



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 | 2013 Annual Report



www.claytonmo.gov



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> Mayor and Board of Aldermen



MAYOR Harold J. Sanger
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In 2013,
Clayton
celebrated
the 100th
anniversary
of its
incorporation.



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Strategic Plan

VISION:

Clayton is recognized regionally and nationally as a premier city of its size and character. The community is a safe, vibrant destination defined by its unique combination of leading businesses and educational institutions, the seat of county government and picturesque neighborhoods, all of which combine to provide an exceptional quality of life.

KEY PERFORMANCE AREAS:

Exceptional City Services

Clayton residents, visitors and businesses are proud of its City government and the exceptional level of city services provided by dedicated employees. City services are provided in a financially sustainable manner with high service levels delivered with a commitment to efficiency.

Livable Community

Clayton is a sustainable, welcoming community comprised of desirable neighborhoods, attractive green space, diverse artistic, cultural and recreational opportunities and a multimodal transportation system, all of which foster a safe, healthy and enriched quality of life.

Strategic Relationships

Clayton ensures its long-term viability as a thriving community and premier destination by developing and leveraging strategic relationships. Clayton leads and fosters collaboration among public, private and non-profit entities for the greater good of the community and the region.

Economic Development and Vibrant Downtown

Clayton is a premier economic center, welcoming and fostering entrepreneurs and new companies, attracting diverse talent while maintaining and promoting established businesses and investment. Clayton's economy and sense of place is anchored by a vibrant downtown that is characterized by a blend of corporate headquarters, local businesses, restaurants, residences, retail uses and regional government.



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CITY OF CLAYTON

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 2013, Clayton continued its impressive performance.

- Clayton's Police Department is one of only eight in Missouri and 131 nationally that qualify for CALEA's Certificate of Advanced Accreditation.
- No fire deaths reported in over 30 years.
- Clayton continues its status as a member of the elite group of cities that maintains Standard & Poor's AAA bond rating.
- For twenty-six consecutive years, 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 the twenty-second consecutive year

2013 Survey Benchmarks

► Quality of life:

Clayton	98%
Missouri	75%
US	81%

► City services:

Clayton	96%
Missouri	54%
US	57%



➤ Public Safety



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.

Recognitions

Clayton's Fire Department:

- received the Fire Service Continuing Education Award from the Greater St. Louis Area Fire Chiefs Association's Special Programs Committee for exceeding the required continuing education and training hours;
- received the Exemplary Intergovernmental Collaboration Award from East West Gateway recognizing the city's role in the Fire Mutual Aid System and the development and implementation of emergency operational guidelines for the fifteen cooperating fire departments;
- was recognized by the Department of Defense Employer Support of the Guard & Reserve, which promotes cooperation and understanding between Reserve Component Service members and their civilian employers.

Performance Measures

Public Safety Services	2012	2013
% of residents surveyed who feel safe	94%	94%
% of EMS patients surveyed who rate service as good or better	97%	100%
% of cardiac arrest patients exhibiting pulse upon delivery to hospital	50%	63%

How We Measure Up

Local and National Comparisons	Clayton 2012	St. Louis Peer Cities Average in 2012	ICMA Peer Cities Average in 2012	Clayton 2013
Police cost per capita	\$123	\$252	\$236	\$129
Fire/EMS cost per capita	\$86	\$163	\$133	\$92
Response time for priority police calls	3:57	4:00	4:44	3:55
Response time for priority EMS calls	5:14	5:12	6:03	4:53
% of fires contained in room of origin	100%	56.3%	69.8%	97%
UCR Part 1 crimes per 1,000 population	19	42	25	14

Fire Chief Mark Thorp received the Leadership Award from the Greater St. Louis Area Fire Chiefs' Association for serving as Association President 2011-2012 and Chairman of the Association's Board of Governors 2013-2015.

Accomplishments

- Conducted technical rescue and rope rescue training. This training meets the national standards and introduces basic techniques needed to perform technical and rope rescues.
- Conducted a mock rescue for Clayton leisure pool lifeguards
- Firefighter/Paramedic Mike Lauter was deployed with the Missouri Taskforce-1 Urban Search & Rescue (USAR) team to assist during the flooding and landslides in Colorado.
- Clayton firefighters working off duty:
 - raised over \$9,000 for: Burns Recovered Foundation, Breast Cancer Awareness (third annual BBQ), MDA Fill the Boot Collection and the BackStoppers;
 - of the 37 National Fallen Firefighters 911 Stair Climb events in 2013, Clayton's event missed being the number one fund raiser by \$700; Clayton's event netted \$29,976.77.
- On duty staff:
 - attended over 20 neighborhood events
 - held Family Movie Nights at the Fire Station in January, February and March
 - provided age-appropriate information to more than 670 Clayton grade school children during Fire Prevention Week.



