



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 | 2014 Annual Report





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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.



> Introduction



Clayton's Strategic Planning Process



www.claytonmo.gov/cthefuture

C the Future utilized a facilitation technique known as a Search Conference. This process is designed to “bring people together to achieve breakthrough innovation, empowerment, shared vision and collaborative action” (from *Discovering Common Ground*, Marvin R. Weisbord, 1992).

The Steering Committee invited members of the Clayton community to participate in the Search Conference, which included two key events: a Vision Conference and an Action Conference. Involvement in these events required a significant commitment of time from participants, and the process was enriched by the broad cross-section of the community that engaged.

The Steering Committee decided on an application and invitation process to solicit participation by stakeholders. Ultimately, they selected a group of approximately 50 stakeholders to participate. In addition to this group of stakeholders, input was sought from the entire Clayton community on the elements of the strategic plan.

The process resulted in the final elements of the Strategic Plan: vision, key performance areas, strategic initiatives and action plans.

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.

Strategic Initiatives:

- Develop a system of reporting the performance of government to the community.
- Continue to implement the newly established plan to eliminate the structural deficit in the City's operating budget through a combination of expenditure reduction and revenue enhancements.
- Benchmark against industry standards to drive internal performance.
- Evaluate the resource contributions of residents, institutions and the business community in the context of their consumption of city services.
- Evaluate the development review process to make it more user friendly for applicants.

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 Initiatives:

- Support public and private art throughout the city.
- Maintain and expand public and private green space.
- Increase evening music and performing art activities.
- Expand complete streets integrating biking/walking programs.
- Promote environmental sustainability building practices.
- Make parks Wi-Fi accessible.
- Create themed special events and festivals.

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.

Strategic Initiatives:

- Convene stakeholders to explore and identify opportunities for collaboration and coordination.
- Cultivate strong support for the School District of Clayton's long-term strategic plan.

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.

Strategic Initiatives:

- Increase density in downtown Clayton and other appropriate areas.
- Implement the Downtown Master Plan.
- Develop an economic incentive program that attracts start-ups and entrepreneurs.





Accomplishments (Fire) cont'd.

- During Fire Prevention Week, members of the Clayton Fire Department, wearing full firefighting gear, presented fire prevention video and books to 11 Clayton grade schools and spoke with over 580 children and teachers.
- Personnel participated in the Operational Readiness Exercise. The disaster exercise simulates an earthquake, and participating firefighters worked in collapsed structures and removed and treated victims.
- Personnel, who serve on the St. Louis County Heavy Rescue Taskforce, participated in a drill that helps to improve the department's ability to respond to disasters.
- Crews trained in the Multi-Assault Counter-Terrorism Action Capabilities (MACTAC) rescue method, which enables personnel to immediately deploy a contact team or squad to locate, move to and neutralize violent assaults and/or terrorist acts with assistance from law enforcement.
- Worked with Clayton, county and other local police departments on expanding the Fire Department's role in Multi-Assault Counter-Terrorism Action Capabilities (MACTAC) to provide rapid patient care during active shooter events. This unique partnership helps protect fire personnel in high risk or uncontrolled events, and serves as a model for other groups around the nation.

Accomplishments (Fire)

- Held high angle rope rescue training. The department was granted permission by Centene to conduct the training off the Centene parking garage. The department hosted the training for members of St. Louis Metro Strike Team 3 Urban Search and Rescue team which includes members of many departments and districts from St. Louis County.
- Held the 14th Annual National Fallen Fire Fighter Survivors Conference. Sixteen of the conference attendees participated in a community service project for Clayton by planting a memorial rose garden on the Forsyth side of the fire station.
- Federal Emergency Management Agency (FEMA) and Department of Homeland Security (DHS) awarded the department \$34,478 in grant funds to expand and renovate the department's workout room.

