

City of Clayton  
Missouri



# Fiscal Year 2019 Budget Presentation

July 20, 2018  
Board of Aldermen



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# Revenue & Expenditure Summary All Funds

	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Proposed FY 2019
Revenue & Transfers In	\$45,299,210	\$43,536,559	\$46,742,608	\$57,637,307
Expenditures & Transfers Out	\$45,969,055	\$47,128,310	\$49,667,797	\$57,222,255
Surplus (Deficit)	(\$669,845)	(\$3,591,751)	(\$2,925,189)	\$415,052



# Revenue & Expenditures By Fund

	Revenue & Transfers In	Expenditures & Transfers Out	Surplus / (Deficit)
General Fund	\$30,763,237	\$30,330,197	\$433,040
Special Revenue	\$579,111	\$640,711	(\$61,600)
Equipment Replacement	\$2,086,411	\$2,344,985	(\$258,574)
Capital Improvement	\$20,060,116	\$18,325,991	\$1,734,125
Debt Service	\$4,148,432	\$5,580,371	(\$1,431,939)
<b>Total</b>	<b>\$57,637,307</b>	<b>\$57,222,255</b>	<b>\$415,052</b>

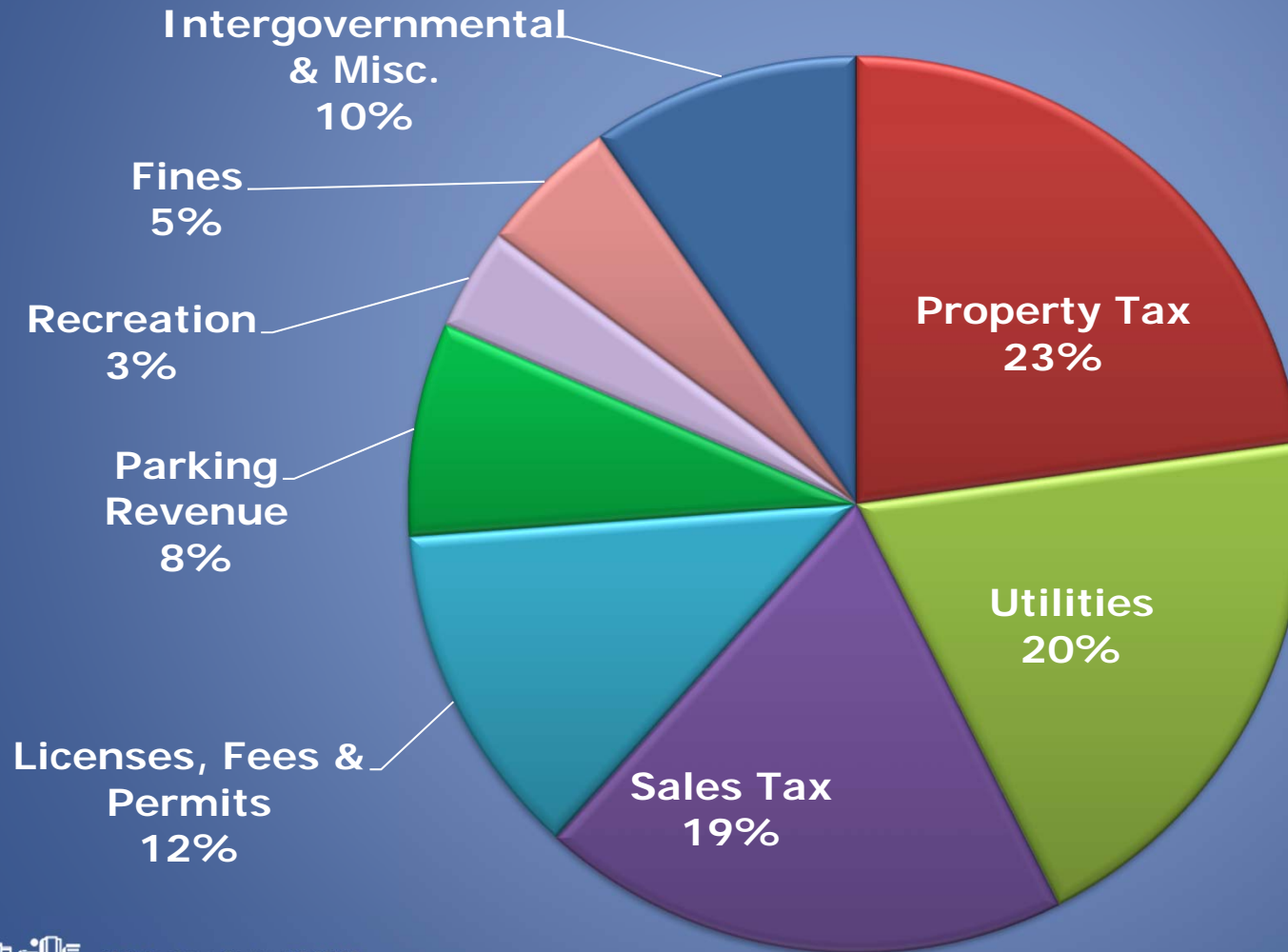


# Revenue & Expenditures General Fund Summary

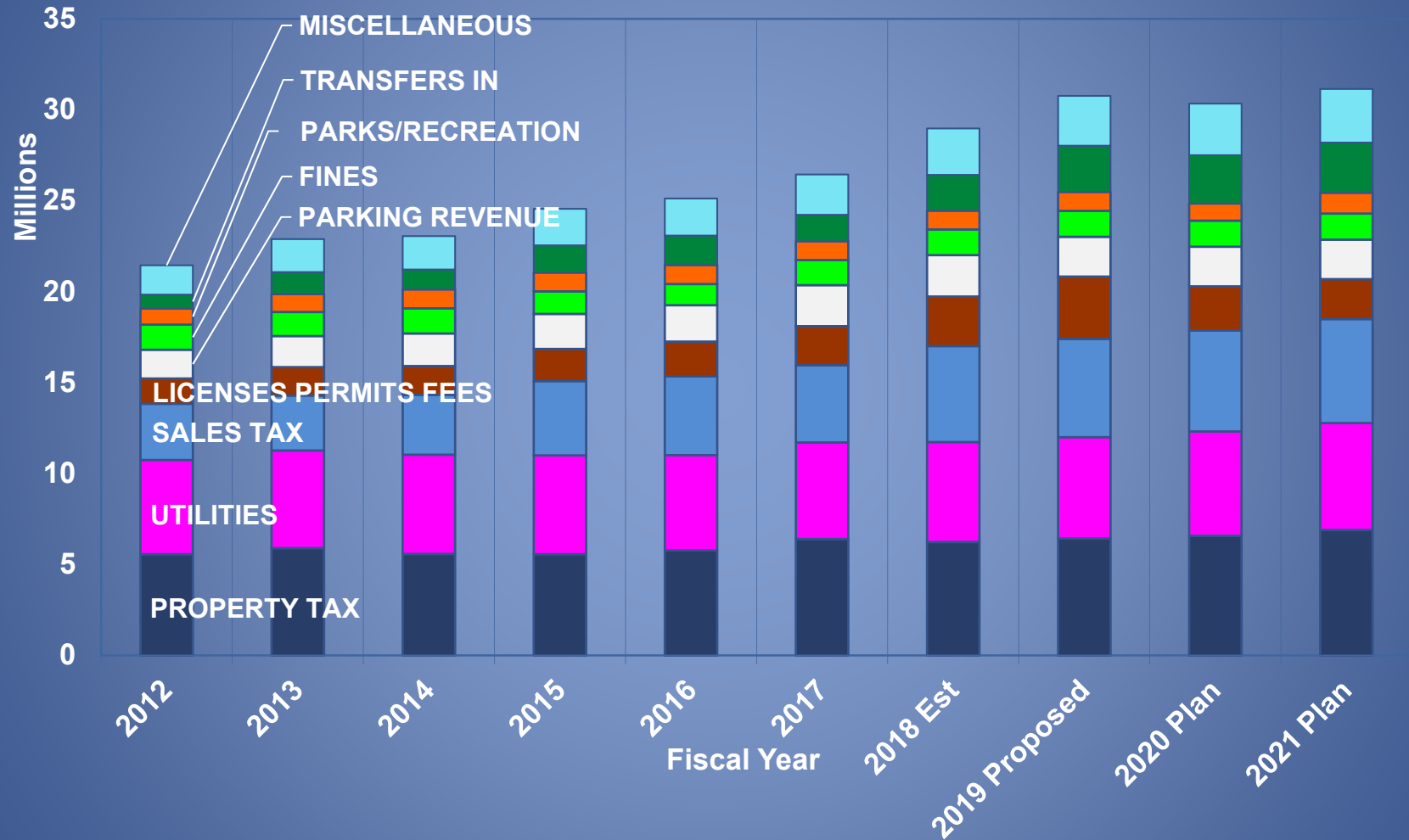
	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Proposed FY 2019
Revenue & Transfers In	\$25,120,688	\$26,442,395	\$28,975,292	\$30,763,237
Expenditures & Transfers Out	\$24,527,224	\$26,393,622	\$27,913,480	\$30,330,197
Surplus (Deficit)	\$593,464	\$48,773	\$1,061,812	\$433,040