Public Safety

2013 Citizen Satisfaction Survey Benchmarks

Public safety services:

Clayton	95%
Missouri	80%
US	80%

How safe residents feel downtown:

Clayton	90%
Missouri	71%
US	69%



Accomplishments

- Besides maintaining the safety of the Clayton community, Clayton police officers were instrumental in and received recognition for the apprehension of suspects in various crimes committed in Richmond Heights, Overland and Bellefontaine Neighbors.
- Coordinating with U.S. Drug Enforcement Administration (DEA) agents, the Clayton Police Department conducted two National Drug Take Back Events in 2013.
- Conducted the annual National Night Out event, the Citizen Police Academy, and the annual 5K fun run benefiting the Special Olympics. Since it began its support, the department has raised over \$250,000 for the Special Olympics.
- Received the annual Outstanding Law Enforcement Agency award for the St. Louis metropolitan area and surrounding counties.

Recognitions

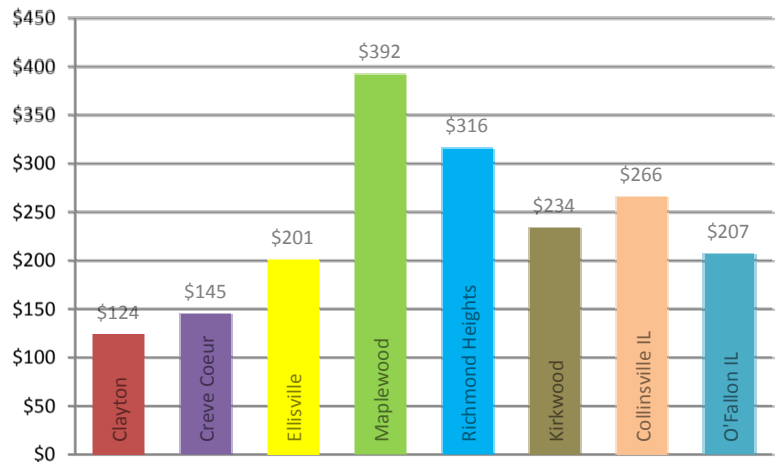
- The department is one of only eight in Missouri and 131 nationally that qualify for CALEA's Certificate of Advanced Accreditation.

In 2013, the department dedicated its new Police and Municipal Court Building, putting public safety first while preserving historic aspects of the Heritage Building.

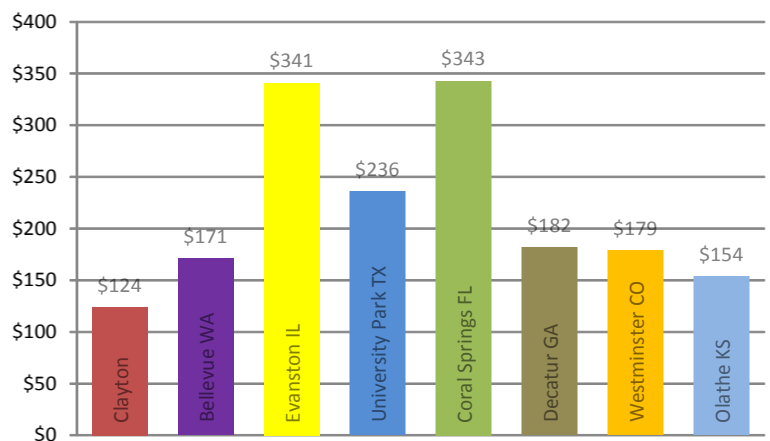


Crime Statistics: The website, CityRating.com, indicates that Violent Crime in Clayton is 79.84% less than the national average and property crime is 37.88% below the average. Clayton's violent crime rate is 82.12% below the state average and property crime is 45.39% below the average.

