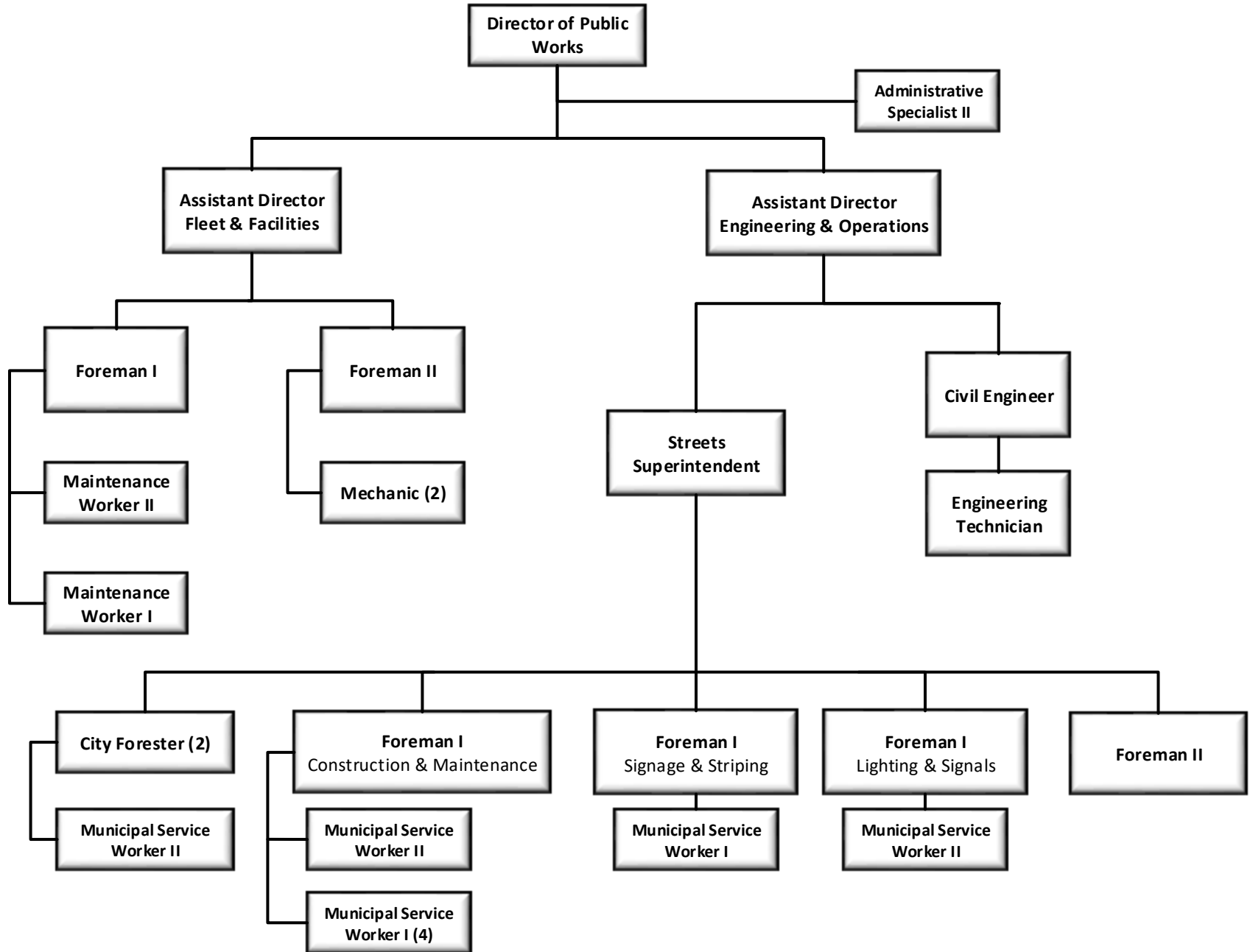
Performance Measures (by Fiscal Year):

Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents rating streets as good or better	69%	-	-	80%	-
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths*	\$25,912	\$17,200	\$248	\$22,000	\$24,434
Process	% Lane Miles with Pavement Condition Index Rating of 3 or higher	91%	85%	89%	85%	85%
	% of linear miles with dedicated/shared bicycle routes	15%	7%	15%	15%	16%
	Annual sidewalk defects per 1,000 linear feet	0.92	-	0.92	0.88	0.86
People	Annual training hours per employee	33	25	23	35	35
	Employee Engagement Index (actual results)	4.42	4.20	4.16	4.20	4.20

Find more information about the Department of Public Works at <https://www.claytonmo.gov/government/public-works>.



City of Clayton Public Works Department





Summary of Expenditures by Program

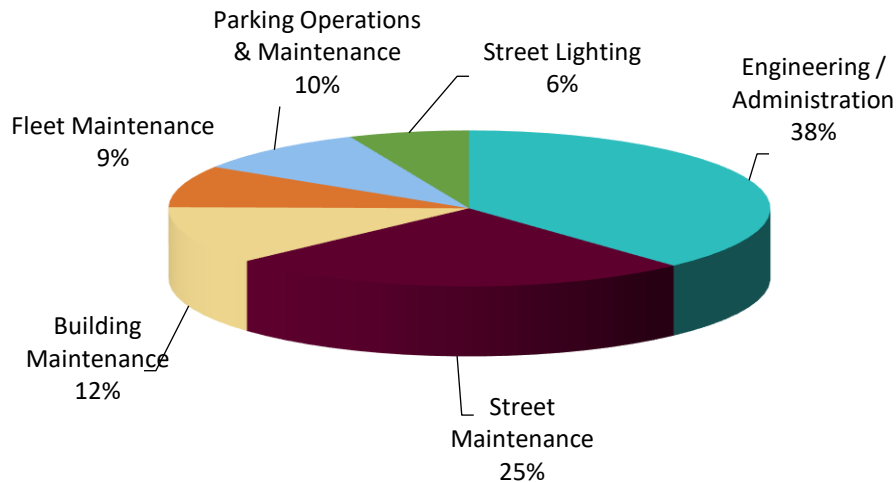
Department: Public Works

Fund: General

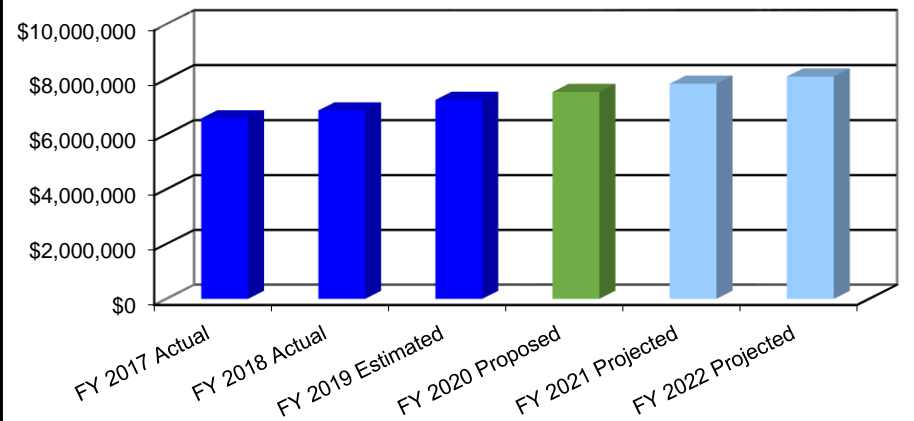
Category: All

Public Works - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Engineering / Administration	\$2,571,388	\$2,557,621	\$2,765,966	\$2,758,830	\$2,735,787	\$2,875,214	4%	5%	\$3,095,372	\$3,183,611
Street Maintenance	1,516,546	1,593,682	1,849,596	1,840,390	1,814,606	1,891,826	2%	4%	1,930,378	1,991,753
Building Maintenance	750,497	868,571	876,211	874,089	886,994	906,332	3%	2%	920,755	957,542
Fleet Maintenance	567,968	553,093	635,746	633,088	622,373	654,366	3%	5%	679,496	700,755
Parking Operations & Maintenance	800,807	773,968	698,865	697,919	730,938	725,269	4%	-1%	709,223	739,105
Street Lighting	374,741	522,628	474,732	473,362	463,023	488,880	3%	6%	506,625	528,417
Total Public Works	\$6,581,947	\$6,869,563	\$7,301,116	\$7,277,678	\$7,253,721	\$7,541,887	3%	4%	\$7,841,849	\$8,101,183

FY 2020 Proposed Budget



Total Expenditures





Summary of Expenditures by Category

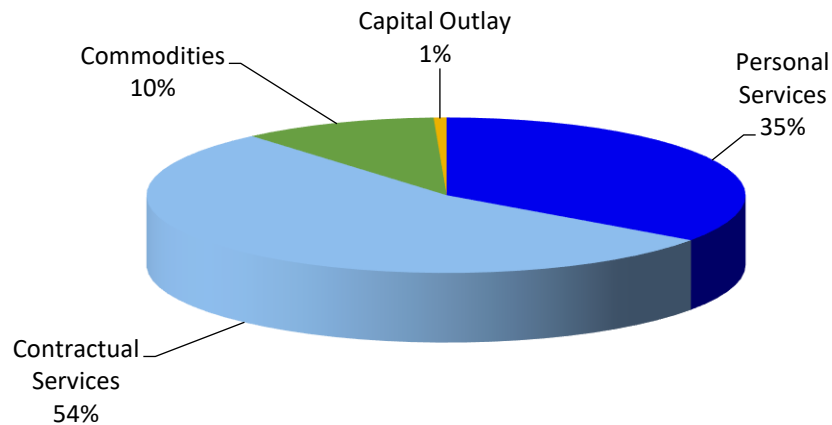
Department: Public Works

Fund: General

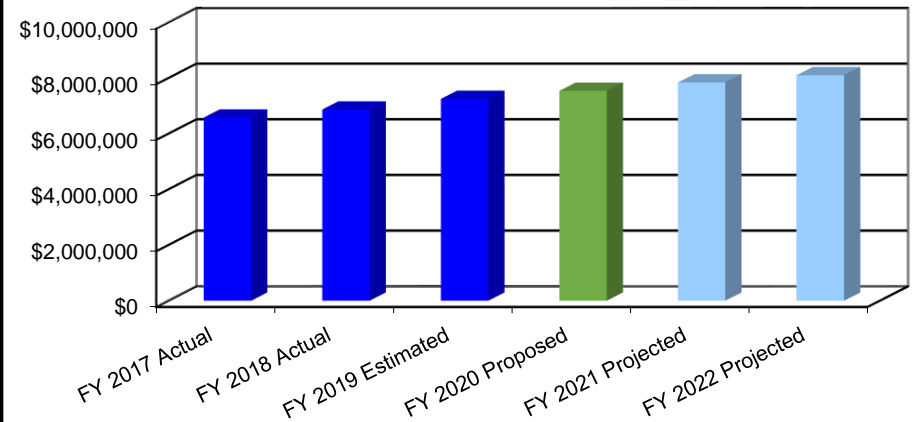
Category: All

Public Works - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$2,232,695	\$2,228,471	\$2,375,013	\$2,361,575	\$2,314,133	\$2,370,706	0%	2%	\$2,546,080	\$2,659,188
Contractual Services	3,113,161	3,196,639	3,516,784	3,504,784	3,498,475	3,672,007	4%	5%	3,817,573	3,912,605
Commodities	522,422	521,054	659,066	631,416	661,210	718,701	9%	9%	705,630	734,024
Capital Outlay	80,169	117,099	51,500	81,150	81,150	47,250	-8%	-42%	60,400	57,660
Debt Service	230,808	134,638	0	0	0	0	0%	0%	0	0
Total Expenditures	6,179,255	6,197,900	6,602,363	6,578,925	6,554,968	6,808,664	3%	4%	7,129,683	7,363,477
Other Financing Uses	402,692	671,663	698,753	698,753	698,753	733,223	5%	5%	712,166	737,706
Total Public Works	\$6,581,947	\$6,869,563	\$7,301,116	\$7,277,678	\$7,253,721	\$7,541,887	3%	4%	\$7,841,849	\$8,101,183

FY 2020 Proposed Budget



Total Expenditures





General Fund - Engineering

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$465,725	\$482,883	\$498,865	\$498,865	\$494,657	\$460,986	-8%	-7%	\$541,825	\$563,498
Salaries - Part-Time	16,969	5,819	15,200	15,200	15,400	16,240	7%	5%	16,646	17,062
Overtime	540	173	3,219	3,219	3,375	3,508	9%	4%	3,666	3,831
Other Compensation	5,014	5,014	5,000	5,000	3,900	5,000	0%	28%	5,000	5,000
Social Security & Medicare	35,889	36,789	39,955	39,955	38,648	41,749	4%	8%	43,386	45,088
Medical Benefits	47,298	46,876	43,476	43,476	43,220	55,178	27%	28%	58,927	63,511
Pension Benefits	47,070	45,548	47,092	39,956	39,960	42,294	-10%	6%	44,416	46,637
Other Fringe Benefits	10,787	10,654	10,680	10,680	10,625	11,726	10%	10%	12,255	12,811
Total Personal Services	629,293	633,755	663,487	656,351	649,785	636,681	-4%	-2%	726,121	757,438
Contractual Services										
Postage	144	540	750	750	791	452	-40%	-43%	378	378
Utilities	20,153	18,873	21,296	21,296	21,296	21,971	3%	3%	22,630	23,309
Travel & Training	7,084	7,727	25,640	25,640	13,640	27,801	8%	104%	15,800	15,353
Printing & Photography	1,120	227	600	600	600	600	0%	0%	600	600
Dues & Memberships	1,212	1,246	1,663	1,663	1,663	2,037	22%	22%	1,712	1,763
Maintenance & Repair	1,260	1,596	1,072	1,072	1,439	1,123	5%	-22%	1,145	1,168
Professional Services	0	0	0	0	0	42,200	100%	100%	33,470	34,340
Service Contracts	4,719	11,253	34,885	34,885	30,000	3,991	-89%	-87%	4,110	4,234
Waste and Recycling	1,879,457	1,843,244	1,972,628	1,970,628	1,970,628	2,090,350	6%	6%	2,240,201	2,296,206
Total Contractual Services	1,915,148	1,884,705	2,058,534	2,056,534	2,040,057	2,190,525	6%	7%	2,320,046	2,377,351
Commodities										
Office Supplies	1,309	1,510	1,775	1,775	1,775	3,135	77%	77%	2,955	2,975
Other Supplies and Materials	2,358	2,590	2,985	4,985	4,985	3,406	14%	-32%	4,546	3,486
Uniforms and Clothing	805	1,289	1,625	1,625	1,625	1,675	3%	3%	1,710	1,740
Meetings and Receptions	935	1,949	2,835	2,835	2,835	2,830	0%	0%	2,915	3,002
Total Commodities	5,407	7,338	9,220	11,220	11,220	11,046	20%	-2%	12,126	11,203
Total Expenditures	2,549,848	2,525,798	2,731,241	2,724,105	2,701,062	2,838,252	4%	5%	3,058,293	3,145,992
Other Financing Uses										
Transfers-Out	21,540	31,823	34,725	34,725	34,725	36,962	6%	6%	37,079	37,619
Total Other Financing Uses	21,540	31,823	34,725	34,725	34,725	36,962	6%	6%	37,079	37,619
Total Expenditures & Other Financing Uses	\$2,571,388	\$2,557,621	\$2,765,966	\$2,758,830	\$2,735,787	\$2,875,214	4%	5%	\$3,095,372	\$3,183,611



General Fund - Street Maintenance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$593,215	\$585,064	\$641,985	\$641,985	\$627,138	\$638,375	-1%	2%	\$674,310	\$701,282
Salaries - Part-Time	24,648	20,450	36,950	36,950	35,875	54,240	47%	51%	55,221	56,685
Overtime	33,812	45,272	30,160	40,160	36,860	33,320	10%	-10%	34,819	36,386
Other Compensation	698	496	264	264	362	264	0%	-27%	269	275
Social Security & Medicare	49,045	47,693	54,840	54,840	52,568	55,019	0%	5%	57,189	59,446
Medical Benefits	94,126	92,485	114,145	114,145	104,845	107,519	-6%	3%	114,818	123,744
Pension Benefits	62,274	59,036	61,310	52,104	52,020	52,427	-14%	1%	55,058	57,811
Other Fringe Benefits	63,632	65,438	65,122	65,122	63,602	63,923	-2%	1%	67,461	71,202
Total Personal Services	921,450	915,934	1,004,776	1,005,570	973,270	1,005,087	0%	3%	1,059,145	1,106,831
<u>Contractual Services</u>										
Utilities	15,455	28,007	18,882	19,042	25,262	25,799	37%	2%	26,573	27,370
Travel & Training	7,084	6,171	9,020	9,020	7,800	11,646	29%	49%	10,135	10,750
Dues & Memberships	520	743	945	945	825	1,270	34%	54%	870	1,070
Advertising	0	55	250	250	250	250	0%	0%	250	250
Maintenance & Repair	443	-235	26,000	16,000	15,200	26,000	0%	71%	26,000	26,000
Service Contracts	147,836	194,625	243,898	243,898	220,000	217,995	-11%	-1%	206,296	212,500
Rentals	1,097	0	2,500	2,500	2,000	2,500	0%	25%	2,500	2,500
Waste and Recycling	2,926	1,716	3,090	2,930	2,930	5,000	62%	71%	5,000	5,000
Total Contractual Services	175,361	231,081	304,585	294,585	274,267	290,460	-5%	6%	277,624	285,440
<u>Commodities</u>										
Office Supplies	841	482	1,250	1,250	1,250	1,375	10%	10%	1,385	1,400
Minor Supplies and Equipment	6,979	7,618	8,710	8,710	8,710	8,600	-1%	-1%	8,860	9,125
Agriculture Supplies General	32,300	53,270	64,360	64,360	62,000	78,000	21%	26%	69,200	71,300
Medical Supplies	607	1,297	979	979	979	1,250	28%	28%	1,285	1,325
Snow and Ice Control Materials	40,291	11,050	60,750	31,100	60,750	66,000	9%	9%	50,000	50,000
Construction Materials	13,104	28,686	41,864	41,864	41,364	30,909	-26%	-25%	31,550	31,300
Traffic Supplies	19,537	8,369	8,240	8,240	8,240	34,475	318%	318%	35,225	36,000
Other Supplies and Materials	14,595	8,694	22,310	21,410	21,410	13,000	-42%	-39%	14,000	15,000
Uniforms and Clothing	5,642	7,043	7,004	7,004	7,004	7,470	7%	7%	7,700	7,925
Meetings and Receptions	2,153	1,394	2,100	3,000	3,044	2,400	14%	-21%	2,475	2,550
Total Commodities	136,048	127,903	217,567	187,917	214,751	243,479	12%	13%	221,680	225,925
<u>Capital Outlay</u>										
Equipment	3,000	29,723	44,500	74,150	74,150	0	-100%	-100%	0	0
Roadways and Parking Lots	35,645	0	0	0	0	42,250	100%	100%	55,400	52,660
Total Capital Outlay	38,645	29,723	44,500	74,150	74,150	42,250	-5%	-43%	55,400	52,660
Total Expenditures	1,271,504	1,304,640	1,571,428	1,562,222	1,536,438	1,581,276	1%	3%	1,613,849	1,670,856
<u>Other Financing Uses</u>										
Transfers-Out	245,042	289,042	278,168	278,168	278,168	310,550	12%	12%	316,529	320,897
Total Other Financing Uses	245,042	289,042	278,168	278,168	278,168	310,550	12%	12%	316,529	320,897
Total Expenditures & Other Financing Uses	\$1,516,546	\$1,593,682	\$1,849,596	\$1,840,390	\$1,814,606	\$1,891,826	2%	4%	\$1,930,378	\$1,991,753



General Fund - Building Maintenance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$136,477	\$141,135	\$148,349	\$148,349	\$148,816	\$154,177	4%	4%	\$160,344	\$166,758
Salaries - Part-Time	14,428	2,165	7,840	7,840	7,560	8,120	4%	7%	8,323	8,531
Overtime	2,627	2,596	4,140	4,140	4,140	4,140	0%	0%	4,326	4,521
Other Compensation	0	0	0	0	0	0	0%	0%	0	0
Social Security & Medicare	11,632	11,029	12,265	12,265	11,780	12,732	4%	8%	13,234	13,755
Medical Benefits	15,998	16,412	16,944	16,944	19,549	19,854	17%	2%	21,187	22,817
Pension Benefits	15,208	13,531	14,004	11,882	11,880	12,540	-10%	6%	13,169	13,828
Other Fringe Benefits	8,590	8,842	8,207	8,207	8,340	9,193	12%	10%	9,688	10,211
Total Personal Services	204,960	195,710	211,749	209,627	212,065	220,756	4%	4%	230,271	240,421
Contractual Services										
Utilities	259,638	283,574	287,600	287,600	271,450	276,900	-4%	2%	284,500	292,200
Travel & Training	6,131	5,508	7,760	7,760	7,760	8,786	13%	13%	8,000	8,200
Dues & Memberships	359	359	1,203	1,203	1,200	1,178	-2%	-2%	1,200	1,225
Maintenance & Repair	87,859	63,250	85,690	85,690	107,190	101,330	18%	-5%	103,300	102,700
Service Contracts	81,920	79,811	86,065	86,065	86,065	90,159	5%	5%	92,000	93,800
Rentals	0	0	305	305	0	0	-100%	0%	0	0
Total Contractual Services	435,907	432,501	468,623	468,623	473,665	478,353	2%	1%	489,000	498,125
Commodities										
Minor Supplies and Equipment	3,670	2,934	3,450	3,450	3,450	3,500	1%	1%	3,600	3,700
Medical Supplies	0	0	500	500	500	510	2%	2%	520	530
Other Supplies and Materials	33,398	45,495	32,525	32,525	38,150	38,850	19%	2%	39,220	40,530
Uniforms and Clothing	1,163	1,287	1,685	1,685	1,685	1,795	7%	7%	1,830	1,870
Meetings and Receptions	199	2,302	3,000	3,000	2,800	2,881	-4%	3%	2,890	2,950
Total Commodities	38,429	52,018	41,160	41,160	46,585	47,536	15%	2%	48,060	49,580
Capital Outlay										
Facility Improvements	37,602	74,868	0	0	0	0	0%	0%	0	0
Total Capital Outlay	37,602	74,868	0	0	0	0	0%	0%	0	0
Total Expenditures	716,898	755,097	721,532	719,410	732,315	746,645	3%	2%	767,331	788,126
Other Financing Uses										
Transfers-Out	33,599	113,474	154,679	154,679	154,679	159,687	3%	3%	153,424	169,416
Total Other Financing Uses	33,599	113,474	154,679	154,679	154,679	159,687	3%	3%	153,424	169,416
Total Expenditures & Other Financing Uses	\$750,497	\$868,571	\$876,211	\$874,089	\$886,994	\$906,332	3%	2%	\$920,755	\$957,542



General Fund - Fleet Maintenance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$171,614	\$178,916	\$185,811	\$185,811	\$185,714	\$191,857	3%	3%	\$199,532	\$207,513
Overtime	1,829	1,650	1,967	1,967	1,967	1,967	0%	0%	2,056	2,148
Social Security & Medicare	12,657	13,274	14,365	14,365	14,143	14,828	3%	5%	15,421	16,039
Medical Benefits	23,921	23,543	24,605	24,605	16,909	24,849	1%	47%	26,532	28,590
Pension Benefits	17,552	17,078	17,540	14,882	14,880	15,516	-12%	4%	16,294	17,109
Other Fringe Benefits	8,354	8,580	8,747	8,747	8,024	8,620	-1%	7%	9,065	9,535
Total Personal Services	235,927	243,042	253,035	250,377	241,637	257,637	2%	7%	268,900	280,934
<u>Contractual Services</u>										
Postage	0	36	0	0	0	0	0%	0%	0	0
Travel & Training	1,963	6,088	23,165	4,500	4,500	5,250	-77%	17%	6,500	5,250
Dues & Memberships	499	0	1,000	1,000	500	1,500	50%	200%	1,500	1,500
Maintenance & Repair	6,531	1,925	16,800	35,465	34,665	36,235	116%	5%	37,100	37,700
Service Contracts	45,796	34,059	7,400	7,400	6,850	7,900	7%	15%	8,440	8,260
Total Contractual Services	54,789	42,108	48,365	48,365	46,515	50,885	5%	9%	53,540	52,710
<u>Commodities</u>										
Office Supplies	88	70	500	500	400	400	-20%	0%	410	420
Minor Supplies and Equipment	2,097	1,842	3,100	3,100	3,100	3,250	5%	5%	3,275	1,300
Medical Supplies	235	346	350	350	350	350	0%	0%	350	350
Vehicle Parts	114,481	93,300	120,000	120,000	120,000	120,000	0%	0%	122,400	125,000
Fuel and Lubricants	131,707	150,507	157,500	157,500	157,500	165,400	5%	5%	173,700	182,400
Other Supplies and Materials	5,309	3,516	6,925	6,925	6,900	6,900	0%	0%	7,050	7,200
Uniforms and Clothing	411	603	850	850	850	850	0%	0%	870	900
Total Commodities	254,329	250,184	289,225	289,225	289,100	297,150	3%	3%	308,055	317,570
Total Expenditures	545,045	535,334	590,625	587,967	577,252	605,672	3%	5%	630,495	651,214
<u>Other Financing Uses</u>										
Transfers-Out	22,923	17,759	45,121	45,121	45,121	48,694	8%	8%	49,001	49,541
Total Other Financing Uses	22,923	17,759	45,121	45,121	45,121	48,694	8%	8%	49,001	49,541
Total Expenditures & Other Financing Uses	\$567,968	\$553,093	\$635,746	\$633,088	\$622,373	\$654,366	3%	5%	\$679,496	\$700,755



General Fund - Parking Operations & Maintenance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$62,592	\$65,530	\$66,179	\$66,179	\$66,459	\$68,279	3%	3%	\$71,010	\$73,851
Salaries - Part-Time	3,799	5,228	4,620	4,620	5,125	5,280	14%	3%	5,412	5,547
Overtime	820	1,002	1,965	1,965	1,965	2,035	4%	4%	2,127	2,222
Other Compensation	169	169	168	168	221	168	0%	-24%	171	175
Social Security & Medicare	4,836	5,299	5,579	5,579	5,390	5,796	4%	8%	6,022	6,257
Medical Benefits	12,956	9,844	9,712	9,712	9,162	9,807	1%	7%	10,474	11,291
Pension Benefits	6,303	6,057	6,247	5,301	5,304	5,554	-11%	5%	5,832	6,124
Other Fringe Benefits	3,690	3,567	3,370	3,370	3,349	3,547	5%	6%	3,733	3,928
Total Personal Services	95,164	96,696	97,840	96,894	96,975	100,466	3%	4%	104,781	109,395
Contractual Services										
Utilities	2,227	3,378	3,839	19,839	3,839	4,174	9%	9%	4,255	4,340
Travel & Training	0	74	3,750	3,750	3,750	3,750	0%	0%	3,750	3,750
Printing & Photography	430	165	1,050	1,050	750	1,100	5%	47%	1,150	1,200
Maintenance & Repair	0	0	500	500	500	500	0%	0%	500	500
Service Contracts	255,183	268,616	307,716	291,716	309,620	321,210	4%	4%	325,640	335,681
Banking and Credit Card Fees	91,045	135,565	123,788	123,788	155,062	132,086	7%	-15%	138,690	145,625
Rentals	24,000	24,000	24,500	24,500	24,500	24,500	0%	0%	25,000	25,500
Total Contractual Services	372,885	431,799	465,143	465,143	498,021	487,320	5%	-2%	498,985	516,596
Commodities										
Office Supplies	4,330	1,397	600	600	600	650	8%	8%	700	750
Minor Supplies and Equipment	277	484	750	750	750	800	7%	7%	800	800
Agriculture Supplies General	3,357	5,788	5,500	5,500	5,500	6,000	9%	9%	6,200	6,400
Construction Materials	3,304	2,178	9,585	9,585	9,645	13,627	42%	41%	13,425	13,640
Traffic Supplies	11,575	0	0	0	0	10,900	100%	100%	7,600	7,800
Parking Supplies Meters	0	7,682	8,200	8,200	8,200	23,585	188%	188%	18,035	24,300
Other Supplies and Materials	10,094	9,553	16,925	16,925	16,925	0	-100%	-100%	2,500	2,500
Uniforms and Clothing	406	442	450	450	450	500	11%	11%	550	600
Total Commodities	33,343	27,522	42,010	42,010	42,070	56,062	33%	33%	49,810	56,790
Capital Outlay										
Equipment	0	12,508	0	0	0	0	0%	0%	0	0
Roadways and Parking Lots	3,922	0	3,000	3,000	3,000	0	-100%	-100%	0	0
Facility Improvements	0	0	4,000	4,000	4,000	5,000	25%	25%	5,000	5,000
Total Capital Outlay	3,922	12,508	7,000	7,000	7,000	5,000	-29%	-29%	5,000	5,000
Debt Service										
Debt Service Principal	218,214	132,419	0	0	0	0	0%	0%	0	0
Debt Service Interest	12,594	2,219	0	0	0	0	0%	0%	0	0
Total Debt Service	230,808	134,638	0	0	0	0	0%	0%	0	0
Total Expenditures	736,123	703,163	611,993	611,047	644,066	648,848	6%	1%	658,576	687,781
Other Financing Uses										
Transfers-Out	64,684	70,805	86,872	86,872	86,872	76,421	-12%	-12%	50,647	51,324
Total Other Financing Uses	64,684	70,805	86,872	86,872	86,872	76,421	-12%	-12%	50,647	51,324
Total Expenditures & Other Financing Uses	\$800,807	\$773,968	\$698,865	\$697,919	\$730,938	\$725,269	4%	-1%	\$709,223	\$739,105



General Fund - Street Lighting

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$101,925	\$96,528	\$95,760	\$95,760	\$96,084	\$101,459	6%	6%	\$105,517	\$109,738
Overtime	1,119	1,892	3,500	3,500	3,500	3,625	4%	4%	3,788	3,959
Other Compensation	265	91	0	0	0	0	0%	0%	0	0
Social Security & Medicare	7,990	7,231	7,593	7,593	5,760	8,039	6%	40%	8,362	8,698
Medical Benefits	14,122	16,807	18,957	18,957	18,235	19,145	1%	5%	20,447	22,039
Pension Benefits	10,687	10,491	9,040	7,670	7,668	8,237	-9%	7%	8,649	9,082
Other Fringe Benefits	9,793	10,293	9,276	9,276	9,154	9,574	3%	5%	10,099	10,653
Total Personal Services	145,901	143,333	144,126	142,756	140,401	150,079	4%	7%	156,862	164,169
<u>Contractual Services</u>										
Utilities	121,388	120,677	129,950	129,950	129,950	131,900	2%	2%	134,537	137,228
Maintenance & Repair	818	0	2,000	2,000	1,000	2,060	3%	106%	2,121	2,185
Service Contracts	36,865	53,769	39,584	39,584	35,000	40,504	2%	16%	41,720	42,970
Total Contractual Services	159,070	174,446	171,534	171,534	165,950	174,464	2%	5%	178,378	182,383
<u>Commodities</u>										
Minor Supplies and Equipment	3,580	928	1,300	1,300	1,000	1,501	15%	50%	1,500	6,000
Construction Materials	787	192	1,000	1,000	1,000	1,200	20%	20%	1,250	1,300
Traffic Supplies	10,526	16,182	17,100	17,100	15,000	17,613	3%	17%	18,150	18,685
Other Supplies and Materials	39,973	38,788	40,484	40,484	40,484	43,114	6%	6%	44,999	46,971
Total Commodities	54,865	56,090	59,884	59,884	57,484	63,428	6%	10%	65,899	72,956
Total Expenditures	359,837	373,868	375,544	374,174	363,835	387,971	3%	7%	401,139	419,508
<u>Other Financing Uses</u>										
Transfers-Out	14,904	148,760	99,188	99,188	99,188	100,909	2%	2%	105,486	108,909
Total Other Financing Uses	14,904	148,760	99,188	99,188	99,188	100,909	2%	2%	105,486	108,909
Total Expenditures & Other Financing Uses	\$374,741	\$522,628	\$474,732	\$473,362	\$463,023	\$488,880	3%	6%	\$506,625	\$528,417



DEPARTMENT OF PARKS AND RECREATION

Funded Staffing			
	2018	2019	2020
<u>Recreation</u>			
Director of Parks & Recreation	1	1	1
Recreation Manager	1	1	1
Recreation Supervisor-Athletics & Facilities	1	1	1
Community Recreation Supervisor	0.5	0.5	0.5
Community Outreach Specialist	0.5	0.5	0
Aquatics Supervisor	0.25	0.25	0.25
Inclusion Services Coordinator	1	1	1
Administrative Specialist II	1	1	1
Total Recreation	6.25	6.25	5.75
<u>Park Operations</u>			
Parks Superintendent	1	1	1
Foreman I	1	1	1
Horticulturist	1	1	1
Field Technician	1	1	1
Municipal Service Worker II	1	1	1
Municipal Service Worker I	3	3	3
Total Park Operations	8	8	8
<u>Clayton Community Foundation</u>			
Foundation Administrator	0.5	0.5	1.0
Total Clayton Community Foundation	0.5	0.5	1.0
Total Parks & Recreation	14.75	14.75	14.75

Mission

To improve the quality of life for the citizens of Clayton through the provision of comprehensive leisure services and recreational opportunities to individuals of all ages, abilities, and interests in a safe, healthy, and pleasant environment.