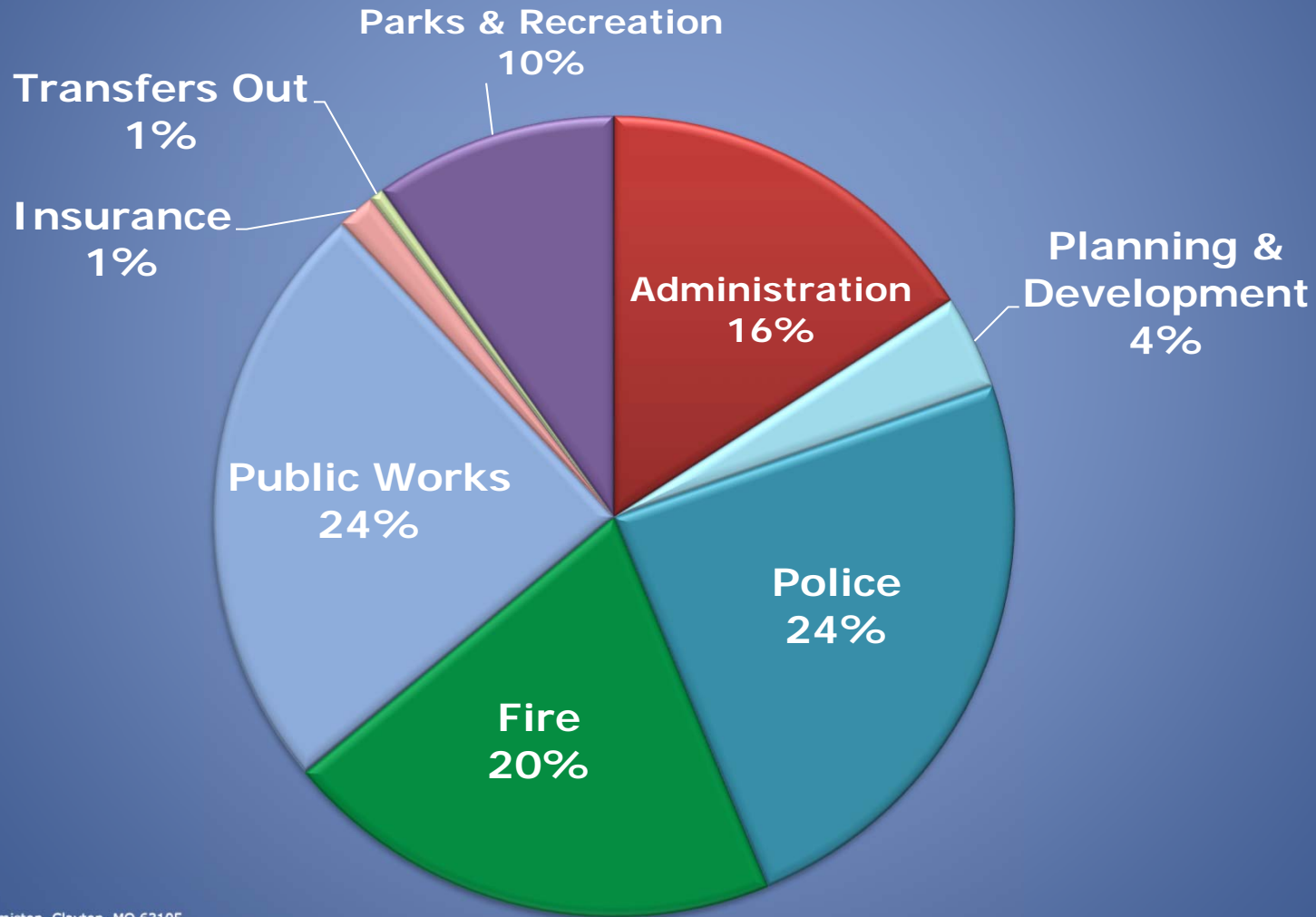
# General Fund Proposed Revenue by Source