St. Louis Consortium Police Cost per Capita (2012)



National Peer City Police Cost per Capita (2012)



➤ Economic Development

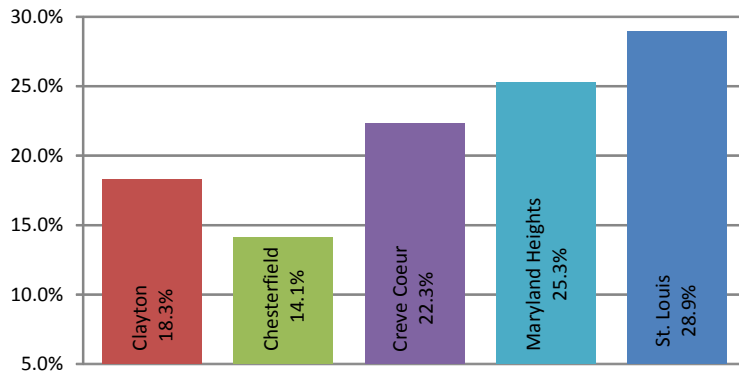


GOAL II: Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of our residential neighborhoods and is consistent with the Comprehensive Plan.

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.

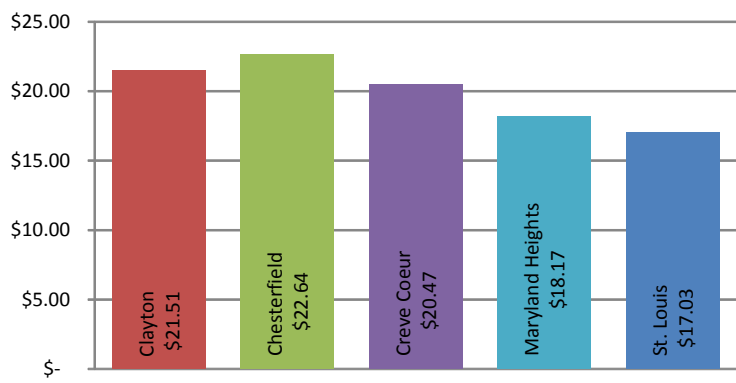
Performance Measures		
Commercial Market Statistics	2012	2013
Sales tax per square foot of commercial space	\$5.45	\$5.62
Commercial property tax per square foot	\$0.35	\$0.39

Office Vacancy Rates



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

Average Rental Rates per square foot



Accomplishments

- **New Restaurants:**
 - Wheelhouse
 - Libertine
 - Bar Les Freres
 - Potbelly Sandwiches
- **New Retail:**
 - CVS (lease signed 2013, open spring 2014)
 - Cool Stuff Really Cheap
 - Dent Devil
- **Business Development:** visited 58 businesses
- **Recruitment:** contacted 49 businesses regarding retail space availability
- **Events:**
 - 12 Bars of Clayton (winter and summer event)
 - 4th Annual Clayton Restaurant Week
 - Clayton Holiday Champagne Stroll
 - Shakespeare in the Streets secured for September 2014
 - Hosted St. Louis Association of Realtors Commercial Division Reception
- Implemented Downtown Retail/Restaurant Employee Parking Incentive Program
- Reduced parking requirements for downtown retail establishments
- Launched Downtown Clayton app
- Implemented new weekend daytime valet legislation approved



➤ 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.



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.

2013 Citizen Satisfaction Survey Benchmarks

➤ Recycling services:

Clayton	89%
Missouri	67%
US	71%

Accomplishments

- Named a Bronze Level Bicycle Friendly Community by the League of American Bicyclists for promoting the creation of a network that accommodates all bicyclists, pedestrian, transit users and motorists
- Diverted just under 54% of total residential waste from landfill through the collection of recyclables, yardwaste and compostables
- Recycled just under 30 tons of electronics during the 2013 Electronics Recycling Event sponsored by the Public Works Department and Web Innovations Technology Services.
- Recycled over 1,300 tons of construction material from 2013 city projects.
- Removed 5 tons of trash and 120 tires at the Annual River Des Peres Trash Bash Stream Clean-up event that otherwise would have polluted streams and water ways.
- Applied for LEED (Leadership in Energy & Environmental Design) certification for the renovation of the Heritage Building at 10 S. Brentwood Boulevard now the new Police Station. LEED is a green building certification program that recognizes best-in-class building strategies and practices.
- Maintained leadership in environmental preservation with the United States Green Building Council's (USGBC)- Missouri Gateway selection of the solar array on the Heritage Building/the new Clayton Police Station as one of two projects presented at the USGBC's 10th Annual LEED Showcase.
- Since 2010, the Planning Department staff has participated in the creation of the OneSTL Regional Plan for Sustainable Development process. Planners participated in community meetings and served on the OneSTL planning committee. The final plan, approved by the East-West Gateway Board of Directors in December 2013, identifies goals and strategies for creating a prosperous, healthy and vibrant St. Louis Region.