Description

The Department of Parks and Recreation is divided into two programs: Recreation and Parks.

Recreation

The Recreation program's responsibility is to oversee the development, expansion and implementation of a wide array of programs, events, services and facilities within department operations.

The Recreation program provides all recreational program development and implementation for individuals of all abilities and needs; manages and operates The Center of Clayton, Shaw Park Aquatic Center, Ice Rink and Tennis Center, as well as the Martin Franklin Hanley House; and hires, trains and supervises seasonal and part-time employees as well as volunteers.

Park Operations

The Parks program is responsible for providing effective and efficient maintenance services for park grounds, recreational facilities, park equipment and vehicles, park landscaping services, construction projects and special event support for the Recreation program.

Staff support for the Clayton Community Foundation, a non-profit private-public partnership working to privately finance initiatives in art, history and parks, is accounted for in the Parks and Recreation Department.

Goal

Encourage widespread participation in a variety of recreational and cultural activities, which are accessible to all community members. Enhance and promote the "Quality of Life" for the citizens of Clayton through enrichment of the environment.

Key Intended Outcome

Recreation and Culture

Performance Measures (by Fiscal Year):

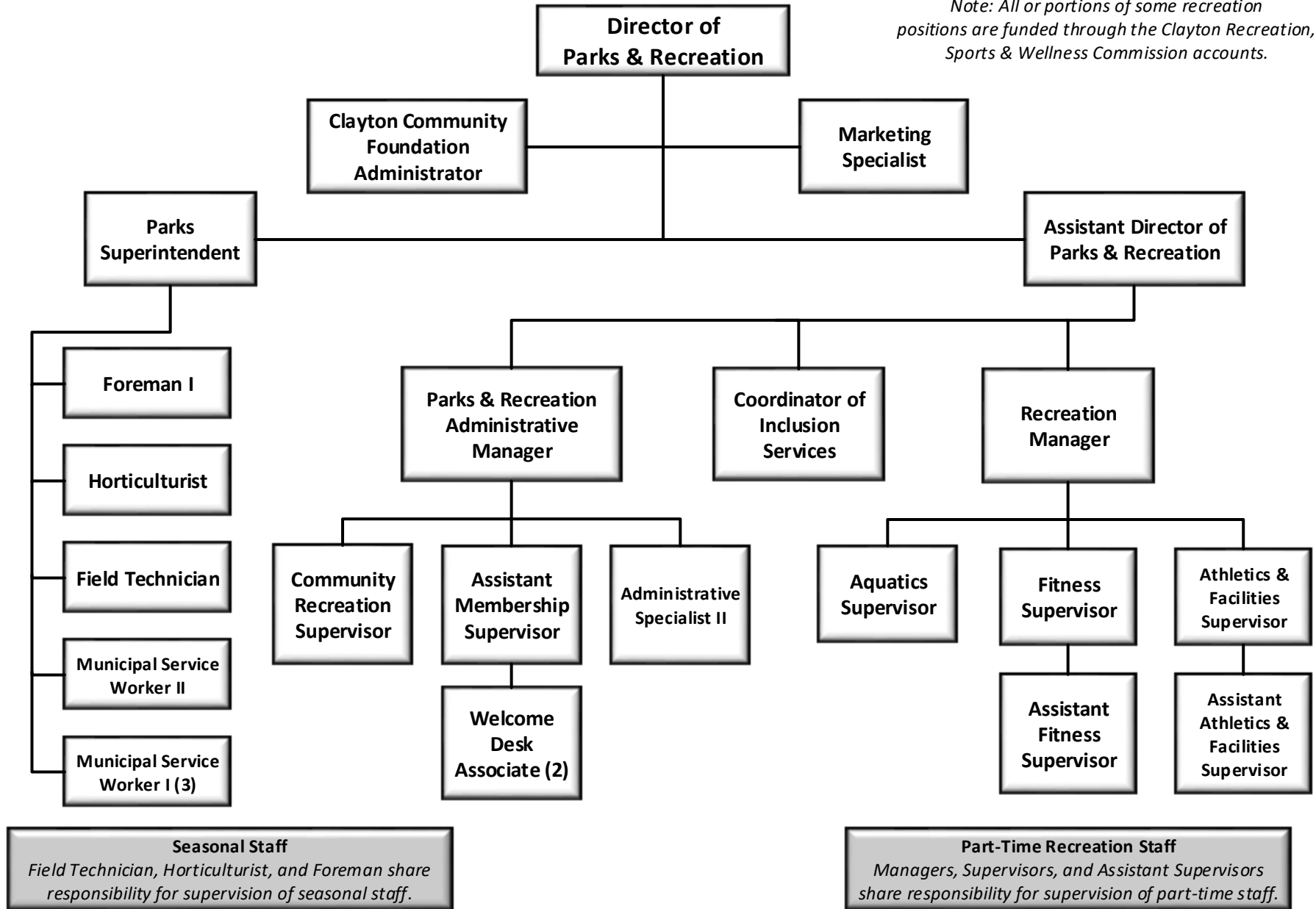
Category	Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents rating overall satisfaction as good or better	95%	–	–	95%	–
Financial	Cost of park maintenance per acre maintained	\$12,555	\$9,000	\$15,072	\$12,000	\$15,000
	% operating cost recovery for recreation facilities	94%	92%	96%	92%	94%
Process	% of registrants per total capacity of recreation programs	70%	75%	74%	75%	75%
	Acres properly maintained (per park inspection index)	84%	85%	86%	85%	85%
	% households with one or more recreation pass holders	36%	35%	34%	35%	35%
People	Average annual training hours per full-time equivalent employee	31	30	23	30	30
	Employee Engagement Index (actual results)	4.14	4.20	4.27	4.20	4.20

Find more information about the Parks & Recreation Department at <https://www.claytonmo.gov/government/parks-recreation>.



City of Clayton Parks & Recreation Department

Note: All or portions of some recreation positions are funded through the Clayton Recreation, Sports & Wellness Commission accounts.





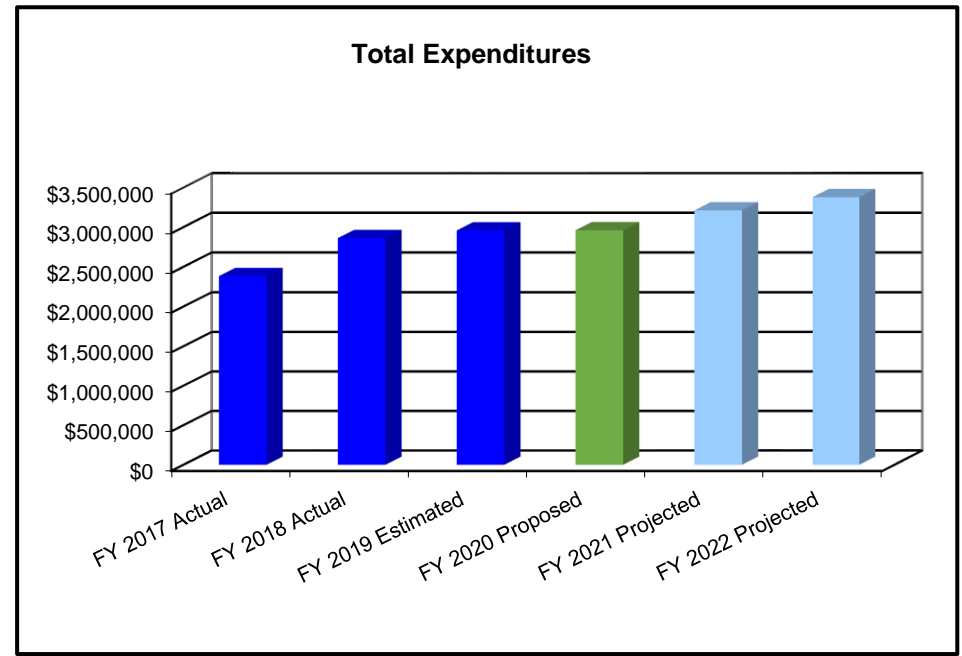
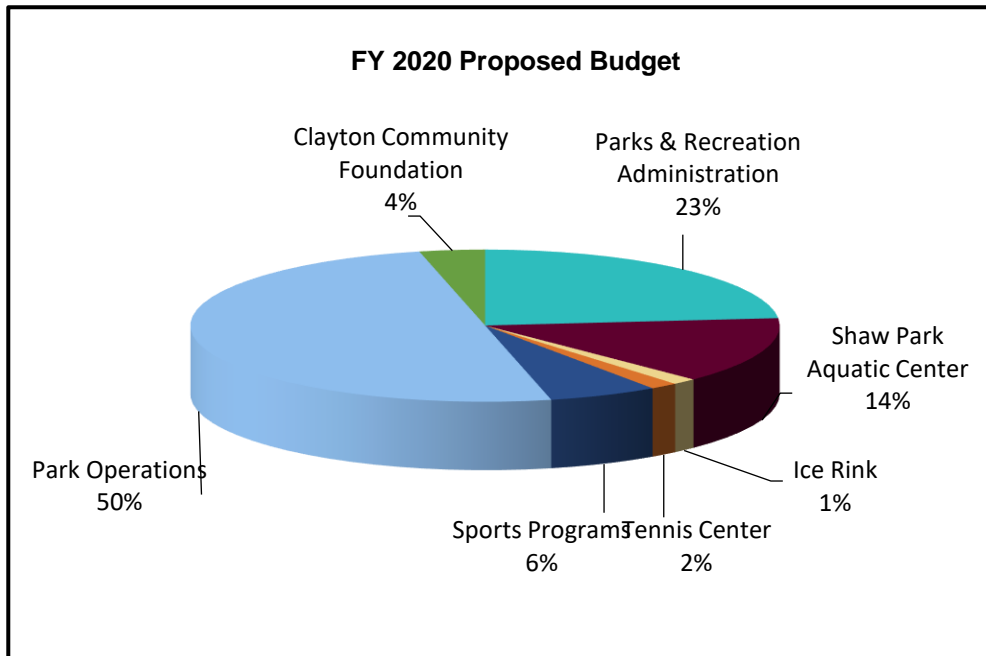
Summary of Expenditures by Program

Department: Parks & Recreation

Fund: General

Category: All

Parks & Recreation - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Parks & Recreation Administration	\$652,355	\$699,294	\$724,873	\$718,710	\$704,768	\$694,318	-4%	-1%	\$707,970	\$736,630
Shaw Park Aquatic Center	353,528	481,752	398,349	398,349	404,806	416,465	5%	3%	433,061	456,682
Ice Rink	95,368	108,039	132,247	142,247	126,140	39,815	-70%	-68%	180,351	225,433
Tennis Center	24,004	40,066	44,765	44,765	44,765	45,386	1%	1%	45,336	45,386
Sports Programs	159,246	156,883	174,897	174,897	176,442	177,766	2%	1%	184,864	189,644
Park Operations	1,049,304	1,320,673	1,444,124	1,437,708	1,443,584	1,480,392	3%	3%	1,549,037	1,608,591
Clayton Community Foundation	50,045	56,196	60,968	60,547	58,710	106,313	74%	81%	110,580	115,131
Total Parks & Recreation	\$2,383,851	\$2,862,904	\$2,980,223	\$2,977,223	\$2,959,215	\$2,960,455	-1%	0%	\$3,211,199	\$3,377,497





Summary of Expenditures by Category

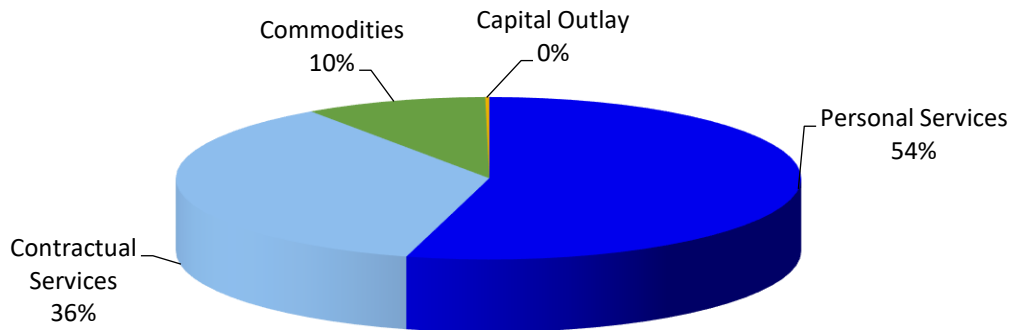
Department: Parks & Recreation

Fund: General

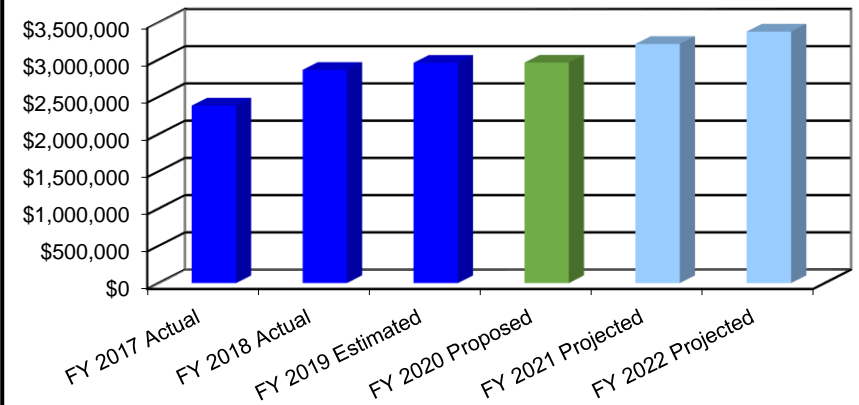
Category: All

Parks & Recreation - By Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Personal Services	\$1,243,796	\$1,319,997	\$1,452,671	\$1,439,671	\$1,425,614	\$1,465,308	1%	3%	\$1,573,003	\$1,642,978
Contractual Services	786,651	1,031,127	972,179	972,179	1,003,978	975,059	0%	-3%	1,084,003	1,155,911
Commodities	277,220	283,658	300,410	310,410	270,160	254,761	-15%	-6%	283,022	295,347
Capital Outlay	0	4,920	0	0	4,500	5,600	100%	24%	0	6,200
Debt Service	0	0	0	0	0	0	0%	0%	0	0
Total Expenditures	2,307,668	2,639,703	2,725,260	2,722,260	2,704,252	2,700,728	-1%	0%	2,940,028	3,100,436
Other Financing Uses	76,183	223,201	254,963	254,963	254,963	259,727	2%	2%	271,171	277,061
Total Parks & Recreation	\$2,383,851	\$2,862,904	\$2,980,223	\$2,977,223	\$2,959,215	\$2,960,455	-1%	0%	\$3,211,199	\$3,377,497

FY 2020 Proposed Budget



Total Expenditures





General Fund - Parks & Recreation Administration

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$373,435	\$415,195	\$430,879	\$430,879	\$420,139	\$410,156	-5%	-2%	\$426,562	\$443,625
Salaries - Part-Time	5,985	6,956	8,200	8,200	12,500	24,260	196%	94%	9,492	9,729
Overtime	2,923	4,204	6,200	6,200	6,200	6,600	6%	6%	6,897	7,207
Social Security & Medicare	28,210	31,726	34,064	34,064	33,571	33,738	-1%	0%	33,886	35,233
Medical Benefits	39,216	46,685	45,185	45,185	50,173	51,206	13%	2%	54,677	58,922
Pension Benefits	40,340	38,762	40,674	34,511	34,512	33,198	-18%	-4%	34,858	36,601
Other Fringe Benefits	15,803	16,865	16,850	16,850	17,500	16,959	1%	-3%	17,820	18,727
Total Personal Services	505,912	560,394	582,052	575,889	574,595	576,117	-1%	0%	584,192	610,044
Contractual Services										
Postage	5,941	5,964	7,045	7,045	5,875	4,576	-35%	-22%	5,682	5,782
Utilities	10,779	13,077	14,052	14,052	0	0	-100%	0%	0	0
Travel & Training	11,088	14,934	10,800	10,800	10,500	10,345	-4%	-1%	10,600	10,800
Printing & Photography	1,305	3,175	3,640	3,640	3,640	3,830	5%	5%	3,850	3,900
Dues & Memberships	4,154	3,337	2,945	2,945	3,060	3,390	15%	11%	3,455	3,525
Advertising	3,671	4,032	2,700	2,700	2,700	2,700	0%	0%	2,700	2,700
Maintenance & Repair	235	77	500	500	500	500	0%	0%	500	500
Service Contracts	20,146	4,543	17,600	17,600	17,600	1,600	-91%	-91%	2,650	2,700
Banking and Credit Card Fees	31,013	21,486	19,843	19,843	22,602	23,114	16%	2%	24,270	25,483
Events	0	0	0	0	39,875	43,925	100%	10%	45,000	46,000
Total Contractual Services	88,332	70,626	79,125	79,125	106,352	93,980	19%	-12%	98,707	101,390
Commodities										
Office Supplies	17,065	13,653	13,525	13,525	13,525	14,250	5%	5%	14,350	14,600
Other Supplies and Materials	34,868	49,831	45,600	45,600	5,725	5,725	-87%	0%	5,900	6,100
Uniforms and Clothing	130	855	800	800	800	400	-50%	-50%	850	425
Meetings and Receptions	3,549	2,665	2,500	2,500	2,500	2,575	3%	3%	2,700	2,800
Total Commodities	55,612	67,003	62,425	62,425	22,550	22,950	-63%	2%	23,800	23,925
Total Expenditures	649,855	698,023	723,602	717,439	703,497	693,047	-4%	-1%	706,699	735,359
Other Financing Uses										
Transfers-Out	2,500	1,271	1,271	1,271	1,271	1,271	0%	0%	1,271	1,271
Total Other Financing Uses	2,500	1,271	1,271	1,271	1,271	1,271	0%	0%	1,271	1,271
Total Expenditures & Other Financing Uses	\$652,355	\$699,294	\$724,873	\$718,710	\$704,768	\$694,318	-4%	-1%	\$707,970	\$736,630



General Fund - Shaw Park Aquatic Center

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Part-Time	\$7,001	\$5,774	\$7,500	\$7,500	\$13,000	\$7,838	5%	-40%	\$8,034	\$8,235
Social Security & Medicare	705	442	574	574	995	600	5%	-40%	615	630
Other Fringe Benefits	304	315	306	306	327	356	16%	9%	377	400
Total Personal Services	8,009	6,531	8,380	8,380	14,322	8,794	5%	-39%	9,026	9,265
<u>Contractual Services</u>										
Utilities	32,120	171,199	47,280	47,280	47,250	49,200	4%	4%	50,800	52,600
Maintenance & Repair	13,490	16,942	30,400	30,400	30,400	18,100	-40%	-40%	19,000	19,000
Service Contracts	211,416	167,166	189,909	189,909	196,080	214,486	13%	9%	220,357	234,548
Rentals	4,942	8,785	5,026	5,026	0	0	-100%	0%	6,357	6,548
Total Contractual Services	261,968	364,091	272,615	272,615	273,730	281,786	3%	3%	296,514	312,696
<u>Commodities</u>										
Recreation Supplies	27,811	0	0	0	0	0	0%	0%	0	0
Other Supplies and Materials	46,723	43,292	48,930	48,930	43,830	51,875	6%	18%	52,000	53,000
Total Commodities	74,533	43,292	48,930	48,930	43,830	51,875	6%	18%	52,000	53,000
<u>Capital Outlay</u>										
Equipment	0	4,920	0	0	4,500	5,600	100%	24%	0	6,200
Total Capital Outlay	0	4,920	0	0	4,500	5,600	100%	24%	0	6,200
Total Expenditures	344,511	418,834	329,925	329,925	336,382	348,055	5%	3%	357,540	381,161
<u>Other Financing Uses</u>										
Transfers-Out	9,017	62,918	68,424	68,424	68,424	68,410	0%	0%	75,521	75,521
Total Other Financing Uses	9,017	62,918	68,424	68,424	68,424	68,410	0%	0%	75,521	75,521
Total Expenditures & Other Financing Uses	\$353,528	\$481,752	\$398,349	\$398,349	\$404,806	\$416,465	5%	3%	\$433,061	\$456,682



General Fund - Ice Rink

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$2,436	\$3,398	\$22,885	\$22,885	\$3,398	\$0	-100%	-100%	\$0	\$0
Salaries - Part-Time	25,906	34,273	16,486	16,486	32,213	0	-100%	-100%	57,200	62,200
Social Security & Medicare	2,168	2,882	3,012	3,012	2,724	0	-100%	-100%	4,376	4,758
Other Fringe Benefits	1,638	1,700	1,609	1,609	1,580	0	-100%	-100%	1,675	1,775
Total Personal Services	32,148	42,252	43,992	43,992	39,915	0	-100%	-100%	63,251	68,733
Contractual Services										
Utilities	21,283	24,094	30,850	30,850	30,850	32,815	6%	6%	50,200	63,700
Maintenance & Repair	31,356	22,852	41,100	41,100	29,600	0	-100%	-100%	36,800	54,000
Total Contractual Services	52,639	46,945	71,950	71,950	60,450	32,815	-54%	-46%	87,000	117,700
Commodities										
Medical Supplies	0	55	300	300	200	0	-100%	-100%	500	600
Other Supplies and Materials	9,867	16,627	15,145	25,145	25,146	7,000	-54%	-72%	28,000	36,000
Uniforms and Clothing	714	529	860	860	429	0	-100%	-100%	1,600	2,400
Total Commodities	10,581	17,211	16,305	26,305	25,775	7,000	-57%	-73%	30,100	39,000
Total Expenditures	95,368	106,408	132,247	142,247	126,140	39,815	-70%	-68%	180,351	225,433
Other Financing Uses										
Transfers-Out	0	1,631	0	0	0	0	0%	0%	0	0
Total Other Financing Uses	0	1,631	0	0	0	0	0%	0%	0	0
Total Expenditures & Other Financing Uses	\$95,368	\$108,039	\$132,247	\$142,247	\$126,140	\$39,815	-70%	-68%	\$180,351	\$225,433



General Fund - Tennis Center

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Contractual Services										
Maintenance & Repair	\$760	\$621	\$550	\$550	\$550	\$600	9%	9%	\$600	\$650
Service Contracts	21,237	18,449	20,000	20,000	20,000	20,000	0%	0%	20,000	20,000
Total Contractual Services	21,997	19,070	20,550	20,550	20,550	20,600	0%	0%	20,600	20,650
Commodities										
Other Supplies and Materials	2,007	2,321	3,875	3,875	3,875	3,850	-1%	-1%	3,800	3,800
Total Commodities	2,007	2,321	3,875	3,875	3,875	3,850	-1%	-1%	3,800	3,800
Total Expenditures	24,004	21,391	24,425	24,425	24,425	24,450	0%	0%	24,400	24,450
Other Financing Uses										
Transfers-Out	0	18,675	20,340	20,340	20,340	20,936	3%	3%	20,936	20,936
Total Other Financing Uses	0	18,675	20,340	20,340	20,340	20,936	3%	3%	20,936	20,936
Total Expenditures & Other Financing Uses	\$24,004	\$40,066	\$44,765	\$44,765	\$44,765	\$45,386	1%	1%	\$45,336	\$45,386



General Fund - Sports Programs

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Part-Time	\$55,921	\$45,531	\$63,792	\$63,792	\$63,882	\$64,915	2%	2%	\$66,538	\$68,201
Overtime	388	-18	975	975	0	0	-100%	0%	0	0
Social Security & Medicare	4,308	3,482	4,955	4,955	4,887	4,966	0%	2%	5,090	5,217
Other Fringe Benefits	2,551	2,647	2,633	2,633	2,615	2,985	13%	14%	3,164	3,354
Total Personal Services	63,168	51,642	72,355	72,355	71,384	72,866	1%	2%	74,792	76,772
<u>Contractual Services</u>										
Service Contracts	66,235	77,676	67,662	67,662	70,178	70,178	4%	0%	74,350	77,150
Total Contractual Services	66,235	77,676	67,662	67,662	70,178	70,178	4%	0%	74,350	77,150
<u>Commodities</u>										
Recreation Supplies	29,844	27,565	34,880	34,880	34,880	34,722	0%	0%	35,722	35,722
Total Commodities	29,844	27,565	34,880	34,880	34,880	34,722	0%	0%	35,722	35,722
Total Expenditures	\$159,246	\$156,883	\$174,897	\$174,897	\$176,442	\$177,766	2%	1%	\$184,864	\$189,644



General Fund - Park Operations

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Personal Services										
Salaries - Full-Time	\$384,088	\$390,005	\$443,580	\$443,580	\$428,881	\$459,369	4%	7%	\$477,744	\$496,854
Salaries - Part-Time	44,636	37,284	49,080	49,080	48,870	47,820	-3%	-2%	49,016	50,241
Overtime	13,914	24,297	24,528	24,528	24,528	27,116	11%	11%	28,336	29,611
Other Compensation	313	313	312	312	432	312	0%	-28%	318	325
Social Security & Medicare	32,630	33,568	39,971	39,971	38,457	40,898	2%	6%	42,489	44,143
Medical Benefits	45,502	49,267	58,305	58,305	63,295	60,288	3%	-5%	64,357	69,332
Pension Benefits	38,663	41,843	42,345	35,929	35,928	36,664	-13%	2%	38,503	40,429
Other Fringe Benefits	25,621	27,114	27,703	27,703	27,197	29,951	8%	10%	31,599	33,298
Total Personal Services	585,368	603,691	685,824	679,408	667,588	702,418	2%	5%	732,362	764,233
Contractual Services										
Utilities	171,436	245,411	244,070	244,070	256,520	268,902	10%	5%	287,783	298,355
Travel & Training	3,817	2,848	4,100	4,100	4,100	4,240	3%	3%	5,000	5,200
Dues & Memberships	0	0	0	0	0	570	100%	100%	600	630
Maintenance & Repair	8,498	15,526	21,781	21,781	21,772	22,076	1%	1%	22,749	23,440
Service Contracts	110,271	187,498	188,026	188,026	188,026	177,212	-6%	-6%	188,000	196,000
Rentals	1,249	1,134	2,000	2,000	2,000	2,100	5%	5%	2,100	2,100
Total Contractual Services	295,271	452,418	459,977	459,977	472,418	475,100	3%	1%	506,232	525,725
Commodities										
Medical Supplies	0	406	450	450	450	500	11%	11%	500	500
Other Supplies and Materials	96,344	116,105	125,200	125,200	130,200	124,900	0%	-4%	128,000	130,000
Uniforms and Clothing	6,438	6,575	5,895	5,895	6,000	6,164	5%	3%	6,200	6,400
Meetings and Receptions	1,218	2,772	1,850	1,850	2,000	2,200	19%	10%	2,300	2,400
Total Commodities	104,000	125,858	133,395	133,395	138,650	133,764	0%	-4%	137,000	139,300
Total Expenditures	984,638	1,181,967	1,279,196	1,272,780	1,278,656	1,311,282	3%	3%	1,375,594	1,429,258
Other Financing Uses										
Transfers-Out	64,666	138,706	164,928	164,928	164,928	169,110	3%	3%	173,443	179,333
Total Other Financing Uses	64,666	138,706	164,928	164,928	164,928	169,110	3%	3%	173,443	179,333
Total Expenditures & Other Financing Uses	\$1,049,304	\$1,320,673	\$1,444,124	\$1,437,708	\$1,443,584	\$1,480,392	3%	3%	\$1,549,037	\$1,608,591



General Fund - Clayton Community Foundation

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
<u>Personal Services</u>										
Salaries - Full-Time	\$27,881	\$28,678	\$29,447	\$29,447	\$29,576	\$64,308	118%	117%	\$66,881	\$69,556
Salaries - Part-Time	9,818	13,827	16,640	16,640	15,792	16,640	0%	5%	17,056	17,482
Overtime	493	1,595	2,000	2,000	1,000	2,000	0%	100%	2,090	2,184
Social Security & Medicare	2,796	3,280	3,679	3,679	3,547	6,346	72%	79%	6,581	6,825
Medical Benefits	4,877	4,867	4,991	4,991	4,967	9,807	96%	97%	10,475	11,291
Pension Benefits	2,788	2,687	2,780	2,359	2,364	5,027	81%	113%	5,278	5,542
Other Fringe Benefits	539	553	531	531	564	985	85%	75%	1,019	1,051
Total Personal Services	49,192	55,487	60,068	59,647	57,810	105,113	75%	82%	109,380	113,931
<u>Contractual Services</u>										
Utilities	210	300	300	300	300	600	100%	100%	600	600
Total Contractual Services	210	300	300	300	300	600	100%	100%	600	600
<u>Commodities</u>										
Office Supplies	443	205	400	400	400	400	0%	0%	400	400
Meetings and Receptions	200	204	200	200	200	200	0%	0%	200	200
Total Commodities	643	409	600	600	600	600	0%	0%	600	600
Total Expenditures	\$50,045	\$56,196	\$60,968	\$60,547	\$58,710	\$106,313	74%	81%	\$110,580	\$115,131



NON-DEPARTMENTAL

The Non-Departmental program includes insurance expenditures and has historically included transfers out to other funds that cannot be specifically associated with any one department within the General Fund.

