



Clayton's
Annual Report
provides a snapshot
of the year's
performance by
City departments
and illustrates the
impressive level
of service Clayton
citizens enjoy.



City of Clayton | 2011 Annual Report





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> Introduction

Throughout Clayton's history, strategic goals and objectives have directed the City through its extraordinary evolution.

> 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.

> VISION:

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

> GOALS

- 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 its 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.

> In 2011, Clayton continued its impressive performance.

- Clayton's Police Department is one of only eight in Missouri and 131 nationally listed as a CALEA flagship.
- No fire deaths reported in over 30 years.
- Became first EPA designated Green Power Community in Missouri.
- For the twenty-fourth consecutive year, Clayton's Finance Department has been awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) which recognizes the highest standards of financial report preparation.
- Tree City USA for 20 consecutive years.

> 2011 Citizen Satisfaction Survey Benchmarks

> Quality of Life:

Clayton	96%
Missouri	77%
US	80%

> City Services:

Clayton	92%
Missouri	56%
US	57%



Clayton's Assistant Fire Chief/Fire Marshal Paul Mercurio is a member of the The Institutional Biological & Chemical (IBC) Safety Committee which is responsible for ensuring that research at Washington University St. Louis is conducted in a safe and responsible manner. The IBC oversees research involving recombinant DNA, infectious or potentially infectious agents, and/or hazardous chemicals.

How We Measure Up

Local and National Comparisons	Clayton 2010	St. Louis Peer Cities Average in 2010	ICMA Peer Cities Average in 2010	Clayton 2011
Police cost per capita	\$117	\$209	\$242	\$120
Fire/EMS cost per capita	\$82.78	\$144.31	\$164.32	\$83.73
Response time for priority police calls	4:13	4:31	4:27	4:11
Response time for EMS calls (dispatch to arrival)	4:11	5:32	4:40	5:07
% of fires contained in room of origin	100%	76.6%	72.5%	100%
UCR Part 1 crimes per 1,000 population	19.57	40.0	25.37	19.76

Performance Measures

Public Safety Services	2010	2011
% of residents surveyed who feel safe	94%	94%
% of EMS patients surveyed who rate service as good or better	92%	100%
% of cardiac arrest patients exhibiting pulse upon delivery to hospital	25%	67%

The Police Department handled 14,000 calls for service and wrote over 6,000 traffic citations with only two sustained complaints, which ties the lowest number of complaints received in the last 10 years.

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

GUIDING PRINCIPLE I: The City consistently assesses its performance to ensure that all citizens receive high quality emergency services. Clayton has developed and long provided excellent emergency response services through its dedicated Police and Fire Department personnel.

Accomplishments

- The Fire Department implemented the electronic mobile commercial pre-plan system. Now detailed building information such as fire alarm and suppression systems, floor plans and other critical information is accessible from all emergency apparatus, greatly enhancing command operations and improves the overall safety at the scene.
- A suspect who committed several robberies in the St. Louis area was captured by Clayton police within 36 hours of committing a sexual assault in Clayton.
- With help and encouragement from Clayton's Fire Department, Washington University made several life safety enhancements including retrofitting nine dormitories with automatic fire sprinkler and fire alarm systems.
- The retirement of two tenured Fire Department employees created the opportunity for staff promotions and new hires that brought a new generation of experience and education to the department.
- A new relationship between Washington University's School of Medicine and the Clayton Fire Department has resulted in significant improvements to on-duty medical training and critical advanced patient treatment.
- The Police Department raised over \$20,000 for the Missouri Special Olympics through its annual half marathon.