Performance Measures			
Public Safety Services	2012	2013	2014
% of residents surveyed who feel safe	94%	94%	No Survey
% of EMS patients surveyed who rate service as good or better	97%	100%	No Survey
% of cardiac arrest patients exhibiting pulse upon delivery to hospital	50%	63%	75%
% of fires contained in room of origin	100%	97%	100%

How We Measure Up				
Local and National Comparisons	Clayton 2013	St. Louis Peer Cities Average in 2013	ICMA Peer Cities Average in 2013	Clayton 2014
Police cost per capita	\$129	\$251	\$229	\$127
Fire/EMS cost per capita	\$92	\$183	\$138	\$98
Response time for priority police calls	3:55	3:59	4:32	3:04
Response time for priority EMS calls	4:53	5:10	N/A	4:37
UCR Part 1 crimes per 1,000 population	14	38	31	13



Public Safety

Recognitions (Police)

• Eight employees were awarded the Chief's Letter of Commendation for outstanding performance in 2014. Four were commended for the apprehension of criminal suspects involved in multiple felony offenses. Four were commended for developing and executing the plans for safe demonstrations and preparations for the Grand Jury decision. Clayton officers responded to over 30 planned and spontaneous demonstrations while simultaneously preparing for the Grand Jury decision. Every Clayton police employee received a Chief's Letter of Recognition for work in preparing for these events.

One Commander's Letter of Recognition was awarded, and fifteen Citizen's Letters of Appreciation were given to officers during the year.

• Personnel participated in the 14th Annual St. Louis Track Club Half Marathon and the Clayton Police 5K-Run to benefit Special Olympics Missouri. The Clayton Police Department raised \$23,410, the third highest total in event history.

• Clayton police and fire personnel hosted the First Annual Backstoppers Volleyball Tournament which raised \$3,500.

• Clayton ranked eighteenth in the state in the Safewise "50 Safest Cities in Missouri."

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

In 2014, Kevin R. Murphy was promoted to the position of Chief of Police following the retirement of Thomas Byrne and a national search for candidates.



Police Chief Kevin Murphy



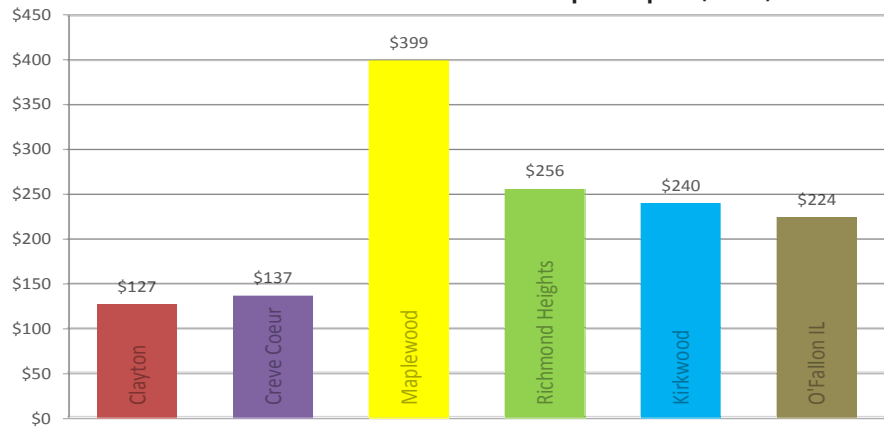
Accomplishments (Police)

• Each employee received 50 hours of training which translated into a total of over 2,800 hours of training in a wide variety of topics including Active Shooter, Fair and Impartial Policing, Autism Spectrum, Civil Disorder Response and Incident Command Executive.