Insurance expenditures include premium and deductible payments associated with the following types of coverage: property, general liability, network security, unemployment, Public Officials, underground storage tanks, and Directors and Officers. Insurance benefit premiums specifically associated with department employees are shown as personal services expenditures within the departments and are not included in this program. Those benefit premiums include medical, dental, group life, and workers' compensation premiums.

Prior year transfers to debt service funds were for principal and interest debt service payments. Transfers to the Capital Improvement Fund provided funding for capital projects. Because certain transfers are specifically associated with departments or programs, transfers to the Equipment Replacement Fund and to the Capital Improvement Fund for the interfund advance repayments are shown separately in those affected departments or programs. The following table provides an overview of all transfers-out from the General Fund to other funds.

In 2017 and 2018, a portion of the General Fund year-end surplus was transferred to the Capital Improvement Fund to provide additional funds for capital projects.

Performance Measures (by Fiscal Year):

Measure	2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Premium per \$100 of insured property	\$0.16	\$0.18	\$0.15	\$0.18	\$0.18
Loss expenditures per property loss incident	\$2,030	< \$2,000	1,710	< \$2,000	< \$2,000
Number of general liability claims filed	12	< 12	24	< 12	< 12
Number of workers' compensation claims filed	21	< 20	18	< 20	< 20

In 2015, the General Fund provided an interfund advance to the Capital Improvement Fund to provide funding for energy efficiency projects. The energy savings will be realized in the General Fund. A portion of the advance amount, which represents the annual energy savings, will be transferred to the Capital Improvement Fund each year over the course of a 5-year payback to provide the Capital Improvement Fund with the cash needed to repay the advance. This transfer is recorded in departmental program areas. The final transfer will take place in 2020.

Transfers to the Equipment Replacement Fund (ERF), recorded in departmental program areas, ensure availability of funds required for future replacement of vehicles, equipment, systems and facilities. Funding for items meeting the definition of a capital project will be passed through General Fund programs by the Capital Improvement Fund. This includes items that cost \$25,000 or more and have a useful life of 5 or more years.

Summary of General Fund Transfers

Transfers to	2017 Actual	2018 Actual	2019 Estimate	2020 Proposed	2021 Projected	2022 Projected
2014 S.O. Refunding Bond Fund (2005 A Series)	\$112,193	\$0	\$0	\$0	\$0	\$0
Capital Improvement Fund	225,000	1,300,000	0	0	0	0
Interfund Advance*	43,726	43,726	43,726	33,575	0	0
Equipment Replacement Fund*	1,351,149	2,038,405	1,865,401	2,038,405	2,087,281	2,066,393
Total Transfers-out	\$1,732,068	\$3,382,131	\$1,909,127	\$2,071,980	\$2,087,281	\$2,066,393

*General Fund transfers for the Interfund Advance and for Equipment Replacement are not shown in the Non-Departmental section of the budget, but instead are included in departmental expenditures.



Summary of Expenditures by Program

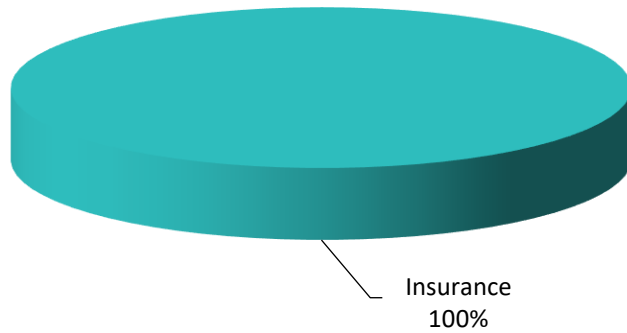
Department: Non-Departmental

Fund: General

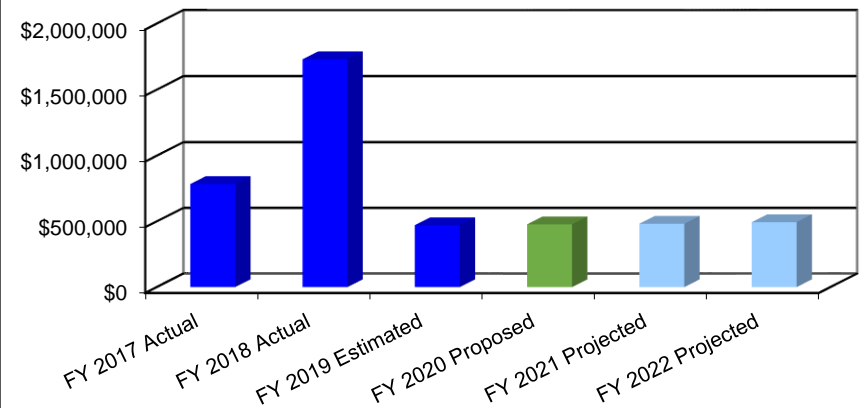
Category: All

Non-Departmental - By Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Insurance	\$447,894	\$430,727	\$463,555	\$463,555	\$471,713	\$477,898	3%	1%	\$482,761	\$494,466
Other Financing Uses	337,193	1,300,000	0	0	0	0	0%	0%	0	0
Total Non-Departmental	\$785,087	\$1,730,727	\$463,555	\$463,555	\$471,713	\$477,898	3%	1%	\$482,761	\$494,466

FY 2020 Proposed Budget



Total Expenditures





General Fund - Insurance

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Contractual Services										
Service Contracts	\$13,000	\$9,750	\$13,000	\$13,000	\$20,200	\$20,500	58%	1%	\$20,700	\$20,900
Insurance Premiums Property	154,811	153,422	157,245	157,245	154,537	157,607	0%	2%	160,750	163,960
Insurance Premiums General Liability	190,243	194,006	202,655	202,655	202,755	209,770	4%	3%	217,040	224,560
Other Fringe Benefits	38,795	39,844	41,455	41,455	44,101	42,021	1%	-5%	42,771	43,546
Insurance Deductibles and Losses	51,045	33,706	49,200	49,200	50,120	48,000	-2%	-4%	41,500	41,500
Total Contractual Services	447,894	430,727	463,555	463,555	471,713	477,898	3%	1%	482,761	494,466
Total Expenditures	\$447,894	\$430,727	\$463,555	\$463,555	\$471,713	\$477,898	3%	1%	\$482,761	\$494,466

General Fund - Other Financing Uses

Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Other Financing Uses										
Transfers-Out	\$337,193	\$1,300,000	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
Total Other Financing Uses	337,193	1,300,000	0	0	0	0	0%	0%	0	0
Total Expenditures & Other Financing Uses	\$337,193	\$1,300,000	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0



Sewer Lateral Fund

The Sewer Lateral Fund was established in 2001 by a voter approved fee of \$28 being assessed on certain residential properties.

This fund was created to provide funding to residents for all or a portion of the cost of certain repairs of defective sewer lateral lines on all residential properties having six or fewer dwelling units.

Annual Reimbursements to Residents			
Fiscal Year	Number	Total Cost	Average Cost
FY 2012	33	\$116,859	\$3,541
FY 2013	45	146,485	3,255
FY 2014	49	156,770	3,199
FY 2015	33	98,320	2,979
FY 2016	34	100,061	2,943
FY 2017	42	125,721	2,993
FY 2018	38	109,219	2,874
FY 2019 Estimated	35	104,600	2,989
FY 2020 Proposed	35	105,000	3,000
FY 2021 Projected	35	105,000	3,000
FY 2022 Projected	35	105,000	3,000

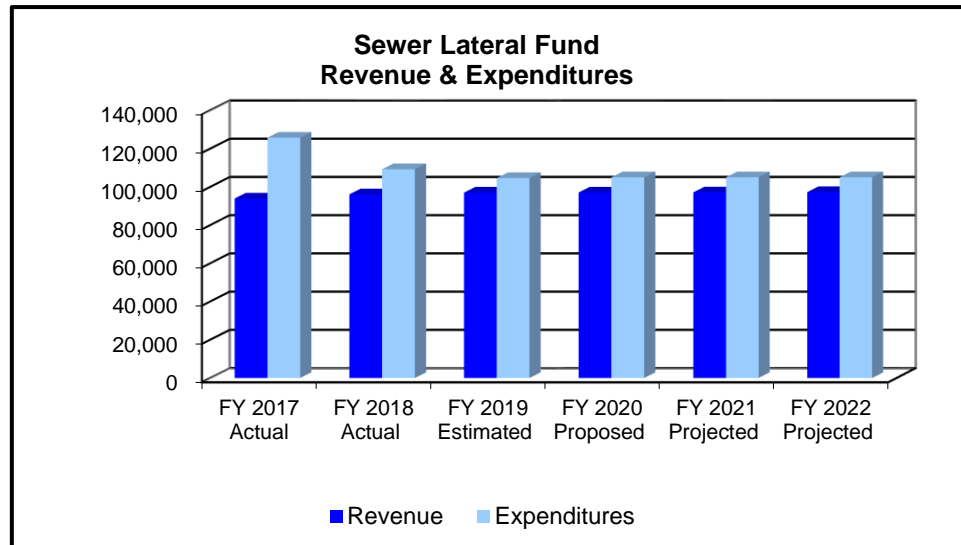


Sewer Lateral Fund

Summary of Revenue and Expenditures

FY 2017 - FY 2022

Fund 20	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$125,624	\$93,820	\$80,696	\$73,104	\$65,144	\$57,263
Revenue	93,918	96,095	97,008	97,040	97,119	97,267
Expenditures	125,721	109,219	104,600	105,000	105,000	105,000
Surplus (Deficit)	(31,803)	(13,124)	(7,592)	(7,960)	(7,881)	(7,733)
Ending Fund Balance	\$93,820	\$80,696	\$73,104	\$65,144	\$57,263	\$49,530
% Fund Balance to Expenditures	75%	74%	70%	62%	55%	47%



This fund accounts for the annual fee paid by Clayton residents for properties with six or fewer dwelling units and for reimbursements to residents for sewer lateral repair costs.



Sewer Lateral Fund

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Licenses, Permits, & Fees										
Service Fees	\$93,013	\$94,572	\$92,400	\$92,400	\$94,516	\$94,488	2%	0%	\$94,460	\$94,432
Total Licenses, Permits & Fees	93,013	94,572	92,400	92,400	94,516	94,488	2%	0%	94,460	94,432
Interest Income										
Interest on Investments	905	1,523	1,000	1,000	2,492	\$2,552	155%	2%	\$2,659	\$2,835
Total Interest Income	905	1,523	1,000	1,000	2,492	2,552	155%	2%	2,659	2,835
Total Revenue	\$93,918	\$96,095	\$93,400	\$93,400	\$97,008	\$97,040	4%	0%	\$97,119	\$97,267

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Sewer Lateral Reimbursements	125,721	109,219	105,000	105,000	104,600	105,000	0%	0%	105,000	105,000
Total Expenditures	\$125,721	\$109,219	\$105,000	\$105,000	\$104,600	\$105,000	0%	0%	\$105,000	\$105,000



Special Business District Fund

The Special Business District was established in 1981 to provide funding for appropriate economic development activities in the downtown area. The legislation establishing the Special Business District allows funding to be expended for a variety of economic development purposes including capital improvements in the area, promotion of the downtown area through marketing and advertising, and efforts related to attraction and/or retention of businesses. The Economic Advisory Committee has supported these efforts in

addition to providing advice and guidance to the Mayor, Board of Aldermen, and the City's administration on a strategy and action plan for future business growth, retention and revitalization.

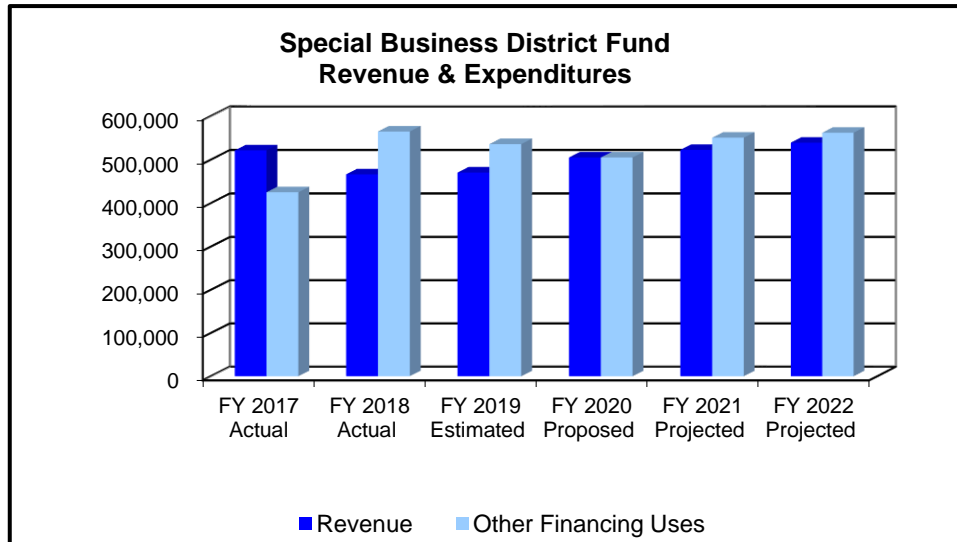
Expenditures related to Economic Development and Events are recorded in the General Fund. Revenue is recorded in the Special Business District Fund, with transfers out to the General Fund supporting these projects.

Special Business District Budget and Allocation of Transfers				
	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Revenue				
Property Tax	\$468,527	\$503,190	\$520,454	\$537,063
Interest	1,816	1,780	1,833	1,888
Total Revenue	\$470,343	\$504,970	\$522,287	\$538,951
Transfer for Economic Development and Events				
Personnel and Benefits	\$228,077	\$226,265	\$263,381	\$271,403
Travel and Training	10,000	10,000	10,000	10,000
Professional Studies and Services	50,000	0	0	0
Events	156,774	174,239	179,466	179,466
Events Overtime	65,110	68,716	71,808	75,040
Advertising	22,250	22,250	22,250	22,250
Watering and Insurance	3,500	3,500	3,500	3,500
Total Transfers for Economic Development and Events	\$535,711	\$504,970	\$550,405	\$561,659



Special Business District Fund Summary of Revenue and Expenditures FY 2017 - FY 2022

Fund 21	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$135,280	\$231,579	\$133,089	\$67,721	\$67,721	\$39,603
Revenue	521,250	466,014	470,343	504,970	522,287	538,951
Other Financing Uses	424,952	564,504	535,711	504,970	550,405	561,659
Surplus (Deficit)	96,298	(98,490)	(65,368)	0	(28,118)	(22,708)
Ending Fund Balance	\$231,579	\$133,089	\$67,721	\$67,721	\$39,603	\$16,895
% Fund Balance to Expenditures	54%	24%	13%	13%	7%	3%



This fund receives an additional property tax levy from a geographical overlay district comprised of the downtown area. The fund pays for projects and marketing with direct impact to the businesses lying within the geographical boundaries. This fund supports a portion of an Economic Development Director, Events Specialist, and Assistant to the City Manager. These amounts are paid directly from the General Fund Economic Development and Events programs, but are still funded by a transfer from the Special Business District Fund.



Special Business District Fund

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Property Tax										
Real Property Tax	\$479,146	\$432,024	\$458,461	\$458,461	\$457,417	\$497,190	8%	9%	\$515,454	\$533,063
Financial Institutions Tax	40,367	30,491	25,000	25,000	11,110	6,000	-76%	-46%	5,000	4,000
Total Property Tax	519,513	462,515	483,461	483,461	468,527	503,190	4%	7%	520,454	537,063
Interest Income										
Interest on Investments	1,737	3,240	2,250	2,250	1,816	1,780	-21%	-2%	1,833	1,888
Total Interest Income	1,737	3,240	2,250	2,250	1,816	1,780	-21%	-2%	1,833	1,888
Miscellaneous										
Other Income	0	260	0	0	0	0	0%	0%	0	0
Total Miscellaneous	0	260	0	0	0	0	0%	0%	0	0
Total Revenue	\$521,250	\$466,014	\$485,711	\$485,711	\$470,343	\$504,970	4%	7%	\$522,287	\$538,951

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Other Financing Uses										
Transfers Out	\$0	\$564,504	\$535,711	\$535,711	\$0	\$0	-100%	0%	\$0	\$0
Transfers Out to General Fund	424,952	0	0	0	535,711	504,970	100%	-6%	550,405	561,659
Total Other Financing Uses	424,952	564,504	535,711	535,711	535,711	504,970	-6%	-6%	550,405	561,659
Total Expenditures & Other Financing Uses	\$424,952	\$564,504	\$535,711	\$535,711	\$535,711	\$504,970	-6%	-6%	\$550,405	\$561,659



Executive Memorandum

TO: Mayor and Board of Alderman
FROM: Janet K. Watson, Interim City Manager
DATE: July 19, 2019
RE: Equipment Replacement Fund

The Equipment Replacement Fund (ERF) is a sinking fund into which annual contributions are made and from which systematic replacement of capital equipment and software items are purchased. Replacement schedules track vehicles and motorized fleet, equipment, systems, and facility items for replacement based on cost and useful life. These schedules project upcoming replacements many years into the future based on the cost and year of the most recent purchase or replacement, useful life, and an annual rate of inflation. Each calculated future replacement cost is divided by the useful life of the asset to determine an annual contribution into the sinking fund. Using this method of funding stabilizes the annual departmental investment required for asset replacements, rather than having significant variances depending on the total cost of assets being replaced in any given year.

All items replaced from this fund have a cost in excess of \$5,000 and an expected life of more than two years. Any items meeting a higher capital definition with a cost of \$25,000 and a useful life of five years are funded by the Capital Improvement Fund. All other capital items are funded by the General Fund. All contributions, regardless of funding source, pass through the General Fund departments to accurately reflect the cost associated with each department.

Each year, the condition of these items is assessed by City staff to determine if any adjustments to the replacement schedule are needed in order to maximize the use of City resources. If equipment condition is satisfactory, use is infrequent, or other factors arise, replacement cycles may be extended beyond the useful life, equipment may be replaced with a more efficient item, or staff may decide replacement is not needed. Once all items have been evaluated and these adjustments are made the updated replacement plan is finalized and the first three years are used for the budget. Replacement items are purchased with funds from the ERF, and annual contributions and future replacement costs are updated based on actual cost.

A summary of items included in the three-year replacement schedule is shown below.

Number of Items to be Replaced*

Replacement Schedule	Scheduled for Replacement		
	2020	2021	2022
Vehicles & Motorized Fleet	14	12	13
Equipment & Systems	36	25	24
Facility Components	10	7	5
Total	60	44	42

*This reflects the number of items tracked separately in the replacement schedules. Some replacement items will include multiple units when purchased together.

Dollar Amount of Items to be Replaced

Replacement Schedule	Scheduled for Replacement		
	2020	2021	2022
Vehicles & Motorized Fleet	\$1,069,080	\$434,159	\$577,811
Equipment & Systems	\$1,196,137	\$526,220	\$535,574
Facility Components	\$665,642	\$568,343	\$327,411
Total	\$2,630,859	\$1,528,722	\$1,440,796

The three-year plan (fiscal years 2020, 2021 and 2022) listed in the budget contains purchases totaling \$5,900,377. The replacement costs over this three-year period are partially offset by expected trade-in and sale values. As shown in the tables above, this three-year plan includes replacing 39 vehicles and motorized fleet; 85 city-wide equipment items and systems; and 22 facility items. Large items scheduled for replacement in 2020 include standard vehicles and trucks, an ambulance, dump trucks, a fence, phone equipment, police in-car video system and computers, firefighter equipment, traffic signals, and technology equipment.

In addition, this fund continues to pay for the Fire ladder truck at an annual cost of \$103,018 (year 11 of 12). The Fire truck payment is shown in a separate account line to better reflect the cost of new equipment versus the ongoing lease payment. This lease will be fully paid in November 2021.

Reserves are projected to remain stable in this fund at \$4.7 million at the end of FY 20, with future variations depending on the specific items being replaced each year.



Equipment Schedule Fiscal Years 2020-2022

Department	2020 Proposed	2021 Projected	2022 Projected
Police			
Vehicles	\$124,185	\$176,348	\$145,916
Equipment & Systems	\$126,130	\$97,628	\$36,389
Facilities	\$34,700	\$0	\$0
	\$285,015	\$273,976	\$182,305
Fire Department			
Vehicles	\$443,616	\$0	\$0
Equipment & Systems	\$316,006	\$0	\$32,931
Facilities	\$100,000	\$0	\$0
	\$859,622	\$0	\$32,931
Parks & Recreation			
Vehicles	\$153,663	\$22,369	\$124,161
Equipment & Systems	\$30,088	\$23,424	\$15,612
Facilities	\$410,942	\$27,453	\$156,218
	\$594,693	\$73,246	\$295,991
Public Works			
Vehicles	\$323,136	\$229,200	\$243,282
Equipment & Systems	\$415,641	\$253,344	\$76,055
Facilities	\$120,000	\$540,890	\$171,193
	\$858,777	\$1,023,434	\$490,530
Planning and Development			
Vehicles	\$24,480	\$0	\$50,938
Equipment & Systems	\$0	\$12,636	\$0
	\$24,480	\$12,636	\$50,938
Administrative Services			
Vehicles		\$6,242	\$13,514
Equipment & Systems	\$308,272	\$139,188	\$374,587
	\$308,272	\$145,430	\$388,101
Grand Total	\$2,930,859	\$1,528,722	\$1,440,796



TO: Mayor and Board of Aldermen
FROM: Janet K. Watson, Interim City Manager
DATE: July 19, 2019
RE: Capital Improvements Plan (CIP) for Fiscal Years 2020-2022

As you will recall from earlier meetings this spring, staff submitted the Capital Improvements Program (CIP) five-year plan to you for your review. Fiscal years 2020 – 2022 are included in this budget document, with project information for the full five years.

We have made some changes to the April packet due to the end of the proposed city-county merger plan, project changes and other decisions which have changed. These changes include:

Projects with Changed Revenue, Project Costs or Year

- Center of Clayton Renovations – Project costs and proposed bonds have increased to a total of \$5.3 million after bids were received.
- Shaw Park All-Season Recreation Complex – This project is now underway with a new plan, project costs and proposed bonds for a total project of \$10.2 million.
- Central Business District Resurfacing (Phase 2) – This project was not approved for a federal grant therefore the full cost of the project will be city funded, with a small portion able to use existing bonds.
- Shaw Park South Playground Replacement – A grant has been added which will support the majority of the costs related to this project.
- Sidewalks, Curbs, and Accessibility Improvements – We have added existing bond funding to a portion of this project.
- The Shaw Park South Playground Replacement has been moved back one year and the estimated cost has increased. The majority of costs for this project are grant funded.
- Municipal Garage Renovation Study – This project has been moved up one year to FY 2020 and had been delayed by proposed merger plan.

New Projects

- These projects were moved to the funded list since they had been delayed by the proposed merger plan.
 - Police Training Room
 - Bike & Pedestrian Master Plan
 - City Hall Planning & Development Department Lobby Renovation and Security Upgrade

- 10 S Brentwood Exterior Signage – This project has been added to the funded list and the cost is estimated at \$30,000. This is a newly identified project.

Projects Moved to Unfunded Status

- Shaw Park Lighting System Upgrades
- Microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park

The fund balance at the end of FY 2024 is projected to be \$919,812.

As in past years, staff used a CIP ranking system to allow the City to prioritize the funding of all capital improvement requests across department lines. The five-year plan ensures that higher priority projects planned for later years are considered when making funding decisions based on more immediately available funds.

Fiscal Constraints and Debt

For the last several years, it has not always been possible to meet the City’s capital needs using current revenues, although this is preferred. This constraint is the result of a combination of factors: ongoing debt payments, support of a sinking fund for large equipment, and competing project needs due to aging infrastructure and the desire for facility enhancements. With this budget, nearly all of the City’s major facilities will have been renovated.

The City does have two additional properties currently for sale which may generate funds for additional capital projects.

The projects in the plan where new bonds will be utilized are related to specific, available internal funding from the Parks and Storm Water Sales Tax. This revenue stream had supported bonds which matured this year and this same funding stream will now be available to support debt on the Shaw Park All-Season Recreation Complex and surrounding streetscape and the City’s share of renovations to the Center of Clayton recreation facility. To enhance the tracking of bond-funded project expenditures, transactions related to these two projects will be recorded in a separate capital fund for construction.

Below is a summary of the five-year plan submitted for approval with the 3-year operating budget.

	FY 2020 Proposed	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning
Sources					
Ongoing Revenue	4,134,906	3,224,926	3,375,473	3,403,127	3,483,690
Project Related Revenue	1,832,606	322,500	988,035	22,500	22,500
Transfers & Other Revenue	12,622,245	147,501	442,111	360,771	103,215
Total Sources	18,589,757	3,694,927	4,805,619	3,786,398	3,609,405
Uses					
Transfers & Debt	3,291,215	3,347,085	3,332,677	3,154,075	3,200,323
Projects	16,108,002	2,237,241	2,222,938	1,651,151	122,500
Total Uses	19,399,217	5,584,326	5,555,615	4,805,226	3,322,823
Ending Fund Balance	\$4,291,453	\$2,402,055	\$1,652,059	\$633,230	\$919,812

Projects Included in Five-Year Plan: In 2019, several projects were completed, and work continues on the microsurfacing projects on Davis Place/Hunter/S Gay/Shaw Park Drive and on Forsyth/N Meramec. Renovations and expansion at the Center of Clayton are well underway and the parking lot expansion at that site will begin in the next few months. Projects continuing to advance this year include alley repairs and the upgrades to the Bonhomme Garage pay station. The Brentwood Blvd. resurfacing project will be bid in the next few weeks with construction beginning this fall.

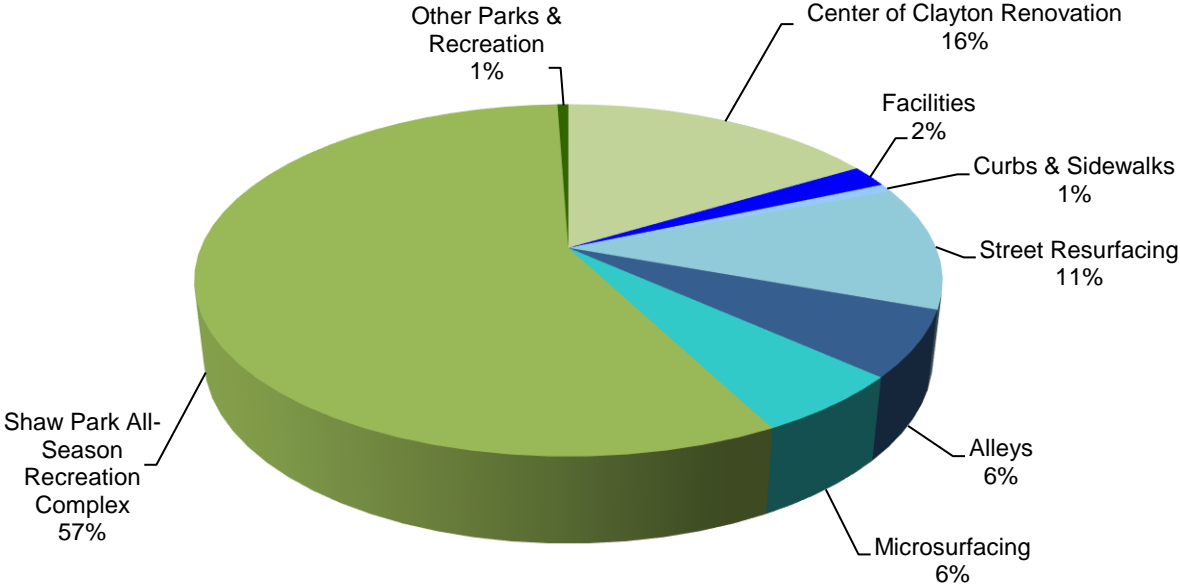
Projects starting in 2020 include the Shaw Park All-Season Recreation Complex and the Maryland Avenue resurfacing project. Central Business District resurfacing Phase I will begin, as well as the microsurfacing of Claverach/Wydown, various alley repairs and continuing improvements on sidewalks and curbs. Several small facility improvements are planned including a Police training room, the Planning Department lobby renovation and security upgrade, and the exterior signage for the 10 S Brentwood building. Also beginning in 2020 as a part of the City’s long-range planning are two master plan updates which are the Parks Master Plan and the Bike & Pedestrian Master Plan.

The following projects are included in the future five-year plan: 10 S Brentwood built-in gutter and molding replacement, Shaw Park service road repairs, phase two of the Central Business District street resurfacing and ongoing sidewalk, curb, and accessibility improvements.

The projects included in the five-year plan are associated with over \$3 million in external grants and donations and over \$18.9 million in bond funds on hand and future bond funding.

The chart below illustrates project expenditures, by category, per this plan over the next five years.