➤ Public Safety

➤ 2011 Citizen Satisfaction Survey Benchmarks

➤ Public Safety Services:

Clayton	94%
Missouri	81%
US	80%

➤ Police Response Time to Emergencies:

Clayton	92%
Missouri	77%
US	71%



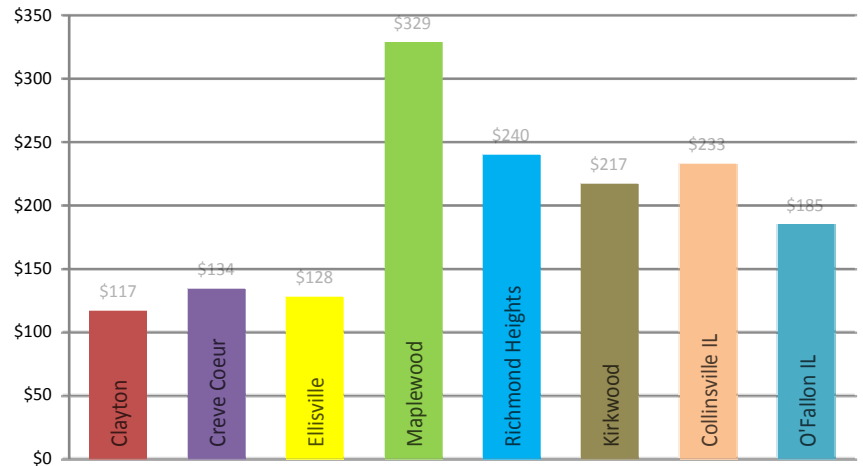
Recognitions

- **CRISIS INTERVENTION:** Three Clayton police officers were recognized by the Crisis Intervention Organization for their actions in subduing a suicidal subject who was threatening to jump from the top of a building.
- **DRUG ENFORCEMENT:** Three officers were recognized by the Drug Enforcement Administration (DEA) for their investigation of a heroin death that occurred in Clayton. The subject responsible for supplying the heroin to the victim was convicted and received a long prison sentence.
- **INTERSTATE CRIME:** The U.S. Secret Service recognized a detective for his work in identifying two Mob-connected suspects from Massachusetts who stole credit cards in Clayton and used them illegally.
- **TRAINING:** Several police officers were recognized by the St. Louis County and Municipal Police Academy for training new recruits and providing in-service training for current officers.

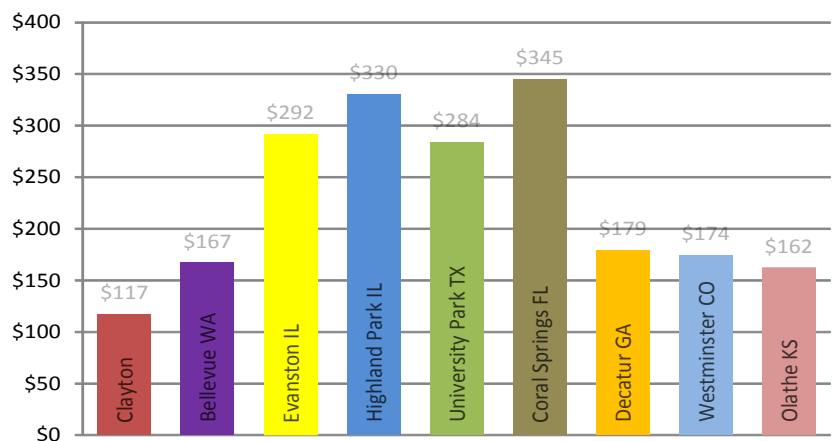


Clayton provides exceptional levels of service at the lowest average cost per capita.

St. Louis Consortium Police Cost per Capita (2010)



National Peer City Police Cost per Capita (2010)



➤ Economic Development

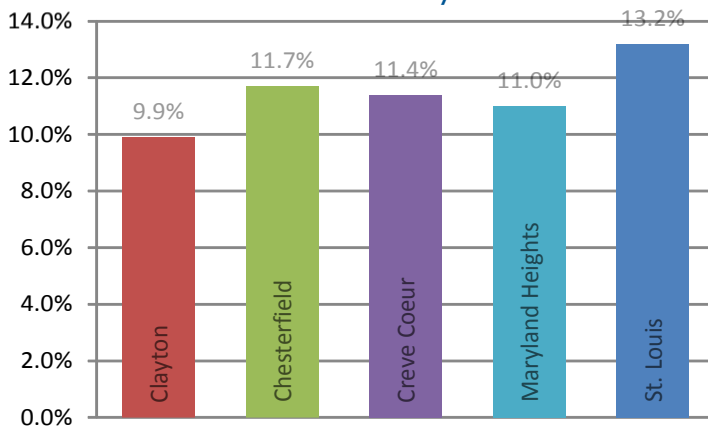


GOAL II: Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of our residential neighborhoods and is consistent with the Comprehensive Plan.