Performance Measures

Categories	2012	2013
% of residents rating appearance of Clayton as good or better	95%	95%
% of property maintenance cases brought to compliance before referral to court	97%	70%
% of projects approved without modification to ARB guidelines	100%	99%



➤ Recreation & Culture



Accomplishments

- Coordinated the year-long centennial celebration event schedule which included the Centennial Festival in October in Shaw Park and the Party of the Century at the Ritz-Carlton in November.
- Dedicated the garden at the Shaw Park Trail Entrance to the citizens of Clayton on Sunday, April 7. The entrance was funded by a gift from Mayor Linda Goldstein to the Clayton Century Foundation.
- Installed the sculpture by James Surls, *Molecular Bloom with a Single Flower*, in Century Garden in Shaw Park in August.
- Opened the Anderson Dog Park in August.
- Expanded the Shaw Park Recreational Trail to include 1.8 miles of trails, an Outdoor Fitness Station and gardens, and showcased the work in October at the Centennial Festival.
- Completed work on the porches and windows at Martin Franklin Hanley House. The exterior refurbishment will be completed in 2014.
- In a continued effort to go green, began emailing receipts and rental contracts, saving approximately 36,500 sheets of paper annually.
- Interest in the newly rebuilt Shaw Park Tennis Center was bolstered when the Frontenac Racquet Club took over operation of the facility.

Performance Measures

Categories	2011	2012	2013
% of residents rating satisfaction with parks and recreation services as good or better	92%	92%	95%
Cost per program participant	\$34	\$33.47	\$33.05
% of households with one or more recreation pass holders	30%	30%	30%
Total annual program participants	23,347	23,612	24,242
Total recreation facility attendance	638,649	693,958	698,185
Acres properly maintained	82%	85%	83%
Cost of park maintenance per acre	\$10,371	\$10,211	\$9,171

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.

2013 Citizen Satisfaction Survey Benchmarks

➤ Parks & Recreation programs and facilities:

Clayton	95%
Missouri	76%
US	71%

Recognitions

- Volunteer Steve Strum was awarded the Missouri Parks and Recreation 2013 Outstanding Volunteer Coach Award for his seven years of commitment to Clayton's youth sports leagues.
- Awarded the Deer Creek Watershed Alliance RainScape Rebate helping to cover costs for rain garden projects which were part of the Shaw Park Recreational Trail Project.
- Received approval from the Missouri Department of Conservation for a \$6000 grant to go toward a cost share program for the Shaw Park Recreational Trail Project which provided a 50% match for stormwater management projects that help restore valuable wildlife habitat.



> 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.



2013 Citizen Satisfaction Survey Benchmarks

> Snow/Ice removal from city streets:

Clayton	85%
Missouri	71%
US	65%

> Landscape/appearance of areas along city streets:

Clayton	89%
Missouri	58%
US	63%

Accomplishments

- Completed the construction of the Traffic Signal Improvement Project to improve traffic management and the Pedestrian Enhancement Project to expand the Downtown Streetscape. Valued at \$280,000 and \$2M respectively, both projects are 80% funded by federal grants.
- Completed the design process of two projects scheduled for 2014 construction, both will be 80% funded by federal grants: \$709,000 for the Brentwood/Carondelet Streetscape Project to expand the Downtown Streetscape, and almost \$3M for the Wydown Boulevard Resurfacing Project to improve the pavement condition and enhance multimodal accessibility. This corresponds with the city's Pavement Condition Index that shows pavements have reached the end of their 20-year life cycle.
- Upgraded six curb ramps on DeMun Avenue to ADA standards through the use of \$22,000 in Community Development Block Grant (CDBG) funding.
- Replaced over 5,500 sq. ft. of public sidewalks through the annual Sidewalk Replacement program, and responded immediately to hazards with temporary milling and asphalt patching repairs.
- Extended the life of just under 50 lane miles of roadways through crack sealing as part of the Public Works' Pavement Management Program.
- Extended the life of the 10 S. Brentwood Parking Structure through repairs to masonry and structural concrete/steel, and the installation of a protective membrane on the elevated parking decks to further the life of the repairs.
- Completed repairs to stormwater pipes in the 8011 Bonhomme Parking Structure.