Five Year Capital Improvement Plan



Also included in this section of the budget is the CIP ranking system summary which describes the plan, prioritization of projects, and the project ranking system. For additional information on specific budgeted projects, please refer to the funded projects list and subsequent project summary for each project.

The following items follow this document:

- Five Year Capital Improvement Plan
 - Capital Improvement Plan Ranking System
 - Five-year Funded Project List
 - Five-year Detailed Project Pages



Capital Improvements Plan Ranking System Summary

A. DEFINITION

A Capital Improvements Plan (CIP) is a multi-year flexible plan outlining the goals and objectives regarding public facilities for the City of Clayton. The plan includes the development, modernization or replacement of physical infrastructure facilities or specialized equipment. For a project to be defined as a capital project it must exceed \$25,000 in cost, provide at least 5 years of benefit, and be an addition or significant improvement to the City's fixed assets. This process is outlined in the attached CIP Definition Flowchart. Capital improvement projects include: land, buildings, improvements other than buildings, roads, sidewalks, curbs and gutters, alleys, street lights, and traffic lights.

B. GOAL

The goal from the development of a 5-year CIP is to establish a plan that outlines the projected infrastructure improvement needs of the City to assist in the planning and budgeting process. This plan will include a summary of the improvements, an estimated cost, a schedule for the improvements, and the source of funding for the project. The CIP will prioritize the identified projects into yearly plans based on areas of emphasis and project rankings. Because the City's goals and resources are constantly changing, this plan is designed to be re-evaluated each year to reaffirm or reprioritize the capital improvement projects. Some projects may remain relatively fixed in their prioritization if substantial outside funding commitments have been made to the projects and accepted by the City.

C. PRIORITIZATION

The prioritization of the eligible projects is completed by staff through use of a CIP Ranking System as outlined in the attached chart. Each potential project must first be classified as a CIP project according to the definition above. If the above criteria are met, the project will be given a CIP score and project ranking. Based on this CIP score and project ranking, the projects will be placed into yearly project groups for the next five years. The project categories that make up the CIP Ranking Criteria are also attached.

D. PROJECT TYPES

After the overall CIP score is assigned to each project, the projects will be realigned based on the project type. These types would include: land acquisition, buildings, improvements other than buildings, pavements, street lights, traffic signals and parks.

E. FUNDING LIMITS

On an annual basis, funds for CIP projects will be limited based on the City's fund balances and bonding capabilities. A level of funding for the different project types will eventually be developed in order to determine the annual scope of the CIP. Projects identified in the CIP may be funded by different sources. General obligation (GO) bonds, revenue bonds, certificates of obligation (COs), direct funding out of existing fund balances, joint cooperative efforts with outside entities, grants and donations are a few of the different options for funding CIP projects. During the City's annual budget process, the projects will be fully analyzed for the source or sources of funding available.

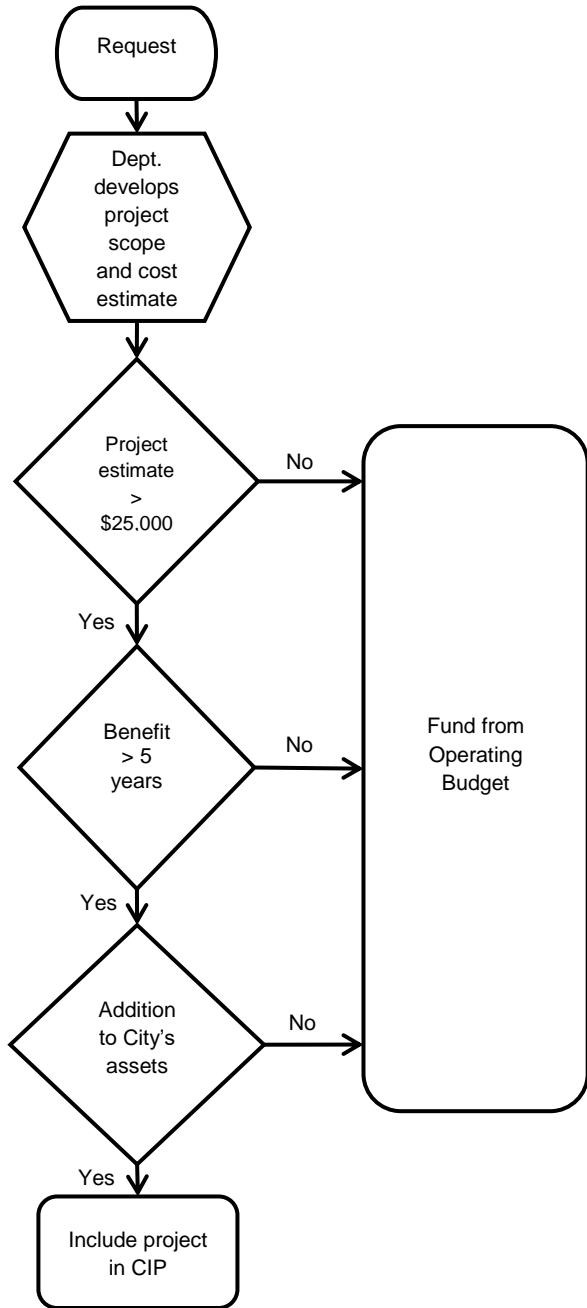
F. SCHEDULING OF PROJECTS

Project schedules will be developed based on the available funding and project ranking. The schedules will determine where each project fits in the 5-year plan. This will be based on the priority of the project, funding availability and how it correlates with other projects included in and out of the CIP.

G. PRODUCTION OF CIP PLAN

The final plan will be produced based on the evaluation of the CIP score, project type, funding and schedule. These items will be summarized in a project summary sheet. This will be developed for a 5-year duration. The CIP will be re-evaluated on an annual basis to align growth, needs and budgeting.

CIP Definition Flow Chart



City of Clayton CIP Ranking System

Categories	Category Score	Category Weight	Weighted Score	Total Score
Master Plan (1-5)		2		CIP Score (1 - 80)
Health/Public Safety (1-5)		3		
Infrastructure (1-5)		2		
Regulatory Compliance (1-5)		4		
External Funding (1-5)		2		
Impact on Operational Budget (1-5)		1		
Quality of Life (1-5)		1		
Timing/Location (1-5)		1		



CIP Ranking Criteria

Project Categories

1) **Master Plans** – Master Plans are prepared to provide the City of Clayton with a valuable aid for continuing efforts to meet and exceed goals set forth by City departments, advisory boards and commissions, and the citizens at-large. Master Plans include those documents that have been prepared internally to assure consistent adherence to industry best practices, as well as those documents that have been created with the assistance of outside consultants. A component of master planning includes public discussion and/or citizen engagement. The score could be based on answers to the following example questions:

- A. Is the proposed project contained in one or more of the City's Master Plans?
- B. Is the proposed project listed as a high priority, or over time, has it become a high priority of staff, a standing advisory board, or the Board of Aldermen due to an expressed need?
- C. Has the proposed project been fully developed and defined in enough detail so that the specifics are known?
- D. Have adequate public discussion and an appropriate level of citizen engagement around the project transpired, and does there appear to be broad community support?

Scoring Scale

1	2	3	4	5
The project is not part of any Master Plan.	↔	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired.	↔	The project is included in a Master Plan, is a high priority, and has been well-vetted.

2) **Health/Safety** – This would include items that would improve the overall health and safety of the community such as bike/jogging trails, new recreation facilities, safer roads, and flood control measures, as well as enhancements to police, fire and emergency medical services. Projects to address employee safety issues, and to proactively manage risk, would also be included. The score could be based on answers to the following example questions:

- A. How would the proposed project impact the health and well-being or safety of Clayton residents and/or employees and how widespread is that potential impact?
- B. What is the degree of seriousness of the health/safety issue that is being addressed through the proposed project?
- C. Does the project help assist the City to respond more effectively and efficiently to emergencies throughout the community?
- D. Does the project address a serious risk or liability issue and to what degree?

Scoring Scale

1	2	3	4	5
The project does not impact the health/safety of the citizens.	↔	The project addresses a serious health/safety issue that has a limited impact or addresses a less-serious issue but serves the health/safety of the broader community.	↔	The project directly addresses a serious health/public safety issue that has a widespread impact.

3) Infrastructure – This item relates to infrastructure needs for the City of Clayton, including sidewalks, streets, lighting, parking facilities, municipal buildings and recreational facilities, to name a few. The score could be based on answers to the following example questions:

- A. Is the infrastructure project needed?
- B. Will the project address an existing facility that is outdated or has exceeded its useful life?
- C. Is the project supported by a life cycle analysis of repair versus replacement?
- D. Does the project extend service to support/promote new growth?
- E. Does the project foster safe and accessible modes of travel?

Scoring Scale

1	2	3	4	5
The level of need for the project is low and it addresses either new or existing infrastructure.	↔	The level of need for the project is moderate and it addresses either new or existing infrastructure. (Maximum score for a new facility.)	↔	The level of need for the project is high; it addresses existing infrastructure; and the ancillary benefits are well-defined.

4) Regulatory Compliance – This includes compliance with regulatory mandates such as Environmental Protection Agency (EPA) directives, the Americans With Disabilities Act, the Manual on Uniform Traffic Control Devices and other County, State and Federal laws. This also includes compliance with self-imposed City ordinances, such as Silver LEED certification for municipal facility construction projects. The score could be based on answers to the following example questions:

- A. Does the project address a current regulatory mandate?
- B. Will the project proactively address a foreseeable (within the next 5 years) regulatory mandate?
- C. Does the project have a lasting impact on promoting regulatory compliance over the long term (more than 10 years)?

Scoring Scale

1	2	3	4	5
The project does not address a regulatory compliance issue.	↔	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future.	↔	The project resolves a pressing or long-term regulatory compliance issue.

5) External Funding – Capital improvement projects may be funded through sources other than City funds. Developer funding, grants through various agencies, and donations can all be sources of external funding for a project. The percentage of total cost funded by an outside source will determine the score in this category.

Scoring Scale

1	2	3	4	5
0% – 20% External Funding	21% - 40% External Funding	41% - 60% External Funding	61% - 80% External Funding	81% - 100% External Funding

6) Impact on Operational Budget – Some projects may affect the operating budget for the next few years or for the life of the facility. A new facility will need to be staffed and supplied, therefore having an impact on the operational budget for the life of the facility. Replacing a streetlight with a more energy efficient model may actually decrease operational costs. The score could be based on answers to the following questions:

- A. Will the project require additional personnel to operate?
- B. Will the project require additional annual maintenance?
- C. Will the project require additional equipment not included in the project budget?
- D. Will the project reduce staff time and City resources currently being devoted, and thus have a positive effect on the operational budget?
- E. Will the efficiency of the project save money?
- F. Will the project present a revenue generating opportunity?

G. Will the project help grow a strong, diversified economic base to help offset any additional costs?

Scoring Scale

1	2	3	4	5
The project will have a negative effect on the budget. It will require additional money to operate.	↔	The project will not affect the operating budget as it is cost/revenue neutral.	↔	The project will have a positive effect on the budget. It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs.

- 7) **Quality of Life** – Quality of life is a characteristic that makes the City a favorable place to live and work. A large park with amenities to satisfy all community members would greatly impact the quality of life. The score could be based on answers to the following example questions:
- A. Does the project enhance the quality of life for a wide range of community members?
 - B. Will the project attract new residents, businesses or visitors to the City?
 - C. Does the project serve to preserve the integrity of the City’s residential neighborhoods?
 - D. Does the project help create a beautiful and clean community?
 - E. Does the project specifically promote the responsible use of resources?
 - F. Does the project encourage widespread participation in a variety of recreational and cultural activities accessible to all community members?

Scoring Scale

1	2	3	4	5
The project does not affect the quality of life for Clayton community members.	↔	The project has a moderate impact on the quality of life for Clayton community members.	↔	The project greatly impacts the quality of life for a wide range of Clayton community members.

8) **Timing/Location** – The timing and location of the project is an important attribute of the project. If the project is not needed for many years, it would score low in this category. If the project is close in proximity to many other projects and/or if a project is urgent or may need to be completed before another one can be started, it would score high in this category. The score could be based on the answers to the following example questions:

- A. When is the project needed?
- B. Do other projects require this one to be completed first?
- C. Does this project require others to be completed first?
- D. Can this project be done in conjunction with other projects? (example: installation of sidewalks, street lighting and rain gardens all within the same block)
- E. Will it be more economical to build multiple projects together, thus reducing construction costs?
- F. Will it help reduce the overall number of neighborhood disruptions from year to year?
- G. Is this an existing facility at or near the end of its functional life?

Scoring Scale

1	2	3	4	5
The project does not have a critical timing/location component.	↔	The project has either critical timing or location factor.	↔	Both timing and location are critical components of the project.



Funded Capital Projects

Total Project Costs										
Project Name	Status / CIP Score	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total	REVENUE	Net Cost to Reserves
* Shaw Park All-Season Recreation Complex	New Bonds	\$1,892,208	\$9,200,000	\$0	\$0	\$0	\$0	\$11,092,208	\$11,040,000	\$52,208
* Center of Clayton Renovations	New Bonds	2,500,000	2,500,000	-	-	-	-	5,000,000	5,000,000	-
* Center of Clayton Parking Lot Expansion	New Bonds	150,000	150,000	-	-	-	-	300,000	300,000	-
Maryland Avenue Resurfacing	Bonds/Grant	320,270	1,705,381	-	-	-	-	2,025,651	2,025,651	-
Alley Repairs	2014 Bonds	785,000	979,865	-	-	-	-	1,764,865	1,764,865	-
Central Business District Resurfacing	Bonds/Grant	-	115,000	178,390	1,350,438	1,528,651	-	3,172,479	1,712,994	-
Sidewalks, Curbs & Accessibility Improvements	Bonds/Grant	Annual	122,500	122,500	122,500	122,500	122,500	612,500	612,500	-
Microsurfacing of Forsyth & N. Meramec	66	80,000	853,556	-	-	-	-	933,556	-	933,556
Shaw Park South Playground Replacement	60	-	-	320,000	-	-	-	320,000	300,000	20,000
Brentwood Building Internal Guttering & Crown Molding Replacement	58	-	-	750,000	750,000	-	-	1,500,000	-	1,500,000
Parks and Recreation Master Plan	57	-	90,000	-	-	-	-	90,000	-	90,000
Municipal Garage Renovation Study	56	-	35,000	-	-	-	-	35,000	-	35,000
Shaw Park Service Road Repairs	55	-	-	200,000	-	-	-	200,000	-	200,000
Microsurfacing of Claverach & Wydown	54	-	65,000	666,351	-	-	-	731,351	-	731,351
10 S Brentwood - Police Dept Training Rm	38	-	73,000	-	-	-	-	73,000	-	73,000
Bike & Pedestrian City Master Plan	38	-	92,700	-	-	-	-	92,700	-	92,700
10 S Brentwood Exterior Signage	27	-	30,000	-	-	-	-	30,000	-	30,000
City Hall - Planning Dept. & Security	23	-	96,000	-	-	-	-	96,000	-	96,000
Total		\$5,727,478	\$16,108,002	\$2,237,241	\$2,222,938	\$1,651,151	\$122,500	\$28,069,310	\$22,756,010	\$3,853,815

This list of capital projects includes new projects budgeted in FY 2020 through FY 2024. It does not include projects that were near completion in FY 2019 and may have remaining expenditures in FY 2020 and beyond.

* Projects included in the Bond Construction Fund



Project: Shaw Park All-Season Recreation Complex

Budget: \$10,200,000

Funded by New Bond Issue and Grant

Project Department: Parks & Recreation

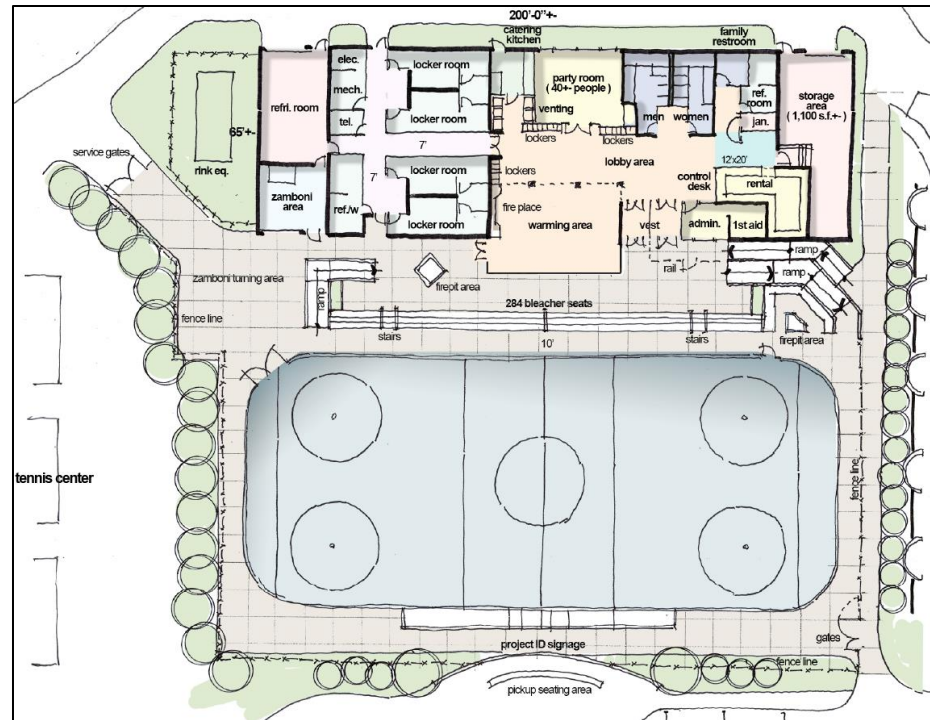
Account Number: 51.50.64-870.11

Project Description: This project will include the construction of a year-round multi-use facility that will serve as an outdoor ice rink in the winter and a field/event space the remainder of the year. The building itself will service not only the needs of the skaters, but also field users, event attendees and tennis players.

Project Justification: The existing ice rink opened in 1961 and, while it has served the community well over these past 57 years, is long past the life expectancy for a facility of this type. The system that operates the rink needs to be replaced; the slab is subject to significant thawing due to cracking during the season; and the building itself has deteriorated, particularly in the rooms that service the ice-making equipment. This project will enable us to address the needs of the rink while expanding the space available for field sports as well as special events, both of which are in need of additional space. This project also includes streetscape improvements along Brentwood Boulevard.

Financial Implications: The increase in operating costs will be offset by revenue generation, although staff anticipates an additional operational subsidy of

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants		\$840,000					\$840,000
Proposed Bonds	\$1,840,000	\$8,360,000					\$10,200,000
City Funding	\$52,208						\$52,208
Total	\$1,892,208	\$9,200,000					\$11,092,208



Project Location: Shaw Park
2017.PK.1604.601



Project: The Center of Clayton Renovations

Budget: \$5,000,000

Funded by New Bonds

Project Department: Parks & Recreation

Account Number: 51.50.10-645

Project Description: This project will include upgrades to the mechanical and electrical systems of the Center of Clayton (the Center) as well as renovations to the building that will achieve the following three objectives:

- 1) Preservation of the facility;
- 2) Enhancement of the member experience; and
- 3) Energy conservation.

This budgeted amount represents 50% of the estimated renovation cost with the School District of Clayton being responsible for the other half of the cost.

Project Justification: As the Center nears its twentieth year of operation, mechanical systems including the aquatic center air quality control unit are in need of replacement. These large systems have reached their life expectancy and replacement will enable the Center to continue to handle its large volume of daily visitors. The project will also include enhancements of the member experience such as improved locker rooms, installation of a sauna and/or steam room, an expanded fitness area and other options. As these improvements are made, energy conservation will be a priority.

Financial Implications: By investing in the Center, we will ensure that this asset continues to serve the community and, with a strong membership base, is able to continue to recover its operating costs through membership fees, rentals and programming.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
Other Grants & Donations							
Proposed Bonds	\$2,500,000	\$2,500,000					\$5,000,000
City Funding							
Total	\$2,500,000	\$2,500,000					\$5,000,000



Project Location: Shaw Park
2019.PK.1600.001



Project: Center of Clayton Parking Lot Expansion

Budget: \$300,000

Funded by New Bonds

Project Department: Parks & Recreation

Account Number: 51.50.10-645

Project Description: This project includes the mitigation of the site and construction of a parking lot with 150 spaces which will add to the existing parking.

Project Justification: This site is being vacated and the need for additional parking for Shaw Park, the Center of Clayton and Clayton High School is high particularly during the daytime hours while school is in session.

Financial Implications: The City's contribution towards this project could generate an increased opportunity for revenue at the Center of Clayton due to additional parking.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
Other Grants & Donations							
Proposed Bonds	\$150,000	\$150,000					\$300,000
City Funding							
Total	\$150,000	\$150,000					\$300,000



Project Location: Shaw Park
2018.PK.1610.603



Project: Maryland Avenue Resurfacing

Budget: \$2,025,651

Status: Grant and Bond Funded

Project Department: Public Works

Account Number: 50.40.41-840.11

Project Description: This project consists of milling off and overlaying with 2 inches of asphalt and bringing curb ramps into compliance with Americans with Disabilities Act (ADA) standards. The project will also remove the brickprint crosswalks and replace them with brick paver crosswalks. This project has been awarded partial funding through a federal grant and the East-West Gateway Council of Governments has included the project in the Transportation Improvement Program, with construction slated for 2020.

Project Justification: This project will improve the pavement condition, which is a performance measurement attribute. This project is part of the Pavement Management Program.

Financial Implications: Maintenance of brickprint crosswalks has been an ongoing concern. The concrete paver system has a longer lifespan and will reduce long-term costs. Ongoing maintenance costs of the new surface will be minimal in the first few years following rehabilitation.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants		\$948,710					\$948,710
State & Local Grants							
2014 Bonds	\$320,270	\$756,671					\$1,076,941
City Funding							
Total	\$320,270	\$1,705,381					\$2,025,651



Project Location: Maryland Avenue
BI.2019.PW.1401.011



Project: Alley Repairs

Budget: \$1,867,892

Status: Active (Bond Funded)

Project Department: Public Works

Account Number: 51.40.41-830

Project Description: This project consists of removing the existing alleys and replacing them with new concrete alleys. Alleys scheduled for replacement include the following sites:

- Central Business District
- Hillcrest
- Hi-Pointe & Demun

Project Justification: These alleys have received very low evaluation ratings for several years and were scheduled for replacement as part of the Pavement Management Program. Alley projects were delayed from FY 2010 through FY 2014 due to budgetary constraints. Replacement will increase pavement ratings, which is a performance measure.

Financial Implications: This project is funded by remaining 2014 General Obligation bonds. Maintenance costs have increased significantly in recent years due to the increased amount of patching in alleys that were scheduled for replacement. On-going maintenance costs will be minor.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds	\$785,000	\$979,865				\$1,764,865
City Funding						
Total	\$785,000	\$979,865				\$1,764,865



Project Location: Various Alleys
2019 and 2020.PW.1401.030



Project: Central Business District Street Resurfacing

Budget: \$3,172,479

CIP Score: 72 (Grant and Bond Funded)

Project Department: Public Works

Account Number: 51.40.41-840.11

Project Description: This project consists of the milling off and overlaying of 2 inches of asphalt, and bringing curb ramps into compliance with Americans with Disabilities Act (ADA) standards. The project will be phased over multiple years with Meramec and Bonhomme taking place in 2022 (Phase 1). Central, Carondelet, Bemiston and portions of Brentwood will take place in 2023 (Phase 2). Design will begin in FY 2020. Phase 1 of this project has received TIP/STP grant funding through the East West Gateway Council of Governments. Phase 2 of this project was submitted for grant funding the last two year, but was not approved.

Project Justification: This project will improve the pavement condition of the entire Central Business District, which is a performance measurement attribute. It will also address ADA issues in a heavily utilized pedestrian area. This project is part of the Pavement Management Program.

Financial Implications: This project is in two phases and the City has already received a grant for the first phase but was not successful in securing a grant for the second phase. Resurfacing of these streets will reduce annual maintenance costs as those costs should be minimal in the first few years following construction.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants				\$965,535			\$965,535
State & Local Grants							
2014 Bonds		\$115,000	\$40,000	\$334,903	\$257,556		\$747,459
City Funding			\$138,390	\$50,000	\$1,271,095		\$1,459,485
Total		\$115,000	\$178,390	\$1,350,438	\$1,528,651		\$3,172,479



Project Location: Central Business District
2022.PW.1401.010
2023.PW.1401.010



Project: Sidewalks, Curbs & Accessibility Improvements

Budget: \$612,500

Status: Active Annual

Project Department: Public Works

Account Number: 51.40.41-820

Project Description: This is a multi-year (30 YR+) plan to address barriers identified in the City Americans with Disabilities Act (ADA) Transition Plan. This project will address pedestrian barriers such as curb ramps, island refuges, sidewalks, signals (pedestrian components), transit stops, benches, and parking.

Project Justification: This program will provide a more accessible City for handicapped individuals. By implementing a schedule for the transition plan, the City will assure future qualification for federal funds is secure. Federal regulations require the development of a transition plan for all organizations receiving federal funds (Rehabilitation Act of 1973 & Americans with Disabilities Act [ADA] of 1990). A component of that plan is an implementation schedule to correct the issues identified in the self-evaluation portion of the plan.

Financial Implications: The project addresses existing regulatory issues and will require less maintenance of the replaced facilities in the immediate years following construction.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants	Annual	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$112,500
State & Local Grants							
Bonds	Annual	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
City Funding							
Total	Annual	\$122,500	\$122,500	\$122,500	\$122,500	\$122,500	\$612,500



Project Location: Public Right-of-Way, City-Wide
20XX.PW.1401.051 & .041



Project: Microsurfacing of Forsyth & N. Meramec

Budget: \$933,556

CIP Score: 66

Project Department: Public Works

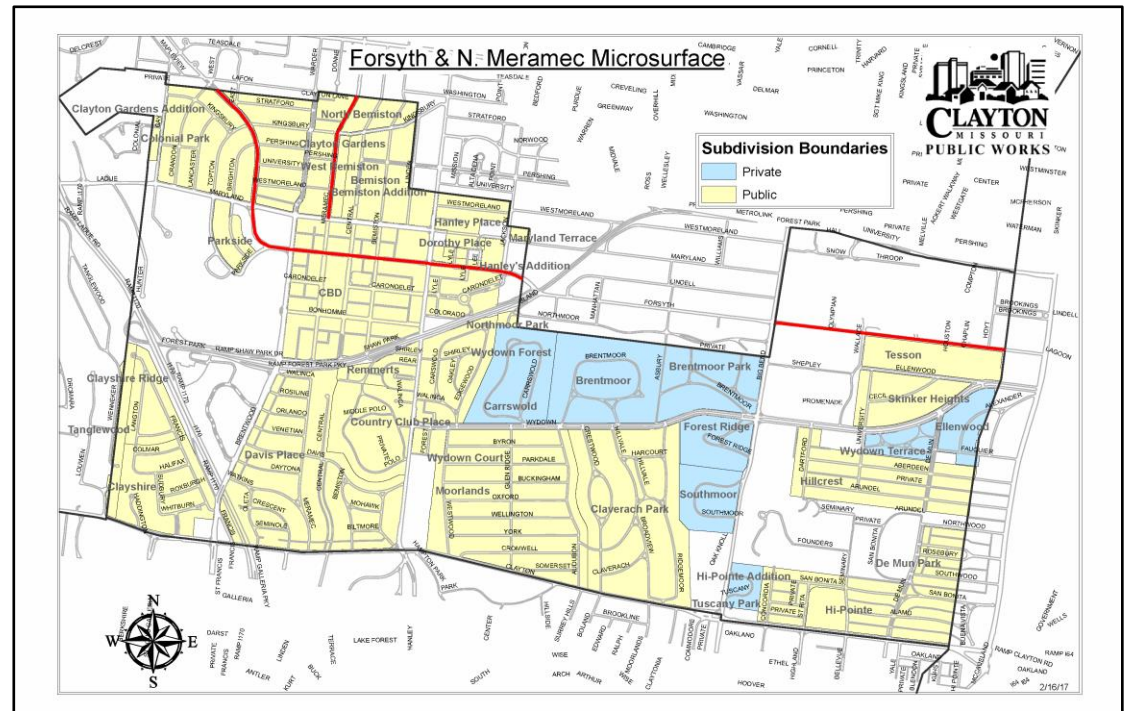
Account Number: 51.40.41-840.12

Project Description: This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/4") asphalt wearing surface to protect the underlying pavement, fill ruts, and increase skid resistance.

Project Justification: This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City's Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction.

Financial Implications: Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds	\$80,000	\$429,339					\$509,339
City Funding		\$424,217					\$424,217
Total	\$80,000	\$853,556					\$933,556



Project Location: Forsyth and N. Meramec
PW.2019.PW.1401.020



Project: Shaw Park South Playground Replacement

Budget: \$320,000

CIP Score: 60

Project Department: Parks & Recreation

Account Number: 51.50.64-870.11

Project Description: This project consists of the replacement of a nearly 25-year old playground, located at the South end of Shaw Park. Per the Shaw Park Master Plan Overlay, this playground will be designed to serve those children and young adults who are in need of a play space for drop-in usage. Intended to include climbing structures as well as equipment that will help build strength, this playground is being constructed with the 11 to 15-year old youth as its target population.

Project Justification: This playground is nearly 25 years old and needs replacement due to the age of the equipment and condition of the site. Over the past few years we have needed to remove pieces that no longer meet ADA Standards or for which the replacement parts are no longer made.

Financial Implications: This project decreases maintenance costs in the first five to ten years as maintenance on the old equipment will no longer be required. This would include painting, surfacing repairs and equipment repairs. The ongoing cost on the new equipment will be minor.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants			\$300,000				\$300,000
Bonds							
City Funding			\$20,000				\$20,000
Total			\$320,000				\$320,000



Project Location: Shaw Park
2020.PK.1610.602



Project: Brentwood Building Internal Guttering & Crown Molding Replacement

Budget: \$1,500,000

CIP Score: 58

Project Department: Public Works

Account Number: 51.40.42-850.10

Project Description: This project includes major repairs to the approximately 60 year old built-in copper gutters with wood crown molding on this building. The project includes the removal and replacement of the built-in gutter system.

Project Justification: Guttering materials have reached the end of their useful life. Leaks that have occurred into unoccupied building spaces have been mitigated but will require more permanent repairs prior to finishing and occupying the space. Leaking gutters have caused the wooden dental molding to rot. In addition, the paint is peeling leaving the wood exposed to the elements which will cause further damage to the facility.