GUIDING PRINCIPLE II: Clayton strives to be a regional business leader by supporting and developing vibrant business areas, which can be enjoyed by our residents, workers, students and visitors. The combination of corporate headquarters and smaller businesses will provide a strong economic engine to support the high quality services and daily life that our residents and businesses expect. The City values the quality and history of its neighborhoods and will support and dialogue with all residents about their needs.

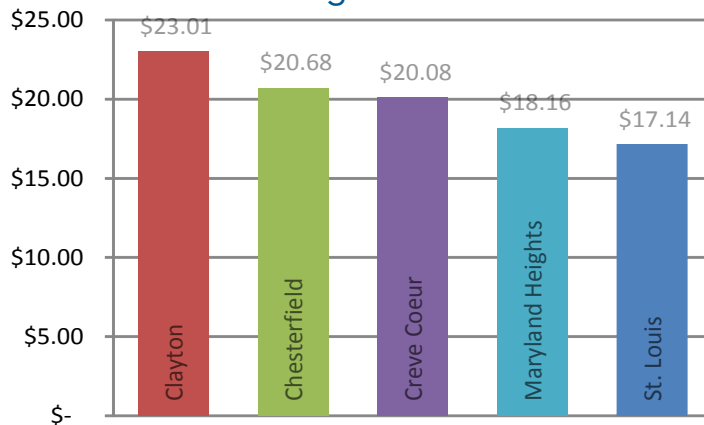
Performance Measures		
Commercial Market Statistics	2010	2011
Sales tax per square foot of commercial space	\$5.17	\$5.39
Commercial property tax per square foot	\$0.35	\$0.34

Office Vacancy Rates



Clayton's vacancy rates are consistently among the lowest in the metropolitan area.

Average Rental Rates



Accomplishments

- Staff conducts an ongoing retail recruitment program focusing within and outside the region.
- 2011 events:
 - more than 100,000 attended the eighteenth annual Saint Louis Art Fair
 - second annual Clayton Restaurant Week brought more than 15,000 visitors to Clayton
 - the City held the inaugural Clayton Women Business Leaders reception

NEW BUSINESSES

- New restaurants: Half & Half, Break n Egg, Bocci Bar, Tucci and Fresta Trattoria & Bar, Mad Tomato
- New art gallery: Ober Anderson Gallery
- New corporate businesses: Mueller Prost with 83 employees; Digital Intelligence Systems Corp. with 75 employees; Carrollton Bank with 53 employees
- New wine bar category established to help fill retail space



➤ Planning & Sustainability

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

GUIDING PRINCIPLE III: Clayton resolves to be a leader in environmental initiatives. The goal is to incorporate sustainability in daily operations without increasing costs and to incentivize best practices, such as LEED certification and green roofs, by developers of new and existing buildings. We also recognize the importance of expanding the citywide recycling program to further reduce the amount of refuse transferred into local landfills.



The City of Clayton became the first EPA designated Green Power Community in the State of Missouri.

➤ 2011 Citizen Satisfaction Survey Benchmarks

➤ Recycling Services:

Clayton	83%
Missouri	69%
US	71%

Accomplishments

- Efforts to expand the citywide recycling program during 2011 resulted in a 6% reduction in the total annual tons of refuse collected, of which 29% was recycled.
- Collected over 10,000 cubic yards of leaves with the City's curb side collection program. The leaves were composted and reused for landscaping mulch by the City and residents.
- Planted 200 street trees and trimmed 1,200 street trees through the execution of the City's Urban Forestry Management Program.
- Surpassed the number of residential building permits issued in 2010: 219 permits were processed in 2010, 308 in 2011.
- Implemented the Accela Wireless Program for property maintenance inspections. Inspectors record inspection codes and violations electronically. The new program helps reduce the amount of time inspectors and office staff spend on processing the information and the amount of paper used for printed letters and reports.
- Drafted a Solar and Wind Ordinance and a Residential Tree Ordinance – although not adopted yet, these ordinances represent potentially progressive, modern and environmentally beneficial measures.
- Developed an extensive list of design professionals, contractors and subdivision trustees, who are notified of possible code changes and directed to the Pending Legislation page on the City's website where information about the proposed code changes are posted. The process encourages input and provides staff contact information in case additional information is needed.
- Staff has posted rodent control information on the Planning Department's page on the City's website and works with St. Louis County's Vector Control on a new outreach program that has reduced inquiries and complaints about rodent sightings by 66%.