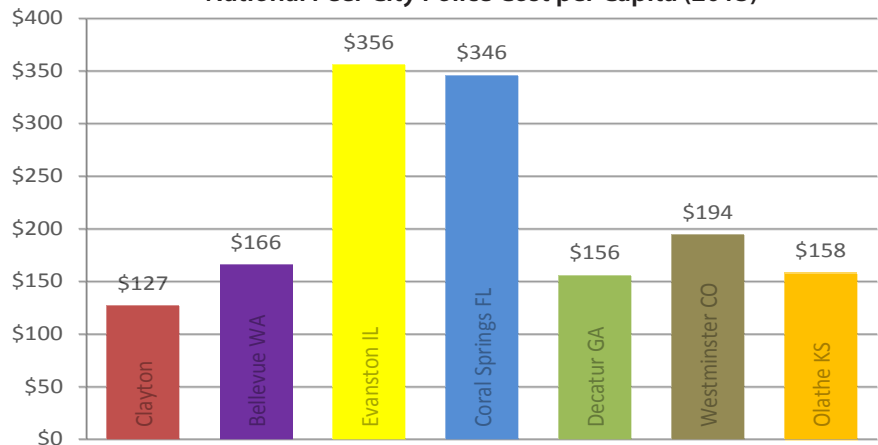
• Implemented a fitness program for all sworn personnel.

• Using bar code technology, unveiled a new evidence management system.

St. Louis Consortium Police Cost per Capita (2013)



National Peer City Police Cost per Capita (2013)



➤ Economic Development



Accomplishments

New Businesses:

- Pizzino – 7600 Wydown Boulevard
- Clayton Jewelers – 143 Carondelet Plaza
- Cantina Laredo – 710 Forsyth Boulevard
- Kakao Chocolate – 7720 Forsyth Boulevard
- Avenue – 12 N. Meramec Avenue
- Sushi Ai – 4 N. Central Avenue
- Crescent Coast – 169 Carondelet Plaza
- Seedz Café – 6344 S. Rosebury Avenue
- City Sprouts – 8807 Ladue Road
- Hampton Inn & Suites – 216 N. Meramec Avenue
- CVS – 8101 Clayton Road
- Sauce on the Side – 7810 Forsyth Boulevard
- Craft Beer Cellar – 8113 Maryland Avenue
- Salon Lofts – 8445 Maryland Avenue
- Whitebox Eatery – 176 Carondelet Plaza
- Clayton Tribeca – 16 N. Meramec Avenue

Business Development:

Visited 40 businesses

Recruitment:

Contacted 15 businesses regarding retail space availability

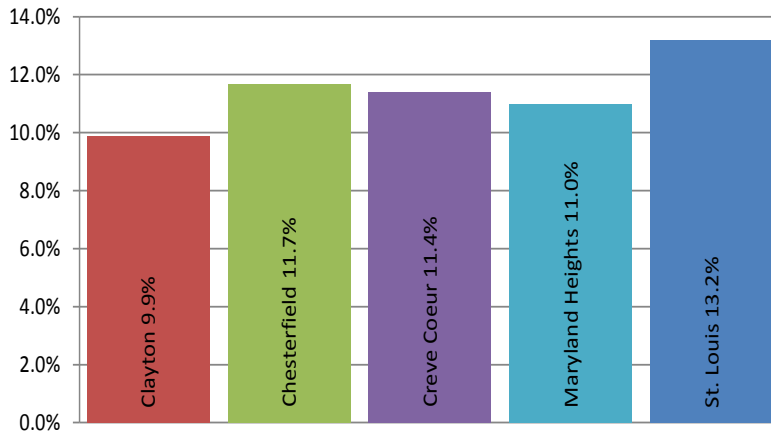
Events:

- 12 Bars of Clayton (summer edition)
- Shop Clayton on Small Business Saturday
- 5th Annual Clayton Restaurant Week
- Shakespeare in the Streets
- Clayton Women Business Leaders

Clayton Retail Guide:

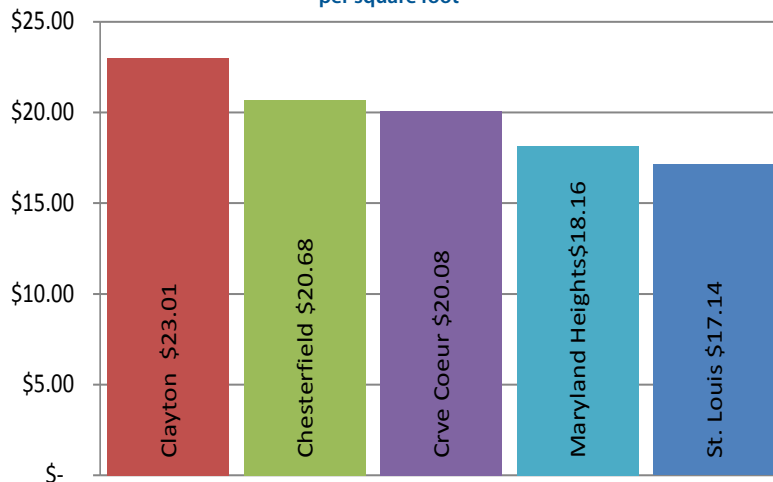
Published two editions

Office Vacancy Rates



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

Average Rental Rates per square foot



Performance Measures		
Commercial Market Statistics	2013	2014
Sales tax per square foot of commercial space	\$5.62	\$6.07
Commercial property tax per square foot	\$0.39	\$0.38

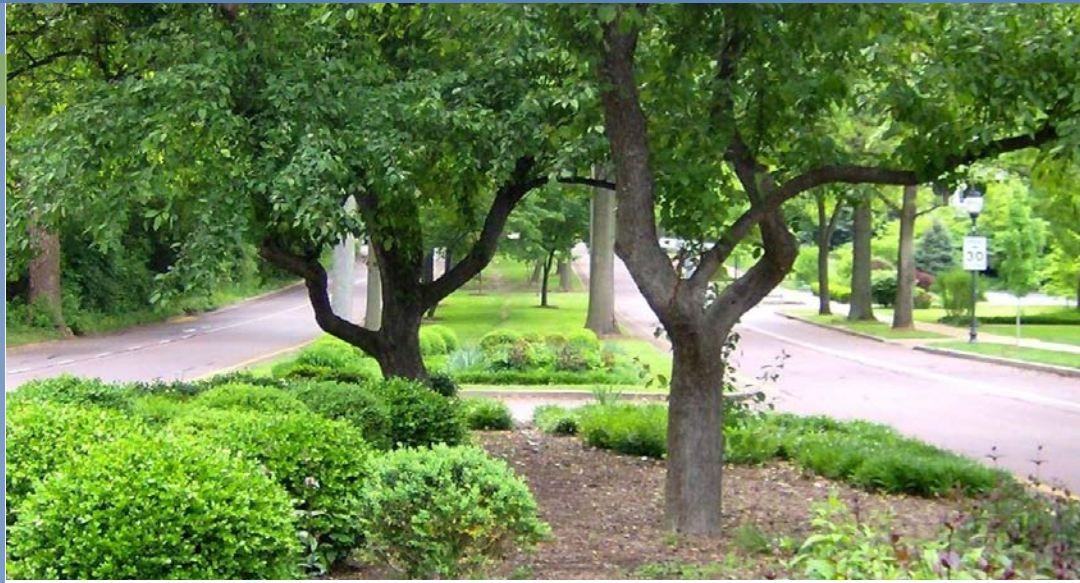


► Planning and Development Services

Accomplishments

Building/Permitting/ Code Enforcement

- The Planning and Development Department's Building and Code Enforcement inspectors investigated and resolved 173 complaints through the city's online Customer Service Center, and at least the same number of complaints received directly from citizens by telephone or email.
- The department issued 1,429 construction permits (building, demolition, dumpster, mechanical, plumbing and swimming pool) during calendar year 2014. This represents \$91,212,322 in construction valuation.
- The department issued 1,035 residential and commercial occupancy permits for which Clayton inspectors performed over 1,500 inspections.



Accomplishments cont'd.

Planning/Zoning

- Website: Zoning Page and Pending Applications Page

Increased transparency through the creation of two new web-based resources. Claytonmo.gov/zoning is the new, user-friendly, one-stop-shop for zoning information which includes an interactive zoning map, a zoning "cheat" sheet, and direct links to applicable regulations. To track new developments, visit www.claytonmo.gov/pendingapplications which lists all projects being considered by the Plan Commission. The public can view submitted applications, plans and other project materials, track the progress of projects as they advance through the city's approval process, and sign up to receive email notifications when new projects and information have been added to the webpage.

