



City of Clayton

Budget Forum FY 2013
July 17-18, 2012

Agenda

1. Overview of Organization and Services
2. Recent History of Revenues and Expenditures
3. Budget Proposal
4. Three Year Deficit Elimination Plan
5. Questions, Ideas, & Input

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1. Overview of Organization and Services

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City of Clayton

Vision:

To be a leading community that thrives on innovative thinking, adaptive approaches to new challenges and 21st Century sustainable practices.

Mission:

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.

City of Clayton

- I.** Ensure the **public's** safety and respond effectively and efficiently to all emergencies throughout the community.
- II.** Maintain and grow a strong, diversified **economic base** that enriches the City's quality of life, preserves the integrity of our residential neighborhoods, and is consistent with the Comprehensive Plan.
- III.** Create and maintain a **beautiful, clean and healthy** community where resources are used responsibly.
- IV.** Encourage widespread participation in a variety of **recreational and cultural activities**, which are accessible to all community members.
- V.** Foster all safe and accessible modes of **travel** including walking and biking.
- VI.** Efficiently and transparently align **organizational** resources to achieve the Vision, Mission and Goals of the City of Clayton.

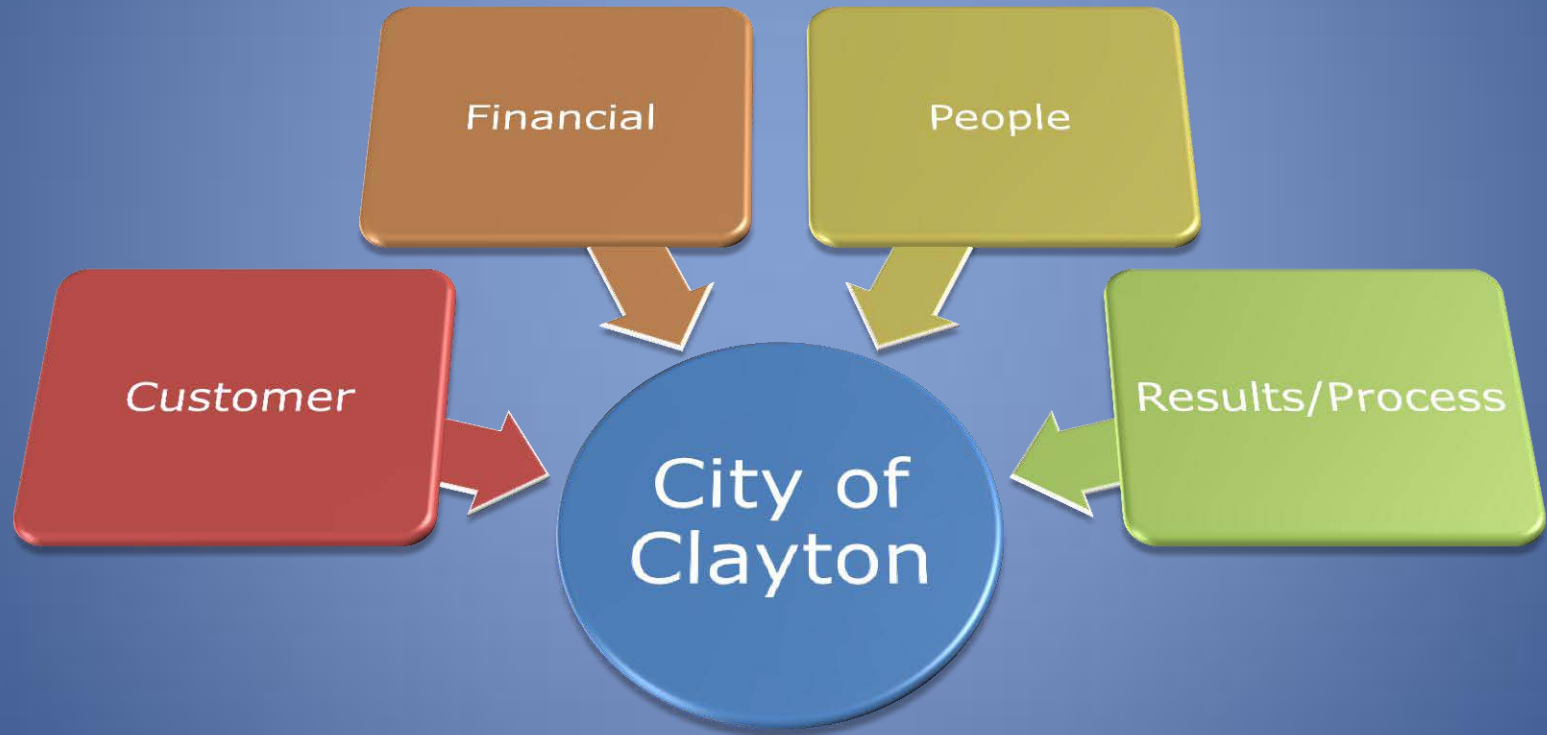
Core Services We Provide

- Communications
- Public Engagement
- Economic Development
- Human Resources
- Facility Maintenance
- Recreation Programs
- Special Events
- Recreation Facilities
- Park Maintenance
- Fire Prevention
- Information Technology
- Patrol
- Criminal Investigation
- Building Inspection
- Code Enforcement
- Building Permits
- Planning
- Zoning
- Traffic Signals
- Street Lights
- Fleet Maintenance
- ROW Maintenance
- Parking Control
- Streets
- Sidewalks

On Any Given Day...

- Teach a child to swim
- Investigate a Burglary
- Vacuum Leaves
- Court a Fortune 1000 business
- Inspect an elevator
- Arrest a child predator
- Restart a heart
- Resurface a street
- Plant a flower bed
- Install a car seat
- Extinguish a kitchen fire
- Reduce neighborhood speeding
- Prepare a ball diamond
- Update the Web Site
- Issue Business Licenses
- Conduct a parking survey
- Set up a basketball league
- Plow snow overnight
- Enroll Employees in insurance

Excellence in Balance

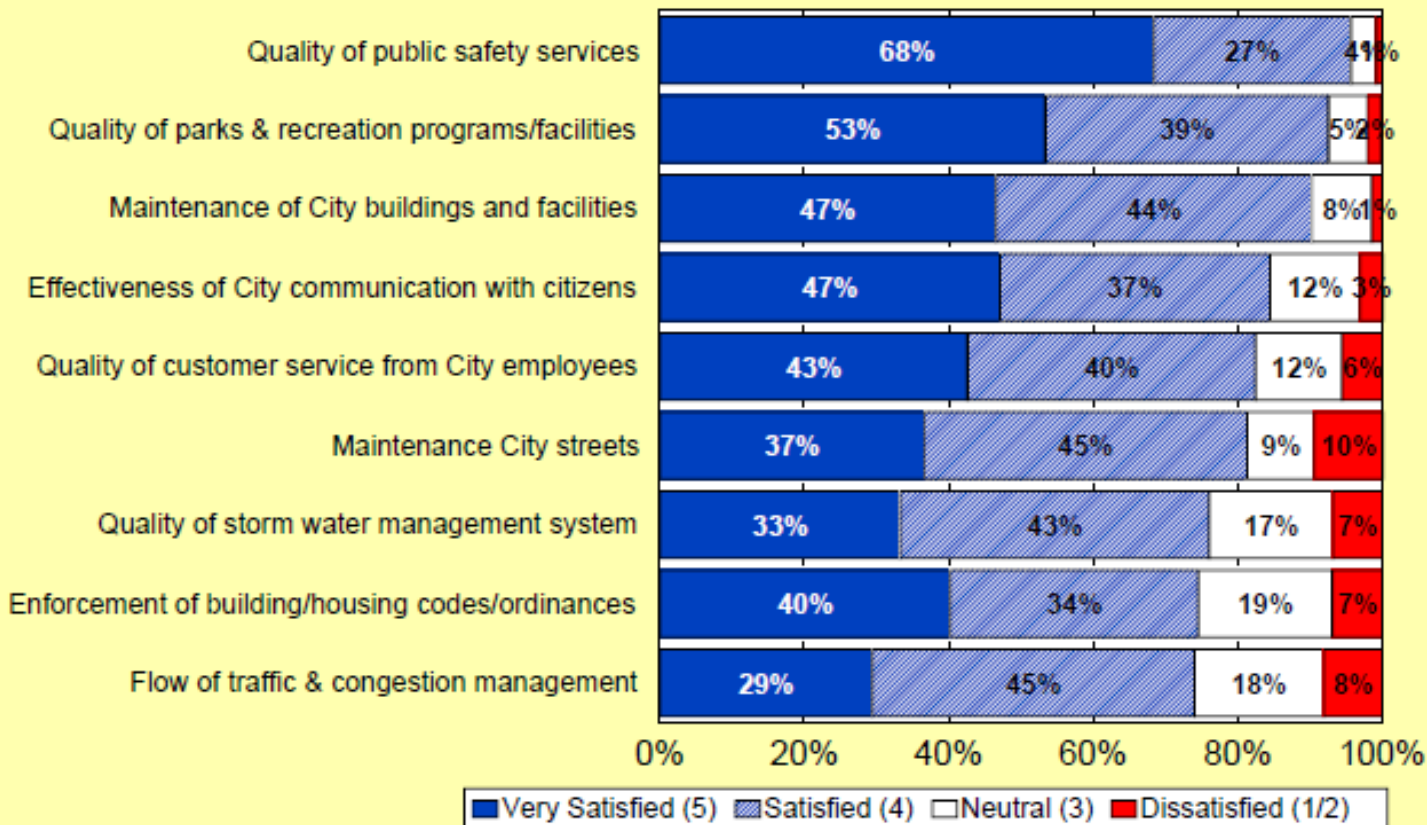


Customer Perspective

- ETC Institute – Regional and National Benchmarks in Municipal Surveys
- New Records in 27 categories over past four years
- Importance/Satisfaction

Q1. Overall Satisfaction With City Services by Major Category

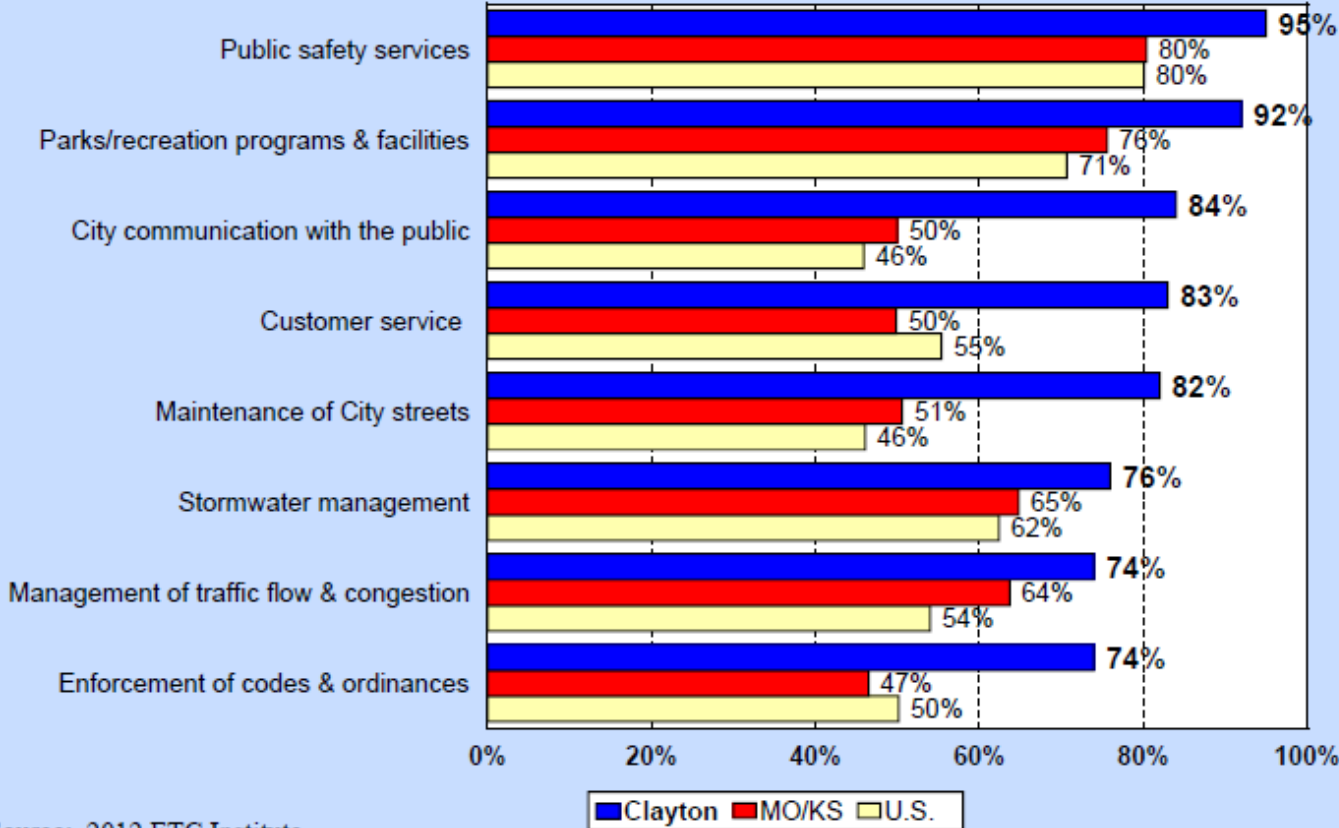
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (April 2012 - Clayton, MO)

Overall Satisfaction with Various City Services Clayton vs. MO/KS Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2012 ETC Institute