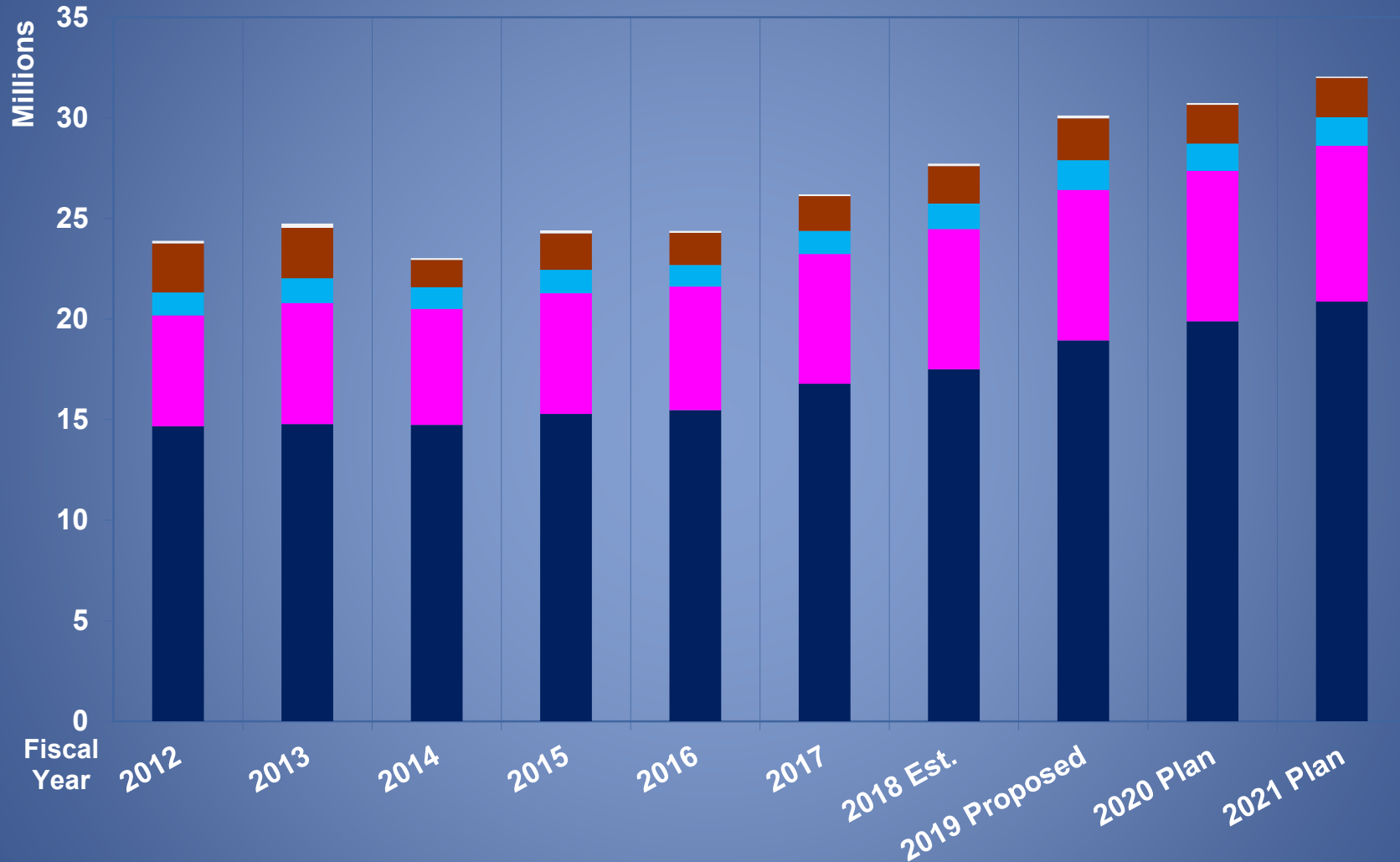
# General Fund Revenue



# General Fund Expenditures by Program



# General Fund Expenditures