- Bicycle Parking Regulations

Drafted regulations to increase the number of high-quality bicycle parking opportunities throughout the city. The regulations are consistent with model and adopted ordinances in other Bicycle Friendly Communities. The Board of Aldermen adopted these new regulations which have been tailored to the unique conditions in Clayton.

- Temporary Signage

Initiated a two-year pilot program, which temporarily and selectively suspends strict enforcement of the city's temporary sign regulations and permits the display of otherwise prohibited temporary signs, banners, advertising and other temporary attention-getting devices in association with special events conducted by retail businesses.

Performance Measures

Categories	2012	2013	2014
% of residents rating appearance of Clayton as good or better	95%	95%	No Survey
% of property maintenance cases brought to compliance before referral to court	97%	70%	74%
% of projects approved without modification to ARB guidelines	100%	99%	99%



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.

➤ Parks and Recreation



Accomplishments

- Opened the new Great Rivers Greenway trailhead in Shaw Park with a bike ride event on May 17.
- Buried the Centennial Time Capsule in Hanley Park as part of the combined Clayton Community Day and Hanley Herb Sale.
- Completed the Enterprise Pavilion in May.
- Renovated Shaw Park Fields 3 and 4 with new grading, turf and irrigation.
- Held the first Food Truck Sundays events in Shaw Park on the second Sundays of June, July and August.
- Partnered with residents and Big Shark Cycling for the first Clayton Kids Triathlon in Shaw Park in August. The event gathered 143 participants, exceeding expectations for a new competition.
- Renovated the playground at Oak Knoll Park with half of the funding secured through a St. Louis County Municipal Park Grant, and the remaining provided jointly by the City of Clayton and The Clayton Early Childhood Center which resides in the park.
- Shaw Park and Hanley Park were selected as landmark sites by stl250. Each park served as

Performance Measures

Categories	2012	2013	2014
% of residents rating overall satisfaction with parks and recreation services as good or better	92%	95%	No Survey
% of operating cost recovery for recreation facilities	93%	97%	94%
% of households with one or more recreation pass holders	31%	30%	29%
% of registrants per total capacity of recreation programs	75%	73%	74%
Average annual training hours per full-time employee	33.70	29.91	24.16
Acres properly maintained	85%	83%	84%
Cost of park maintenance per acre	\$10,211	\$10,003	\$9,780

Recognitions



- Shaw Park was named One of St. Louis's Best Parks in the May 2014 issue of St. Louis Magazine.



- Shaw Park Aquatic Center named Best Public Pool by the Riverfront Times.



- Shaw Park Tennis Center named Best Courts by the U. S. Tennis Association.

> Public Works

Recognitions

- Received LEED (Leadership in Energy & Environmental Design) Platinum Certification for the renovation of the new Police Station at 10 S. Brentwood Boulevard. LEED is a green building certification program that recognizes best-in-class building strategies and practices.
- Recognized as a Tree City USA for the 22nd consecutive year.
- Received the Tree City USA Growth Award for the sixth time having demonstrated improvement in or implementation of new forestry programs.
- Missouri Local Technical Assistance Program Road Scholar Level I Certifications earned by Mike DeBarry and Don Forrest.
- International Society of Arboriculture (ISA) Tree Risk Assessment Certifications earned by Justin Whipple and Teresa Pafford. This qualification promotes the safety for people and property by developing and administering a standardized and systematic process for assessing tree risk.