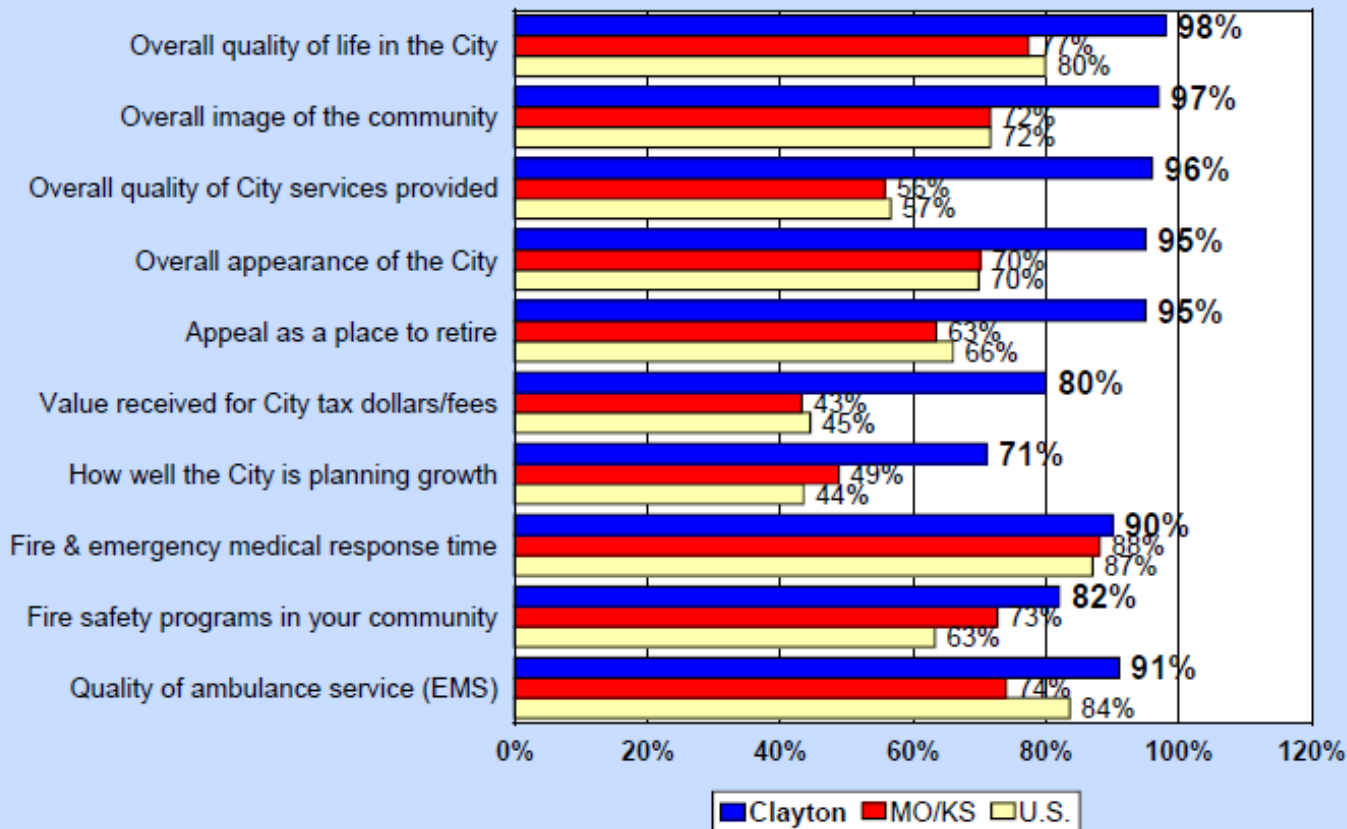
Benchmarking Analysis

Page 4



Overall Satisfaction with Public Safety Clayton vs. MO/KS Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



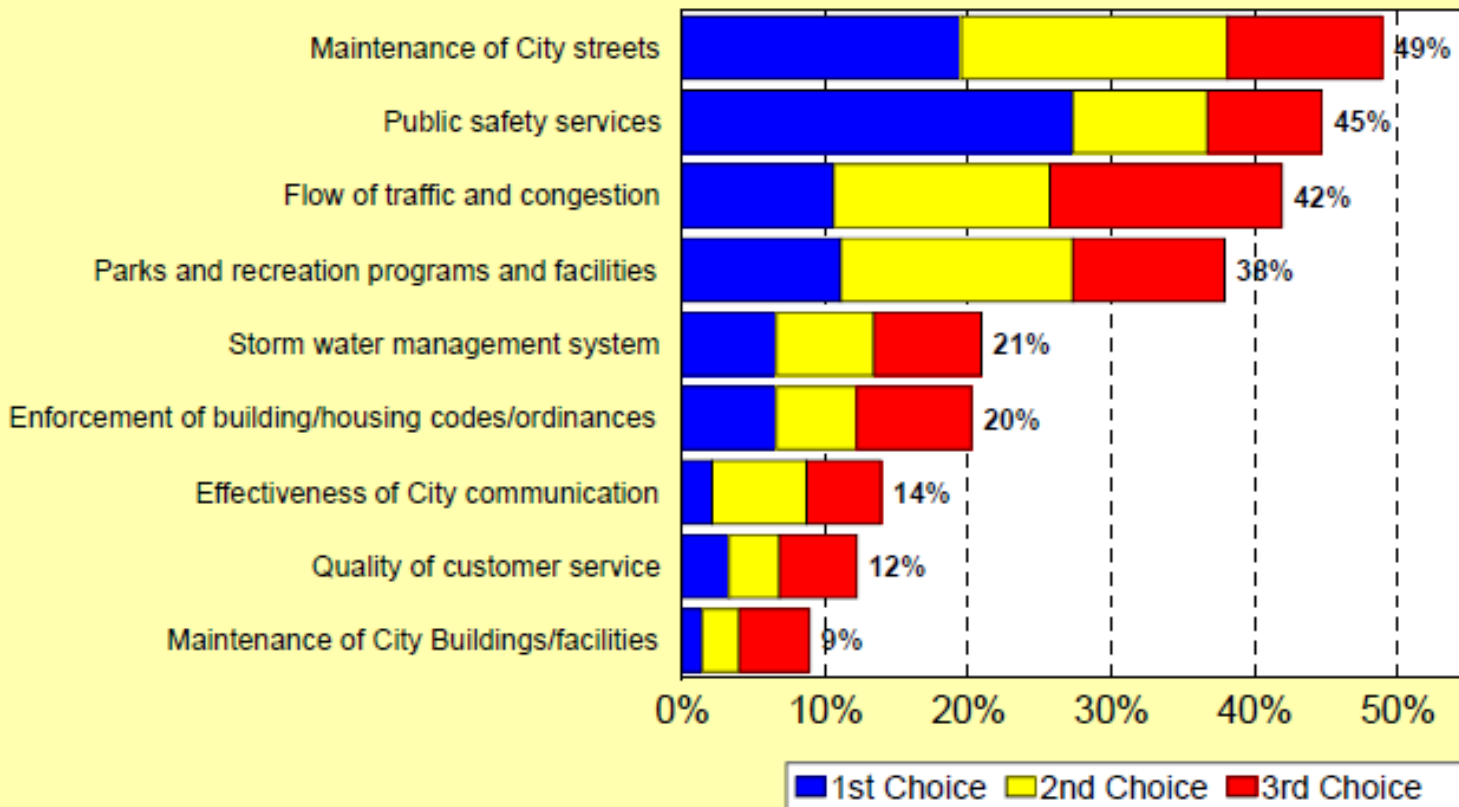
Source: 2012 ETC Institute

Benchmarking Analysis

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Q2. City Issues That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices

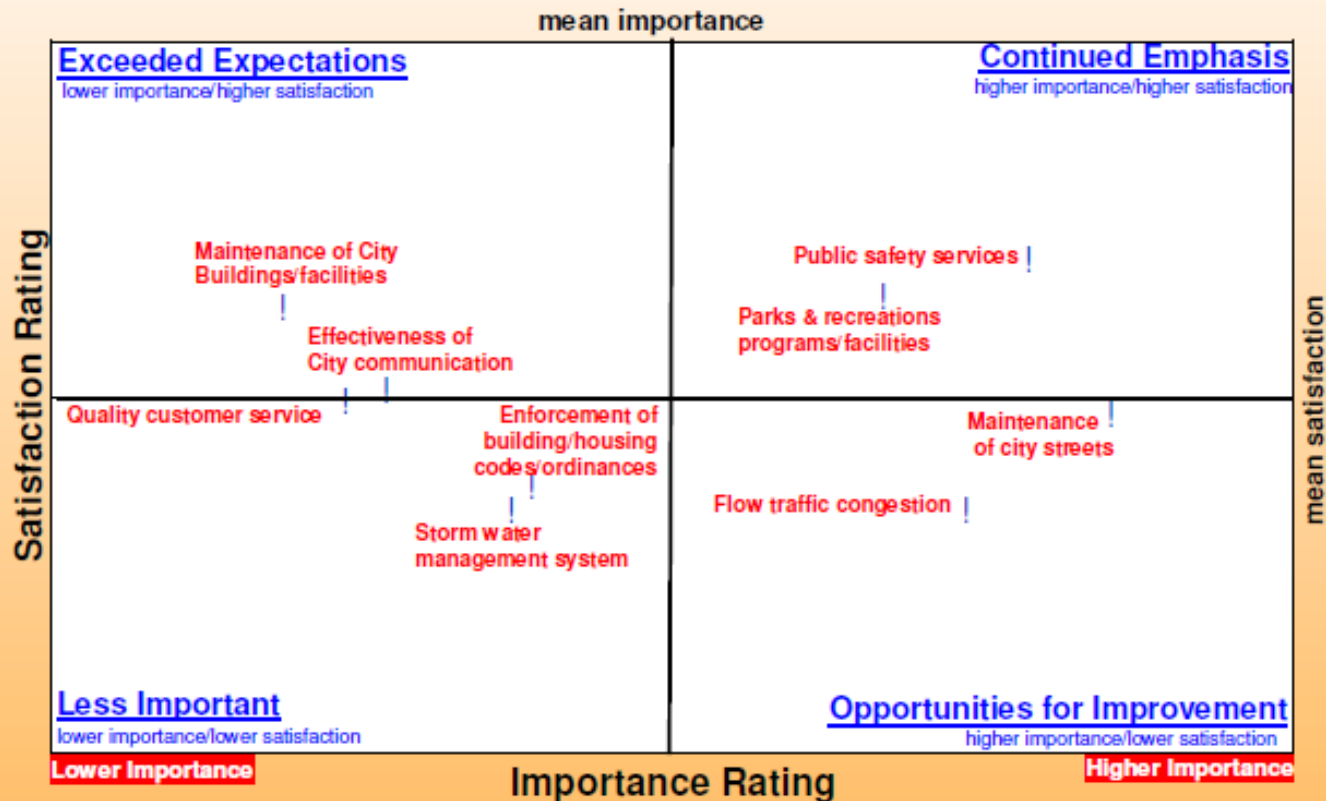


Source: ETC Institute DirectionFinder (April 2012 - Clayton, MO)

2012 City of Clayton Community Survey Importance-Satisfaction Assessment Matrix

-Overall-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2012)

Importance-Satisfaction Analysis

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Importance-Satisfaction Rating

City of Clayton

OVERALL

| Category of Service | Most Important % | Most Important Rank | Satisfaction % | Satisfaction Rank | Importance-Satisfaction Rating | I-S Rating Rank |
|--|------------------|---------------------|----------------|-------------------|--------------------------------|-----------------|
| <u>High Priority (IS .10-.20)</u> | | | | | | |
| Flow of traffic and congestion | 42% | 3 | 74% | 9 | 0.1092 | 1 |
| <u>Medium Priority (IS <.10)</u> | | | | | | |
| Maintenance of City streets | 49% | 1 | 82% | 6 | 0.0882 | 2 |
| Enforcement of building/housing codes/ordinances | 20% | 6 | 74% | 8 | 0.0520 | 3 |
| Storm water management system | 21% | 5 | 76% | 7 | 0.0504 | 4 |
| Parks and recreation programs and facilities | 38% | 4 | 92% | 2 | 0.0304 | 5 |
| Public safety services | 45% | 2 | 95% | 1 | 0.0225 | 6 |
| Effectiveness of City communication | 14% | 7 | 84% | 4 | 0.0224 | 7 |
| Quality of customer service | 12% | 8 | 83% | 5 | 0.0204 | 8 |
| Maintenance of City Buildings/facilities | 9% | 9 | 91% | 3 | 0.0081 | 9 |

Benchmarking

National Peer Cities:

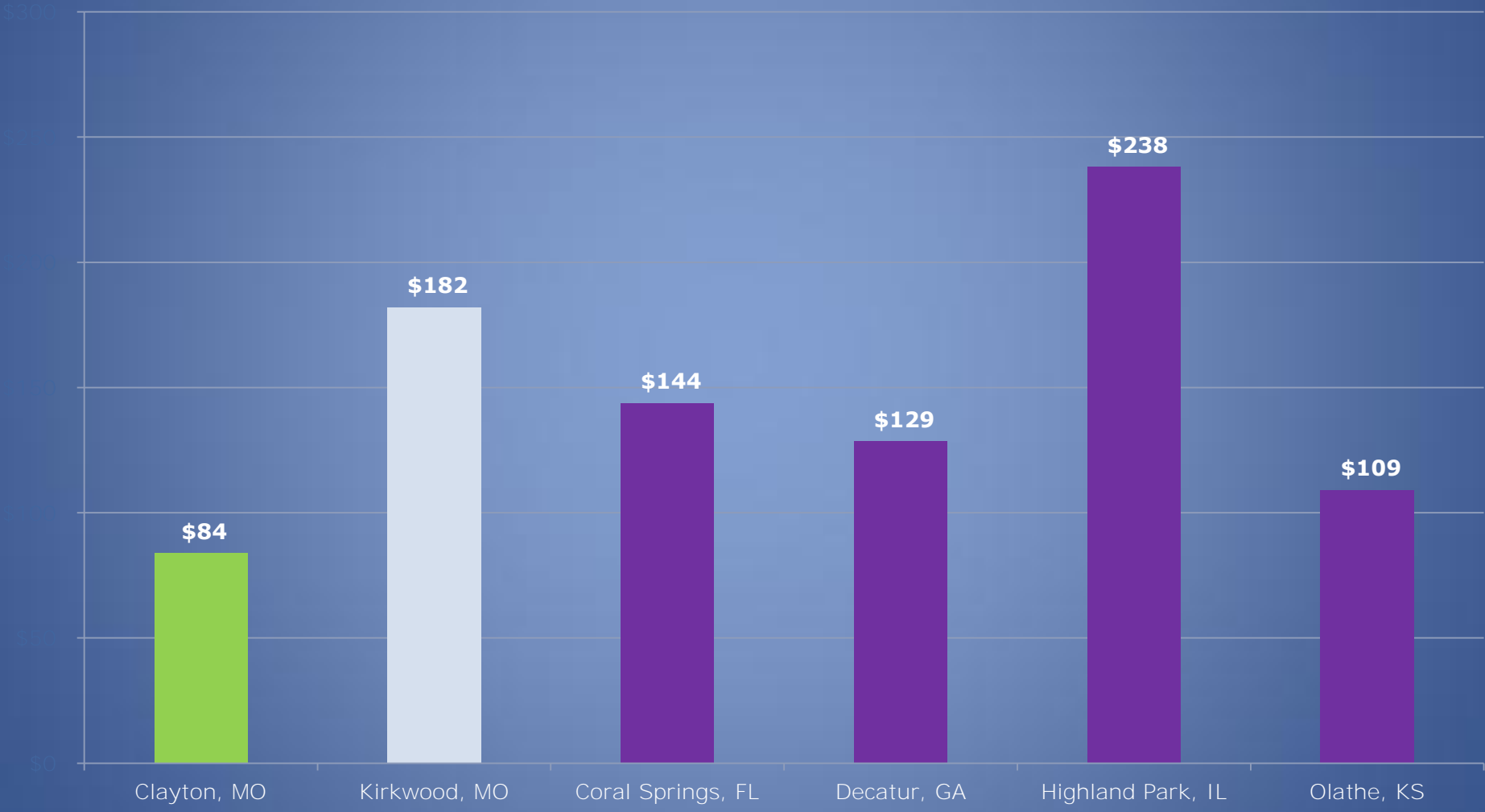
- Bellevue, Washington
- Evanston, Illinois
- University Park, Texas
- Olathe, Kansas
- Highland Park, Illinois
- Coral Springs, Florida
- Decatur, Georgia
- Westminster, Colorado