Recognitions

- Recognized for its Complete Streets Policy as One of the Top 10 Best in the Nation by the National Complete Streets Coalition based in Washington, DC
- Named a Bronze Level Bicycle Friendly Community by the League of American Bicyclists for promoting the creation of a network that accommodates all bicyclists, pedestrians, transit users and motorists
- Accepted the 2013 AccessibleSTL Shine the Light Award in recognition of the city's efforts to promote a fully accessible community for people with disabilities
- Recognized for its environmental leadership when the United States Green Building Council - Missouri Gateway selected the solar array on the new police station as one of the two projects presented at the 10th Annual LEED Showcase
- Received Tree City USA for 22nd consecutive year
- Received the city's sixth Tree City USA Growth Award having demonstrated improvement in or implementation of new forestry programs
- Missouri Local Technical Assistance Program awarded Road Scholar Level I Certifications to: Gary Scheipeter, Mike DeBarry, Dennis York and Don Forrest. Steve Maness received his 1 Year Certification in Automotive Fleet Management from Ranken Technical College.

How We Measure Up

Local and National Comparisons	Clayton 2012	St. Louis Peer Cities Average in 2012	ICMA National Peer Cities Average in 2012	Clayton 2013
% of residents rating road conditions as good or better	73%	60%	78%	77%

Performance Measures

Local and National Comparisons	Clayton	St. Louis Peer Cities	ICMA National Peer Cities
Average annual road rehabilitation expenditures per paved lane mile - 2008-2012	\$13,012	\$6,978	\$3,834



➤ 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

- Received a rating of 85% from the citizens satisfaction survey for communication, compared to the Missouri-Kansas peer cities average of 48%, and 45% for the U.S. peer cities average.
- Held the third annual Clayton Community Day, which 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.
- Collaborated with various departments and the city centennial planning committee on implementation and promotion of the year-long calendar of centennial events.

Recognitions

- For twenty-six consecutive years, 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.
- The Finance Department was awarded the Distinguished Budget Presentation Award (DBPA) for the sixth 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.
- Received the International City/County Management Association (ICMA) Center for Performance Measurement's Certificate of Excellence for the third consecutive year. The award demonstrates leadership in continuous improvement and community engagement. Less than twenty-five Certificates of Excellence are awarded annually.

2013 Citizen Satisfaction Survey Benchmarks

➤ Information Availability on City Services/Programs:

Clayton	83%
Missouri	47%
US	53%

➤ Customer Service:

Clayton	83%
Missouri	50%
US	56%

How We Measure Up

Local and National Comparisons	Clayton 2012	St. Louis Peer Cities Average in 2012	ICMA National Peer Cities Average in 2012	Clayton 2013
Human Resources cost per FTE	\$568	\$839	\$1,131	\$774

Performance Measures

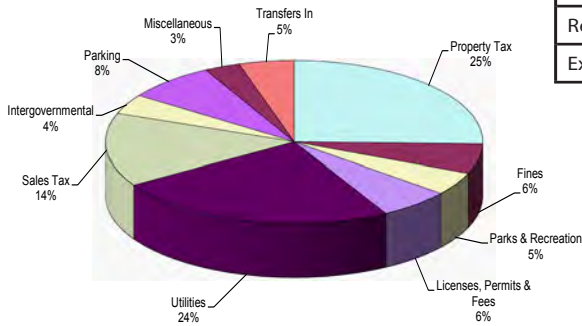
Categories	2012	2013
Information Technology (IT) cost per user	\$4,121	\$4,823
Annual % of IT system "up" time	99.99%	99.99%
Citywide annual rate of turnover (excluding retirements)	2.25%	4.02%
Finance cost per \$1 million in expenditures	\$12,843	\$19,748



- residential property tax generates 50% of the total property tax revenue
- commercial property tax generates 41% of the total property tax revenue
- the City's share of a residential property tax bill is 10.3% and 9.5% of a commercial property tax bill