Accomplishments

- Completed the Pedestrian Enhancement Project to expand the Downtown Streetscape. Valued at \$1.5M, 80% funded by a federal grant.
- Completed two construction projects, both 80% funded by federal grants: the Brentwood/Carondelet Streetscape Project to expand the Downtown Streetscape, and the Wydown Boulevard Resurfacing Project to improve the pavement condition and provide enhanced multimodal access. The grants were worth \$709,000 and \$1.5M, respectively.
- Completed the Claverach Park Resurfacing Project using \$572,000 from new bonds approved by voters in April. This is consistent with the city's Pavement Condition Index which indicates several streets have reached the end of their 20-year life cycle.
- Completed the Alley Repairs Project totaling \$580,000.
- Upgraded seven curb ramps on DeMun Avenue to ADA standards through the use of \$22,000 in Community Development Block Grant (CDBG) funding.
- Replaced over 6,100 square feet of public sidewalks through the annual Sidewalk Replacement program and responded to hazards using temporary repairs through milling and asphalt patching.
- Extended the life of just under 50 lane miles of roadways through crack sealing as part of the Public Works' Pavement Management Program.
- Diverted approximately 32% of total residential waste from landfill through the collection of recyclables, yardwaste and compostables which represented an increase of 2% over 2013.
- Recycled approximately 19 tons of electronics during the 2014 Electronics Recycling Event sponsored by the Public Works Department and Republic Services.
- Recycled over 11,750 tons of construction material from 2014 city projects.
- Removed 6.3 tons of trash and 110 tires, that otherwise would have polluted the stream, during the Annual River Des Peres Trash Bash Stream Clean-up Event.
- Purchased Green Power to maintain membership in EPA's Green Power Partnership.

How We Measure Up

Local and National Comparisons	Clayton 2013	St. Louis Peer Cities Average in 2013	ICMA National Peer Cities Average in 2013	Clayton 2014
% of residents rating road conditions as good or better	77%	76%	62%	No Survey

Performance Measures

Local and National Comparisons	Clayton	St. Louis Peer Cities	ICMA National Peer Cities
Average annual road rehabilitation expenditures per paved lane mile 2009 - 2013	\$11,509	\$7,381	\$3,884



➤ Administration

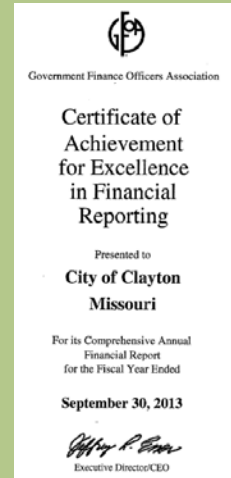


Accomplishments

- Clayton continues its status as a member of the elite group of cities that maintains Standard & Poor's AAA bond rating.
- In 2013, received a rating of 85% from the citizen 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 fourth 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.
- The FY 2015 Adopted Operating Budget achieves a balanced budget, with revenue exceeding expenditures.

Recognitions

- For twenty-seven 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 seventh year in a row. The City received a Special Performance Measures Recognition for its FY 2014 budget. 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 fourth consecutive year. The award demonstrates leadership in continuous improvement and community engagement. Clayton is one of only 29 jurisdictions receiving this award in 2014.



How We Measure Up

Local and National Comparisons	Clayton 2013	St. Louis Peer Cities Average in 2013	ICMA National Peer Cities Average in 2013	Clayton 2014
Annual Rate of Turnover	4.02%	4.28%	5.09%	4.10%

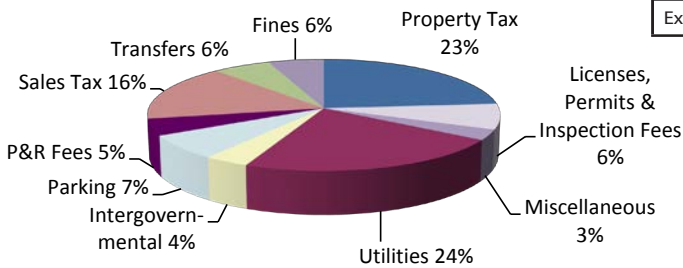


Performance Measures		
Categories	2013	2014
Finance cost per \$1 million in expenditures	\$19,748	\$22,551
Human Resources cost per FTE	\$774	\$732
Information Technology (IT) cost per user	\$4,823	\$3,879
Annual % of IT system "up" time	99.99%	99.99%