Benchmarking

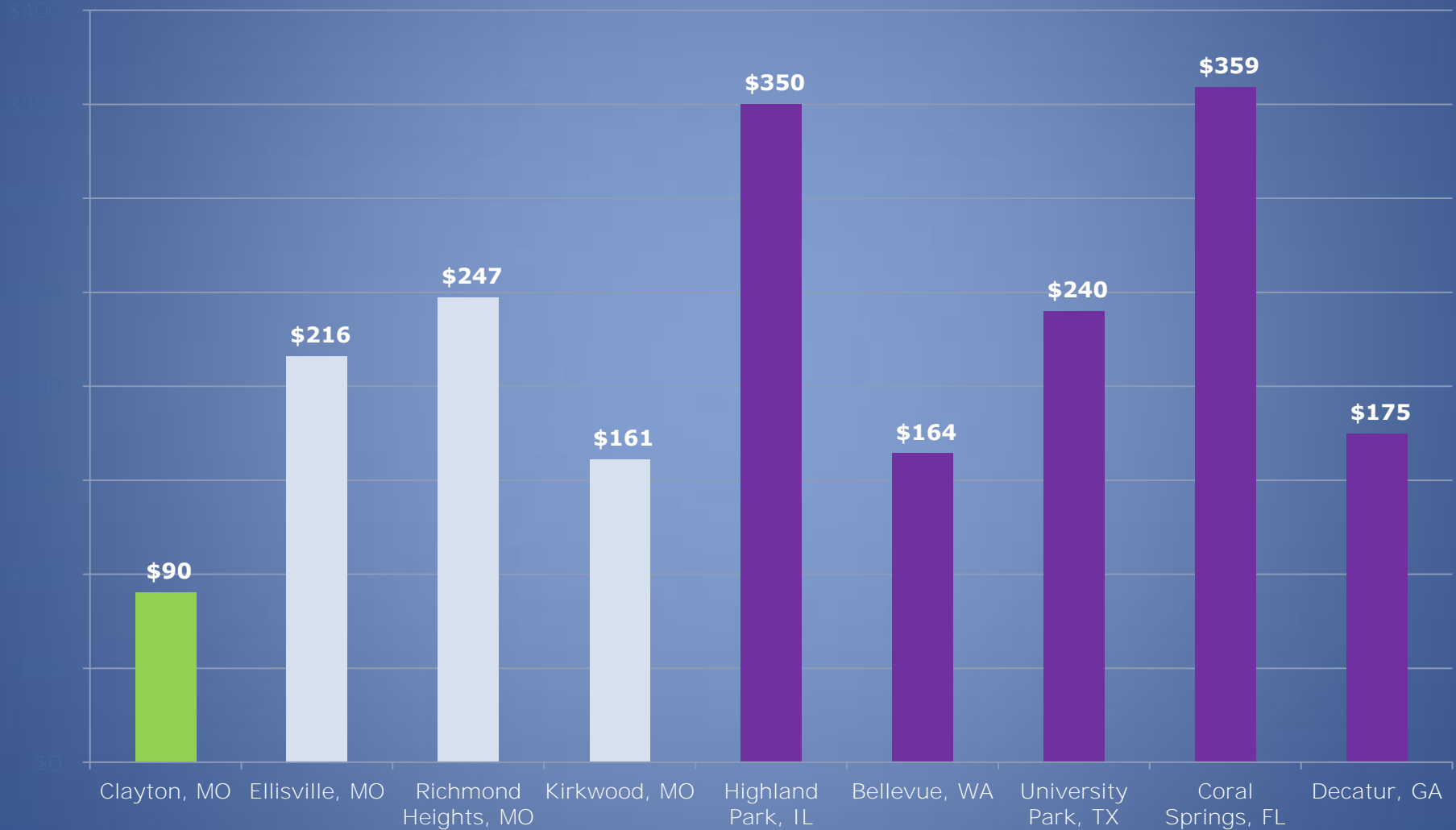
Regional Peer Cities:

- Creve Coeur
- Ellisville
- Maplewood
- Richmond Heights
- Kirkwood
- Collinsville, IL
- O'Fallon, IL

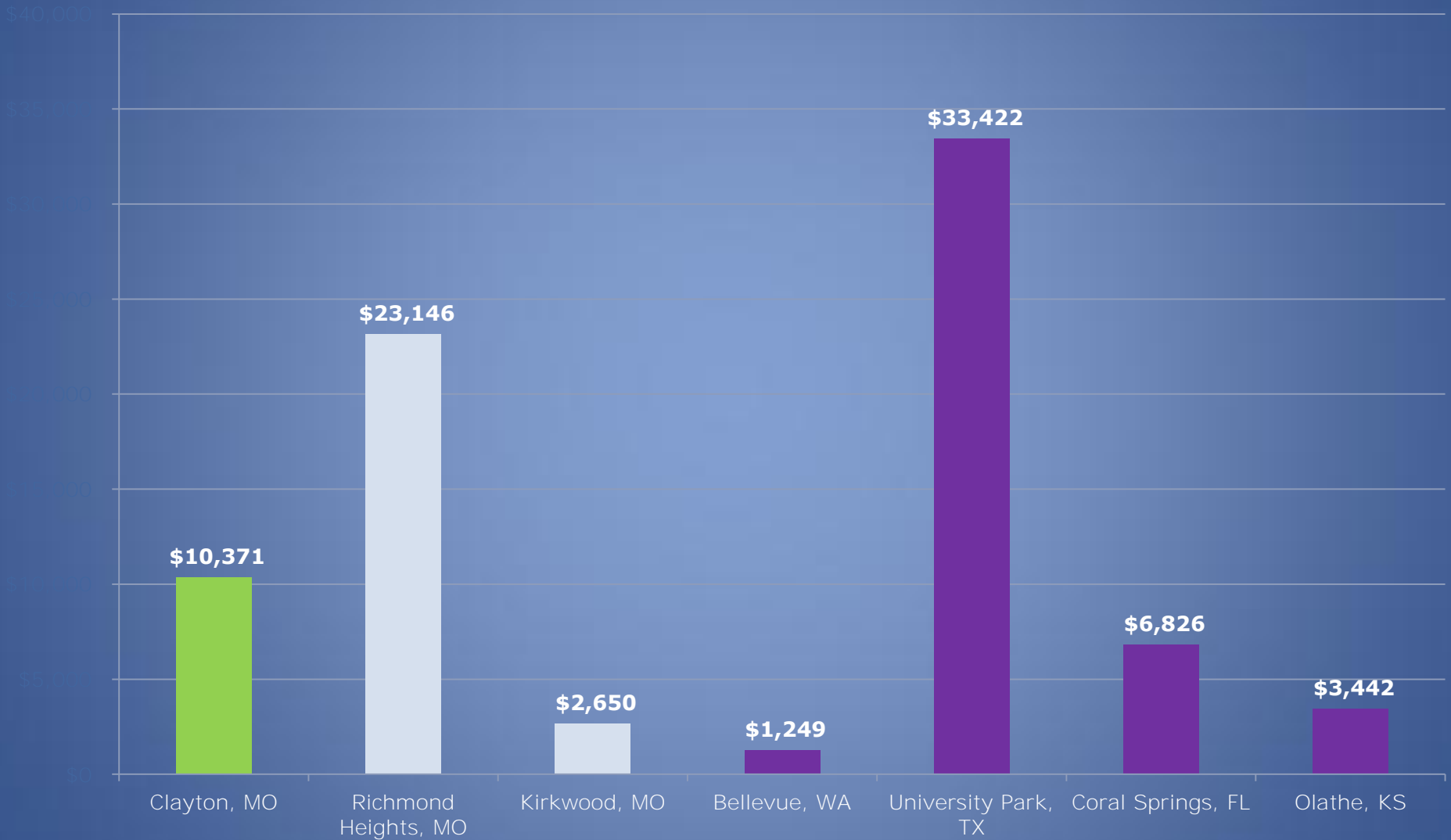
Fire & EMS Cost per Capita (Daytime Population)



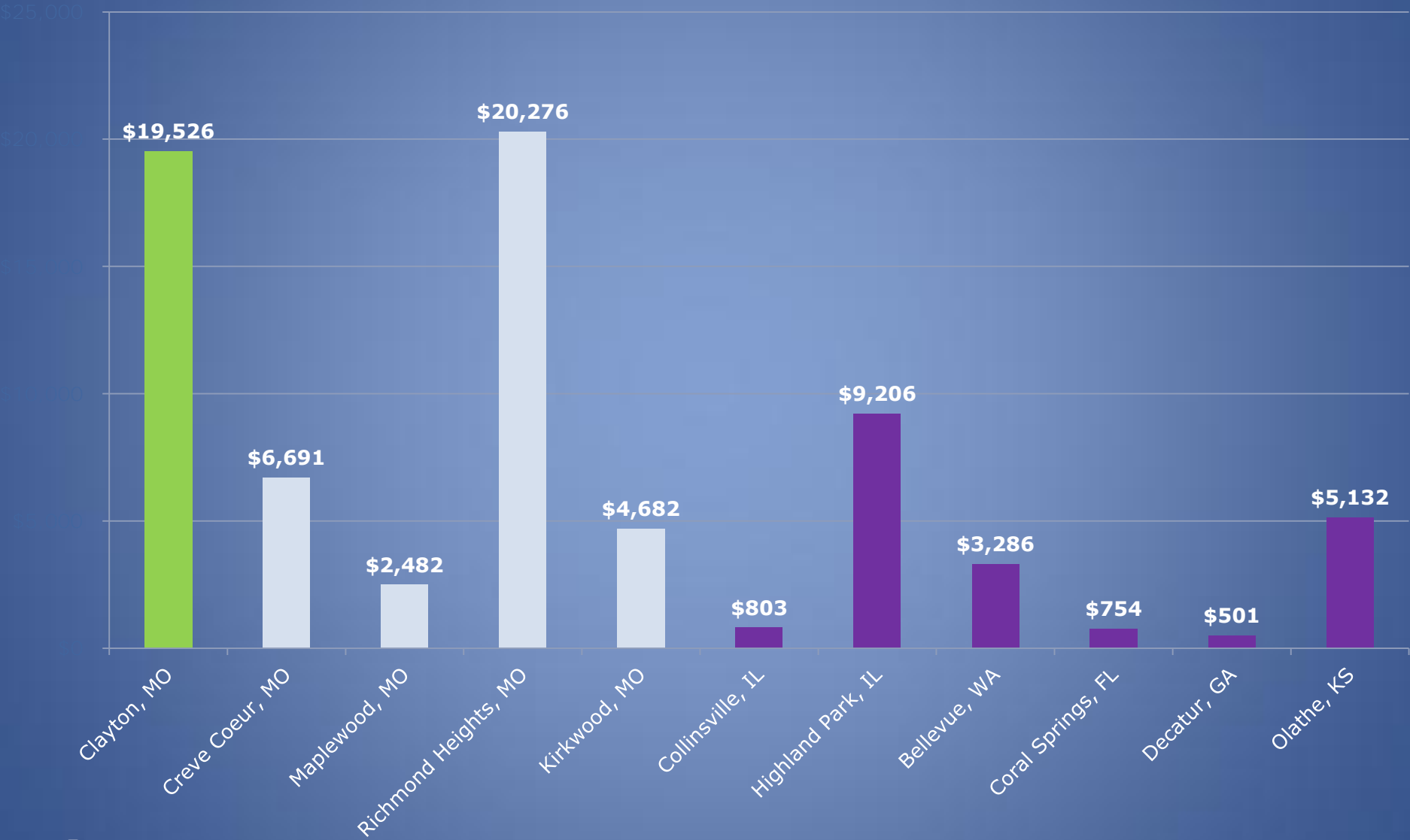
Police Cost per Capita (Daytime Population)



Park Maintenance Expenditures per Acre Maintained



Road Rehabilitation Expenditures per Paved Lane Mile



Process Perspective

- Benchmark on National basis
- Results in all categories in range with or leading other cities

| | Clayton 2009 | St. Louis Peer Cities Average in 2009* | ICMA Peer Cities Average in 2009* | Clayton 2010 |
|--|-----------------|--|---|-----------------|
| Response time for priority police calls | 4:25 | 4:47 | 4:37 | 4:15 |
| Response time for priority EMS calls | 4:56 | 5:09 | 4:08 | 4:57 |
| % of fires contained in room of origin | 100% | 80.1% | 80% | 100% |
| UCR Part I crimes per 1,000 population | 20.3 | 36.9 | 28.3 | 19.62 |

Financial Perspective

- Cost per unit of service
- Benchmarked vs. Regional and National peers
- Historical
- Value

People

- Pension and benefits
- Awards, recognition, quality
- Market pay – survey:

- Ballwin
- Brentwood
- Chesterfield
- Creve Coeur
- Des Peres
- Hazelwood
- Kirkwood
- Ladue
- Maplewood
- Maryland Heights
- Olivette
- Richmond Heights
- St. Louis City
- St. Louis County
- University City
- Webster Groves