With ISO ratings for Building Code Effectiveness Grading System that equal 2 for commercial and 3 for residential, Clayton's Planning & Development Services Department continues to receive the highest ISO grading within the state.

Performance Measures

Categories	2010	2011
Percent of residents rating appearance of Clayton as good or better	92%	92%
Percent of property maintenance cases brought to compliance before referral to court	95%	95%
Percent of projects approved without modification to ARB guidelines	97%	99%



➤ Recreation & Culture



Accomplishments

- Opened the Shaw Park Sensory Garden in June 2011. The garden was created to stimulate all five senses. While all gardens can stimulate the senses, in the Sensory Garden, plants and other design elements were selected with the intention to provide experiences for seeing, touching, smelling, hearing and tasting.
- The Parks Department was awarded nearly \$500,000 in grant funds for various projects.
- Received municipal park grant funds for the construction of Hanley Park pavilion and from the Missouri Department of Natural Resources for the Shaw Park recreational trail.
- Recorded a 27% increase in program participants due to new pricing discounts for members at The Center of Clayton.
- Increased by 14% the number of teams registered for adult softball leagues. Increased by 54% ball field rental revenue. The increases are due to the addition of lights on fields No. 1 and 2.
- Became the first city in Missouri to pass a no smoking in parks ordinance.

How We Measure Up

Local and National Comparisons	Clayton 2010	St. Louis Peer Cities	ICMA National Peer Cities	Clayton 2011
Cost of park maintenance per acre	\$9,670	\$11,658	\$8,908	\$10,371

Performance Measures

Categories	2010	2011
% of residents rating satisfaction with parks and recreation services as good or better	94%	92%
Cost per program participant	\$35.75	\$34.36
% of households with one or more recreation pass holders	29.7%	30.33%
Total annual program participants	21,137	23,347
Total recreation facility attendance	652,938	638,649
Acres properly maintained per 1,000 acres	81.56%	82.42%

GOAL IV: Encourage widespread participation in a variety of recreational and cultural activities, which are accessible to all community members.

GUIDING PRINCIPLE IV: We will evaluate facilities and offerings to expand appeal to and participation by all citizens, including multigenerational groups with diverse interests and abilities, and provide a wide array of recreational and cultural activities for residents and workers.

➤ 2011 Citizen Satisfaction Survey Benchmarks

➤ Parks & Recreation

Programs and Facilities:

Clayton	92%
Missouri	75%
US	72%

Recognitions

- **2011 OUTSTANDING RECREATION PROVIDER** award was presented to Patty DeForrest from the Recreation Council of Greater St. Louis. Patty was also elected President of the Missouri Parks & Recreation Association (MPRA) Board of Directors.
- **2011 SUPPORT STAFF AWARD** was presented to Tim Hale by the Missouri Parks & Recreation Association (MPRA) for his commitment to work behind the scenes.
- **INCLUSION COORDINATOR MARY FURFARO** was awarded the 2011 Missouri Parks & Recreation Association (MPRA) Musco Give Back Award for her work with the underserved. Mary gave over 600 hours of support to Clayton residents to ensure appropriate and individualized accommodations.



> Transportation

GOAL V: Foster all safe and accessible modes of travel including walking and biking.

GUIDING PRINCIPLE V: Clayton is committed to preserving the quality of pavement maintenance and to developing specific plans that promote safe alternative modes of travel, such as pedestrian friendly streets and walking and biking paths throughout the City.



The City of Clayton has qualified as a Tree City USA for twenty consecutive years.