Financial Implications: This project maintains the existing structure through routine maintenance and preparing the space for future occupancy.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding			\$750,000	\$750,000			\$1,500,000
Total			\$750,000	\$750,000			\$1,500,000



Project Location: 10 S. Brentwood Blvd
 2019.PW.1404.440
 2020.PW.1404.440



Project: Parks and Recreation Master Plan

Budget: \$90,000

CIP Score: 57

Project Department: Parks & Recreation

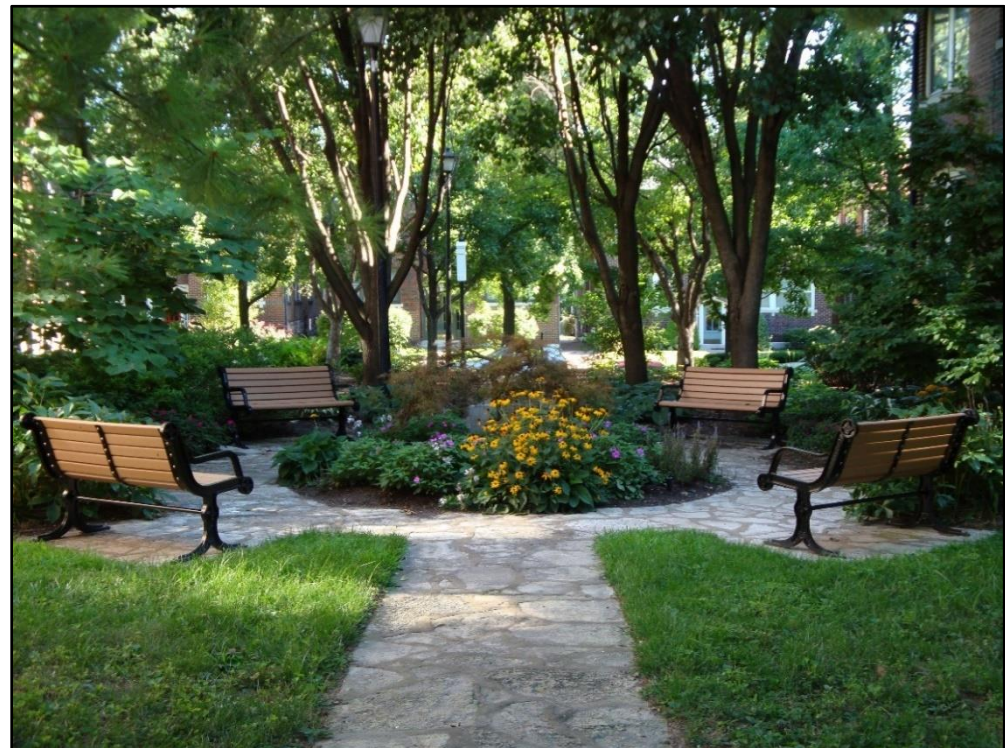
Account Number: 51.50.10-640.10

Project Description: This project will result in a new Parks & Recreation Master Plan for the City. It will include an evaluation of park land, recreation facilities, programming and events. The City will hire a Consultant who will complete surveys as well as conduct public outreach. This process is anticipated to take ten to twelve months to complete.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$90,000					\$90,000
Total		\$90,000					\$90,000

Project Justification: The last Parks & Recreation Master Plan was completed in 2007. While the City has done updates to several components of that plan, it is time to conduct a new study to ensure that the Department is continuing to serve the needs of the community. Over the course of the past twelve years the City has completed much of the work contained within the 2007 plan and this study will help lay the foundation for the Department’s focus over the next ten to fifteen years.

Financial Implications: Completion of this project will result in the city being able to secure grants to help fund priority projects and programs for the community. The St. Louis County Municipal Park Grant Commission requires a current Master Plan for consideration of grant applications and, as a primary funding source for capital needs for the parks, this will help offset the City’s investment. This will also serve as a useful fundraising tool for the Clayton Community Foundation.



Project Location: City of Clayton



Project: Municipal Garage Renovation Study

Budget: \$35,000

CIP Score: 56

Project Department: Public Works

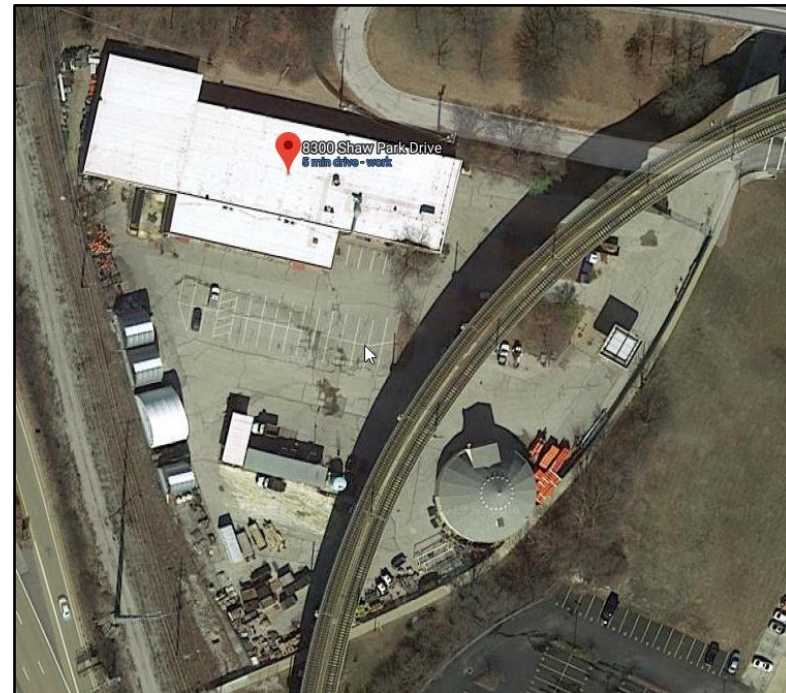
Account Number: 51.40.40-635.11

Project Description: This project consists of performing a space needs evaluation followed by a condition assessment of the existing facility to determine the feasibility of rehabbing/modifying or replacing the existing facility.

Project Justification: Major systems including mechanical, electrical, plumbing and life safety are well beyond their useful life expectancy. Also, the needs of the occupants have changed since 1960 when the main structure was constructed. The facility has a 14,000 sq. ft. main bay and 3,200 sq. ft. of offices, lunch room and locker rooms. A 1,600 sq. ft. lower level houses a shooting range for the Police Department. In 1973 a 6,300 sq. ft. bay was added to the west end and of the building, and in 2002 a 3,720 sq. ft. mechanics bay was added to the south end.

Financial Implications: This project assesses the potential financial impacts of renovating or replacing the existing structure.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$35,000					\$35,000
Total		\$35,000					\$35,000



Project Location: 8300 Shaw Park Drive
2020.PW.4042.010



Project: Shaw Park Service Road Repairs

Budget: \$200,000

CIP Score: 55

Project Department: Parks & Recreation

Account Number: 51.50.64-870.11

Project Description: This project includes the repair and resurfacing of the lower surface road in Shaw Park. This road serves as both a portion of the park trail system and an access road for vehicles making deliveries to the pool, rink and other sites in the park. As such, it has not held up well to the traffic associated with construction at these facilities. This project will take place after the completion of the rink project and will include rebuilding of the road up to the location where the Moneta Garden and Chapman Pavilion meet.

Project Justification: This portion of the trail was not rebuilt when the additional trail was laid in 2012. Since the road had been built in 2003, in 2012 it was thought to be in good condition and was simply resurfaced. This project will address existing potholes and crumbling areas that need to be rebuilt as the result of ongoing wear and usage.

Financial Implications: This will not have a significant impact financially, although there will be a slight reduction in repair costs for the existing path.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding			\$200,000				\$200,000
Total			\$200,000				\$200,000



Project Location: Shaw Park
2021.PK.1610.601



Project: Microsurfacing of Claverach & Wydown

Budget: \$731,351

CIP Score: 54

Project Department: Public Works

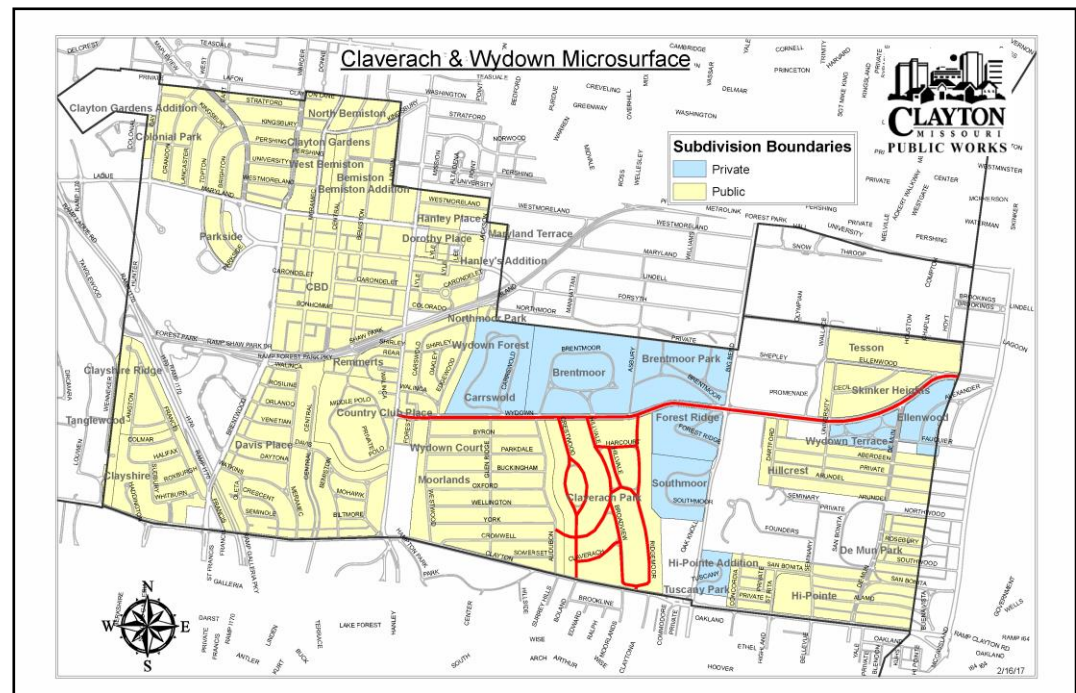
Account Number: 51.40.41-840.12

Project Description: This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/8") asphalt wearing surface to protect the underlying pavement, fill ruts, increase skid resistance, and pavement markings.

Project Justification: This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City's Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction in the future.

Financial Implications: Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$65,000	\$666,351				\$731,351
Total		\$65,000	\$666,351				\$731,351



Project Location: Claverach and Wydown
PW.2021.PW.1401.020



Project: Police Department Training Room

Budget: \$73,000
CIP Score: 38

Project Department: Police

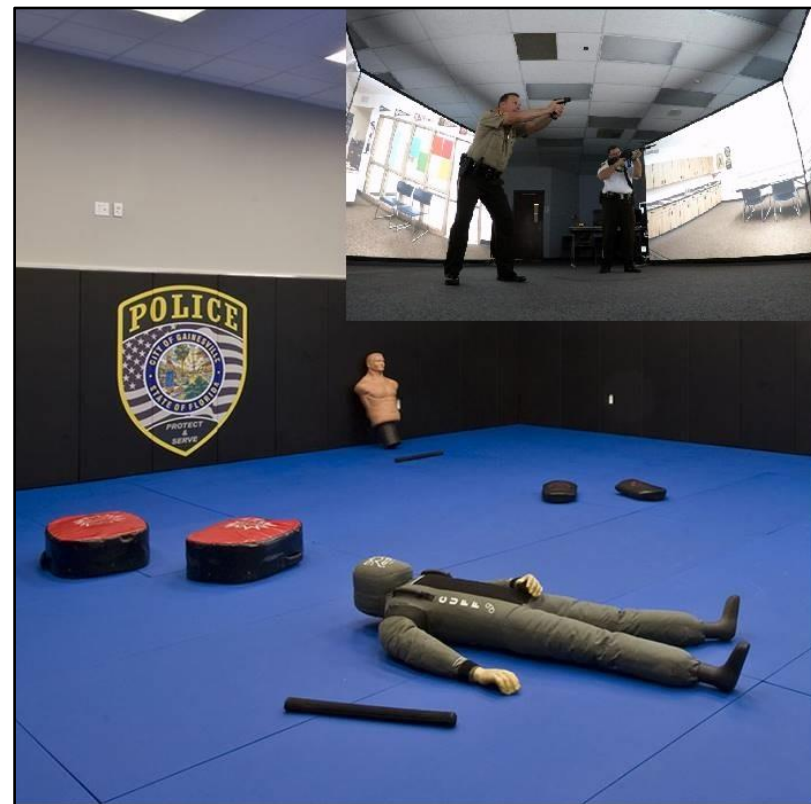
Account Number: 51.40.42-850.10

Project Description: This project will construct a permanent onsite training space for the Police Department to conduct training exercises.

Project Justification: The Police Department has created an improvised training space on the second floor of the Brentwood building. With the location of this temporary space, training activity noise encroaches into adjacent office space. There is space on the lower level with high ceilings that can be repurposed to provide the appropriate space and house the training equipment by the Police Department to conduct training exercises.

Financial Implications: The equipment needed for the training room will be purchased from the Equipment Replacement Fund. Operation and maintenance costs will increase slightly due to the modifications of building systems including HVAC and providing custodial services for the finished space.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds						
City Funding		\$73,000				\$73,000
Total		\$73,000				\$73,000





Project: Bike & Pedestrian City Master Plan Update

Budget: \$92,700
CIP Score: 38

Project Department: Public Works

Account Number: 51.40.40-635.11

Project Description: This project is a master plan update to the 2009 City Bikeable Walkable Communities Plan. The goal of the plan is to update the current master plan to identify proposed improvements/routes and how these areas will be connected to create a network within the City, as well as identify connections to trailheads and at the City boundaries. This project will be a component of the City Comprehensive plan.

Project Justification: This plan would be a valuable reference for future projects. This plan could identify the type and location of the bike/pedestrian facilities as a network at the City level, rather than evaluating them individually on projects.

Financial Implications: Establishment of a plan can help better identify projects, and improve chances for approval of grant requests. It also has the potential to save time and money during the development of roadway projects.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds						
City Funding		\$92,700				\$92,700
Total		\$92,700				\$92,700





Project: 10 S Brentwood Exterior Signage

Budget: \$30,000
CIP Score: 27

Project Department: Public Works

Account Number: 51.40.42-850.10

Project Description: This project is to install signage on the Brentwood elevation of the 10 S Brentwood facility to identify the Police Station and Municipal Courts.

Project Justification: Exterior signage for the 10 S Brentwood was not part the 2012 project and was delayed while it was determined whether or not City Hall would be relocated to this facility. That decision is now made and appropriately signing the building is needed to provide guidance to those trying to locate the building. Staff will be evaluating options for the signage.

Financial Implications: There will be on going operation and maintenance costs for electricity and bulbs if the signage is illuminated. There will also be future maintenance costs to replace sign after 15 years.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds						
City Funding		\$30,000				\$30,000
Total		\$30,000				\$30,000



Project Location: 10 S. Brentwood Blvd
2020.PW.40.42.442



**Project: City Hall - Planning & Development Department
Lobby Renovation and Security Upgrade**

**Budget: \$96,000
CIP Score: 23**

Project Department: Public Works

Account Number: 51.40.42-850.10

Project Description: This project consists of renovating and expanding the Planning & Development Services Department work area and improving building lobby security.

Project Justification: Planning has added two new positions in the past two years and the space is limited for expansion. This space will also ensure customers have adequate space to discuss their project needs.

Financial Implications: Maintenance costs will not increase related to this project.

Sources	Prior Years	FY 2020	FY 2021	FY 2022	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds						
City Funding		\$96,000				\$96,000
Total		\$96,000				\$96,000



Project Location: City Hall



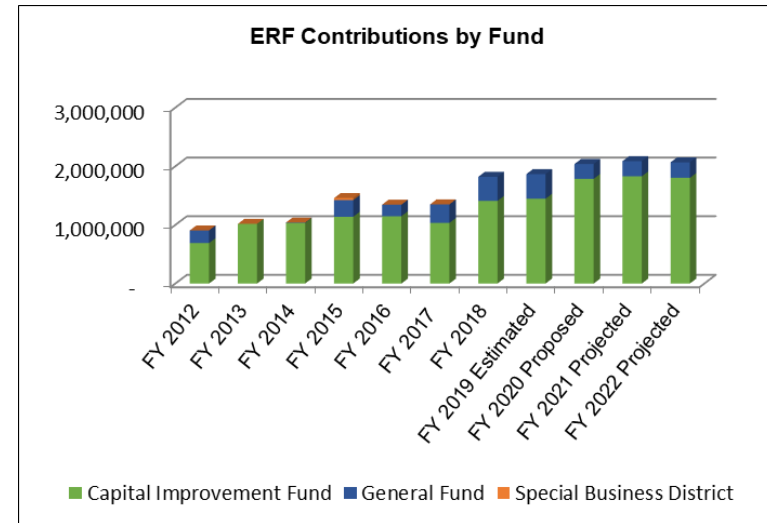
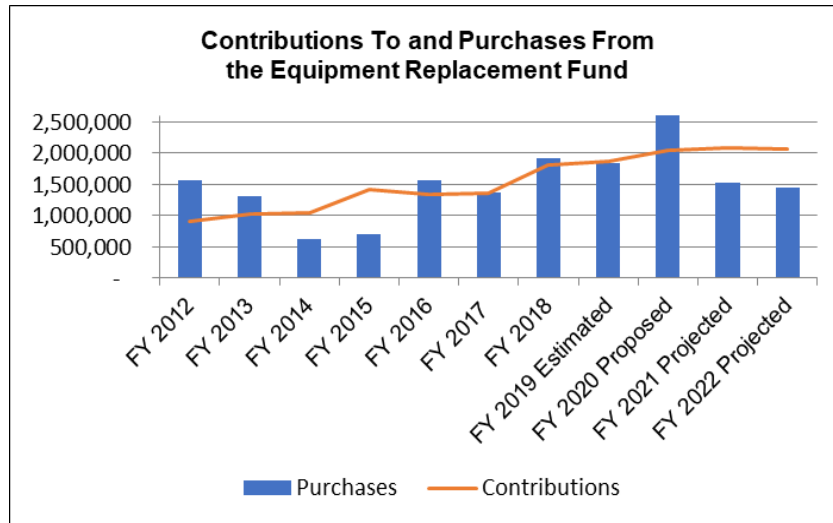
Equipment Replacement Fund

The purpose of the Equipment Replacement Fund (ERF) is to establish a “sinking” or reserve account for the systematic replacement of all vehicles, equipment and software, and facility related items, resulting in the lowest possible lifecycle cost and smoothing spending fluctuations. In developing the ERF budget, an assessment is calculated on each item as to its expected useful life and net replacement cost considering inflation. The net replacement cost for each item is divided by its useful life, resulting in an annual amount of expenditure to be budgeted and transferred to the ERF.

By funding the ERF in this manner, the annual investment required for equipment replacement is stable, rather than being subject to the periodic spikes caused by large purchases.

In recent years, more items have been added to be funded through the ERF, and transfers-in from the General and Capital Improvement Funds have therefore increased. Annual expenditures in the ERF will also increase as these items are replaced. The City expects annual costs and transfers-in to stabilize and we believe this is a best practice to ensure that funds are available for future replacement of larger assets.

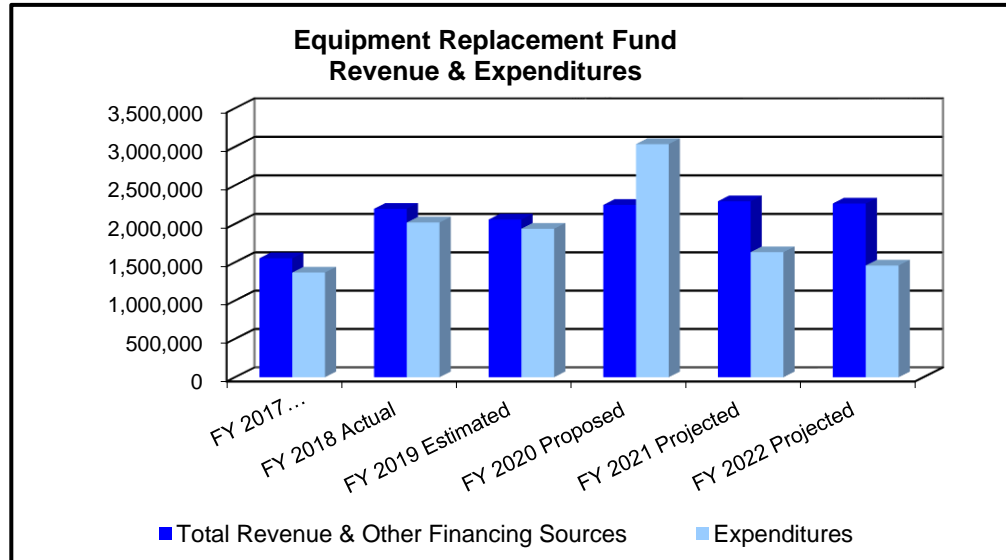
All items included in the Equipment Replacement Fund have a cost in excess of \$5,000 and an expected life of more than two years. The Capital Improvement Fund provides a pass-through contribution into the General Fund for all items meeting a higher definition of a capital asset (cost exceeds \$25,000 and provides at least five years of benefit). All other items are funded by the General Fund.





Equipment Replacement Fund Summary of Revenue and Expenditures FY 2017 - FY 2022

Fund 50	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$5,049,805	\$5,236,670	\$5,414,329	\$5,534,520	\$4,747,175	\$5,409,562
Revenue	95,622	199,842	138,977	142,337	148,322	158,113
Other Financing Sources	1,457,849	1,996,296	1,918,241	2,104,195	2,145,804	2,106,189
Total Revenue & Other Financing Sources	1,553,471	2,196,138	2,057,218	2,246,532	2,294,126	2,264,302
Expenditures	1,366,606	2,018,478	1,937,027	3,033,877	1,631,739	1,457,965
Surplus (Deficit)	186,865	177,659	120,191	(787,345)	662,387	806,337
Ending Fund Balance	\$5,236,670	\$5,414,329	\$5,534,520	\$4,747,175	\$5,409,562	\$6,215,899
% Fund Balance to Expenditures	383%	268%	286%	156%	332%	426%



Annual contributions are made to support the Equipment Replacement Fund (ERF) by the appropriate department. The City uses the capital asset definition to determine if contributions are made from the Capital Improvement Fund, passing through the General Fund, or directly from the General Fund for those operational items meeting the lesser definition.

The City budgeted and will contribute 100% of the normal contribution in 2020 and plans to continue at this level of contribution in the future.



Equipment Replacement Fund

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Grants & Donations										
Federal Grants	\$0	\$0	\$108,000	\$108,000	\$0	\$0	-100%	0%	\$0	\$0
State & Local Grants	0	7,440	-	-	-	-	0%	0%	-	-
Donations	29,721	112,232	0	0	0	0	0%	0%	0	0
Total Grants & Donations	29,721	119,672	108,000	108,000	0	0	-100%	0%	0	0
Interest Income										
Interest on Investments	33,127	80,170	93,100	93,100	138,977	142,337	53%	2%	148,322	158,113
Total Interest Income	33,127	80,170	93,100	93,100	138,977	142,337	53%	2%	148,322	158,113
Miscellaneous										
Other Income	32,774	0	0	0	0	0	0%	0%	0	0
Total Miscellaneous	32,774	0	0	0	0	0	0%	0%	0	0
Total Revenue	95,622	199,842	201,100	201,100	138,977	142,337	-29%	2%	148,322	158,113
Other Financing Sources										
Sale of Assets General	106,700	175,459	127,910	162,550	52,840	65,790	-49%	25%	58,523	39,796
Transfers-In	1,351,149	1,820,837	1,865,401	1,865,401	1,865,401	2,038,405	9%	9%	2,087,281	2,066,393
Total Other Financing Sources	1,457,849	1,996,296	1,993,311	2,027,951	1,918,241	2,104,195	6%	10%	2,145,804	2,106,189
Total Revenue & Other Financing Sources	\$1,553,471	\$2,196,138	\$2,194,411	\$2,229,051	\$2,057,218	\$2,246,532	2%	9%	\$2,294,126	\$2,264,302

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Capital Outlay										
Vehicles - Street Maintenance	\$403,381	\$368,124	\$238,680	\$513,152	\$271,250	\$323,136	35%	19%	\$202,150	\$28,122
Vehicles - Street Lighting	0	0	0	0	1	0	0%	-100%	0	186,507
Vehicles - Police	100,831	218,705	185,045	185,045	165,301	124,185	-33%	-25%	176,348	145,916
Vehicles - Planning	0	0	0	0	0	24,480	100%	100%	0	50,938
Vehicles - Parking Control	35,790	0	35,190	35,190	38,296	0	-100%	-100%	0	0
Vehicles - Park Operations	81,311	20,673	73,440	73,440	74,368	153,663	109%	107%	22,369	124,161
Vehicles - IT	0	0	0	0	0	0	0%	0%	6,242	13,514
Vehicles - Fleet Maintenance	0	32,131	0	0	0	0	0%	0%	0	0
Vehicles - Fire	93,637	51,326	273,386	300,000	0	443,616	62%	100%	0	0
Vehicles - Engineering	0	47,249	26,520	26,520	24,820	0	-100%	-100%	27,050	28,653
Vehicles - Building Maintenance	33,436	0	0	0	0	0	0%	0%	0	0
Technology Projects - IT	100,213	654,602	738,514	738,514	670,215	450,164	-39%	-33%	244,155	419,333
Facility Improvements - Tennis Center	0	81,500	0	0	0	0	0%	0%	0	0
Facility Improvements - Park Operations	0	89,735	9,451	9,451	9,451	100,000	958%	958%	27,453	0
Facility Improvements - Police	0	0	0	0	0	34,700	100%	100%	0	0
Facility Improvements - Fire	116,847	128,757	35,200	35,200	35,200	100,000	184%	184%	0	0
Facility Improvements - Building Maintenance	35,586	12,526	189,466	189,466	189,376	120,000	-37%	-37%	540,890	171,193
Facility Improvements - Aquatics	30,662	28,666	10,428	10,428	10,428	310,942	2882%	2882%	0	156,217
Equipment - Street Maintenance	17,911	44,684	36,083	36,083	29,201	154,345	328%	429%	47,471	36,413
Equipment - Street Lighting	0	69,475	257,015	266,488	224,744	198,474	-23%	-12%	148,474	0
Equipment - Police	0	5,800	0	0	0	8,612	100%	100%	10,155	0
Equipment - Parking Operations	49,878	27,132	72,288	72,288	55,495	17,800	-75%	-68%	30,920	39,642
Equipment - Parking Control	0	0	0	71,090	0	0	0%	0%	0	0
Equipment - Park Operations	0	4,756	15,057	15,057	0	30,088	100%	100%	23,424	15,612
Equipment - Fleet Maintenance	28,662	0	46,204	46,204	35,863	26,154	-43%	-27%	21,620	0
Equipment - Fire	135,443	29,619	0	0	0	310,500	100%	100%	0	14,574
Equipment - Finance	0	0	0	0	0	0	0%	0%	0	10,000
Total Capital Outlay	1,263,588	1,915,460	2,241,967	2,623,616	1,834,009	2,930,859	31%	60%	1,528,721	1,440,795
Debt Service										
Debt Service Principal	103,018	103,018	103,018	103,018	103,018	103,018	0%	0%	103,018	17,170
Total Debt Service	103,018	103,018	103,018	103,018	103,018	103,018	0%	0%	103,018	17,170
Total Expenditures	\$1,366,606	\$2,018,478	\$2,344,985	\$2,726,634	\$1,937,027	\$3,033,877	29%	57%	\$1,631,739	\$1,457,965



Capital Improvement Fund

The Capital Improvement Fund earmarks funds for specific capital improvement and infrastructure needs. The major revenue sources for this fund are a one-half cent sales tax for capital improvements passed by voter approval in 1995 and a one-half cent sales tax for parks and storm water improvements that was passed by voter approval in 1997. Other major revenue sources for this fund include the St. Louis County Road and Bridge Tax, intergovernmental grants, donation, transfers-in from bond funds for construction projects, and periodically the sale of city property.

Project expenditures recorded in this fund are divided into two program areas: Public Works and Parks & Recreation. Public Works projects include sidewalk and streetscape improvements, resurfacing of streets and alleys, facility improvements, and street light and traffic signal improvements. Parks & Recreation projects include improvements to and construction of park facilities, playgrounds, and ball fields.

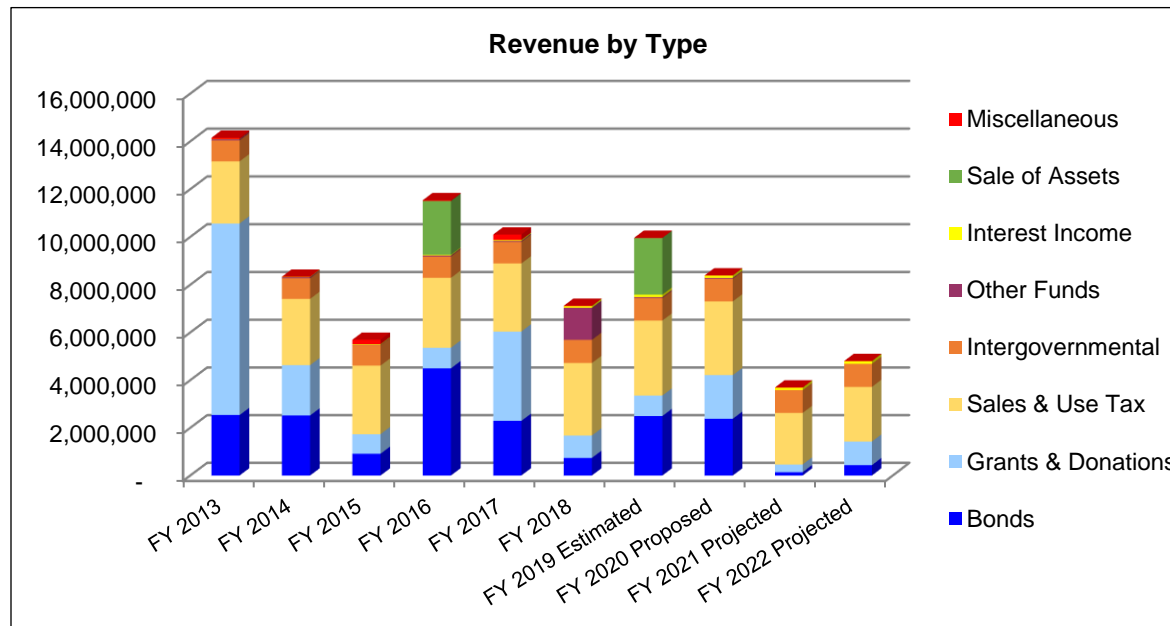
Transfers from the Capital Improvement Fund include transfers to support two debt service funds: the 2011 bond issue for the Police

Building and other city-wide projects, and a 2014 refunding with the only remaining portion being for the construction of a multi-purpose recreation center and other park improvements. The 2014 issuance matured in 2019.