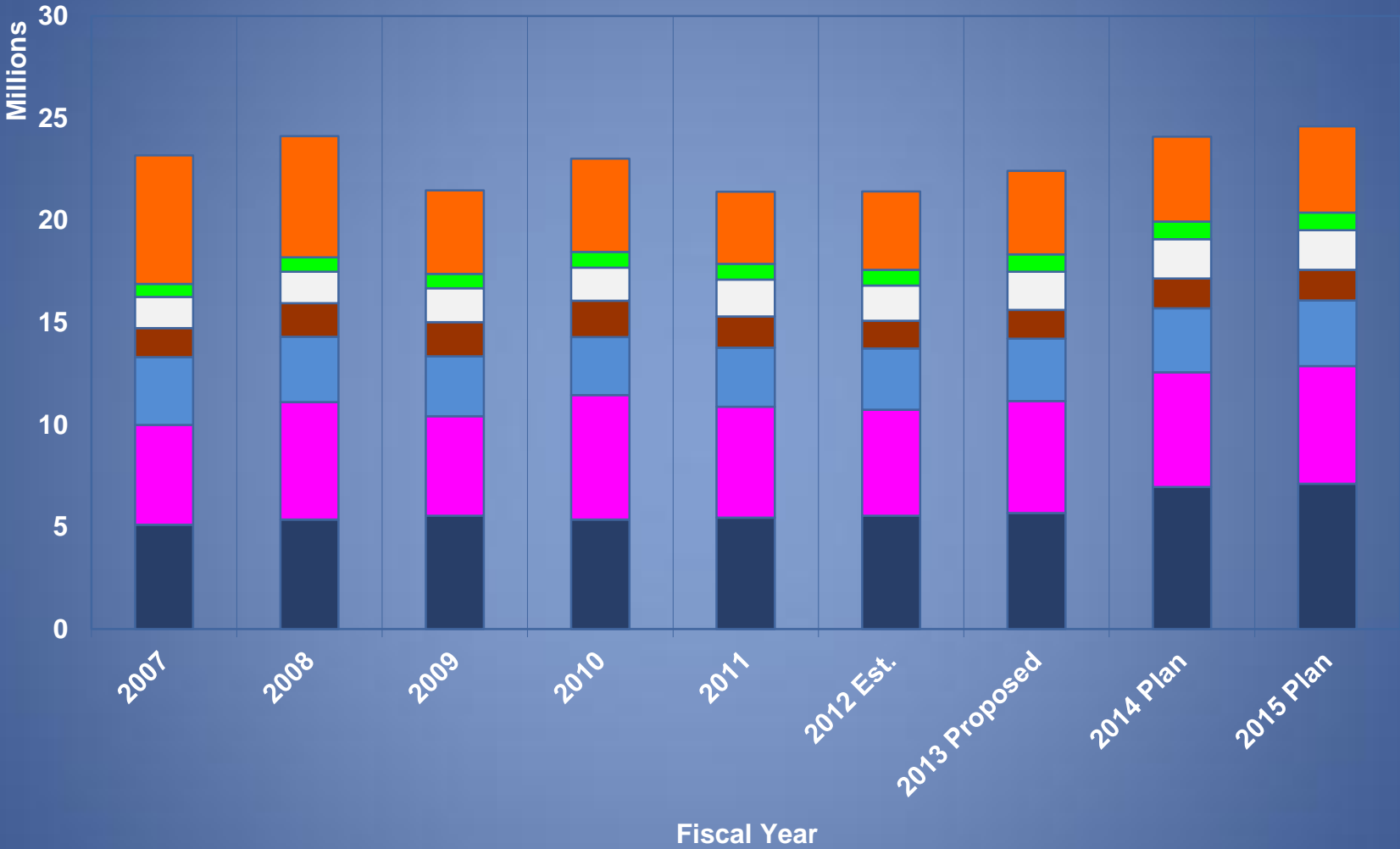
City-Owned Infrastructure

- 100 Lane Miles of Streets
- 8 Lane Miles of Alleys
- 55 Linear Miles of Sidewalks
- 12 Parks (includes Haddington Ct.)
- Center of Clayton
- 8,000 Street Trees
- 40+ acres of medians and ROW
- Public Works/Parks Garage
- City Hall/Fire Station
- Police Station
- 2 Surface Parking Lots
- Bonhomme Parking Garage

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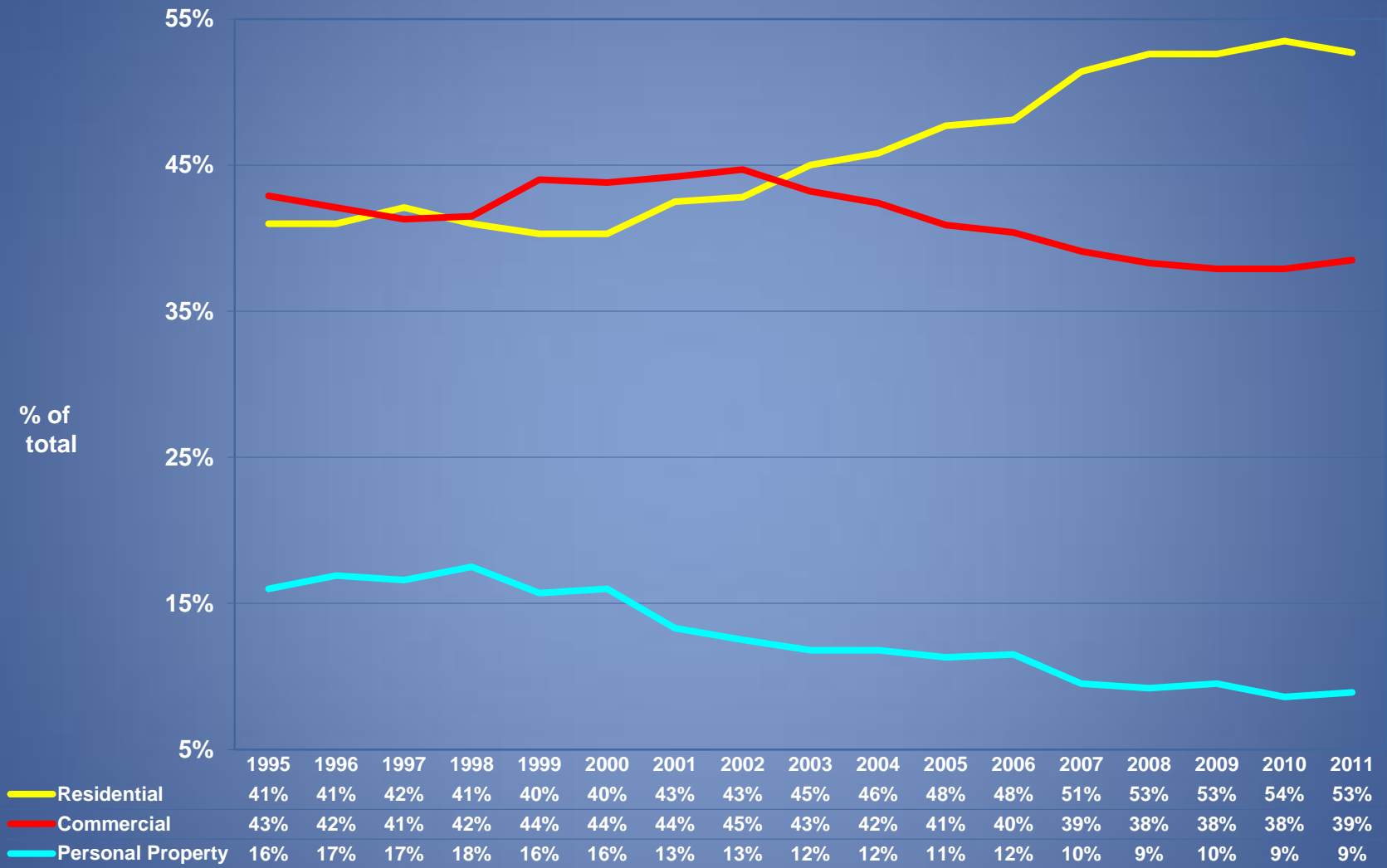
General Fund Revenues



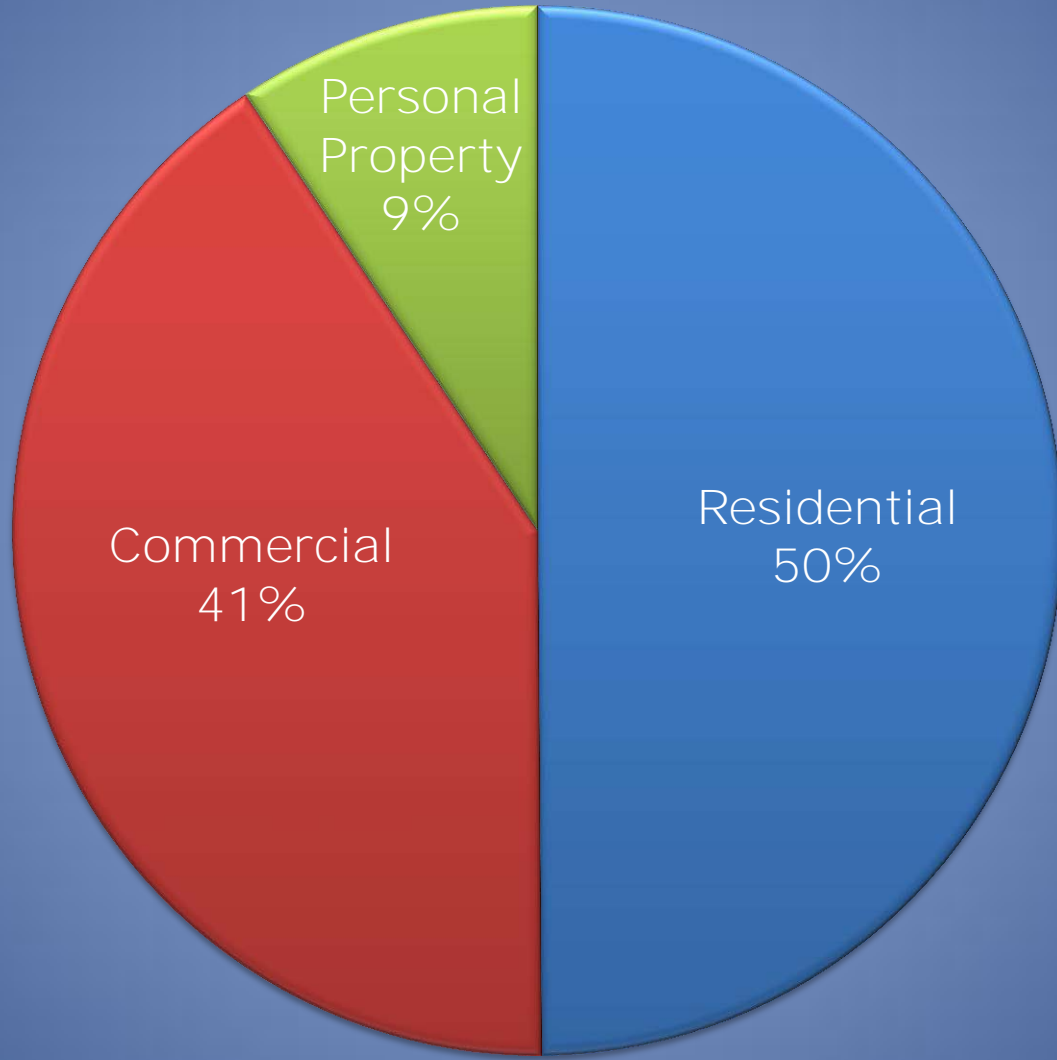
Fiscal Year

| | | |
|--|---|--|
| ■ MISCELLANEOUS | ■ PARKS/RECREATION | ■ PARKING REVENUE |
| ■ LICENSES PERMITS FEES | ■ SALES TAX | ■ UTILITIES |
| ■ PROPERTY TAX | | |