- residential property tax generates 52% of the total property tax revenue
- commercial property tax generates 39% of the total property tax revenue
- the City's share of a residential property tax bill is 11.5% and 10.8% of a commercial property tax bill

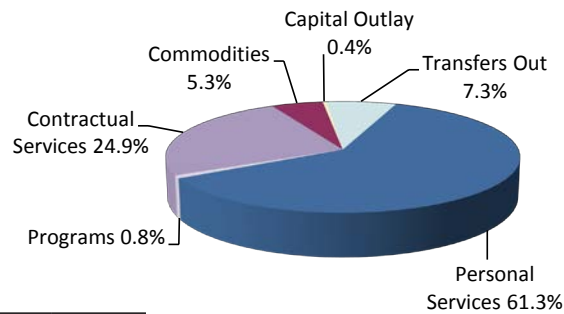


General Fund Revenue



General Fund Revenue & Transfers-In and Expenditures & Transfers-Out					
	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Adopted
Revenue	\$21,401,431	\$21,407,215	\$22,890,083	\$23,051,871	\$25,140,401
Expenditures	\$23,748,477	\$24,823,153	\$24,535,697	\$23,159,706	\$25,136,624

General Fund Expenditures



Municipality/Fire District	2014 Residential Tax Levy
Des Peres	0.0000
Frontenac	0.4980
Glendale	0.5030
Brentwood	0.6020
Richmond Heights	0.6100
Kirkwood	0.6140
Rock Hill	0.6690
Ladue	0.7290
Maplewood	0.7440
University City	0.7530
Webster Groves	0.7760
Ballwin/Monarch FPD	0.8290
Maryland Heights/Monarch FPD	0.8290
Chesterfield/Monarch FPD	0.8590
Clayton	0.8980
Ballwin/West County FPD	0.9620
Hazelwood	0.9890
Shrewsbury	0.9990
Ballwin/Metro West FPD	1.0570
Chesterfield/Metro West FPD	1.0870
Maryland Heights/Creve Coeur FPD	1.1875
Manchester/West County FPD	1.2000
Creve Coeur/Creve Coeur FPD	1.2595
Olivette	1.3340
Maryland Heights/Maryland Heights FPD	1.3430
Ferguson	1.3980
Manchester/Valley Park FPD	1.5160
Maryland Heights/Pattonville-Bridgeton FPD	2.1330
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 2014 Rates	Tax Rate	% of Total	Tax
School-Clayton	4.6085	44.9%	\$73,736
County Commercial Surcharge	1.7000	16.6%	27,200
Special School District	1.2609	12.3%	20,174
City of Clayton	0.9690	9.5%	15,504
Metropolitan Zoo-Museum District	0.2797	2.7%	4,475
St. Louis Community College	0.2200	2.1%	3,520
County	0.6820	6.7%	10,912
Business District-Clayton	0.1350	1.3%	2,160
Miscellaneous	0.1950	1.9%	3,120
Metropolitan Sewer District	0.1749	1.7%	2,798
State of Missouri	0.0300	0.3%	480
Grand Total	10.2550	100.0%	\$164,080

Residential Property Tax Rates			
Sample tax bill for a home with a \$500,000 market value			
Taxing Authority 2014 Rates	Tax Rate	% of Total	Tax
School-Clayton	4.1027	52.4%	\$3,898
Special School District	1.2609	16.1%	1,198
City of Clayton	0.8980	11.5%	853
Metropolitan Zoo-Museum District	0.2797	3.6%	266
St. Louis Community College	0.2200	2.8%	209
County	0.6680	8.5%	635
Miscellaneous	0.1950	2.5%	185
Metropolitan Sewer District	0.1739	2.2%	165
State of Missouri	0.0300	0.4%	29
Grand Total	7.8282	100.0%	\$7,437

*Residential properties within the Special Business District are subject to an additional tax rate of 0.1210.



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