Funds are also transferred to the General Fund to provide funding for the department and program transfers to the Equipment Replacement Fund for those items meeting the definition of a capital project. By making these transfers through the General Fund rather than directly to the Equipment Replacement Fund, these capital purchases are more closely associated with the departments and programs acquiring the capital assets.

A transfer-out to the General Fund to offset General Fund operations costs for Public Works and the Parks & Recreation departments began in 2019.

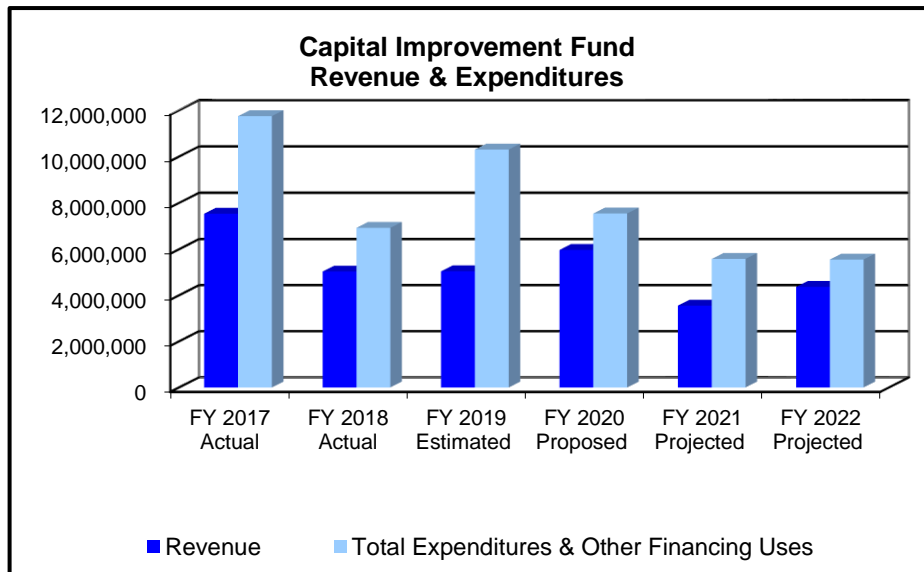
The graph below illustrates changes in the composition of the Capital Improvement Fund revenue and historic and future funding.





Capital Improvement Fund Summary of Revenue and Expenditures FY 2017 - FY 2022

Fund 32	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$5,254,488	\$3,604,503	\$3,795,956	\$3,450,912	\$4,291,452	\$2,402,053
Revenue	7,538,074	5,036,433	5,048,691	5,975,307	3,554,927	4,370,716
Other Financing Sources	2,562,772	2,081,768	4,914,072	2,414,450	140,000	434,903
Total Revenue & Other Financing Sources	10,100,846	7,118,201	9,962,763	8,389,757	3,694,927	4,805,619
Expenditures	8,427,353	3,383,286	7,005,269	4,458,338	2,437,241	2,422,938
Other Financing Uses	3,323,479	3,543,461	3,302,538	3,090,879	3,147,085	3,132,677
Total Expenditures & Other Financing Uses	11,750,832	6,926,748	10,307,807	7,549,217	5,584,326	5,555,615
Surplus (Deficit)	(1,649,985)	191,453	(345,044)	840,540	(1,889,399)	(749,996)
Ending Fund Balance	\$3,604,503	\$3,795,956	\$3,450,912	\$4,291,452	\$2,402,053	\$1,652,057
% Fund Balance to Expenditures	43%	112%	49%	96%	99%	68%



The Capital Improvements Fund has a fluctuating fund balance due to planned projects. Revenue support comes from two half-cent sales taxes; road and bridge property tax; federal, state, and local grants; donations; bond proceeds; and newly approved use tax. The 2020 through 2021 capital plan is funded through a combination of ongoing revenue, grants, donations, general obligation bond funds on hand, a planned bond issue for park and recreation facility improvements, and a one-time sale of two city properties for economic development. Transfers-out from this fund are used to pay debt on capital and recreation projects, and for contributions toward an equipment replacement sinking fund.



Capital Improvement Fund

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Property Tax										
Railroad & Other Utilities	\$3,004	\$3,417	\$3,000	\$3,000	\$3,000	\$3,000	0%	0%	\$3,000	\$3,000
Total Property Tax	3,004	3,417	3,000	3,000	3,000	3,000	0%	0%	3,000	3,000
Sales Tax										
Capital Improvement Sales Tax (0.5%)	1,308,815	1,398,203	1,421,058	1,421,058	1,396,589	1,424,521	0%	2%	1,453,011	1,482,071
Parks-Storm Water Sales Tax (0.5%)	1,539,782	1,644,945	1,673,869	1,673,869	1,643,048	1,441,678	-14%	-12%	485,173	585,785
Use Tax	0	0	107,500	107,500	102,877	219,300	104%	113%	223,686	228,160
Total Sales Tax	2,848,597	3,043,147	3,202,427	3,202,427	3,142,514	3,085,499	-4%	-2%	2,161,870	2,296,016
Intergovernmental										
St. Louis County Road & Bridge	900,496	964,884	910,324	910,324	937,669	947,046	4%	1%	956,516	966,081
Total Intergovernmental	900,496	964,884	910,324	910,324	937,669	947,046	4%	1%	956,516	966,081
Grants & Donations										
Federal Grants	22,700	0	1,133,710	1,507,223	558,513	971,210	-14%	74%	22,500	988,035
State & Local Grants	-12,439	375,553	420,000	420,000	0	840,000	100%	100%	300,000	0
Donations	3,735,159	563,812	201,660	221,660	301,885	21,396	-89%	-93%	0	0
Total Grants & Donations	3,745,420	939,365	1,755,370	2,148,883	860,398	1,832,606	4%	113%	322,500	988,035
Interest Income										
Interest on Investments	35,365	73,998	1,000	1,000	99,115	\$101,161	10016%	2%	\$105,046	\$111,589
Total Interest Income	35,365	73,998	1,000	1,000	99,115	101,161	10016%	2%	105,046	111,589
Miscellaneous										
Special Assessment Principal	5,192	11,621	6,800	6,800	5,995	5,995	-12%	0%	5,995	5,995
Total Miscellaneous	5,192	11,621	6,800	6,800	5,995	5,995	-12%	0%	5,995	5,995
Total Revenue	7,538,074	5,036,433	5,878,921	6,272,434	5,048,691	5,975,307	2%	18%	3,554,927	4,370,716
Other Financing Sources										
Sale of Assets General	0	0	3,475,000	3,475,000	2,375,000	0	-100%	-100%	0	0
Use of Bond Proceeds	0	0	8,465,000	8,465,000	0	0	-100%	0%	0	0
Transfers-In	2,562,772	2,081,768	2,241,195	3,055,932	2,539,072	2,414,450	8%	-5%	140,000	434,903
Total Other Financing Sources	2,562,772	2,081,768	14,181,195	14,995,932	4,914,072	2,414,450	-83%	-51%	140,000	434,903
Total Revenue & Other Financing Sources	\$10,100,846	\$7,118,201	\$20,060,116	\$21,268,366	\$9,962,763	\$8,389,757	-58%	-16%	\$3,694,927	\$4,805,619

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Public Works Projects										
Service Contracts General	\$0	\$0	\$90,000	\$90,000	\$0	\$0	-100%	0%	\$0	\$0
Curb and Sidewalks	71,266	43,512	122,500	241,108	174,159	122,500	0%	-30%	122,500	122,500
Streetscapes	0	141,361	310,000	310,000	0	0	-100%	0%	0	0
Alleys	235	0	888,027	888,027	785,000	979,865	10%	25%	0	0
Roadways and Parking Lots Resurfacing	2,483,966	703,391	2,250,652	3,416,402	1,746,620	1,820,381	-19%	4%	178,390	1,350,438
Roadways and Parking Lots Microsurfacing	0	10,770	525,374	574,419	715,000	918,556	75%	28%	666,351	0
Roadways and Parking Lots Street Lighting	1,750	0	0	0	0	0	0%	0%	0	0
Roadways and Parking Lots Traffic Signals	324,845	0	0	0	0	0	0%	0%	0	0
Facility Improvements General	611,184	479,904	129,391	858,633	1,797,497	199,000	54%	-89%	750,000	750,000
Total Public Works Projects	3,493,246	1,378,938	4,315,944	6,378,589	5,218,276	4,168,002	-3%	-20%	1,717,241	2,222,938
Parks & Recreation Projects										
Service Contracts General	0	0	80,000	115,000	0	90,000	13%	100%	0	0
Contribution to CRSWC	100,000	235,596	500,000	500,000	200,000	200,000	-60%	0%	200,000	200,000
Facility Improvements General	0	0	2,000,000	2,000,000	0	0	-100%	0%	0	0
Park Improvements General	0	0	0	0	35,000	0	0%	-100%	0	0
Park Improvements Shaw Park	4,776,107	990,307	6,885,000	6,885,000	174,000	0	-100%	-100%	520,000	0
Park Improvements Hanley Park	9,226	0	0	0	0	0	0%	0%	0	0
Park Improvements Oak Knoll Park	37,260	738,844	600,000	600,000	527,220	0	-100%	-100%	0	0
Park Improvements DeMun Park	0	38,365	300,000	465,000	480,000	0	-100%	-100%	0	0
Park Improvements Taylor Park	9,274	0	0	0	0	0	0%	0%	0	0
Park Acquisition	0	0	0	370,000	370,000	0	0%	-100%	0	0
Debt Service General	0	0	330,000	330,000	0	0	-100%	0%	0	0
Debt Service Interest	2,239	1,237	773	773	773	336	-57%	-57%	0	0
Total Parks & Recreation Projects	4,934,107	2,004,349	10,695,773	11,265,773	1,786,993	290,336	-97%	-84%	720,000	200,000
Total Expenditures	8,427,353	3,383,286	15,011,717	17,644,362	7,005,269	4,458,338	-70%	-36%	2,437,241	2,422,938
Other Financing Uses										
Transfers Out to General Fund	1,033,685	1,408,998	2,007,992	2,007,992	2,007,991	2,436,179	21%	21%	2,493,197	2,481,002
Transfers Out to 2011 SO Bond Fund	654,704	652,863	654,163	654,163	654,163	654,700	0%	0%	653,888	651,675
Transfers Out to 2014 SO Refunding Bond Fund	1,635,090	1,481,600	652,119	652,119	640,384	0	-100%	-100%	0	0
Total Other Financing Uses	3,323,479	3,543,461	3,314,274	3,314,274	3,302,538	3,090,879	-7%	-6%	3,147,085	3,132,677
Total Expenditures & Other Financing Uses	\$11,750,832	\$6,926,748	\$18,325,991	\$20,958,636	\$10,307,807	\$7,549,217	-59%	-27%	\$5,584,326	\$5,555,615



Bond Construction Funds

Construction Funds, a type of Capital Improvement Fund, will be utilized for the Shaw Park All-Season Recreation Complex and Center of Clayton Renovation projects. Because construction costs for these projects will be funded by bond issuances, the use of separate funds will allow the City to track the use of bond proceeds separately from other capital project expenditure and revenue activity.

Transactions recorded in these funds will consist of bond proceeds, bond issuance costs, interest revenue earned on bond proceeds before they are fully spent, and project expenditures.

The debt associated with the bond proceeds will be tracked in separate debt funds.

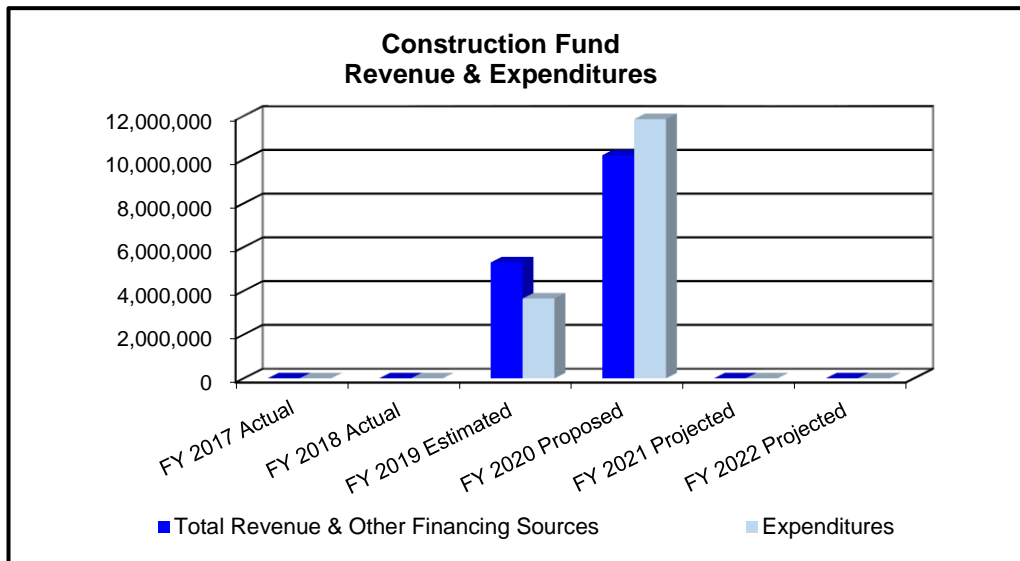


Bond Construction Funds - Center Renovation and Recreation Complex

Summary of Revenue and Expenditures

FY 2017 - FY 2022

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$0	\$0	\$0	\$1,650,000	\$0	\$0
Revenue	0	0	0	0	0	0
Other Financing Sources	0	0	5,300,000	10,200,000	0	0
Total Revenue & Other Financing Sources	0	0	5,300,000	10,200,000	0	0
Expenditures	0	0	3,650,000	11,850,000	0	0
Surplus (Deficit)	0	0	1,650,000	(1,650,000)	0	0
Ending Fund Balance	\$0	\$0	\$1,650,000	\$0	\$0	\$0
% Fund Balance to Expenditures	-	-	45%	0%	-	-



The City plans to issue new debt to provide funding for the Shaw Park All-Season Recreation Complex and the City's share of the Center of Clayton Renovation project. Bond proceeds, bond issuance costs, and project expenditures will be tracked in new Construction Funds, a type of Capital Improvement Fund.



Construction Fund - Center Renovations and Multi-Use Facility

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Other Financing Sources										
2019 Bond Issue - Center Renovations	0	0	0	0	5,300,000	0	0%	-100%	0	0
2020 Bond Issue - Multi-Use Facility	0	0	0	0	0	10,200,000	100%	100%	0	0
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$5,300,000	\$10,200,000	100%	92%	\$0	\$0

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Project Expenses - Multi-Use Facility	\$0	\$0	\$0	\$0	\$1,000,000	\$8,000,000	100%	700%	\$0	\$0
Project Expenses - Brentwood Streetscape	0	0	0	0	0	1,200,000	100%	100%	0	0
Project Expenses - Center Parking Lot Expansion	0	0	0	0	150,000	150,000	100%	0%	0	0
Project Expenses - Center Renovations	0	0	0	0	2,500,000	2,500,000	100%	0%	0	0
Total Expenditures	0	0	0	0	3,650,000	11,850,000	100%	225%	0	0



Debt Service Funds

The City currently utilizes two types of bonds for the acquisition and construction of major capital projects. These are General Obligation Bonds and Special Obligation Bonds.

This section presents budgeted revenues and expenditures for the City's one (1) General Obligation Bond, and two (2) existing Special Obligation Bond issuances, and two (2) proposed new Special Obligation Bond issuances. The total debt repayments for all bonds are shown in the next two pages by funding source and by bond issue.

General Obligation Bonds

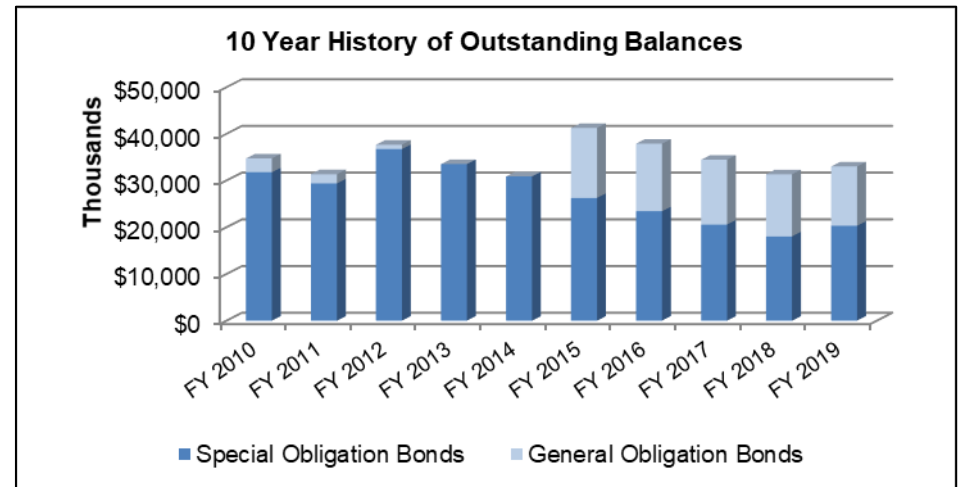
General Obligation Bonds are backed by the full faith and credit of the City. These bonds are payable from ad valorem property taxes. The City's outstanding General Obligation debt as of September 30, 2019 is \$12,715,000.

Special Obligation Bonds

Special Obligation Bonds principal and interest are payable solely from annual appropriations of funds by the City for such purpose. These obligations are not considered debt under state law and are subject to annual appropriations by the Board of Aldermen.

The table below represents the City's plans to issue new Special Obligation Bonds in September 2019, which will include the refunding of the 2009B Series and will bring the outstanding special obligation debt as of September 30, 2019 to \$20,830,000. An issuance is also planned in FY 2020 for the Shaw Park All-Season Recreation Complex, but this debt will not be outstanding as of September 30, 2019.

Bond Issue by Issuance Date	Total Outstanding	FY Payoff
2014 General Obligation Bonds \$15,000,000 issued in October 2014	\$12,715,000	FY 2034
2011 Special Obligation Bonds \$9,845,000 issued in November 2011	\$6,940,000	FY 2032
2009 A Special Obligation Taxable Build America Bonds \$6,420,000 issued in November 2009	\$715,000	FY 2020
2019 Special Obligation Bonds \$4,785,000 planned for September 2019	\$5,300,000	FY 2032
2019 Special Obligation Refunding Bonds \$7,875,000 planned for September 2019	\$7,875,000	FY 2030
Total Outstanding Bonds as of 9/30/2019	\$33,545,000	





Debt Service

Debt Repayment by Funding Source

Debt Repayment by Funding Source from FY 2020 to FY 2034					
-----Funding Sources-----					
Fiscal Year	Total Debt	Property Tax *	Sales Tax **	Capital Improvement	Federal Rebate ***
FY 2020	2,840,903	1,868,589	241,723	649,700	80,891
FY 2021	3,801,725	1,912,288	1,240,550	648,888	-
FY 2022	3,830,238	1,971,363	1,212,200	646,675	-
FY 2023	3,831,500	1,974,838	1,208,725	647,938	-
FY 2024	3,842,338	1,986,463	1,207,713	648,163	-
FY 2025	3,846,000	1,989,138	1,208,925	647,938	-
FY 2026	3,860,913	2,004,638	1,209,013	647,263	-
FY 2027	3,866,925	2,012,813	1,207,975	646,138	-
FY 2028	3,883,863	2,033,488	1,205,813	644,563	-
FY 2029	3,891,550	2,041,563	1,202,525	647,463	-
Future Years FY30-34	17,768,518	6,622,881	9,210,300	1,935,336	-
Grand Total	55,264,472	26,418,058	20,355,462	8,410,061	80,891

*Property tax sources are from approval of the 2009 Special Obligation Bond and the 2014 General Obligation Bonds. A property tax was approved in 2010 by the residents of Clayton to support the debt service on the 2009 bonds related to the new Police Building. This property tax revenue will carry forward to the 2019 refunding of these bonds. In 2014, a \$15 million bond proposal to improve neighborhood streets, alleys and street lights was approved by residents, supported by a property tax levy.

**The Parks and Stormwater Sales Tax, previously recorded fully within the Capital Improvement Fund, will provide funding to repay the anticipated 2019 and 2020 debt issuances for the Renovation of the Center of Clayton and the construction of the Shaw Park All-Season Recreation Complex.

***Due to federal sequestration, the Federal Rebates to offset interest payments are based on a current reduction of 6.2% but may be subject to change in the future. These rebates will be eliminated when the 2009 Build America Bonds are refunded in 2019.



Debt Service Debt Repayment by Bond Issue

Debt Repayment by Bond Issue from FY 2020 to FY 2034 (Principal and Interest)							
Fiscal Year	Bond Issues						Totals
	2009 A	2011	2014 G.O.	Center of Clayton Renovation*	Refund Series 2009B*	Shaw Park All-Season Recreation Complex*	
FY 2020	731,088	649,700	1,012,138	127,085	206,255	114,638	2,840,903
FY 2021	-	648,888	1,006,938	472,125	905,350	768,425	3,801,725
FY 2022	-	646,675	1,010,738	507,600	960,625	704,600	3,830,238
FY 2023	-	647,938	1,010,438	507,250	964,400	701,475	3,831,500
FY 2024	-	648,163	1,027,663	504,800	958,800	702,913	3,842,338
FY 2025	-	647,938	1,030,538	505,100	958,600	703,825	3,846,000
FY 2026	-	647,263	1,047,438	504,800	957,200	704,213	3,860,913
FY 2027	-	646,138	1,058,213	503,900	954,600	704,075	3,866,925
FY 2028	-	644,563	1,077,788	502,400	955,700	703,413	3,883,863
FY 2029	-	647,463	1,086,163	500,300	955,400	702,225	3,891,550
Future Years FY30-34	-	1,935,336	5,669,181	1,501,300	953,700	7,709,000	17,768,518
Grand Total	731,088	8,410,061	16,037,231	6,136,660	9,730,630	14,218,802	55,264,472

*The Recreation Center Project, Refund Series 2009B, and Shaw Park All-Season Recreation Complex bond issuances shown above are expected to be issued in FY 2019 and FY 2020. The debt repayment amounts shown are based on preliminary calculations provided by the City's financial advisor.



New Projects Special Obligation Bond Issue Debt Service Funds (Estimated)

Special obligation debt totaling approximately \$15,500,000 is planned for issuance in FY 2019 and FY 2020 and will be accounted for in new Debt Service Funds. The debt will pay for the City's share of renovation costs for the Center of Clayton (2019) and the full cost of demolition of the existing Shaw Park Ice Rink and construction of a new Shaw Park All-Season Recreation Complex (2020). The bond issues are anticipated to mature in 2031 and 2039, respectively.

New Projects Special Obligation Bonds			
Center of Clayton Renovations - \$5,300,000			
Shaw Park All-Season Recreation Complex - \$10,200,000			
Interest Rate Range: 3.0% to 4.0%			
	Center Renovations	Recreation Complex	Total Debt Service
FY 2020	\$127,085	\$114,639	\$241,724
FY 2021	472,125	768,425	1,240,550
FY 2022	507,600	704,600	1,212,200
FY 2023	50,7250	701,475	1,208,725
FY 2024	504,800	702,913	1,207,713
FY 2025	505,100	703,825	1,208,925
FY 2026	504,800	704,213	1,209,013
FY 2027	503,900	704,075	1,207,975
FY 2028	502,400	703,413	1,205,813
FY 2029	500,300	702,225	1,202,525
FY 2030-2034	998,800	7,709,000	8,707,800
Outstanding Principal Balance at 9/30/2019:			\$5,300,000
Note: Amounts shown above include both principal and interest estimated payments.			

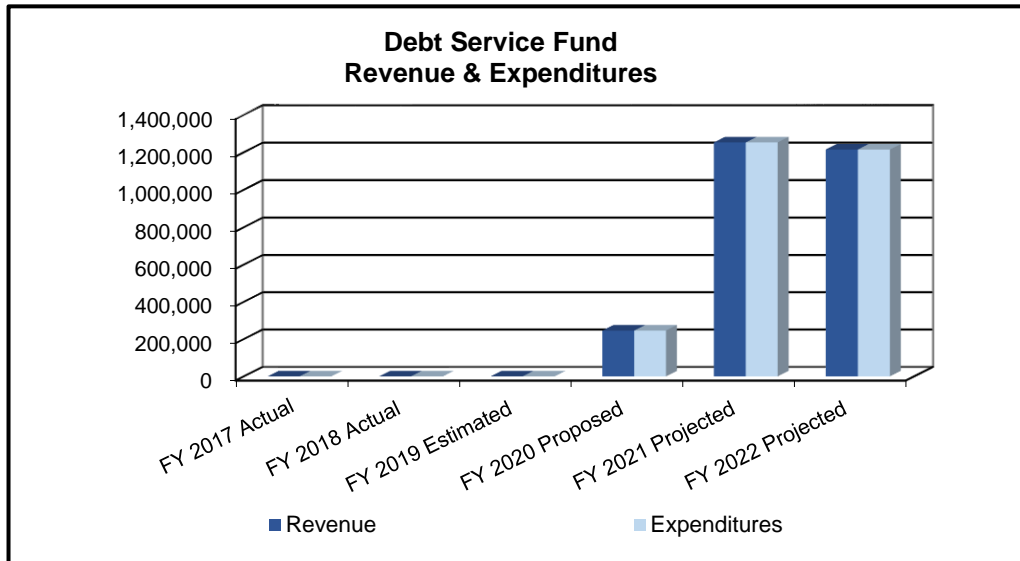


2019 and 2020 Bond Issues for Construction Projects

Summary of Revenue and Expenditures

FY 2017 - FY 2022

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Revenue	0	0	0	246,224	1,253,050	1,215,200
Expenditures	0	0	0	246,224	1,253,050	1,215,200
Surplus (Deficit)	0	0	0	0	0	0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
% Fund Balance to Expenditures	-	-	-	0%	0%	0%



The City plans to issue new debt to provide funding for the Shaw Park All-Season Recreation Complex and the City's share of the Center of Clayton Renovation project. Debt service principal and interest payments as well as related professional services will be paid from this fund, with financial support coming from the Parks and Stormwater Sales Tax.



2019 and 2020 Bond Issues for Construction Projects

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Sales Tax										
Parks and Stormwater Sales Tax	\$0	\$0	\$0	\$0	\$0	\$246,224	100%	100%	\$1,253,050	\$1,215,200
Total Sales Tax	0	0	0	0	0	246,224	100%	100%	1,253,050	1,215,200
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$246,224	100%	100%	\$1,253,050	\$1,215,200

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Contractual Services										
Professional Services General	\$0	\$0	\$0	\$0	\$0	\$4,500	100%	100%	\$12,500	\$3,000
Total Contractual Services	0	0	0	0	0	4,500	100%	100%	12,500	3,000
Debt Service										
Debt Service Principal	0	0	0	0	0	0	0%	0%	715,000	710,000
Debt Service Interest	0	0	0	0	0	241,724	100%	100%	525,550	502,200
Total Debt Service	0	0	0	0	0	241,724	100%	100%	1,240,550	1,212,200
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$246,224	100%	100%	\$1,253,050	\$1,215,200



2009 Build America Bond Issue 2019 Refunding Bond Issue Debt Service Fund

The \$15,000,000 Build America Taxable Bonds were sold in November 2009 in two series: Series A - \$6,420,000 and Series B - \$8,580,000.

The bonds were issued to purchase and renovate the Clayton police facility. The Series A bond issue matures in 2020 and the Series B bond issue was originally scheduled to mature in 2030. The City plans to refund (refinance) Series B in 2019, resulting in approximately \$600,000 of interest savings over the remaining life of the bond, which will also mature in 2030.

The Build America Bonds were taxable bonds with a federal rebate received for each interest payment. This City will no longer receive this rebate when Series A matures and Series B is refunded.

The City received resident approval in August 2010 to levy a general property tax to pay for the debt service starting in 2014, coinciding with the expiration of a general obligation bond issue. During 2012 and 2013, the General Fund supported the debt payments on these bonds until the new levy went into effect. This property tax revenue will continue and will support the debt service payments of the 2019 refunding special obligation bond. Below is an estimated debt service schedule for the new bonds.

The subsequent pages show combined budget activity for 2009A Series through maturity, 2009B Series until the refunding occurs, and the new 2019 refunding bond issue of the 2009B Series.