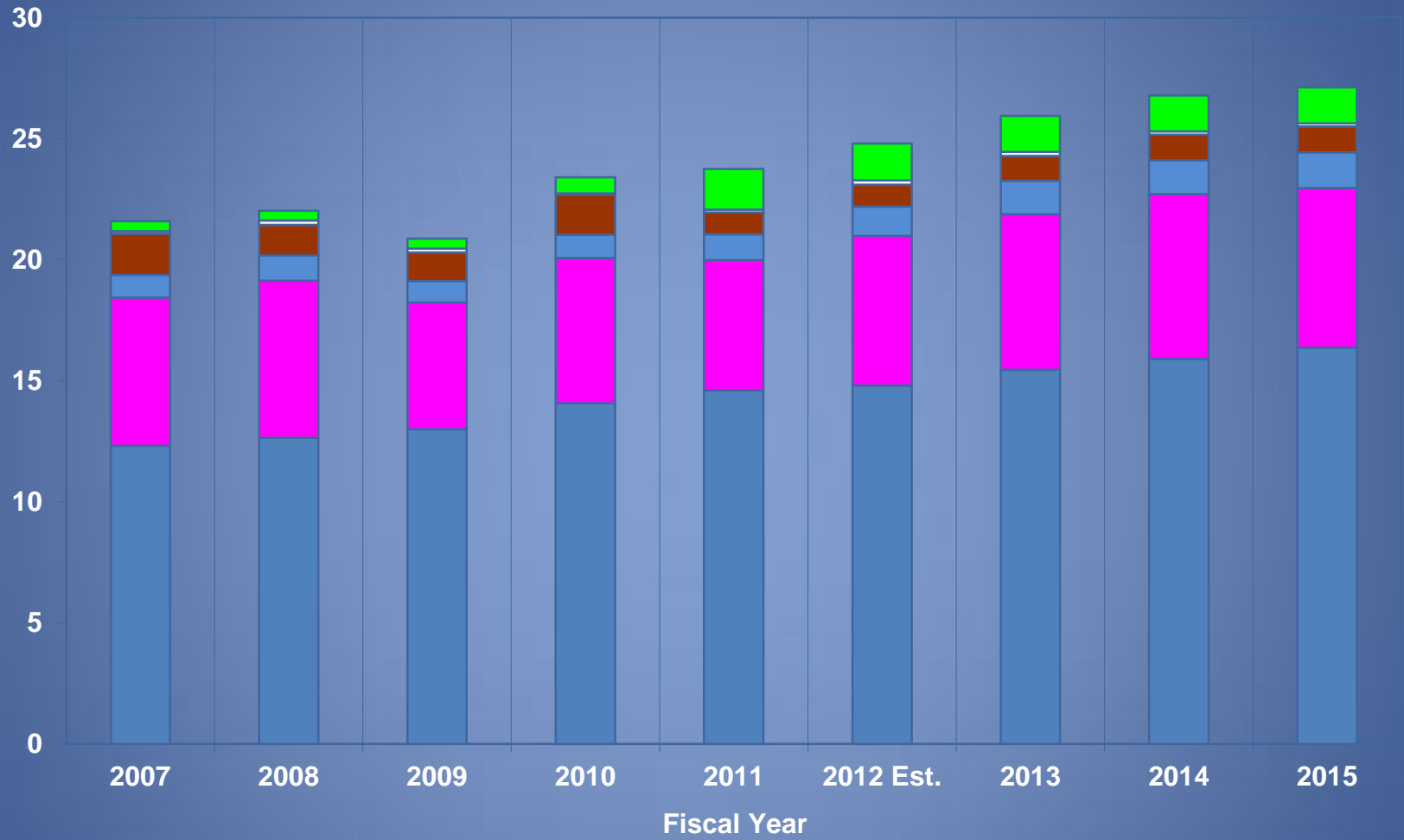
Property Tax % by Class



FY 2011 Property Tax Dollars by Class



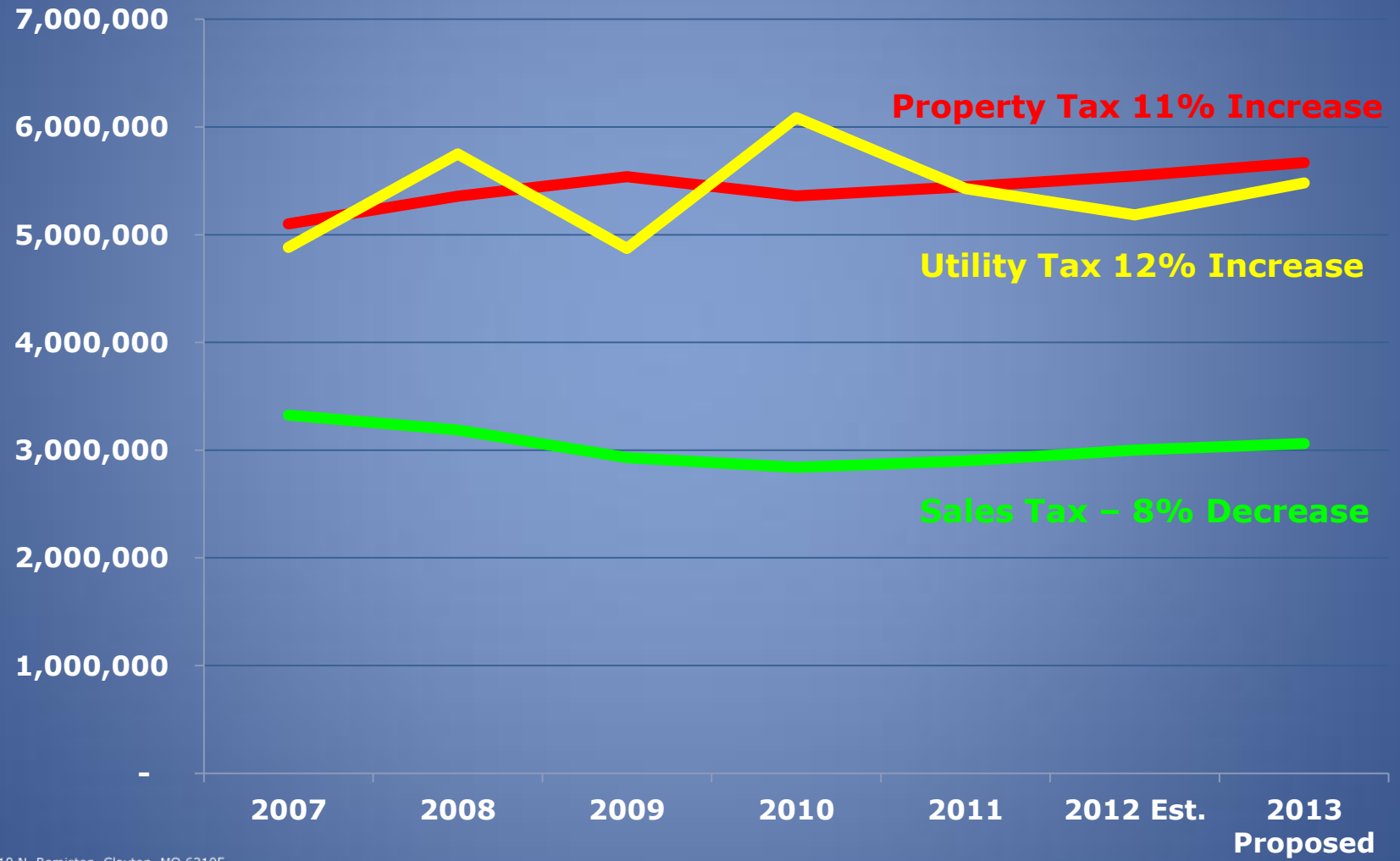
General Fund Expenditures



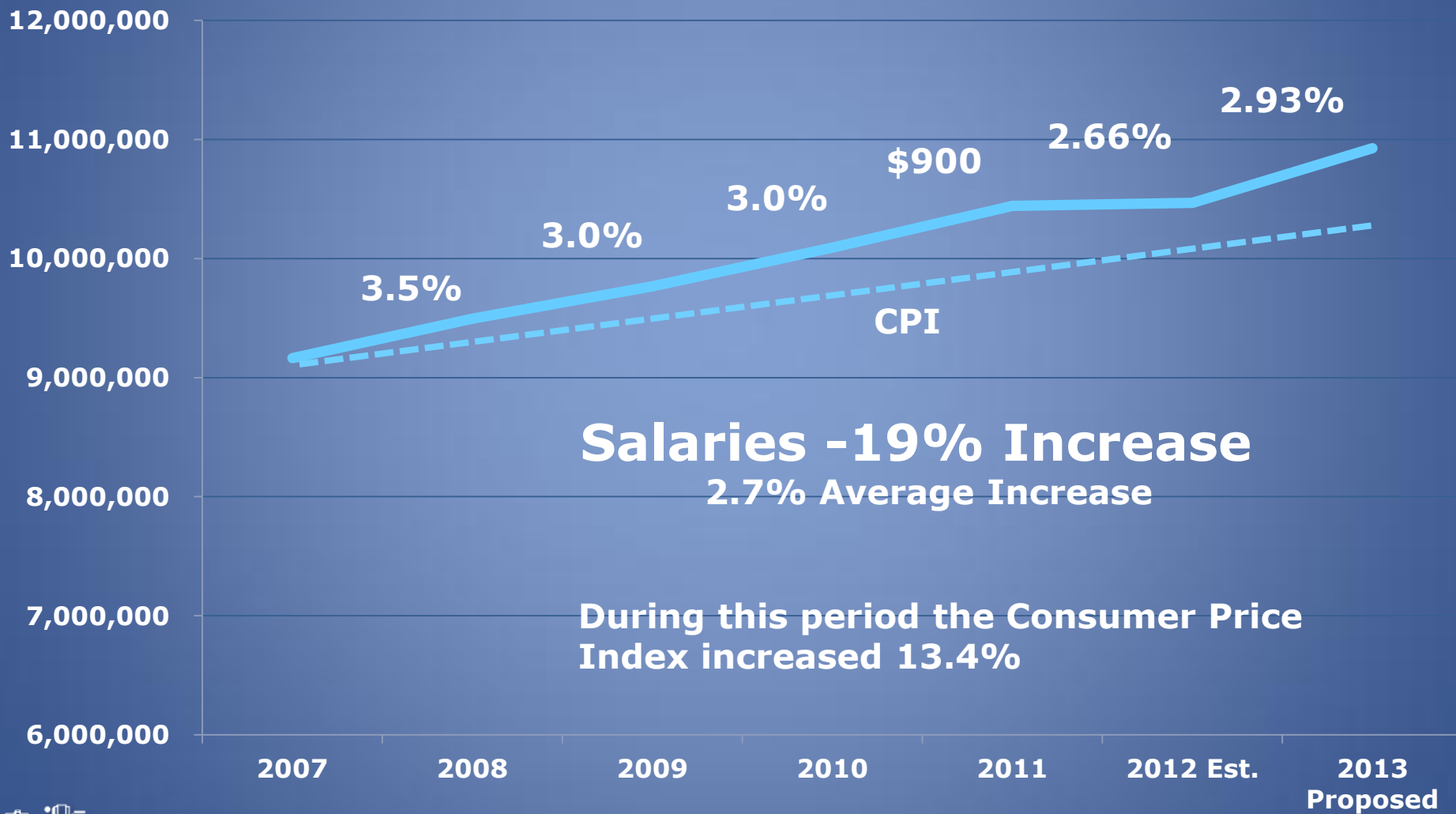
| | | |
|---|---|---|
| ■ DEBT | ■ CAPITAL OUTLAY | ■ TRANSFER OUT* |
| ■ COMMODITIES | ■ CONTRACTUAL SERVICES | ■ PERSONAL SERVICES |