> 2011 Citizen Satisfaction Survey Benchmarks

> Snow/Ice Removal from City Streets:

Clayton	90%
Missouri	71%
US	64%

> Clean Streets and Public Areas:

Clayton	91%
Missouri	67%
US	65%

Accomplishments

- Secured over \$7.5 million in grant funding for projects to be completed over the next 3 years.
- Increased the miles of shared/designated bicycle lanes by 125%.
- The Public Works Department secured and administered a \$1 million federal grant to help finance the completion of the Forsyth Boulevard and N. Meramec Avenue Resurfacing Project that included resurfacing over 9 lane miles of pavement; installation of over 1,000 linear feet of enhanced concrete paver crosswalks; improvement of 60 ADA accessible curb ramps; and the addition of over 4.5 miles of shared bike lanes to City's network of bicycle routes.
- Repaired over 4,500 linear feet of public sidewalks.
- Cracksealing extended the life of over 50 lane miles of roadways through implementation of Public Works' Pavement Management Program.
- Secured and administering more than \$770,000 in federal grant funds to finance the replacement of the Forsyth Boulevard pedestrian underpass that connects the north and south areas of Washington University's Danforth Campus. Washington University is providing the balance of the funding for the project to be constructed in 2012.
- Plowed/treated over 10,000 lane miles for 36+ inches of snowfall, more than double the average annual snowfall for the past 4 years.

Recognitions

- **PUBLIC WORKS SUPERINTENDENT GARY SCHEIPETER** was named one of the 2011 Top Ten Public Works Leaders by the American Public Works Association (APWA), a coveted and prestigious APWA award. The APWA also selected Gary to participate in the APWA Donald C. Stone Center's Public Works Leadership Fellow Program in which program members mentor the new generation of Public Works leaders.
- **MISSOURI LOCAL TECHNICAL ASSISTANCE PROGRAM** awarded Dennis York and Gary Scheipeter "Show-Me" Road Scholar Level I Certifications, which recognize, through advanced training and education, improved administrative, supervisory, technical and worker skills of the Public Works personnel.

How We Measure Up

Comparisons	Clayton 2010	St. Louis Peer Cities	National Peer Cities	Clayton 2011
Percent of residents rating streets as good or better	90%	51%	53%	91%
Percent lane miles with pavement condition satisfactory or better	92%	81%	92%	91%



➤ Organizational Excellence



GOAL VI: Efficiently and transparently align organizational resources to achieve the Clayton's Vision, Mission and Goals.

GUIDING PRINCIPLE VI: The goals of Vision 2013 are worthy and achievable with the support and participation of residents, businesses and institutions. The City is committed to ensuring that information is accessible to the public, and to ongoing dialogue about opportunities for partnerships, efficiencies and cooperation in delivering the best services at affordable levels.

Accomplishments

- In August, the City conducted a very successful campaign to encourage participation in the budget preparation process. Over sixty businesses and residential citizens participated in three interactive forums to discuss the 2012 Operating and Capital Improvements Budget.
- In May, the City held the first Clayton Community Day. The event, which will be held annually, is a component of the City's community engagement process and demonstrates the City's commitment to creating environments in which citizens and elected officials interact.
- In January, launched the City's new interactive website with progressive functionalities.
- Introduced the City's YouTube account that provides links to videos that provide information about everything from road resurfacing to special events.

Recognitions

- **CAFR:** For the twenty-fourth consecutive year, Clayton's Finance Department has been awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) which recognizes the highest standards of financial report preparation.
- **DBPA:** The Finance Department was awarded the Distinguished Budget Presentation Award (DBPA) for the fourth year in a row. Both the CAFR and DBPA awards were presented by the Government Finance Officers Association (GFOA) of the United States and Canada.
- **CITY CLERK JUNE WATERS** was installed as Treasurer for the Missouri City Clerk's & Finance Officers' Association (MOCCFOA) Eastern Division, which consists of 152 cities in eastern Missouri and promotes the professional development of its members for the betterment of the public and municipalities they serve.