2009 Build America Bond Police Facility - \$15,000,000				
Combined Series A and B –				
Series A Interest Rate Range: 1.0% to 4.50%				
Series B Interest Rate Range: 5.0% to 5.75%				
	Principal	Interest	Rebate	Net Debt Service
FY 2020	\$715,000	\$246,393	(\$70,961)	\$890,432
Outstanding Principal Balance at 9/30/2019:				\$715,000

2019 Special Obligation Refunding Bond Refunding of Police Station Facility Bond - \$7,875,000			
Interest Rate Range: 3.0% to 4.0%			
	Principal	Interest	Total Debt Service
FY 2020	\$0	\$206,255	\$206,255
FY 2021	620,000	285,350	905,350
FY 2022	695,000	265,625	960,625
FY 2023	720,000	244,400	964,400
FY 2024	740,000	218,800	958,800
FY 2025	770,000	188,600	958,600
FY 2026	800,000	157,200	957,200
FY 2027	830,000	124,600	954,600
FY 2028	865,000	90,700	955,700
FY 2029	900,000	55,400	955,400
FY 2030	935,000	18,700	953,700
Outstanding Principal Balance at 9/30/2019			\$7,875,000

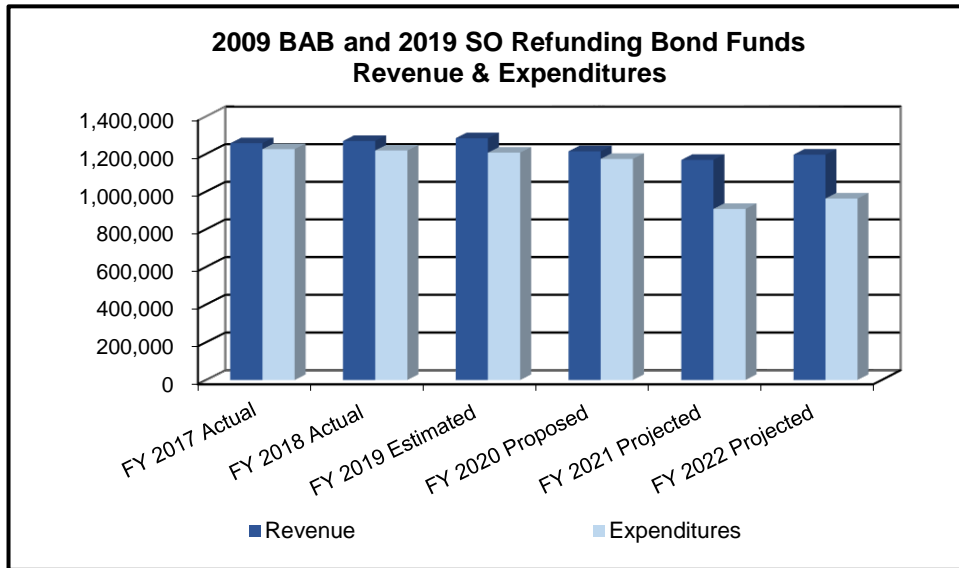


2009 Build America & 2019 Special Obligation Refunding Bonds

Summary of Revenue and Expenditures

FY 2017 - FY 2022

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$59,296	\$90,982	\$141,601	\$218,365	\$258,893	\$519,218
Revenue	1,257,120	1,268,828	1,283,665	1,214,176	1,168,175	1,196,255
Expenditures	1,225,434	1,218,209	1,206,901	1,173,648	907,850	963,125
Surplus (Deficit)	31,687	50,619	76,764	40,528	260,325	233,130
Ending Fund Balance	\$90,982	\$141,601	\$218,365	\$258,893	\$519,218	\$752,348
% Fund Balance to Expenditures	-	-	-	22%	57%	78%



These bonds were issued for the new police facility and were originally issued as taxable bonds with a federal rebate to offset higher interest costs.

The 2009A Series will mature in 2019. The City plans to issue Special Obligation Bonds in 2019 that will refund (refinance) the 2009 B Series, resulting in interest savings of approximately \$600,000 over the remaining life of the bond. Following the maturity of the A Series and refunding of the B Series, the City will no longer receive the federal rebate related to interest costs.

A property tax levy approved by voters in 2010 began in 2014, to support the debt service on these bonds. This levy coincided with a reduction in property tax levy due to the retirement of prior General Obligation Bonds.



2009 Build America Bond Issue and 2019 Special Obligation Refunding Bond

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Property Tax										
Real Property Tax	\$972,630	\$991,189	\$1,090,821	\$1,090,821	\$1,011,380	\$1,035,600	-5%	2%	\$1,060,435	\$1,085,920
Personal Property Tax	99,873	100,410	103,213	103,213	102,755	105,220	2%	2%	107,740	110,335
Total Property Tax	1,072,503	1,091,599	1,194,034	1,194,034	1,114,135	1,140,820	-4%	2%	1,168,175	1,196,255
Intergovernmental										
Federal Rebate	183,866	175,559	166,033	166,033	167,192	70,961	-57%	-58%	0	0
Total Intergovernmental	183,866	175,559	166,033	166,033	167,192	70,961	-57%	-58%	0	0
Interest Income										
Interest on Investments	751	1,669	1,100	1,100	2,338	2,395	118%	2%	0	0
Total Interest Income	751	1,669	1,100	1,100	2,338	2,395	118%	2%	0	0
Total Revenue	\$1,257,120	\$1,268,828	\$1,361,167	\$1,361,167	\$1,283,665	\$1,214,176	-11%	-5%	\$1,168,175	\$1,196,255
Expenditures										
Contractual Services										
Professional Services General	\$1,166	\$1,166	\$3,500	\$3,500	\$3,500	\$6,000	71%	71%	\$2,500	\$2,500
Total Contractual Services	1,166	1,166	3,500	3,500	3,500	6,000	71%	71%	2,500	2,500
Debt Service										
Debt Service Principal	660,000	680,000	695,000	695,000	695,500	715,000	3%	3%	620,000	695,000
Debt Service Interest	564,268	537,043	507,901	507,901	507,901	452,648	-11%	-11%	285,350	265,625
Total Debt Service	1,224,268	1,217,043	1,202,901	1,202,901	1,203,401	1,167,648	-3%	-3%	905,350	960,625
Total Expenditures	\$1,225,434	\$1,218,209	\$1,206,401	\$1,206,401	\$1,206,901	\$1,173,648	-3%	-3%	\$907,850	\$963,125



2014 General Obligation Bond Issue Debt Service Fund

This fund accounts for the general obligation debt in the amount of \$15,000,000 issued by the City in October 2014. The debt paid for updates to street lighting; replacement of alleys; and resurfacing and repaving of more than fifty percent (50%) of the City's neighborhood streets. This bond issue is scheduled to mature in 2034.

Areas resurfaced using bond proceeds from this debt issue include:

- Carondelet Plaza
- Clayton Gardens
- Claverach Park
- Clayshire
- Country Club Court
- Country Club Place
- DeMun Park
- Hanley Place
- Hi-Pointe
- Hillcrest Subdivision
- Maryland Terrace
- Moorlands
- Northmoor
- Old Town
- Parkside
- Skinker Heights
- Wydown Forest

Areas to be resurfaced using a combination of grants and bond proceeds for the required grant match include:

- Brentwood Boulevard
- Maryland Avenue
- Central Business District Resurfacing

2014 General Obligation Bond			
Street Lighting, Alleys and Neighborhood Streets - \$15,000,000			
Interest Rate Range: 2.0% to 3.25%			
	Principal	Interest	Total Debt Service
FY 2020	\$620,000	\$392,138	\$1,012,138
FY 2021	640,000	366,938	1,006,938
FY 2022	670,000	340,738	1,010,738
FY 2023	690,000	320,438	1,010,438
FY 2024	725,000	302,663	1,027,663
FY 2025	750,000	280,538	1,030,538
FY 2026	790,000	257,438	1,047,438
FY 2027	825,000	233,213	1,058,213
FY 2028	870,000	207,788	1,077,787
FY 2029	905,000	181,163	1,086,163
FY 2030-2034	5,230,000	439,181	5,669,181
Outstanding Principal Balance at 9/30/2019:			\$12,715,000

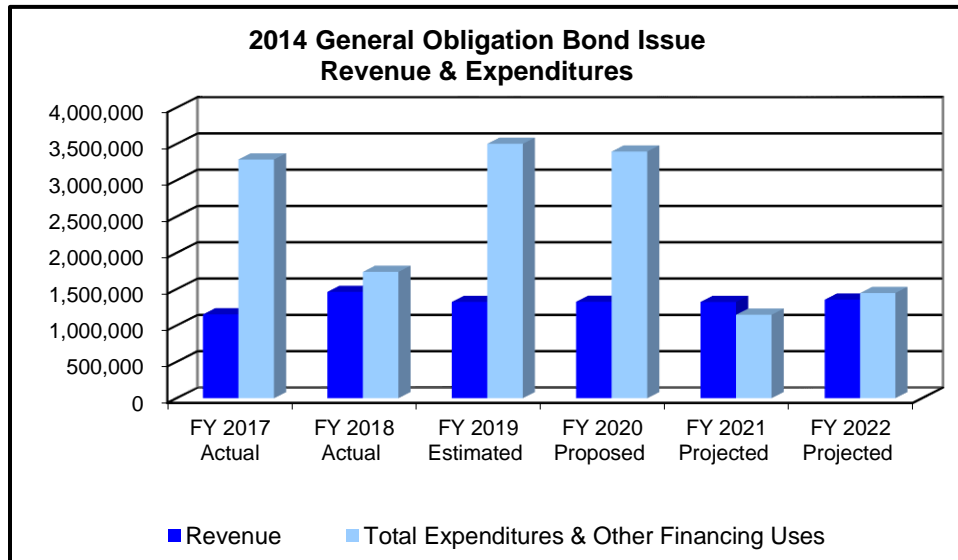


2014 General Obligation Bond Issue

Summary of Revenue and Expenditures

FY 2017 - FY 2022

Fund 32	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$10,639,999	\$8,507,284	\$8,231,018	\$6,052,660	\$3,982,950	\$4,158,019
Revenue	1,155,446	1,464,491	1,326,776	1,328,303	1,325,507	1,358,229
Expenditures	994,115	1,002,715	1,009,788	1,017,138	1,010,438	1,014,238
Other Financing Uses	2,294,046	738,042	2,495,346	2,380,875	140,000	434,903
Total Expenditures & Other Financing Uses	3,288,161	1,740,757	3,505,134	3,398,013	1,150,438	1,449,141
Surplus (Deficit)	(2,132,715)	(276,266)	(2,178,358)	(2,069,710)	175,069	(90,912)
Ending Fund Balance	\$8,507,284	\$8,231,018	\$6,052,660	\$3,982,950	\$4,158,019	\$4,067,107
% Fund Balance to Expenditures	856%	821%	599%	392%	412%	401%



The City issued General Obligation Bonds totaling \$15,000,000 in October 2014 to provide funding to resurface and repave more than 50% of residential streets in the City, replace outdated street lighting, and repair and replace alleys. The debt service payments are supported by property tax revenue recorded in this fund.

The activity budgeted in this fund includes transfers-out to for construction costs recorded in the Capital Improvement Fund, debt service payments associated with the bond issue, and the property tax revenue which supports these debt payments.



2014 General Obligation Bond Issue

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Property Tax										
Real Property Tax	\$953,692	\$1,252,457	\$1,280,883	\$1,280,883	\$1,095,500	\$1,121,790	-12%	2%	\$1,148,780	\$1,176,270
Personal Property Tax	100,783	117,817	122,138	122,138	100,000	102,400	-16%	2%	104,850	107,450
Total Property Tax	1,054,475	1,370,274	1,403,021	1,403,021	1,195,500	1,224,190	-13%	2%	1,253,630	1,283,720
Interest Income										
Interest on Investments	100,971	94,217	76,800	76,800	131,276	104,113	36%	-21%	71,877	74,509
Total Interest Income	100,971	94,217	76,800	76,800	131,276	104,113	36%	-21%	71,877	74,509
Total Revenue	\$1,155,446	\$1,464,491	\$1,479,821	\$1,479,821	\$1,326,776	\$1,328,303	-10%	0%	\$1,325,507	\$1,358,229

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Contractual Services										
Professional Services General	\$477	\$477	\$4,300	\$4,300	\$4,300	\$5,000	16%	16%	\$3,500	\$3,500
Total Contractual Services	477	477	4,300	4,300	4,300	5,000	16%	16%	3,500	3,500
Debt Service										
Debt Service Principal	560,000	580,000	595,000	595,000	595,000	620,000	4%	4%	640,000	670,000
Debt Service Interest	433,638	422,238	410,488	410,488	410,488	392,138	-4%	-4%	366,938	340,738
Total Debt Service	993,638	1,002,238	1,005,488	1,005,488	1,005,488	1,012,138	1%	1%	1,006,938	1,010,738
Total Expenditures	994,115	1,002,715	1,009,788	1,009,788	1,009,788	1,017,138	1%	1%	1,010,438	1,014,238
Other Financing Uses										
Transfers Out	0	738,042	2,027,469	2,027,469	0	0	-100%	0%	0	0
Transfers Out to Capital Improvement Fund	2,294,046	0	0	814,737	2,495,346	2,380,875	100%	-5%	140,000	434,903
Total Other Financing Uses	2,294,046	738,042	2,027,469	2,842,206	2,495,346	2,380,875	17%	-5%	140,000	434,903
Total Expenditures & Other Financing Uses	\$3,288,161	\$1,740,757	\$3,037,257	\$3,851,994	\$3,505,134	\$3,398,013	12%	-3%	\$1,150,438	\$1,449,141



2011 Special Obligation Bond Issue Debt Service Fund

This fund accounts for the Special Obligation debt in the amount of \$9,845,000 issued by the City in November 2011. This debt was issued to pay \$5 million for the reconstruction and renovation of the new police headquarters, which opened in February 2013.

The balance of the bond issue was used to construct or pay the grant match for the following capital improvements:

- Traffic Signals and Signage
- Street Lighting
- Street Resurfacing
- Curbs and Sidewalks
- Municipal Garage Roof Replacement
- Shaw Park Tennis Court Renovation
- Shaw Park Ice Rink Improvements
- Shaw Park Aquatic Center Improvements
- Shaw Park Ball Field Improvements
- Shaw Park Walking Trail
- Historic Hanley House Improvements

This bond issue is scheduled to mature in 2032.

2011 Special Obligation Bond			
Police Facility and Other Capital Projects - \$9,845,000			
Interest Rate Range: 2.0% to 3.25%			
	Principal	Interest	Total Debt Service
FY 2020	\$450,000	\$199,700	\$649,700
FY 2021	460,000	188,888	648,888
FY 2022	470,000	176,675	646,675
FY 2023	485,000	162,938	647,938
FY 2024	500,000	148,163	648,163
FY 2025	515,000	132,938	647,938
FY 2026	530,000	117,263	647,263
FY 2027	545,000	101,138	646,138
FY 2028	560,000	84,563	644,563
FY 2029	580,000	67,463	647,463
FY 2030-2032	1,845,000	90,336	1,935,336
Outstanding Principal Balance at 9/30/2019:			\$6,940,000

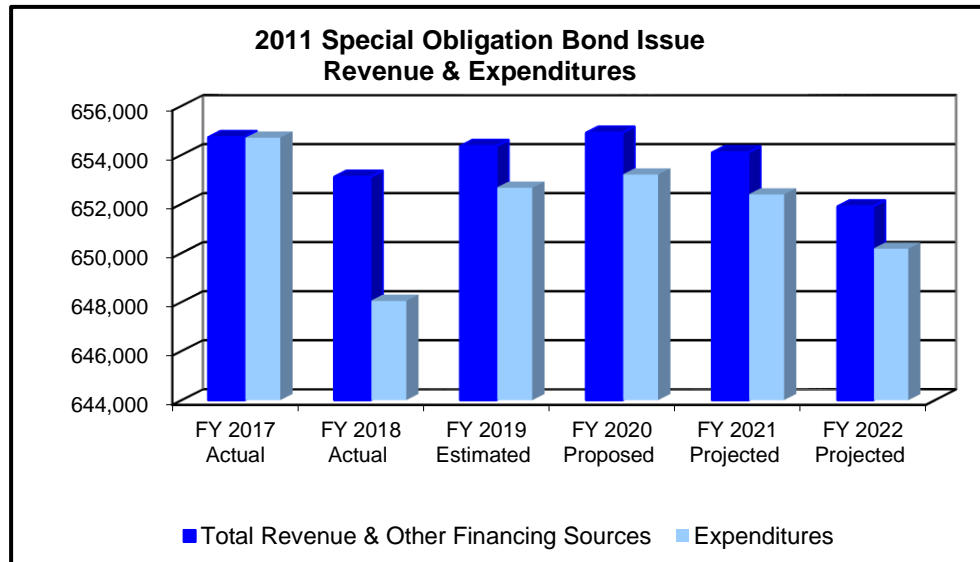


2011 Special Obligation Bond Issue

Summary of Revenue and Expenditures

FY 2017 - FY 2022

Fund 31	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$8,348	\$8,368	\$13,429	\$15,129	\$16,834	\$18,548
Revenue	21	246	200	205	214	228
Other Financing Sources	654,704	652,863	654,163	654,700	653,888	651,675
Total Revenue & Other Financing Sources	654,725	653,109	654,363	654,905	654,102	651,903
Expenditures	654,705	648,048	652,663	653,200	652,388	650,175
Surplus (Deficit)	20	5,061	1,700	1,705	1,714	1,728
Ending Fund Balance	\$8,368	\$13,429	\$15,129	\$16,834	\$18,548	\$20,276
% Fund Balance to Expenditures	1%	2%	2%	3%	3%	3%



This fund pays for the Special Obligation debt issued for the construction or renovation of the following: police building improvements, traffic signals and signage, street lighting, general street resurfacing, curb and sidewalk programs, facility improvements, Shaw Park tennis center, ice rink, aquatic center and ballfield improvements, Oak Knoll Park and Hanley House improvements. All bond proceeds were spent as of 2016.



2011 Special Obligation Bond Issue

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Interest Income										
Interest on Investments	\$21	\$246	\$140	\$140	\$200	\$205	46%	3%	\$214	\$228
Total Interest Income	21	246	140	140	200	205	46%	3%	214	228
Total Revenue	21	246	140	140	200	205	46%	3%	214	228
Other Financing Sources										
Transfers-In	654,704	652,863	654,163	654,163	654,163	654,700	0%	0%	653,888	651,675
Total Other Financing Sources	654,704	652,863	654,163	654,163	654,163	654,700	0%	0%	653,888	651,675
Total Revenue & Other Financing Sources	\$654,725	\$653,109	\$654,303	\$654,303	\$654,363	\$654,905	0%	0%	\$654,102	\$651,903

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Contractual Services										
Professional Services General	\$3,292	\$186	\$3,500	\$3,500	\$3,500	\$3,500	0%	0%	\$3,500	\$3,500
Total Contractual Services	3,292	186	3,500	3,500	3,500	3,500	0%	0%	3,500	3,500
Debt Service										
Debt Service Principal	425,000	430,000	440,000	440,000	440,000	450,000	2%	2%	460,000	470,000
Debt Service Interest	226,413	217,863	209,163	209,163	209,163	199,700	-5%	-5%	188,888	176,675
Total Debt Service	651,413	647,863	649,163	649,163	649,163	649,700	0%	0%	648,888	646,675
Total Expenditures	\$654,704	\$648,048	\$652,663	\$652,663	\$652,663	\$653,200	0%	0%	\$652,388	\$650,175



2014 Special Obligation Bond Issue Debt Service Fund

This bond refinanced the 2007 Special Obligation Bond and the 2005A Series Special Obligation Bond. City savings as the result of this refunding totaled \$438,000, net of issuance costs.

2007 Series

The 2007 Series, originally issued for \$9.5 million, was used to refinance the 2002 bond issue which was for a new Fire Station and significant renovation to City Hall and the Shaw Park Aquatic Center.

2005A Series

The 2005A Series, originally issued for \$12,165,000, was used to refinance the 1997 and 1998A Bond Issues which were for the following purposes: joint use recreation center; ice rink and tennis court renovations; purchase of fifty (50) parking spaces in a garage constructed by St. Louis County; and infrastructure improvements in two private neighborhoods.

The 2014 Special Obligation Refunding Bond Issue matured in 2019.

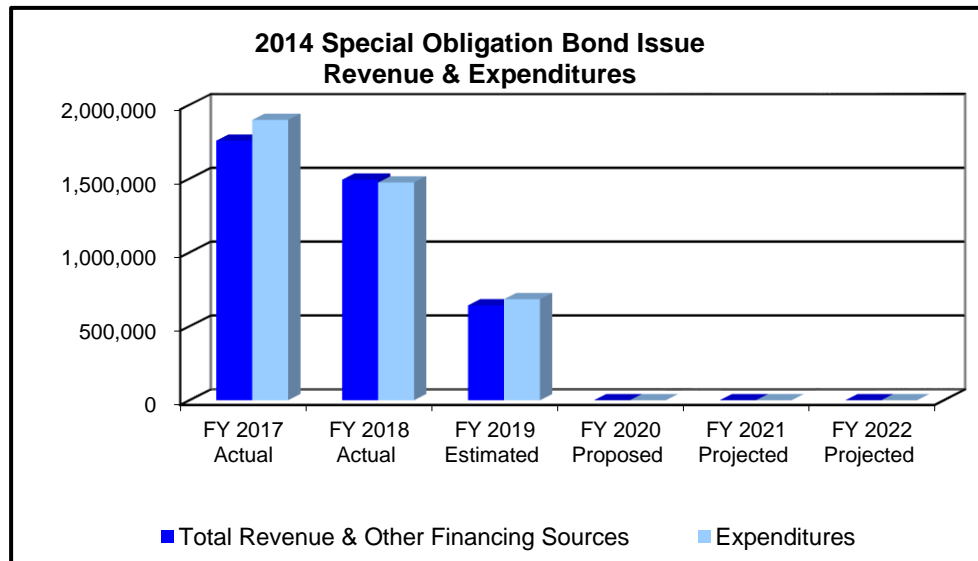


2014 Special Obligation Refunding Bond Issue

Summary of Revenue and Expenditures

FY 2017 - FY 2022

Fund 33	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed	FY 2021 Projected	FY 2022 Projected
Beginning Fund Balance	\$163,345	\$22,456	\$41,784	\$0	\$0	\$0
Revenue	10,105	12,283	1,882	0	0	0
Other Financing Sources	1,747,283	1,481,600	640,384	0	0	0
Total Revenue & Other Financing Sources	1,757,388	1,493,883	642,266	0	0	0
Expenditures	1,898,277	1,474,554	684,050	0	0	0
Surplus (Deficit)	(140,889)	19,329	(41,784)	0	0	0
Ending Fund Balance	\$22,456	\$41,784	\$0	\$0	\$0	\$0
% Fund Balance to Expenditures	1%	3%	0%	0%	0%	0%



The City issued special obligation refunding bonds totaling \$6,735,000 in October 2014. This bond refinanced the 2007 and 2005 A Series Special Obligation Bonds. Savings as a result of this refunding totaled \$438,000, net of issuance costs. The debt service payments were supported by transfers from the General Fund and Capital Improvement Fund. This debt matured in 2019.



2014 Special Obligation Refunding Bond Issue

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Revenue										
Interest Income										
Interest on Investments	\$1,354	\$5,298	\$193	\$193	\$1,053	\$0	-100%	-100%	\$0	\$0
Total Interest Income	1,354	5,298	193	193	1,053	0	-100%	-100%	0	0
Miscellaneous										
Special Assessment Principal	8,751	6,985	829	829	829	0	-100%	-100%	0	0
Total Miscellaneous	8,751	6,985	829	829	829	0	-100%	-100%	0	0
Total Revenue	10,105	12,283	1,022	1,022	1,882	0	-100%	-100%	0	0
Other Financing Sources										
Bond Proceeds	0	0	0	0	0	0	0%	0%	0	0
Transfers-In	1,747,283	1,481,600	652,119	652,119	640,384	0	-100%	-100%	0	0
Total Other Financing Sources	1,747,283	1,481,600	652,119	652,119	640,384	0	-100%	-100%	0	0
Total Revenue & Other Financing Sources	\$1,757,388	\$1,493,883	\$653,141	\$653,141	\$642,266	\$0	-100%	-100%	\$0	\$0

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% 2020 to 2019 Budget	% 2020 to 2019 Est.	FY 2021 Projected	FY 2022 Projected
Expenditures										
Contractual Services										
Professional Services General	\$477	\$954	\$4,000	\$4,000	\$4,000	\$0	-100%	-100%	\$0	\$0
Total Contractual Services	477	954	4,000	4,000	4,000	0	-100%	-100%	0	0
Debt Service										
Debt Service Principal	1,785,000	1,425,000	670,000	670,000	670,000	0	-100%	-100%	0	0
Debt Service Interest	112,800	48,600	10,050	10,050	10,050	0	-100%	-100%	0	0
Total Debt Service	1,897,800	1,473,600	680,050	680,050	680,050	0	-100%	-100%	0	0
Total Expenditures	\$1,898,277	\$1,474,554	\$684,050	\$684,050	\$684,050	\$0	-100%	-100%	\$0	\$0



PERFORMANCE MANAGEMENT

What is Performance Management?

Performance management is the ongoing and systematic means of monitoring progress toward goals and ultimately improving results. In order to improve results, the data collected and reported upon must be used in decision making. Incorporating performance data into decision making can result in improved customer satisfaction, cost savings, and increased organizational efficiency. Performance management provides decision makers with data and evidence upon which to base policy decisions.

Principals of Performance Management

The National Performance Measurement Advisory Committee has seven principles of Performance Management:

1. A focus on **results** permeates strategies, processes, organizational culture and decisions.
2. Measures, data, and goals are **relevant** to the priorities and the well-being of the government and community.
3. Information relating to performance, decision making, and processes are **transparent**.
4. Goals, programs, activities, and resources are **aligned with priorities** and intended results.
5. **Decision making** is driven by timely, reliable, and meaningful data.
6. Performance measurement practices are **sustainable** over time and through organizational changes.
7. Performance measurement has the ability to **transform** an organization, its management, and the policy-making process.

Overview of Performance Management in Clayton

For Clayton, performance management is an ongoing, systematic approach to improving results through evidence-based decision making. Since 2008, the City of Clayton has presented performance data in the annual budget document through the Exceptional City Services Scorecard. The scorecard is a tool used to track the performance of key performance indicators by service area. Key performance indicators are categorized into four perspectives: Customer, Financial, Process, and People. This approach, adapted from *The Balanced Scorecard*, ensures that the City is delivering services in a balanced manner and taking into account the four perspectives.

The City has participated in the ICMA Center for Performance Analytics Program since 2008 and has received the Certificate of Excellence in performance management each year since 2011. Performance data is collected annually through the ICMA program and results are benchmarked with peer cities that are of similar size and provide similar services.

EXCEPTIONAL CITY SERVICES HIGHLIGHTS

PUBLIC SAFETY



\$157
2018 ACTUAL

\$157
2018 GOAL

Police cost per capita

\$139
2017 ACTUAL



\$111
2018 ACTUAL

\$96
2018 GOAL

Fire/EMS cost per capita

\$97
2017 ACTUAL



52%
2018 ACTUAL

85%
2018 GOAL

UCR Part I violent crime clearance rate

74%
2017 ACTUAL



95%*
2017 ACTUAL

90%*
2017 GOAL

% of residents surveyed who rate the competency of Fire/EMS service as good or excellent

90%*
2015 ACTUAL

ECONOMIC DEVELOPMENT



\$8.15
2018 ACTUAL

\$7.78
2018 GOAL

Sales tax per square foot of retail space

\$7.10
2017 ACTUAL

PLANNING AND DEVELOPMENT



88%*
2017 ACTUAL

95%*
2017 GOAL

% of residents rating appearance of Clayton as good or better

88%*
2015 ACTUAL

PARKS AND RECREATION



95%*
2017 ACTUAL

95%*
2017 GOAL

% of residents rating overall satisfaction with Parks and Recreation as good or better

92%*
2015 ACTUAL



\$15,072
2018 ACTUAL

\$9,000
2018 GOAL

Cost of park maintenance per acre

\$12,555
2017 ACTUAL

TRANSPORTATION



89%
2018 ACTUAL

85%
2018 GOAL

% of lane miles with Pavement Condition Index rating of 3 or higher

91%
2017 ACTUAL

ORGANIZATIONAL EXCELLENCE



43
2018 ACTUAL

26
2018 GOAL

Annual training hours per employee

41
2017 ACTUAL

*Based on results of biennial surveys.

Exceptional City Services Scorecard

Public Safety		2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% residents surveyed who feel safe	95%	-	-	95%	-
	% of residents surveyed rating competency of Fire/EMS are good or excellent	90%	-	-	95%	-
Financial	Police cost per capita	\$148	\$157	✗ \$157	\$153	\$157
	Fire/EMS cost per capita	\$96	\$96	✗ \$111	\$96	\$115
Process	% of fires contained in room of origin	100%	100%	✗ 94%	100%	100%
	UCR Part I crimes per 1,000 population	18.50	19.00	✓ 18.00	18.00	18.00
	UCR Part I property crime clearance rate	35%	33%	✗ 31%	33%	34%
	UCR Part I violent crime clearance rate	85%	85%	✗ 52%	85%	87%
	% cardiac arrest patients who exhibit a pulse upon delivery to hospital	50%	50%	✓ 75%	50%	100%
People	Average annual training hours per employee	120	120	✓ 194	120	120
	% employees meeting requirements to promote	75%	75%	✓ 76%	76%	85%
	Police Employee Engagement Index	4.00	4.00	✗ 3.98	4.00	4.00
	Fire Employee Engagement Index	4.20	4.20	✗ 4.27	4.20	4.30

Economic Development						
Customer	% businesses rating city services as good or excellent	-	80%	-	-	-
	% residents rating culture, dining and shopping environment as good or better	85%	-	-	85%	-
Financial	Sales tax per square foot of retail space	\$7.87	\$7.78	✓ \$8.15	\$8.40	\$8.34
	Commercial property tax per square foot of office and retail space	\$0.50	\$0.48	✓ \$0.48	\$0.49	\$0.50
Process	Number of annual prospect or retention visits	45	50	✗ 40	50	50
People	Average annual training hours per employee	26	26	✓ 49	26	26

Planning and Development						
Customer	% of residents rating appearance of Clayton as good or better	95%	-	-	95%	-
Process	% of property maintenance cases brought to compliance prior to referral to court	85%	95%	✓ 97%	95%	95%
	% of projects approved without modification to ARB guidelines	100%	90%	✓ 94%	95%	95%
People	Average annual training hours per employee	45	50	✗ 42	50	50
	Employee Engagement Index	4.20	4.20	✓ 4.39	4.20	4.20

Recreation and Culture						
Customer	% residents rating overall satisfaction as good or better	95%	-	-	95%	-
Financial	Cost of park maintenance per acre maintained	\$8,400	\$9,000	✗ \$15,072	\$12,000	\$15,000
	% operating cost recovery for recreation facilities	95%	92%	✓ 96%	92%	94%
Process	% of registrants per total capacity of recreation programs	75%	75%	✗ 74%	75%	75%
	Acres properly maintained (per park inspection index)	85%	85%	✓ 86%	85%	85%
	% households with one or more recreation pass holders	35%	35%	✗ 34%	35%	35%
People	Average annual training hours per full-time equivalent employee	30	30	✗ 23	30	30
	Employee Engagement Index	4.10	4.20	✓ 4.25	4.20	4.20

Transportation		2017 Actual	2018 Goal	2018 Actual	2019 Goal	2020 Goal
Customer	% of residents rating streets as good or better	85%	-	-	80%	-
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths	\$55,000	\$17,200	✓ \$248	\$22,000	\$24,434
Process	% lane miles with Pavement Condition Index rating of 3 or higher	80%	85%	✓ 85%	85%	85%
	% of linear miles with dedicated/shared bicycle routes	7%	7%	✓ 15%	15%	16%
	Annual sidewalk defects per 1,000 linear feet	0.50	-	0.92	0.88	0.86
People	Average annual training hours per employee	25	25	✗ 23	35	35
	Employee Engagement Index	4.20	4.20	✗ 4.16	4.20	4.20

Organizational Excellence						
Customer	% of employees rating HR service as good or better	-	92%	✗ 88%	92%	92%
	% of employees rating IT service as good or better	-	90%	-	85%	85%
	% of employees rating Finance service as good or better	-	87%	✗ 84%	85%	85%
Financial	IT cost per endpoint (desktops, laptops, tablets)	\$5,925	\$7,443	✓ \$5,867	\$6,747	\$6,195
	HR cost per employee	\$1,478	\$1,500	✓ \$1,376	\$1,701	\$1,500
	Finance cost per \$1M in operating expenditures	\$21,399	\$17,554	✗ \$21,870	\$16,489	\$20,184
Process	Annual % IT system "up" time	99.95%	99.95%	✗ 99.89%	99.80%	99.80%
	Annual number of auditor adjusting entries	<2	<2	✓ 1	<2	<2
	Annual \$ of auditor adjusting entries	<\$100,000	<\$100,000	✓ \$40,000	<\$100,000	<\$100,000
	City-wide rate of turnover (excluding retirement, disability or death)	<5.00%	<5.00%	✓ 3.89%	<5.00%	<5.00%
People	Annual training hours per employee	26	26	✓ 43	30	30
	Employee Engagement Index	4.10	4.10	✓ 4.19	4.10	4.10

Key	
✓	Goal met
✗	Goal not met



Executive Memorandum

TO: Mayor and Board of Alderman
FROM: Janet K. Watson, Interim City Manager
DATE: July 19, 2019
RE: Changes in Fees – FY 2020-2022

Staff has completed its annual review of fees currently being charged by the City. As a result, we are recommending fee increases in private subdivision fees, permit parking fees, and EMS transport and standby fees.