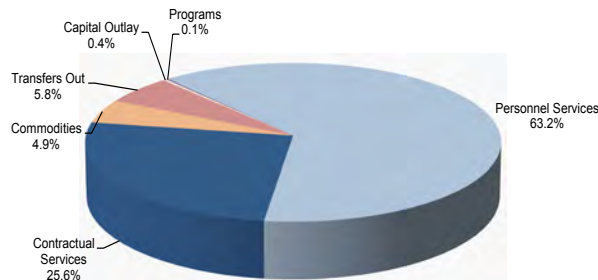


General Fund Revenue



General Fund Revenue & Transfers-In and Expenditures & Transfers-Out					
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted
Revenue	\$23,022,528	\$21,401,431	\$21,407,215	\$22,890,083	\$23,423,637
Expenditures	\$23,359,475	\$23,748,477	\$24,823,153	\$24,535,697	\$24,398,065

General Fund Expenditures



Municipality/Fire District	2013 Residential Tax Levy
Des Peres	0.0000
Frontenac	0.4960
Glendale	0.5030
Brentwood	0.6010
Richmond Heights	0.6100
Kirkwood	0.6140
Rock Hill	0.6680
Ladue	0.7270
University City	0.7530
Maplewood	0.7540
Webster Groves	0.7760
Clayton	0.7870
Ballwin/Monarch FPD	0.8290
Maryland Heights/Monarch FPD	0.8290
Chesterfield/Monarch FPD	0.8590
Maryland Heights/Creve Coeur FPD	0.9040
Olivette	0.9140
Shrewsbury	0.9430
Ballwin/West County FPD	0.9610
Creve Coeur/Creve Coeur FPD	0.9760
Hazelwood	0.9890
Ballwin/Metro West FPD	1.0640
Chesterfield/Metro West FPD	1.0940
Manchester/West County FPD	1.1990
Maryland Heights/Maryland Heights FPD	1.3430
Ferguson	1.4470
Manchester/Valley Park FPD	1.5160
Maryland Heights/Pattonville-Bridgeton FPD	1.6830
Overland/Community FPD	2.2380

Commercial Property Tax Rates

(in the Special Business District)

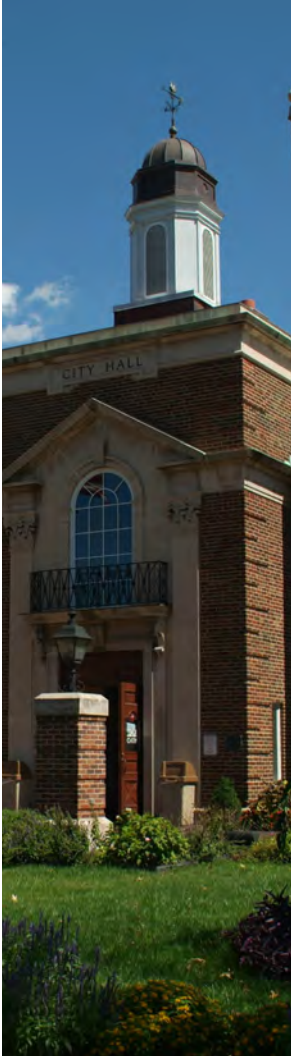
Sample tax bill for an entity with a \$5,000,000 market value

Taxing Authority 2013 Rates	Rates	% of Total	Tax
School-Clayton	4.5487	45.4%	\$72,779
County Commercial Surcharge	1.7000	17.0%	27,200
Special School District	1.2400	12.4%	19,840
City of Clayton	0.8200	8.2%	13,120
Metropolitan Zoo-Museum District	0.2797	2.8%	4,475
St. Louis Community College	0.2200	2.2%	3,520
County	0.6820	6.8%	10,912
Business District-Clayton	0.1270	1.3%	2,032
Miscellaneous	0.1950	1.9%	3,120
Metropolitan Sewer District	0.1714	1.7%	2,742
State of Missouri	0.0300	0.3%	480
Grand Total	10.0138	100.0%	160,221

Residential Property Tax Rates

Sample tax bill for a home with a \$500,000 market value

Taxing Authority 2013 Rates	Rates	% of Total	Tax
School-Clayton	4.0172	52.8%	\$3,816
Special School District	1.2400	16.3%	1,178
City of Clayton	0.7870	10.3%	748
Metropolitan Zoo-Museum District	0.2797	3.7%	266
St. Louis Community College	0.2200	2.9%	209
County	0.6680	8.8%	635
Miscellaneous	0.1940	2.5%	184
Metropolitan Sewer District	0.1734	2.3%	165
State of Missouri	0.0300	0.4%	29
Grand Total	7.6093	100.0%	\$7,229



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
Economic Development	290.8467
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





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