Performance Measures		
Categories	2010	2011
Information Technology (IT) cost per user	\$1,051	\$892
Annual percent of IT system "up" time	99.90%	99.92%
Citywide annual rate of turnover (excluding retirements)	3.30%	5.06%
Finance cost per \$1 million in expenses	\$30,493	\$31,470

➤ 2011 Citizen Satisfaction Survey Benchmarks

➤ Information Availability on City Services/Programs:

Clayton	82%
Missouri	49%
US	54%

- Administrative staff collaborates with
 - the Finance Department on community involvement in budget preparation
 - the Special Events Coordinator on organizing and promoting special events

How We Measure Up				
Local and National Comparisons	Clayton 2010	St. Louis Peer Cities	ICMA National Peer Cities	Clayton 2011
Human Resources cost per employee (FTE)	\$442	\$787	\$1,005	\$440



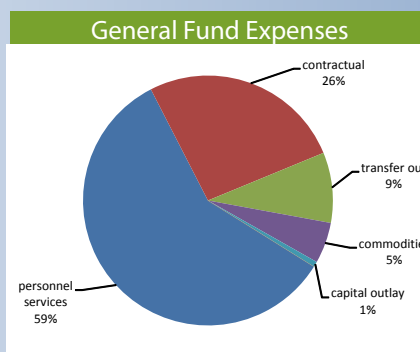
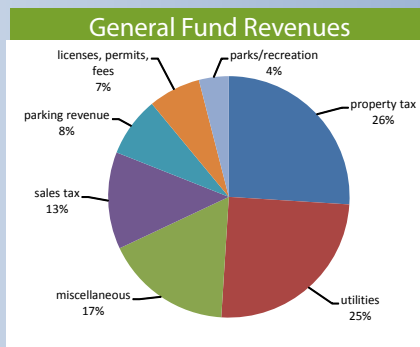
- residential property tax generates 51% of the total property tax revenue
- commercial property tax generates 43% of the total property tax revenue
- the City's share of a residential property tax bill is 10.1% and 9.6% of a commercial property tax bill



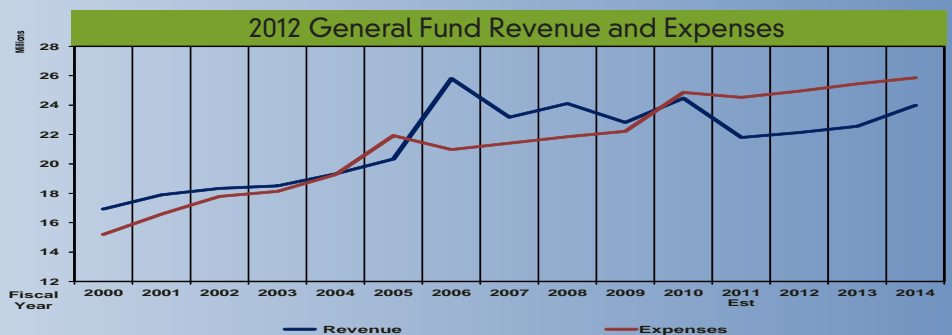
Commercial Property Tax Rates			
(in the Special Business District)			
Sample tax bill by entity with a \$5,000,000 market value			
Taxing Authority 2011 Rates	Rates	% of Total	Tax
School-Clayton	4.2894	45.7%	\$68,630
County Commercial Surcharge	1.7000	18.1%	27,200
Special School District	1.0125	10.8%	16,200
City of Clayton	0.7720	8.2%	12,352
Metropolitan Zoo-Museum District	0.2671	2.8%	4,274
St. Louis Community College	0.220	2.3%	3,520
County General	0.200	2.1%	3,200
County Library	0.1900	2.0%	3,040
County Health Fund	0.1400	1.5%	2,240
Business District-Clayton	0.1310	1.4%	2,096
Roads and Bridges	0.1050	1.1%	1,680
Sheltered Workshop	0.0900	1.0%	1,440
Sewers-Deer Creek	0.0820	0.9%	1,312
Metropolitan Sewer District	0.0818	0.9%	1,309
County Park Maintenance	0.0500	0.5%	800
State of Missouri	0.0300	0.3%	480
County Bond Retire	0.0280	0.3%	448
Grand Total	9.3888	100.0%	\$150,221