*Transfers Out includes Department transfers to Equipment Replacement Fund

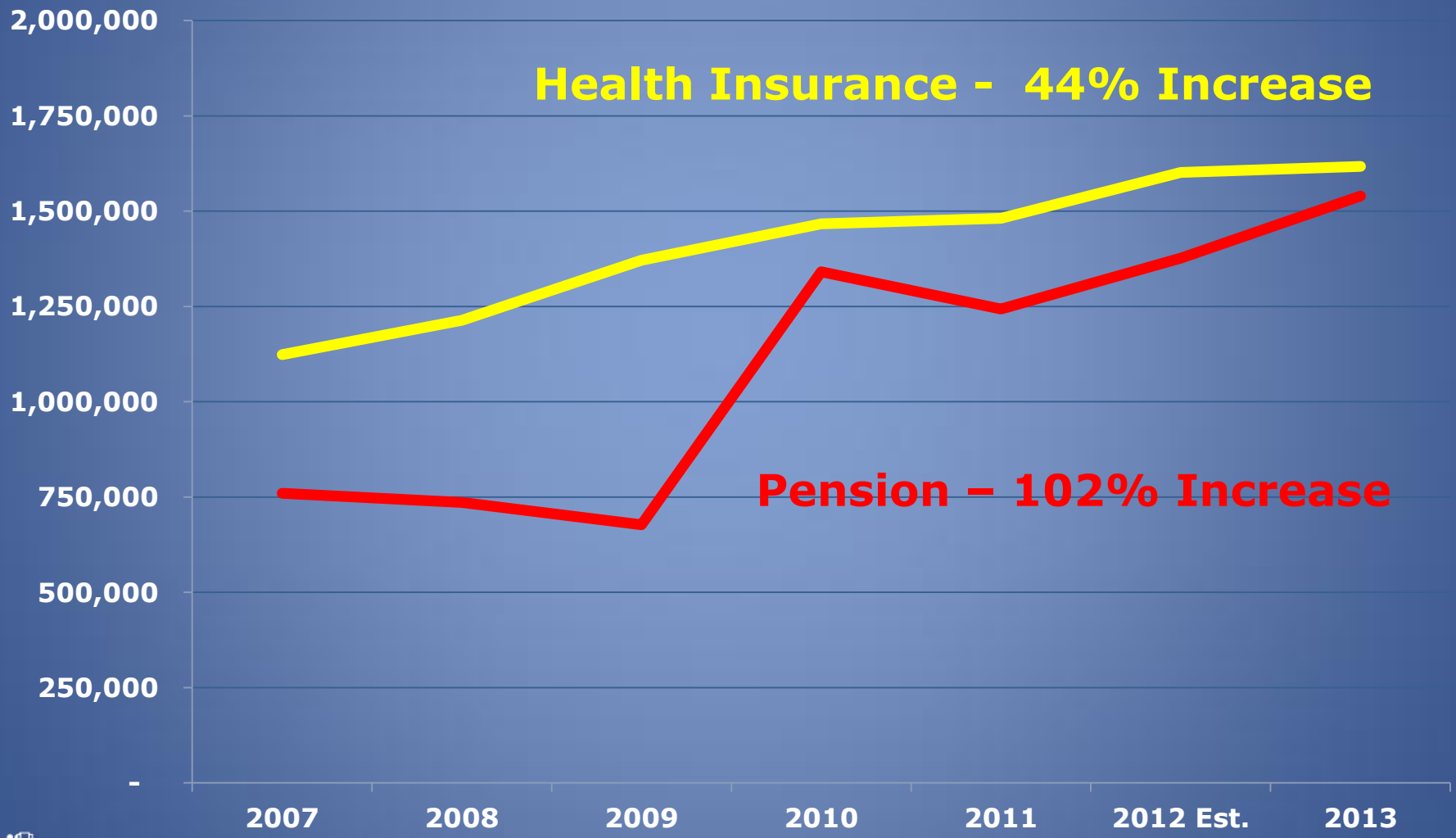
Major Revenue Trends – General Fund



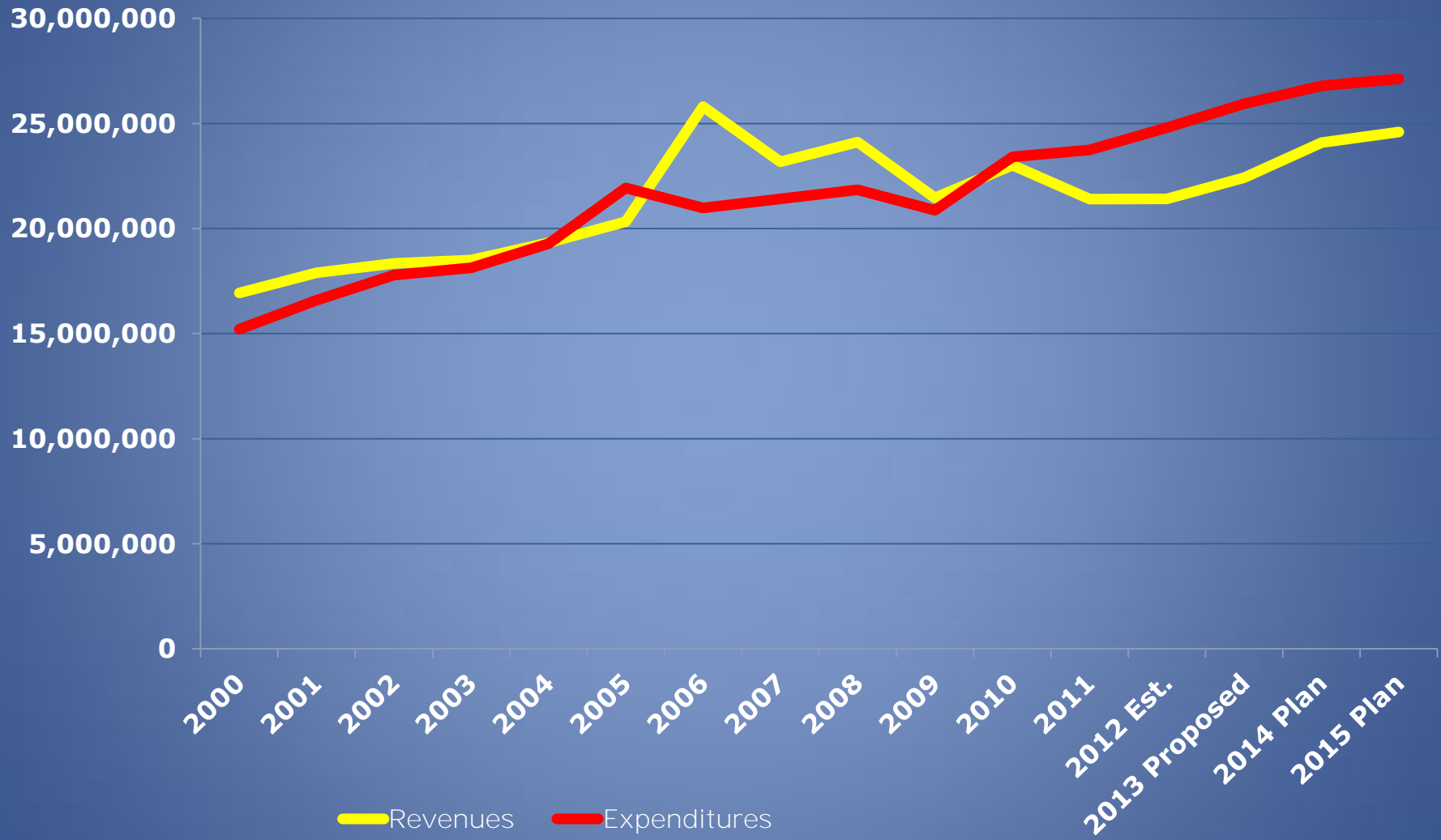
Major Personnel Trends – General Fund



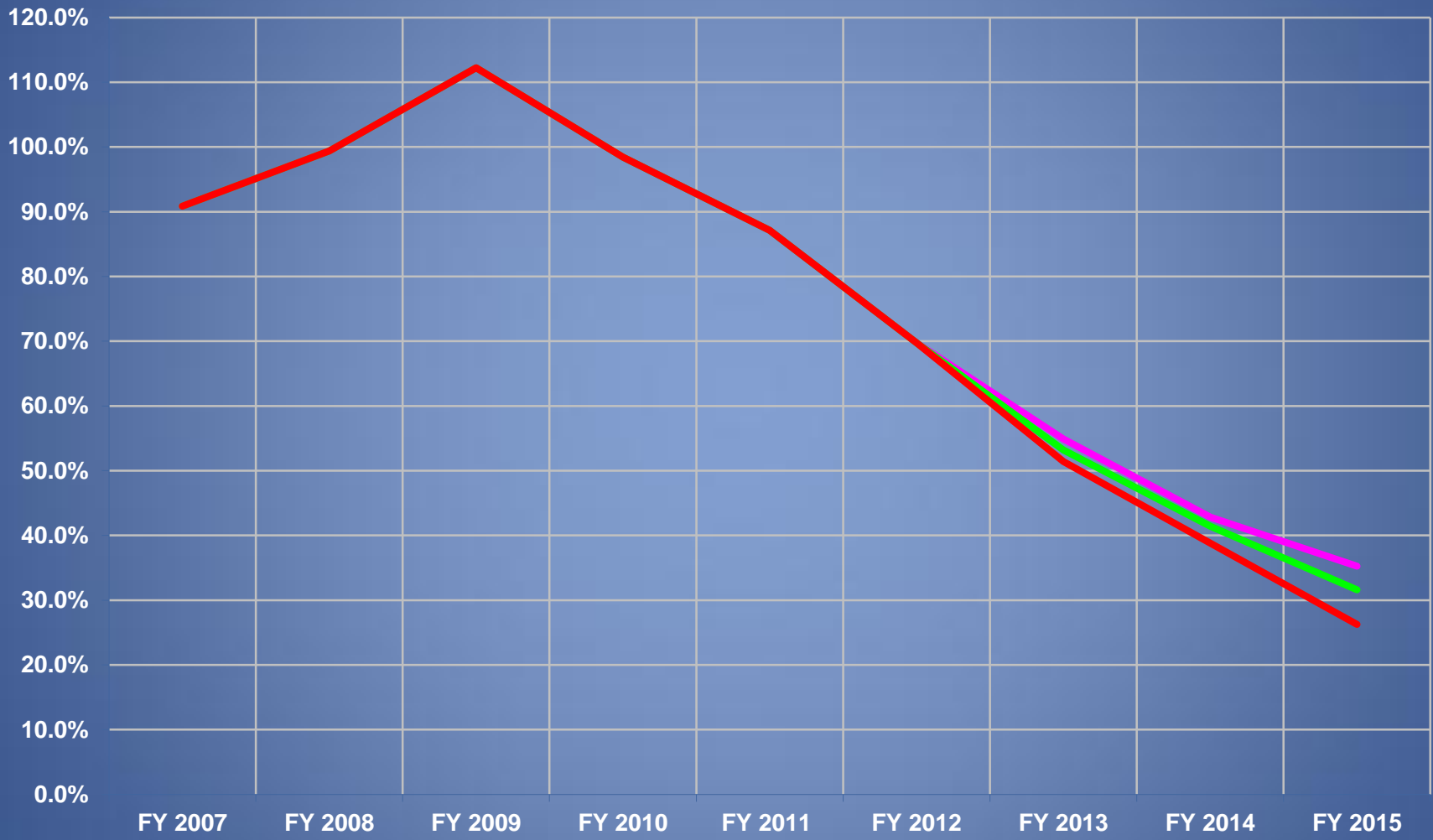
Major Personnel Trends – General Fund



Revenues & Expenditures – General Fund



General Fund Reserves Best, Worst and Most Likely



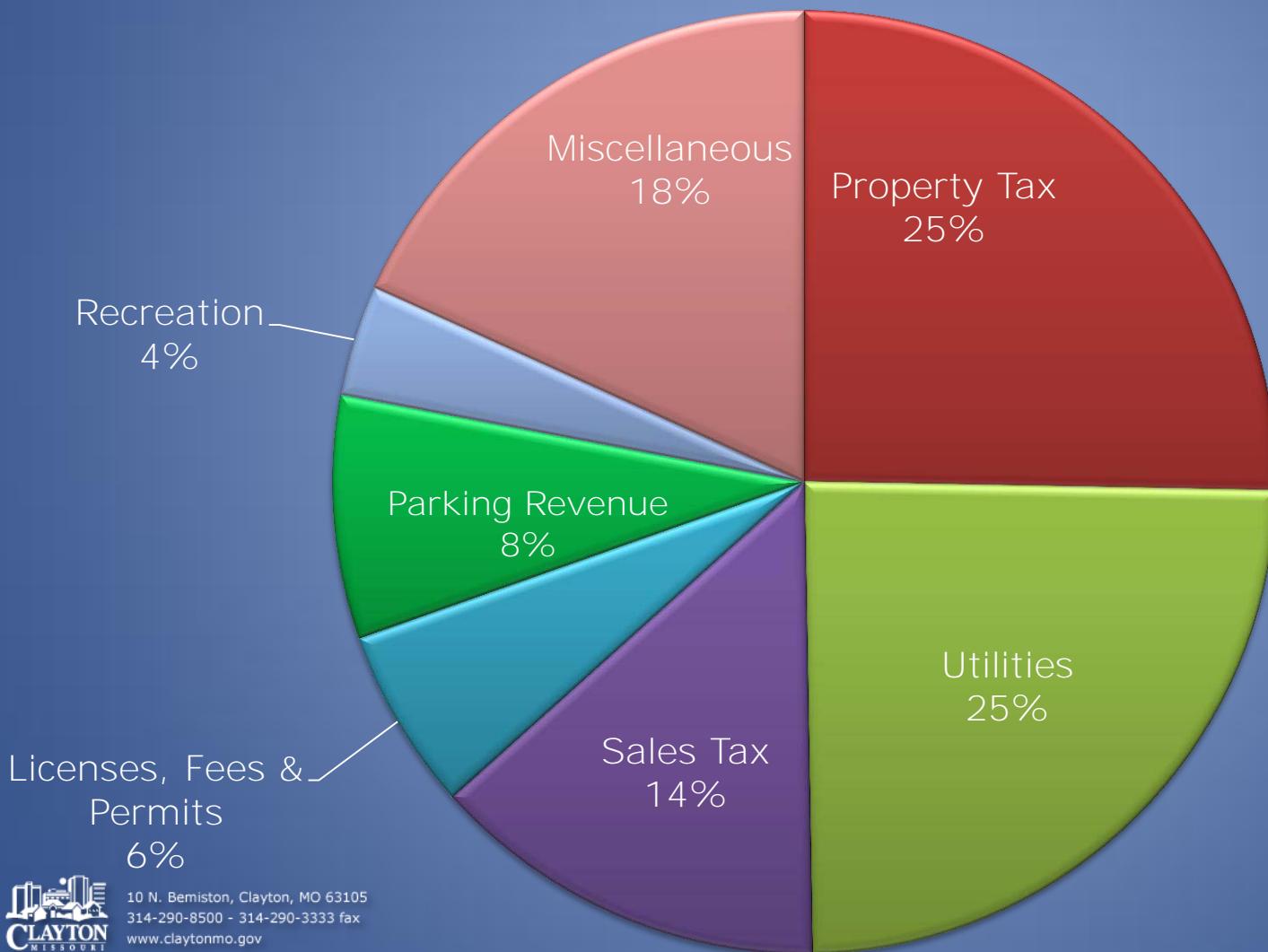
Best Most Likely Worst

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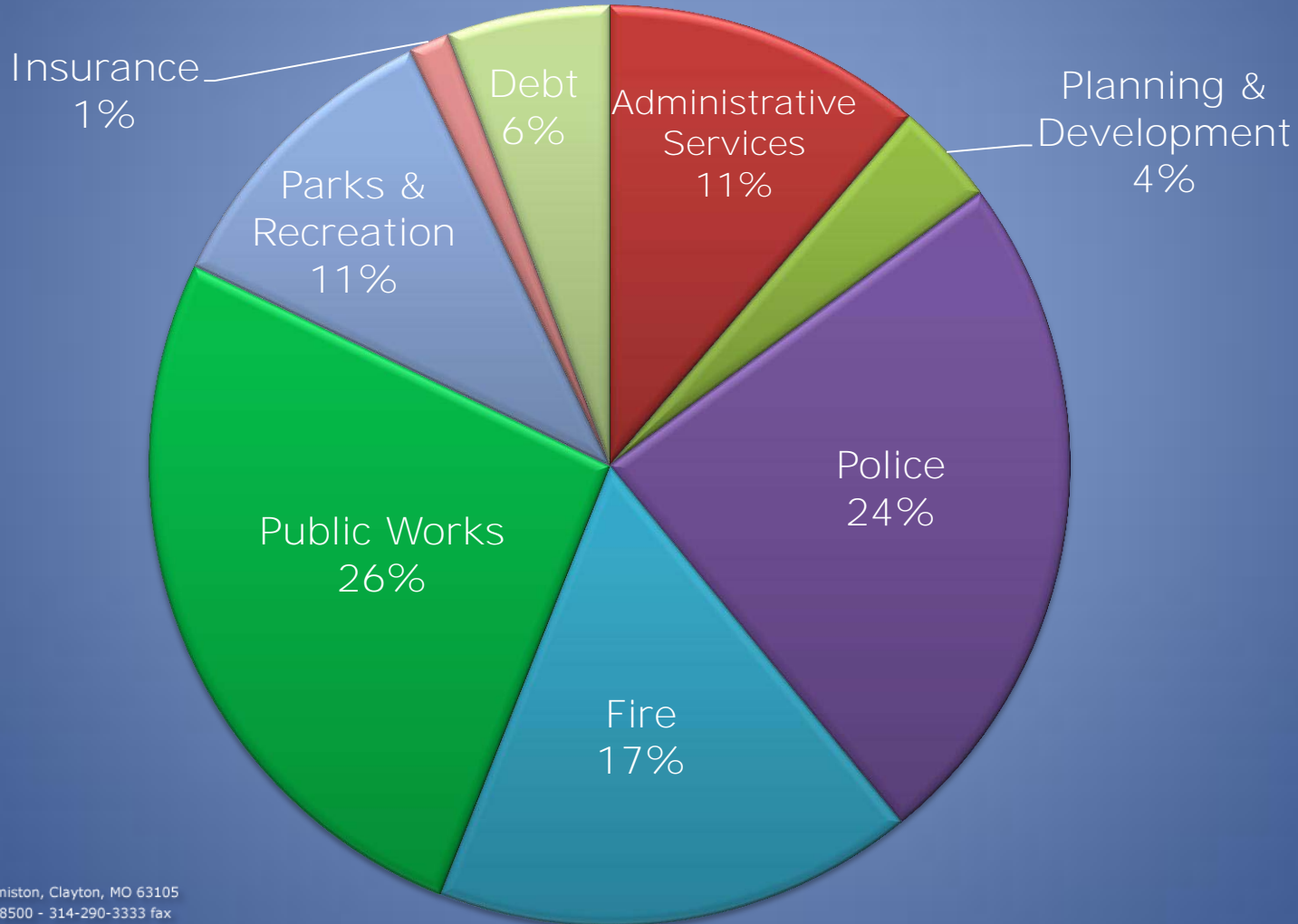
Proposed Revenues FY 2013

General Fund Revenue by Source



Proposed Expenditures FY 2013

General Fund Expenditures by Department



Capital Improvement Funding

- Funded Primarily from sales tax
- Projected Expenditure Level requirement is approximately \$4M Annually for current assets
- Project approximately \$2.5M available
- Grants
- Debt Funding for largest projects

Capital Improvements

- Police Station was last major building – debt issuance
- 20+ years ago several major neighborhoods bond program
- All due now – recommend another bond program
- Clayton Gardens, Old Town, Clayshire, Moorlands, Claverach Park, Topton, Wydown forest, Skinker Heights, and Demun

Personnel

- Staffing levels largely unchanged in 20-30 years – high service levels
- Pension – well managed, but stock market hit, now in recovery
- Health insurance – gradual plan changes and cost sharing – good claims experience
- Market Pay and Benefits