A summary of the proposed fee changes is presented below and in the succeeding appendix.

PROPOSED FEE CHANGES

Private Subdivision Fees

The City charges private subdivisions a fee per linear foot for snow removal, leaf collection and street sweeping. Subdivisions within City limits are currently charged \$0.50 per linear foot. This fee can be increased annually based on changes in the Consumer Price Index (CPI), with a minimum increase of \$0.01 per linear foot per year. Staff propose a \$0.01 per linear foot increase to a new rate of \$0.51 per linear foot in FY 2020.

Portions of private subdivisions that lay outside City limits are charged a fee per linear foot intended to cover the actual cost of service, with 2019 being the first year in which this higher rate was billed. The current fee is \$2.43 per linear foot. Following increased operational efficiencies and some mild winters, staff propose a \$0.12 per linear foot decrease to a new rate of \$2.31 per linear foot in FY 2020.

See Appendix I for a table indicating the private subdivisions with linear footage inside and outside of City limits and anticipated revenue based on the proposed fee changes.

Permit Parking Fees

Per recommendations from St. Louis Parking based on the downtown Clayton market, staff propose a \$5 increase in monthly parking fees for all parking lots and at Bonhomme Garage. Fees for Shaw Park/County Garage are not proposed to change. See Appendix II for a full list of fees for all parking lots and garages.

EMS Transport Fees

The current fee structure for EMS services and transport has been in place since October 2014, and staff recommends an increase in FY 2020. The proposed fees are within industry standards but will be among the highest in the immediately-surrounding area. It is predicted that other area departments will also increase their fees in the near future. Staff also recommends increasing the hourly fee for EMS employee and vehicle standby at events. See Appendix III for a schedule of fee changes as well as current EMS service fee information from a recent survey of nearby cities.

Appendix I
Private Subdivision Fees



Fees for Public Services in Private Subdivisions

Services include Street Sweeping, Leaf Collection and Snow Removal
 Actual Cost of Services = \$2.31 per centerline foot
 Most Recent 12 Month CPI = 2.35%

Subdivision Name	Street Names	Linear Footage in Clayton*	Linear Footage in St Louis**	Fiscal Year Cost per Linear Foot				
				2018	2019	2020	2021	2022
			Clayton Rate	\$0.49	\$0.50	\$0.51	\$0.52	\$0.54
			St. Louis Rate	\$0.49	\$2.43	\$2.31	\$2.32	\$2.33
Carrswold	Carrswold Dr.	4400	0	\$2,149	\$2,199	\$2,251	\$2,304	\$2,358
Tuscany Park	Tuscany	800	0	\$391	\$400	\$409	\$419	\$429
Wydown Terrace	Wydown Terrace	2400	0	\$1,172	\$1,200	\$1,228	\$1,257	\$1,286
E. Brentmoor Park	E. Brentmoor	3900	0	\$2,490	\$2,549	\$2,609	\$2,670	\$2,733
	Asbury Ave.	1200	0					
Southmoor	Southmoor Dr.	1700	0	\$830	\$850	\$870	\$890	\$911
W. Brentmoor Park	W. Brentmoor	4200	0	\$2,051	\$2,099	\$2,149	\$2,199	\$2,251
Forest Ridge	Forest Ridge Dr.	2000	0	\$977	\$1,000	\$1,023	\$1,047	\$1,072
Hi-Pointe	San Bonita Ave.	0	600	\$833	\$4,131	\$3,932	\$3,949	\$3,966
	Alamo Ave.	0	100					
	Buena Vista	0	1000					
Ellenwood	Woodburne	0	1200	\$1,908	\$6,582	\$6,318	\$6,360	\$6,403
	Fauquier Dr.	600	900					
	Alexander Dr.	900	300					
Hillcrest	Aberdeen Pl.	0	800	\$784	\$3,888	\$3,701	\$3,717	\$3,733
	Arundel Pl.	0	800					
N. Polo	Country Club Place	350	0	\$0	\$0	\$179	\$183	\$188
Total Fees				\$13,585	\$24,897	\$24,668	\$24,995	\$25,328

*reduced from actual costs for residents in city limits

**actual costs for residents outside city limits

Appendix II
Permit Parking Fees



Schedule of Adjustments Monthly Permit Parking Fees Fiscal Year 2020

Common Name/ Address	# Permit Spaces	Actuals						Proposed
		2014	2015	2016	2017	2018	2019	2020
Upper St Joe 120 N Meramec	68	\$75.00	\$75.00	\$75.00	\$80.00	\$80.00	\$80.00	\$85.00
S Hanley/Wydown 602 S Hanley	15	\$70.00	\$70.00	\$70.00	\$75.00	\$75.00	\$80.00	\$85.00
Wydown 7619 Wydown	13	\$70.00	\$70.00	\$70.00	\$75.00	\$75.00	\$80.00	\$85.00
N. Brentwood*** 8049 Forsyth	72	\$75.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$85.00
Forsyth/ N Brentwood*** 8049 Foryth	31	\$75.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$85.00
Bonhomme Garage* 8011 Bonhomme	301	\$65.00	\$70.00	\$70.00	\$75.00	\$80.00	\$80.00	\$85.00
Shaw Park/County Garage** 235 S Meramec	250	\$60.00	\$60.00	\$60.00	\$65.00	\$70.00	\$70.00	\$70.00

* Excludes 269 additional permit spaces owned by St. Louis County; 90 spaces under long term lease with Moneta; and additional spaces under long term lease with Clayton on the Park.

** Garage is owned by St. Louis County. City owns rights to 250 spaces via contract.

*** Lots are part of known development conversations but no known dates.

Appendix III
EMS Transport Fees



John Paul Jones
Fire Chief

CLAYTON FIRE DEPARTMENT FIRE ADMINISTRATION

10 North Bemiston Avenue - Clayton, Missouri 63105



Phone: 314.290.8485
Fax: 314.721.9567

MEMORANDUM

TO: Craig Owens, City Manager
Janet Watson, Director of Finance & Administration

FROM: John Paul Jones, Fire Chief

DATE: April 30, 2019 (Revised 05-15-19)

SUBJECT: **PROPOSED EMS TRANSPORT FEE INCREASE**

After consulting with our Lieutenant/Medical Officers, area fire-based EMS transport services and discussion with our EMS billing contractor regarding a potential rate increase for EMS charges, the Fire Department would like to implement a rate increase for EMS charges.

These types of adjustments are not uncommon within the industry. We have not adjusted our ambulance transport rates since October 2014.

Below is historical payer mix data:

43% of our transports are private insurance
 15% of our transports are private pay
 42% of our transports are Medicare/Medicaid

Transport fees are \$12 per loaded miles

2018 billable transport totaled: \$778, 583
 2018 Collections received totaled: \$455,459

TYPE	CURRENT	PROPOSED
Basic Life Support	\$700	\$900
Advance Life Support	\$750	\$950
Advanced Life Support 2 (Critical Care Service)	\$900	\$1200
Mileage (Loaded)	\$12	\$12
Invasive Advanced Life Support (Treat no transport)	\$650	\$900



**CLAYTON FIRE DEPARTMENT
FIRE ADMINISTRATION**



John Paul Jones
Fire Chief

10 North Bemiston Avenue - Clayton, Missouri 63105

Phone: 314.290.8485
Fax: 314.721.9567

Invasive Advanced Life Support Level 2 (ALS2) (This fee is charged when the above criteria have been met, but additionally more than 2 different medications have been administered IV)	\$800	\$950
Pronounce Death	\$650	\$750

<u>STAND-BY RATES</u>	<u>MIN. HRS</u>	<u>CURRENT PER HOUR</u>	<u>PROPOSED PER HOUR</u>
ALS Ambulance staffed with 2 Paramedics	4	\$150	\$300
ALS Utility Vehicle Staffed with 2 Paramedics	4	\$130	\$260
ALS Bike Team staffed with 2 Paramedics	4	\$120	\$240
ALS First Aid Station staffed with 2 Paramedics	4	\$110	\$220
Additional ALS Staff (per member)	4	\$45	\$90
Additional BLS Staff (per member)	4	\$40	\$80

The proposed rates are within industry standards. Based on our payer mix and 2018 data, these proposed fee increase should generate approximately \$130,000-\$150,000 in additional annual revenue per EMS billing calculations to achieve an **approximate** estimate for an increase in revenue. This additional revenue would come mainly from the private insurance and private pay categories.

GEMT

We are also looking forward to applying for and utilizing the GEMT (Ground Emergency Medical Program) for CMS (Center for Medicare/Medicaid Services) reimbursement program.

Based on our projected numbers regarding qualifying Medicaid EMS transports, we would be eligible for approximately \$50,000-\$75,000 in additional CMS reimbursement as an annual increase in revenue by taking advantage of the GEMT program.

Please let me know how you wish to proceed.

Thank you.

EMS TRANSPORT RATE SURVEY

	LAST FEE INCREASE	TRANSPORTS				NO TRANSPORTS			
		BLS	ALS	ALS2	MILEAGE	SUPPLIES?	INVASIVE ALS*	INVASIVE ALS LEVEL 2**	PRONOUNCE DEATH***
Affton	Unknown	\$675	\$775	\$900	\$10	YES	\$100 + supplies		
Brentwood	Looking to increase fees Jan, 2020	\$650	\$650	\$650	\$7	NO			
Clayton	10/1/2014	\$700	\$750	\$900	\$12	NO	\$650	\$800	\$650
Clayton Proposed	10/1/2019	\$900	\$950	\$1,200	\$12	NO	\$900	\$950	\$750
Kirkwood	6/1/2018	\$1,000	\$1,000	\$1,000	\$12	\$100	\$100		
Ladue	7/1/2019	\$866	\$729	\$1,253	\$15	NO			
Olivette	Unknown	\$742	\$848	\$1,060	\$12	NO			
Richmond Heights	3/14/2012	\$650	\$650	\$650	\$9	YES	\$100		
Shrewsbury	Unknown	\$650	\$700	\$700	\$9	YES			
Webster Groves	Unknown	\$600	\$725	\$725	\$9	YES	\$100		
	AVERAGE	\$748	\$781	\$904	\$10				

***Invasive Advanced Life Support (ALS)**

This fee is charged when invasive ALS procedures have been performed (IV, medication administration, etc.) and the patient is not transported to a hospital for continued care.

****Invasive Advanced Life Support Level 2 (ALS2)**

This fee is charged when the above criteria have been met, but additionally more than 2 different medications have been administered via IV.

*****Pronounce Death – Same as Invasive Advanced Life Support Fee**

This fee is charged when EMS is summoned to a scene and pronounces a patient deceased, without performed life saving measures. Per Medicare guidelines, this pronouncing must occur after the ambulance is dispatched.



TO: Mayor and Board of Alderman
FROM: Janet Watson, Interim City Manager
DATE: July 19, 2019
SUBJECT: Personnel Report – FY 2020 Budget

This memo serves as a report of the classification, compensation and benefits of City employees. This includes recommended changes in the City's staffing, compensation plan, and benefits in the coming year.

Position Classification System

The City remains dedicated to providing its employees with marked-based pay and benefits. To ensure our overall strategy remains competitive, the City engaged Dr. Victoria McGrath, Ph.D., and Malayna Halvorson Maes with McGrath Human Resources Group to prepare a comprehensive compensation and benefits study for an October 1, 2019 (FY 2020) implementation. The City's last compensation study was performed four years ago.

McGrath Human Resources Group's work so far has involved the following:

- Assisted us in reviewing and determining our comparable entities
- Addressed the Mayor and Board of Aldermen to outline the study process
- Met with department directors to discuss each department and all positions
- Met with the employee committee to discuss the study and the methods used
- Distributed job questionnaires to employees in positions that had identified changes since the 2015 study
- Analyzed the information received from the job questionnaires
- Surveyed comparable entities on salary and benefits
- Analyzed the raw salary and benefits data
- Met with department directors and employee committee to review the raw data
- Recommend proposed salary structures

Remaining work includes:

- Final report and implementation guidelines
- May recommend changes in benefit plans as compared to market
- Presentation of final report to Board of Aldermen – scheduled for August 13, 2019

The consultant will be onsite on August 13, 2019 to provide a presentation of the results at the work session. In this presentation she will discuss the methods used to determine the recommended salary structure and benefit comparisons. This presentation is for your information and to answer any questions you may have.

Results of the Compensation and Benefits Study

The compensation study recommendations will leave employees in both our Step System for uniformed Police and Fire employees and Open Range system for non-uniformed employees and Police and Fire Chiefs. While the City has provided annual market adjustments to employees over the past four years, there was still a 2%-8% adjustment needed to each range with the lower ranges receiving the largest adjustment. The consultant stated the local labor market had seen significant increases since our last study four years ago. The consultant kept the same compensation philosophy approved by the Board from the previous study that the City should set salary ranges at the 60th percentile of the market.

Provisions for FY 2020 Salary Adjustments

While the full compensation report is not yet ready, the consultant has provided preliminary salary recommendations and the implementation costs of the new salary structure has been included in the FY 2020 budget. For clarity, we will separate our normal salary changes versus those related to the implementation of changes due to the study. As usual, employees on the Step System with successful performance will move to the next step in the salary range, and for Open Range employees this year a 3.0% merit pool will be available based on performance. Open Range employees below the mid-point of their salary range will also receive a 2.5% midpoint adjustment on the employee's anniversary date with successful performance. These costs are normal costs budgeted each year, unrelated to the compensation study.

The implementation costs this year are minimal related to the compensation study. They are approximately \$70,000 for Open Range employees and \$14,000 for non-union Step System employees. For Open Range employees, this cost consists of any necessary salary to bring an employee up to the new minimum of the salary range and the cost for additional employees being eligible for a mid-point increase since some of the salary ranges and mid-points moved significantly. The higher number of mid-point increases will continue each year until those employees reach the mid-point of their range. For non-union Step employees, this cost represents the more significant range movement for some Step employees due to the recommendations in the compensation study but only 14 employees in the Step System are non-union and that is the reason the cost is low. There are 76 Step employees covered by union negotiations and the salaries of those employees is where significant cost tends to reside. For this year, the fire union contract already covers salary increases for employees for one more year at 2% (included in the budget) and we are just now beginning to negotiate salaries for employees covered by the police union (not included in the budget). Total full-time salaries increased 2.9% over the current year budget and we did include some known personnel vacancy savings to get to that amount.

Part-time and seasonal personnel salary ranges have been adjusted for those rates that fell below \$10 per hour per the City's efforts to ensure that all part-time and seasonal positions start at that level. Additionally, higher pay ranges (through the Facility Manager position) were adjusted accordingly to account for range compression. With the annual increases in minimum wage mandated by the State of Missouri, we believe it is important to continue to raise our minimum and associated salaries to keep ahead of the market and continue to attract and retain the best employees possible. We anticipate raising these rates over the next three to five years.

The recommended salary schedules for all positions in the City are attached.

Personnel Requests and Reclassifications

During the compensation and benefits study, all positions were carefully reviewed and placed into the revised structures based on information gleaned during interviews, discussions with

supervisors, internal and external market data, and changes requested by the City. Below is a list of personnel changes that were recommended by the compensation study and are included with the FY 2020 budget.

Department	Change	Justification	Salary Grade
Police	Assistant to the Prosecutor/Records Clerk	Changes to Duties & Market Data	B → D
Police	Data Analyst	Market Data	E → F
Fire	Administrative Specialist III—Fire	Market Data	G → H
Economic Development	Events & Marketing Specialist	Market Data/Internal equity with similar position	I → J
Parks/Public Works	Foreman II	Split Foreman position into Foreman I and Foreman II.	J → K
Finance	Accountant	Market Data	J → K
IT	Associate Network Engineer	Market Data	L → M
IT	Applications Specialist	Market Data	L → M
Municipal Court	Court Administrator	Changes to Duties & Market Data	K → M
Planning & Development	Building Inspector II	Market Data	L → M
Planning & Development	Planner	Market Data	K → M
Parks & Recreation	Parks & Recreation Administrative Manager	Market Data/Internal equity with similar position	L → N
Public Works	Civil Engineer	Market Data	M → N
City Manager	City Clerk	Market Data	M → O
Parks & Recreation	Parks Superintendent	Market Data/Internal equity with similar position	O → P
Human Resources	HR Manager	Market Data	P → Q
Parks & Recreation	Assistant Parks & Recreation Director	Market Data	Q → R
Finance	Assistant Finance Director	Market Data	Q → R
IT	Director of Technology Services	Changes to Title, Duties & Market Data	S → T

Additionally, below is a list of departmental reclassifications and title changes that were approved during FY 2020 budget planning. Any financial impact listed is base salary only and does not include benefits. There were no additions to the number of full-time employees.

Department	Change	Justification	Salary Grade	Financial Impact
Public Works	Assistant City Forester reclassified to City Forester	Duties of Assistant City Forester and City Forester for all intents and purposes are the same.	I → K	\$2,700
Parks & Recreation	Museum & Community Outreach Specialist reclassified to Foundation Administrator	Following staff resignation, position retitled and reclassified to remove Hanley House museum duties and expand the foundation administrative role to full-time with CCF supporting 50% of position.	J → L	\$6,200
Administrative Services	Parking Control Supervisor	Following staff retirement, position reclassified from Parking Controller to Parking Control Supervisor.	G	\$5,400

Benefits

Medical Insurance – The City has been a member of the St. Louis Area Insurance Trust (SLAIT) medical insurance pool since its inception in 2009. The City’s annual medical insurance premium increases have been successfully moderated by membership in this consortium, with the increase for the new plan year at only 2.0%. The City contributes 90% of employee-only premium coverage and 75% of the premium for dependent level coverages.

The City continues to offer an opt-out choice for medical insurance which provides a payment to the employees who elect not to participate in the City’s medical plan because they have other available coverage. This payment is \$1,250 for opting out of single coverage, \$1,875 for employee and child(ren) coverage or employee and spouse coverage, and \$2,500 for full family coverage annually, with approximately twenty-four (24) employees taking advantage of this benefit.

Pension - Non-Uniformed employees continue to pay a 3% mandatory pension contribution, and Uniformed employees continue to pay a 5% mandatory pension contribution.

The City’s required contribution to the pension plans is actuarially determined. The historic contributions are listed below.

Recent History of Pension Contributions

Fiscal Year	Non-Uniform Plan*	Uniform Plan	Total	% Change
2009	\$0	\$677,458	\$677,458	
2010	\$215,485	\$1,125,345	\$1,340,830	98%
2011	\$252,495	\$990,993	\$1,243,488	-7%
2012	\$400,000	\$976,836	\$1,376,836	11%
2013	\$510,000	\$1,029,554	\$1,539,554	12%
2014	\$473,909	\$1,004,082	\$1,477,991	-4%
2015	\$544,097	\$857,131	\$1,401,228	-5%
2016	\$556,056	\$945,822	\$1,501,878	7%
2017	\$601,994	\$1,053,439	\$1,655,433	10%
2018	\$534,824	\$1,137,681	\$1,672,505	1%
2019	\$481,932	\$1,109,879	\$1,591,811	-5%
2020**	\$501,303	\$1,141,253	\$1,642,556	3%

**The Non-Uniform Plan contribution also includes employees of the Center of Clayton.*

***The FY 2020 Non-Uniformed Plan contribution is estimated and will be known in October.*

Dental Insurance – The City will maintain its current contribution strategy for its dental insurance. There is no cost to employees for those choosing individual only coverage, while employees electing dependent coverage are responsible for 25% of the premium cost.

Tuition Reimbursement – The tuition benefit is indexed to reflect the level of the University of Missouri – St. Louis’ current per credit hour rate for both undergraduate and graduate classes, for up to twelve (12) credit hours per fiscal year. These enhancements to this plan over the last three years have helped promote educational commitment through increasing participation by an estimated 67%.

Holidays – The City currently observes nine (9) specific holidays each year which are New Years' Day, Martin Luther King's Birthday, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the day after Thanksgiving, and Christmas Day. Additionally, the City Manager authorizes one floating holiday and determines annually when that holiday will occur.

Membership to the Center of Clayton: Employees will continue to have access to platinum family membership at The Center and Shaw Park facilities.

The remainder of our benefit programs will continue, including group life and employee paid long-term disability insurance; employee assistance program; voluntary vision insurance; service awards; and Metro passes with a 25% subsidy. All of these programs have been successful and well-received.

Attachments:

- Appendix I – Salary Structures
 - Open Range Salary Structure
 - Step Salary Structure
 - Part-time and Seasonal Salary Structure

CITY OF CLAYTON
FY20 PROPOSED Open Range Salary Structure

Appendix I

GRADE	TITLE	MINIMUM	MIDPOINT	MAXIMUM
A	Facility Maintenance Worker I Records Clerk	\$32,393	\$38,305	\$44,703
B	Welcome Desk Associate	\$34,178	\$40,415	\$47,165
C	No Position	\$35,540	\$42,026	\$49,046
D	Administrative Assistant – Building Assistant to the Prosecutor/Records Clerk	\$38,043	\$44,986	\$52,500
E	Administrative Specialist I – Evidence Court Assistant Municipal Service Worker I Parking Controller	\$40,326	\$47,685	\$55,649
F	Administrative Specialist II - Public Works Administrative Specialist II – Recreation Administrative Specialist II - Police Data Analyst Fiscal Specialist Human Resources Assistant	\$42,745	\$50,546	\$58,989
G	Assistant Athletics & Facilities Supervisor Assistant Fitness Supervisor Assistant Membership Supervisor Facility Maintenance Worker II Municipal Service Worker II Parking Control Supervisor Permit Technician	\$44,882	\$53,073	\$61,937
H	Administrative Specialist III—Fire Planning Technician Inclusion Coordinator	\$46,677	\$55,196	\$64,415
I	Assistant City Forester Field Technician Foreman I Horticulturalist Mechanic	\$48,776	\$57,678	\$67,311
J	Aquatics Supervisor Athletics & Facilities Supervisor Communications & Marketing Specialist Community Recreation Supervisor Events & Marketing Specialist Fitness Supervisor IT Support Specialist	\$51,215	\$60,562	\$70,677

GRADE	TITLE	MINIMUM	MIDPOINT	MAXIMUM
K	Accountant Building Inspector I City Forester Engineering Technician Foreman II Police Administrative Supervisor	\$53,775	\$63,589	\$74,210
L	Assistant to the City Manager Foundation Administrator	\$56,464	\$66,768	\$77,920
M	Applications Specialist Associate Network Engineer Building Inspector II Court Administrator Planner	\$59,287	\$70,107	\$81,817
N	Civil Engineer Parks & Recreation Administrative Manager Plans Examiner Recreation Manager	\$62,552	\$73,968	\$86,322
O	City Clerk	\$65,680	\$77,666	\$90,638
P	Parks Superintendent Public Works Superintendent Technology Manager/Network Engineer	\$68,964	\$81,549	\$95,170
Q	Human Resources Manager Building Official	\$75,860	\$89,704	\$102,411
R	Assistant Finance Director Assistant Parks & Recreation Director Assistant Public Works Director - Facilities & Fleet Assistant Public Works Director - Engineering & Operations	\$83,447	\$98,676	\$112,653
S	No Position	\$87,619	\$103,609	\$118,286
T	Director of Economic Development Director of Planning and Development Director of Technology Services	\$107,939	\$121,270	\$134,924
U	Director of Parks and Recreation Director of Public Works	\$114,415	\$128,545	\$143,019
V	Director of Finance and Administration Fire Chief Police Chief	\$121,280	\$140,151	\$151,600
Z	City Manager	\$159,172	\$183,939	\$198,965

Updated 07/15/2019

CITY OF CLAYTON
FY20 PROPOSED STEP Salary Structure
 Effective 10/1/19

Step (Annual)

Grade	POSITION	1	2	3	4	5	6	7	8
20	Police Officer in Academy	\$56,639							
21	Firefighter	\$62,136	\$64,311	\$66,562	\$68,559	\$70,615	\$72,734	\$74,916	
22	Police Officer	\$62,726	\$64,921	\$67,194	\$69,209	\$71,286	\$73,424	\$75,627	
23	FF/Paramedic in Academy	\$59,652							
24	FF/Paramedic	\$64,763	\$67,029	\$69,375	\$71,803	\$73,958	\$76,176	\$78,462	\$80,815
25	Fire Lieutenant	\$72,315	\$74,845	\$77,465	\$79,789	\$82,183	\$84,648	\$87,188	
26	Police Sergeant	\$80,368	\$83,180	\$86,092	\$88,674	\$91,335	\$94,075	\$96,897	
27	Fire Captain	\$83,440	\$86,360	\$89,383	\$92,065	\$94,827	\$97,671	\$100,601	
28	Police Lieutenant	\$90,011	\$93,162	\$96,422	\$99,315	\$102,294	\$105,363	\$108,524	
29	Battalion Chief	\$98,890	\$102,351	\$105,933	\$109,111	\$112,385	\$115,756	\$119,229	
30	Assistant Fire Chief Police Captain	\$108,779	\$112,586	\$116,527	\$120,023	\$123,623	\$127,332	\$131,152	

Additional Police Officer Pay Differentials

Detective: \$62.35 per pay period / \$1,621.10 annually
Corporal: \$96.15 per pay period / \$2,499.90 annually
Armorer: \$28.85 per pay period / \$750.10 annually
Field Investigator: \$28.85 per pay period / \$750.10 annually
Evidence Specialist: \$28.85 per pay period / \$750.10 annually

Updated 6/27/19

CITY OF CLAYTON
FY 2020 - PART-TIME AND SEASONAL SALARY SCHEDULE
 (Hourly, except where noted)

General City Positions

TITLE	MINIMUM	MAXIMUM
Seasonal Laborer	\$10.00	\$15.00
Intern	\$10.00	\$15.00
Police Clerk	\$13.00	\$17.00

Parks & Recreation Positions

TITLE	MINIMUM	MAXIMUM
Cashier Child Care Attendant Concessions Attendant Fitness Attendant Lifeguard Rink Guard Tennis Attendant Wall Belayer Welcome Desk Attendant	\$10.00	\$13.00
Head Lifeguard	\$10.00	\$13.00
Building Attendant Inclusion Aide Shift Supervisor Sports Coach	\$11.00	\$15.00
Assistant Facility Manager	12.00	\$16.00
Assistant Swim Coach Event Attendant Sports Coordinator Swim Instructor (group classes) Wall Instructor	\$12.00	\$17.00
Program Coordinator	\$13.00	\$18.00
Facility Manager	\$14.00	\$19.00
Aquatics Instructor (group classes) Camp Program Director General Recreation Instructor Swim Coach Welcome Desk Associate	\$15.00	\$25.00
Private Swim Instructor	\$17.00	\$20.00

Fitness Instructor (group classes) Event Attendant Water Fitness Instructor	\$25.00	\$35.00
Group Fitness Meeting Pay	\$11.00	
Skating Instructor Tennis Instructor	\$20.00	\$55.00
Personal Trainer *	\$25.00	\$35.00
* (Personal Training for 2 – rate of pay is multiplied by 1.5) * (Group Personal Training – rate of pay is multiplied by 1.75)		
Personal Training Administration and Meeting Pay	\$11.00	
Private Aquatics Instructor Registered Dietician	\$25.00	\$35.00
Specialty Instructor *	\$35.00	\$55.00
*(Special training or certification required; includes: Yoga, Pilates, Tai-chi, Spinning, TRX, Dance, Martial Arts, and Insanity)		

Sports Positions

TITLE	MINIMUM	MAXIMUM
Aquatics Official	\$15.00	\$25.00
Scorekeeper (Youth/Adult)	\$10.00	\$12.00

Youth Officials:

<u>1st Grade – 4th Grade:</u> Basketball Volleyball Soccer	\$10.00/game	\$15.00/game
<u>1st Grade – 4th Grade:</u> Baseball Softball	\$20.00/game	\$27.00/game
<u>5th Grade – 8th Grade:</u> Basketball Volleyball	\$18.00/game	\$25.00/game
<u>5th Grade – 8th Grade:</u> Baseball Softball Soccer	\$23.00/game	\$30.00/game

Adult Officials:

Baseball	\$25.00/game	\$30.00/game
Softball	\$20.00/game	\$30.00/game
Basketball Volleyball	\$20.00/game	\$30.00/game
Micro Soccer Soccer – Full Field	\$25.00/game	\$30.00/game