Residential Property Tax Rates			
Sample tax bill by entity with a \$500,000 market value			
Taxing Authority 2011 Rates	Rates	% of Total	Tax
School-Clayton	3.8989	55.1%	\$3,704
Special School District	1.0125	14.3%	962
City of Clayton	0.7170	10.1%	681
Metropolitan Zoo-Museum District	0.2671	3.8%	254
St. Louis Community College	0.2200	3.1%	209
County General	0.2000	2.8%	190
County Library	0.1630	2.3%	155
County Health Fund	0.1400	2.0%	133
Roads and Bridges	0.1050	1.5%	100
Sheltered Workshop	0.0840	1.2%	80
Sewers-Deer Creek	0.0840	1.2%	80
Metropolitan Sewer District	0.0818	1.2%	78
County Park Maintenance	0.0500	0.7%	48
State of Missouri	0.0300	0.4%	29
County Bond Retire	0.0280	0.4%	27
Grand Total	7.0813	100.0%	\$6,727

2012 General Fund Revenue/Expenses					
	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
Revenues	\$24,112,652	\$22,819,243	\$24,474,239	\$21,802,879	\$22,135,235
Expenses	\$21,851,536	\$22,221,847	\$24,862,903	\$24,528,723	\$24,954,795



2011 Municipality/Fire District	Commercial Tax Rate
Des Peres	0.0000
Frontenac	0.5340
Glendale	0.5640
Kirkwood	0.6160
Rock Hill	0.6620
Ladue	0.7440
Webster Groves	0.7550
Clayton	0.7720
Richmond Heights	0.8350
Brentwood	0.8730
University City	0.8920
Maryland Heights/Creve Coeur FPD	0.8950
Ballwin/West County FPD	0.9220
Olivette	0.9370
Shrewsbury	0.9540
Creve Coeur/Creve Coeur FPD	0.9740
Hazelwood	0.9920
Ballwin/Monarch FPD	0.9960
Maryland Heights/Monarch FPD	0.9960
Ferguson	1.0240
Chesterfield/Monarch FPD	1.0260
Ballwin/Metro West FPD	1.0910
Chesterfield/Metro West FPD	1.1210
Manchester/West County FPD	1.1280
Maplewood	1.1640
Maryland Heights/Maryland Heights FPD	1.3420
Manchester/Valley Park FPD	1.4550
Maryland Heights/Pattonville-Bridgeton FPD	1.6080
Overland/Community FPD	1.8730





MAYOR Linda Goldstein
lgoldstein@ci.clayton.mo.us

BOARD of ALDERMEN

Ward I

Ward II

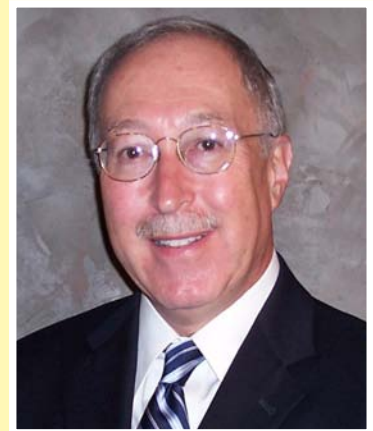
Ward III



Judy Goodman
jgoodman@ci.clayton.mo.us



Michelle Harris
mharris@ci.clayton.mo.us



Steven E. Lichtenfeld
slichtenfeld@ci.clayton.mo.us



Andrea Maddox-Dallas
amaddoxdallas@ci.clayton.mo.us



Cynthia Garnholz
cgarnholz@ci.clayton.mo.us



Mark Winings
mwinings@ci.clayton.mo.us



City of Clayton
 10 North Bemiston Avenue
 Clayton, Missouri 63105

City of Clayton Important Numbers

In Case of Emergency	911
City Manager.....	290.8400
Communications	290.8473
Customer Service	290.8441
Finance	290.8446
Fire (non-emergency)	290.8485
Planning and Development	290.8453
Mayor/Board of Aldermen/City Clerk.....	290.8469
Parks and Recreation.....	290.8500
Human Resources	290.8449
Police (non-emergency).....	645.3000
Public Works	290.8540
TDD.....	290.8435