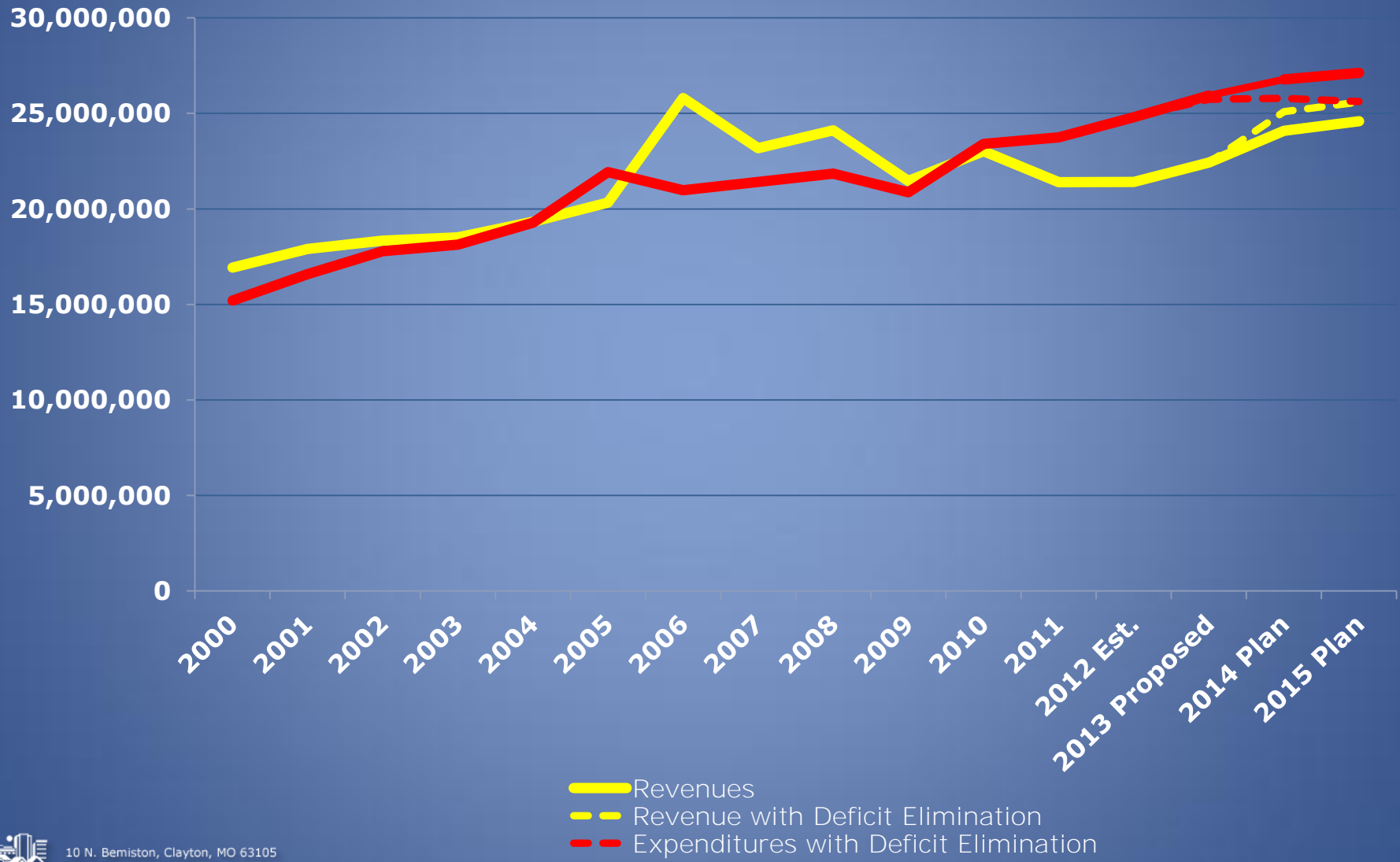
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3 Year Deficit Elimination Plan

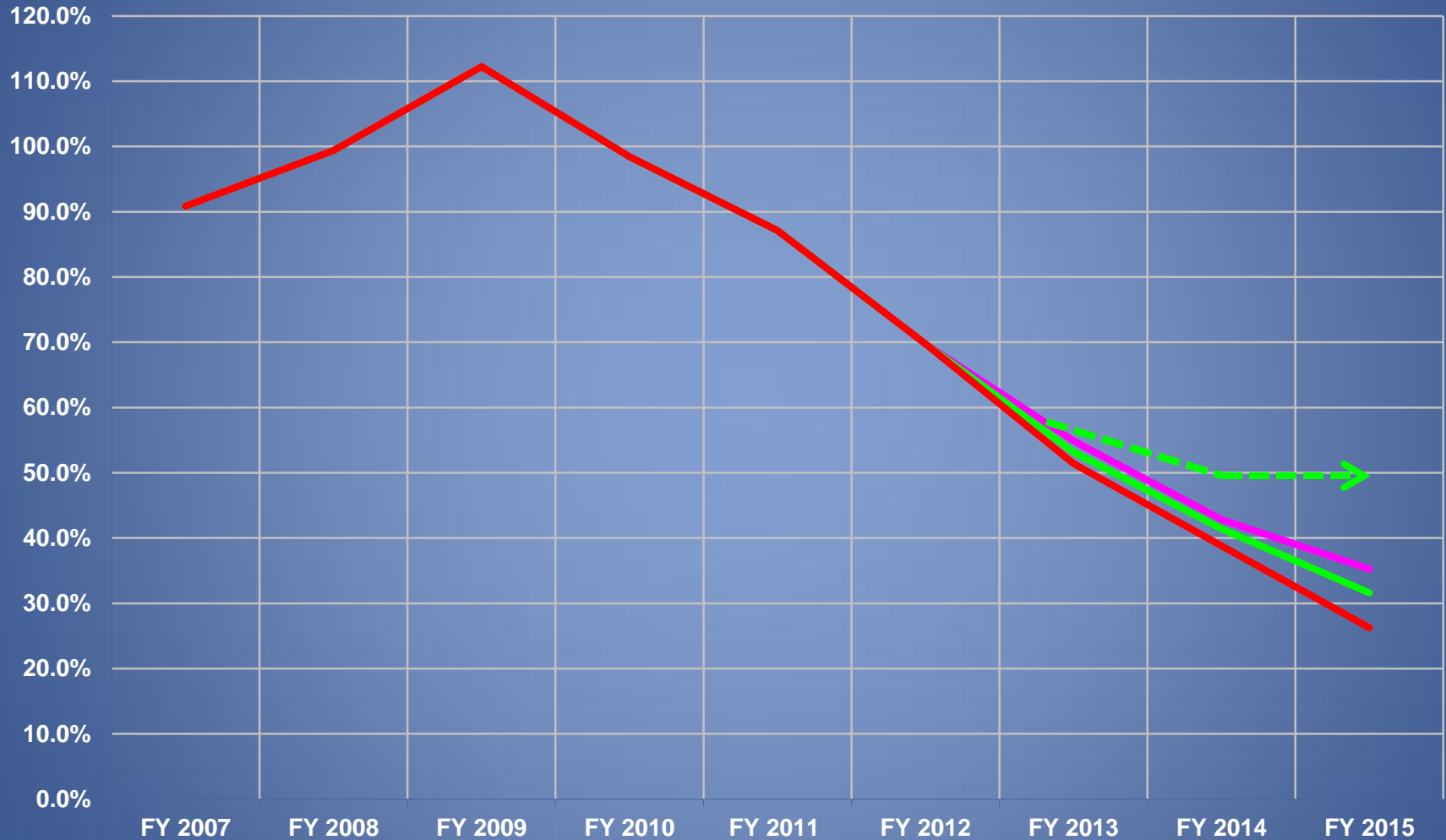
- Retirement Incentive
 - Lower cost and creates vacancies
- Reduce Spending (payroll) by \$800k
- ½ cent sales tax (voter approval)
- Year three additional reduction of \$500k as needed
- Street Bond Program \$15M = 12 cents

Deficit Elimination – General Fund



General Fund Reserves

Best, Worst, Most Likely and Deficit Elimination



Policy Considerations

- Increase Efficiency in Service Delivery
- Cut Services
- Increase Revenue
 - Grow Base
 - Increase Rate
- Draw down reserves

1A. Would you rather have the City raise property taxes by approximately \$10 per month on a home valued at \$500,000 OR have the City reduce spending on City services?

Q1a. Have City raise property taxes or have City
reduce spending on City services

| | Number | Percent |
|---|------------|----------------|
| Raise property taxes by \$10 per month on a home <u>valued at \$500K</u> | 169 | 54.3 % |
| Cut spending on City services | 118 | 37.9 % |
| <u>Don't know</u> | 24 | 7.7 % |
| Total | 311 | 100.0 % |

Q1B. Would you rather have the City raise the sales tax rate by ½ cent OR have the City reduce spending on City services?

Q1b. Have City raise sales tax rate by ½ cent or
have City reduce spending on City services

| | Number | Percent |
|----------------------------------|--------|---------|
| Raise sales tax rate by 1/2 cent | 169 | 54.3 % |
| Cut spending on City services | 117 | 37.6 % |
| Don't know | 25 | 8.0 % |
| Total | 311 | 100.0 % |

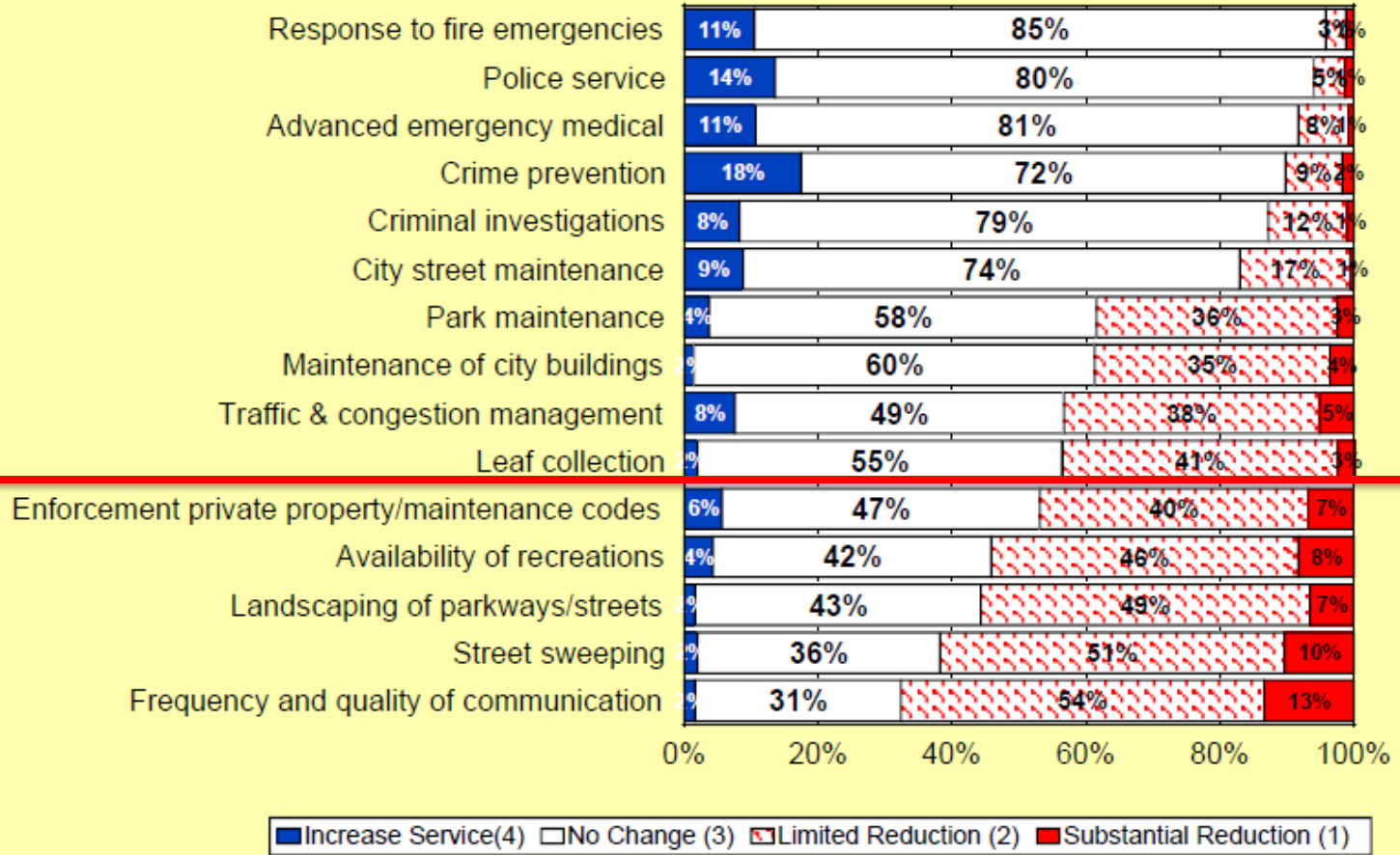
Q1C. Would you rather pay a \$15 trash bill each month (currently paid out of taxes collected) OR have the City reduce spending on City services?

Q1c. Pay a \$15 trash bill each month or have
City reduce spending on City services

| | Number | Percent |
|----------------------------------|--------|---------|
| Pay a \$15 trash bill each month | 114 | 36.7 % |
| Cut spending on City services | 158 | 50.8 % |
| Don't know | 39 | 12.5 % |
| Total | 311 | 100.0 % |

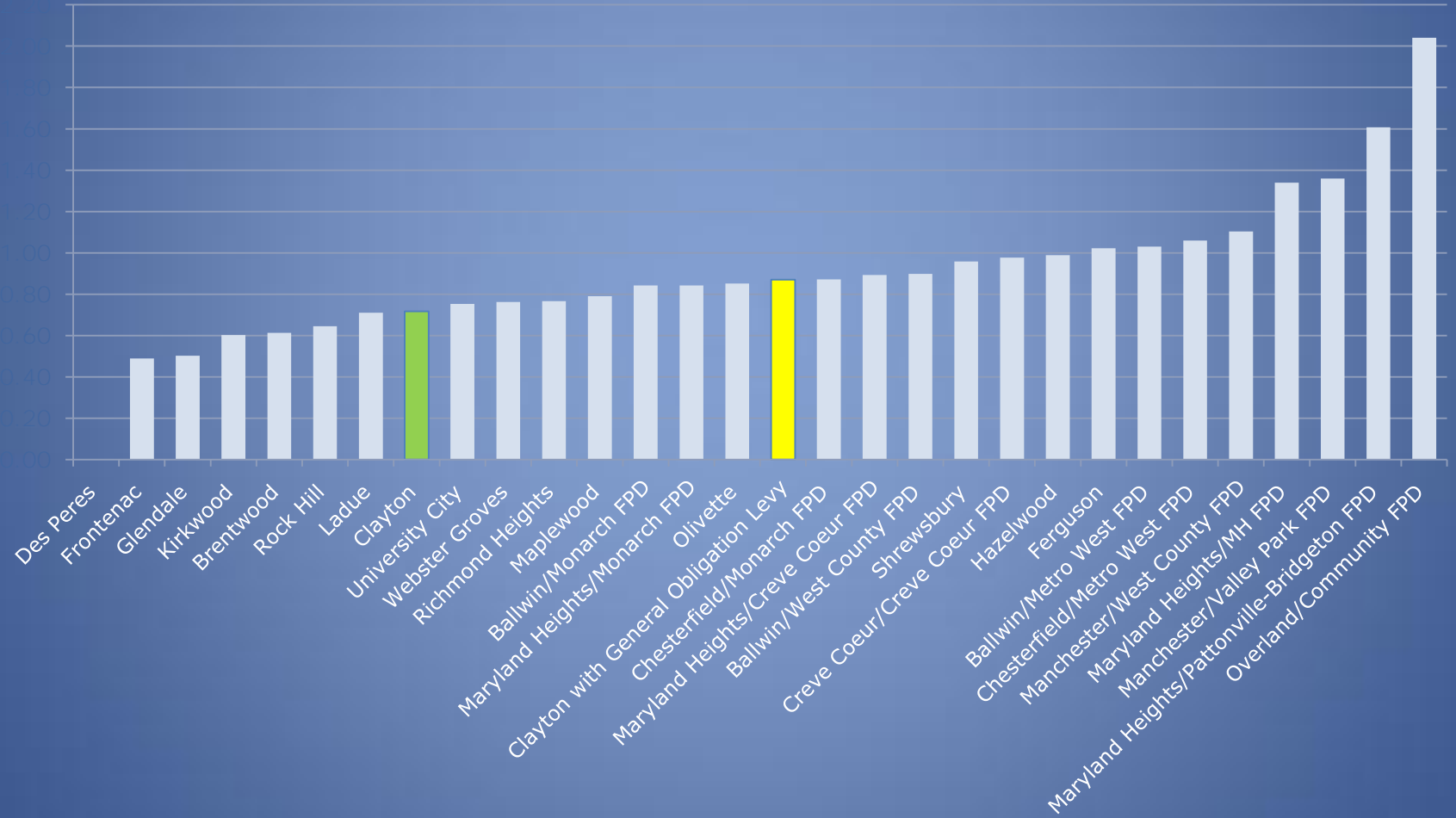
33. If it is determined that reductions are necessary, please indicate your support for reduction in the following services.

by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale (excluding don't knows)

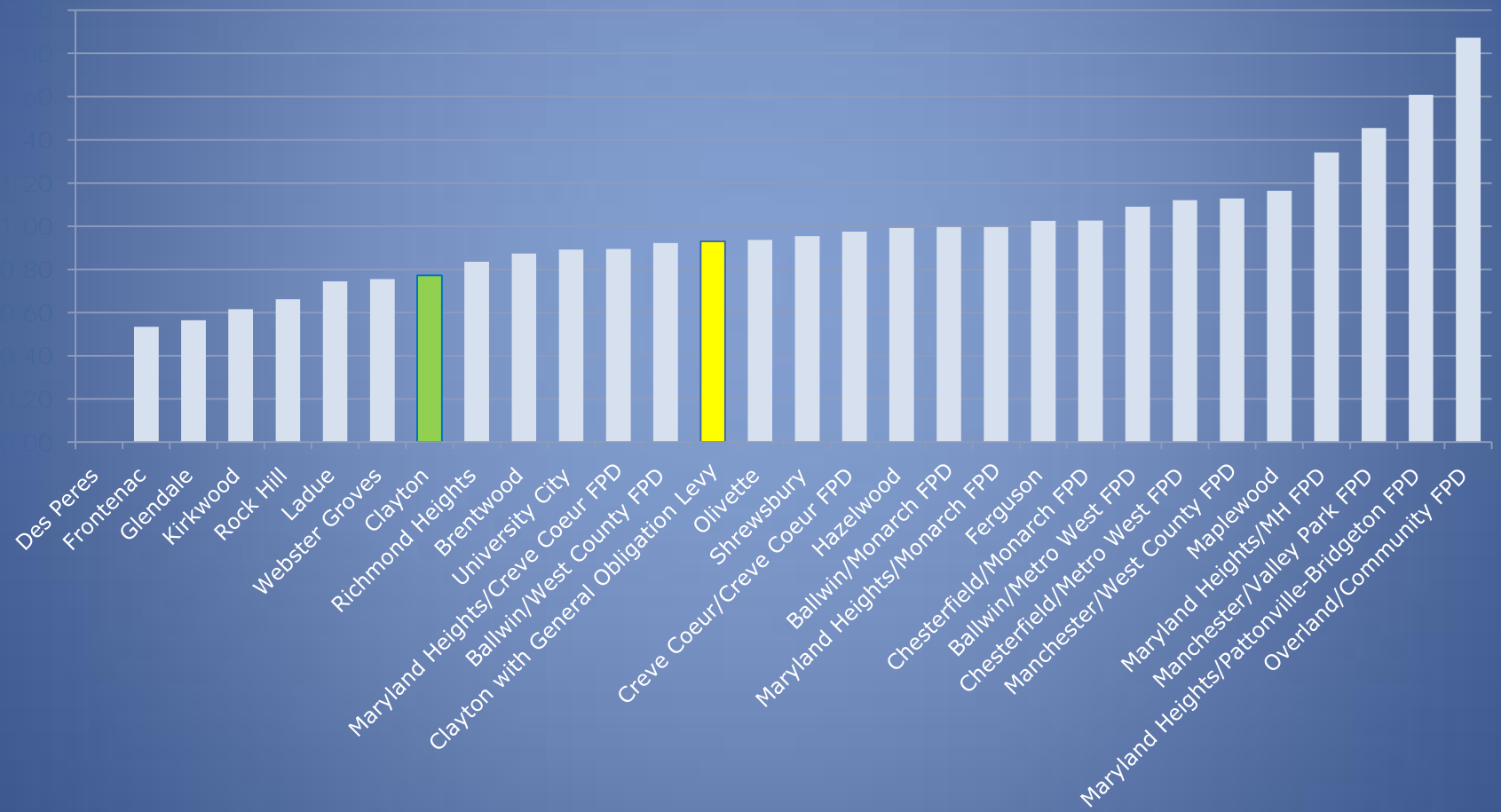


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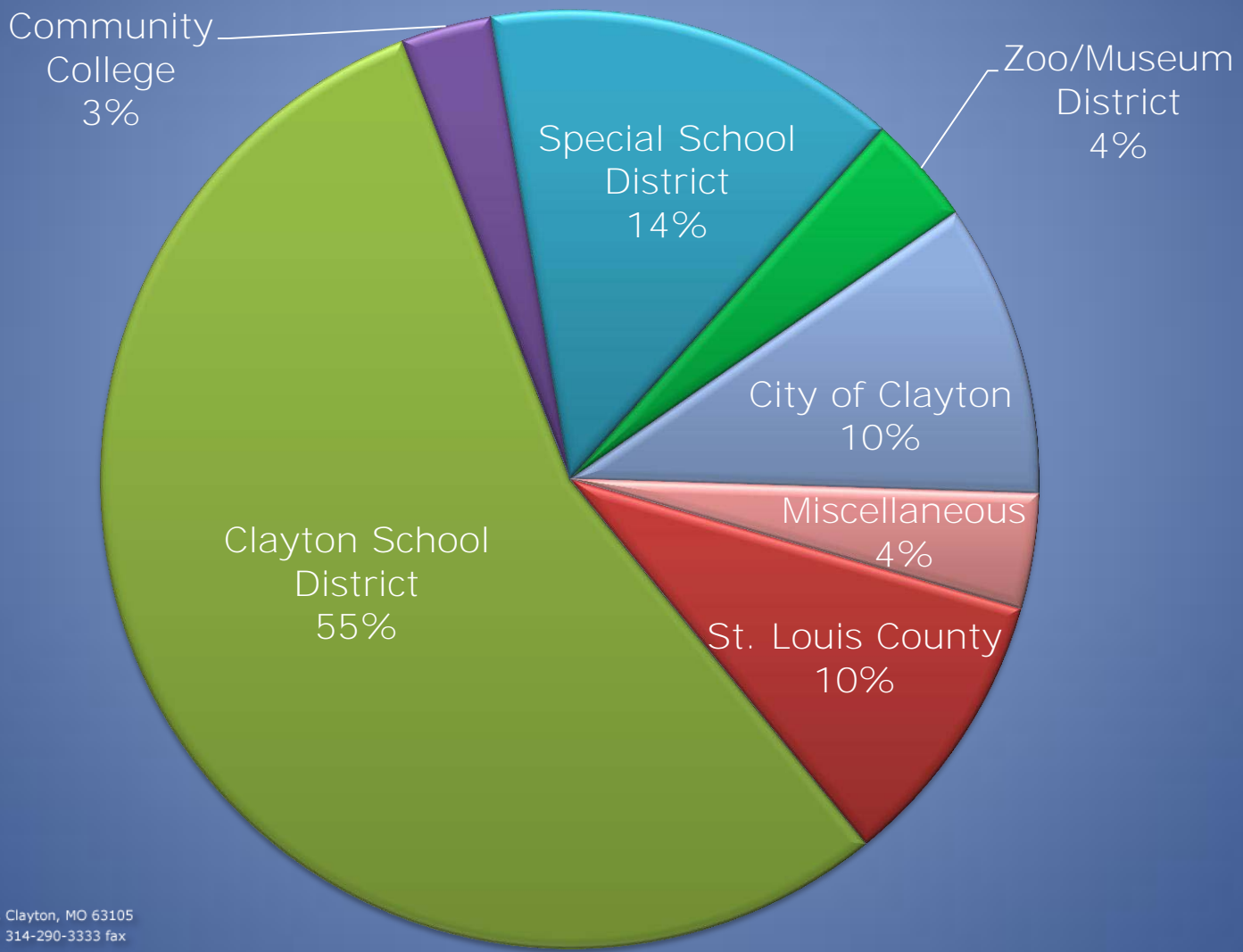
Projected Change in Residential Property Tax Levy



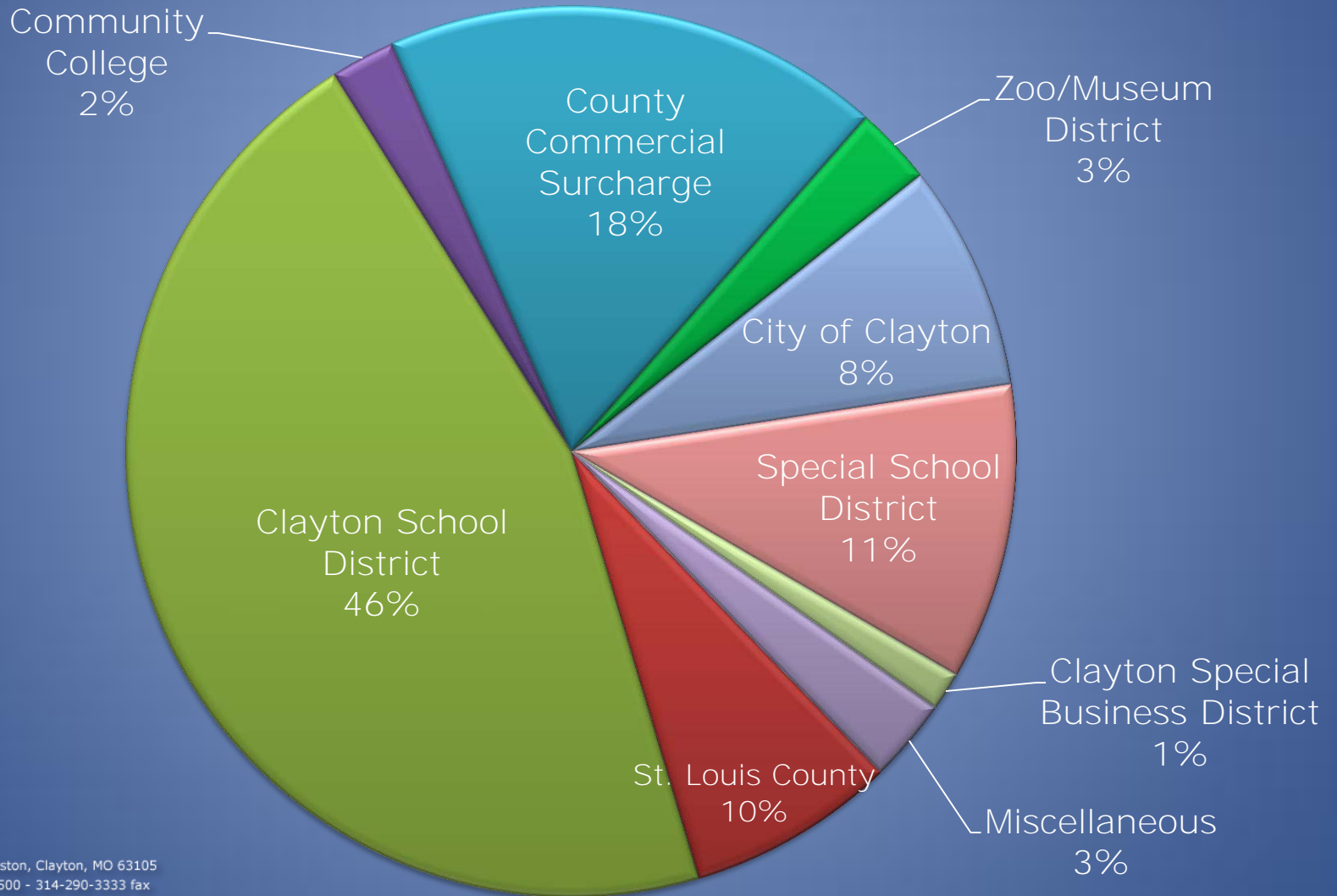
Projected Change in Commercial Property Tax Levy



Residential Property Tax Bill



Commercial Property Tax Bill



Municipal Sales Tax Rates of Comparable Cities

| <u>Rate</u> | <u># of Cities</u> |
|-------------|-----------------------|
| 7.425% | 2 |
| 7.675% | 2 |
| 7.925% | 4 |
| 8.175% | 7 (including Clayton) |
| 8.425% | 12 |
| 8.675% | None Currently |



Municipal Sales in Retail Areas of Comparable Cities

Rate – 9.425%

Brentwood Target

Maplewood Wal-mart

Richmond Heights Crate & Barrel

Delmar Loop

West County Mall

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