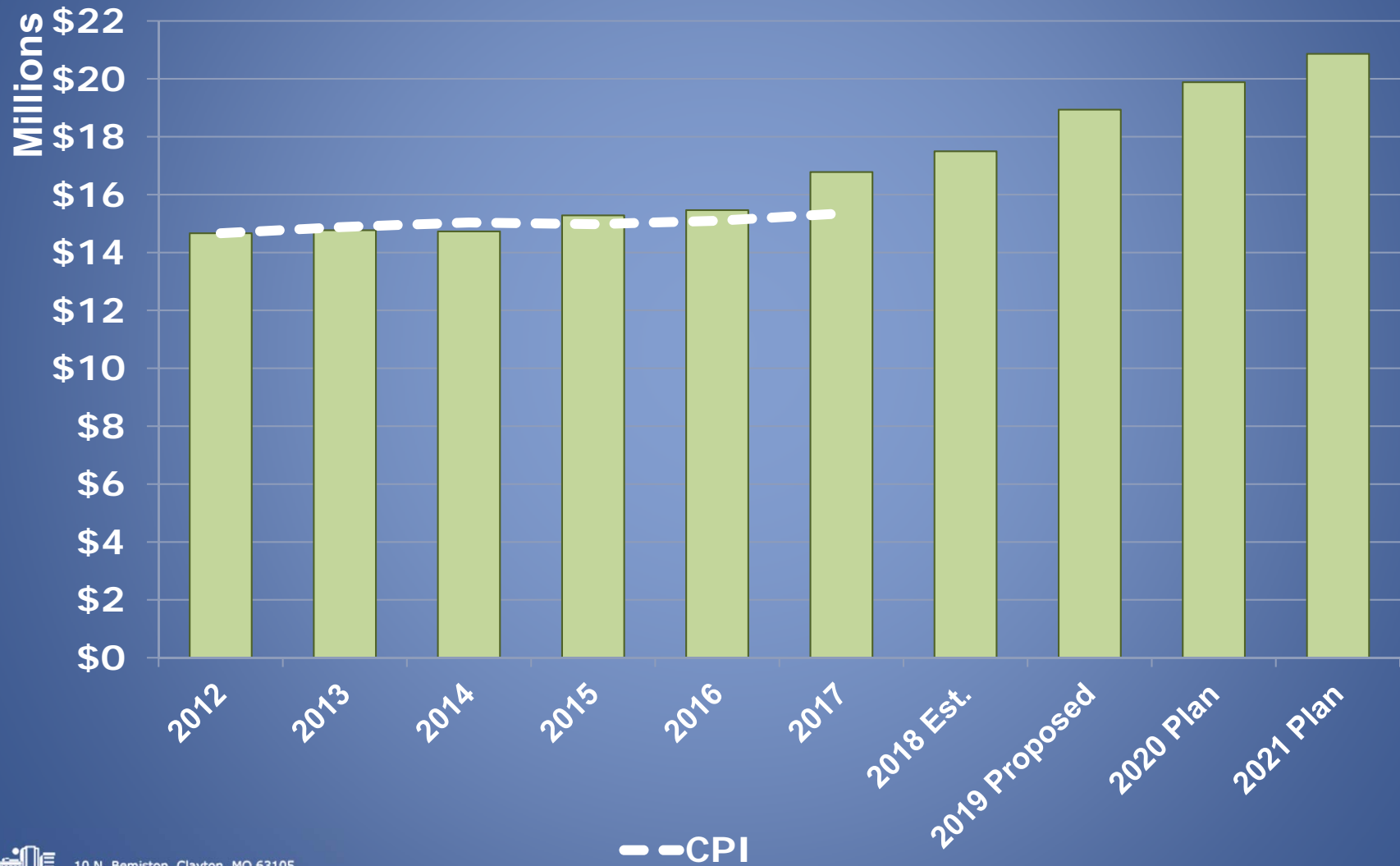


- CAPITAL OUTLAY
- TRANSFERS OUT
- COMMODITIES
- CONTRACTUAL SERVICES
- PERSONAL SERVICES

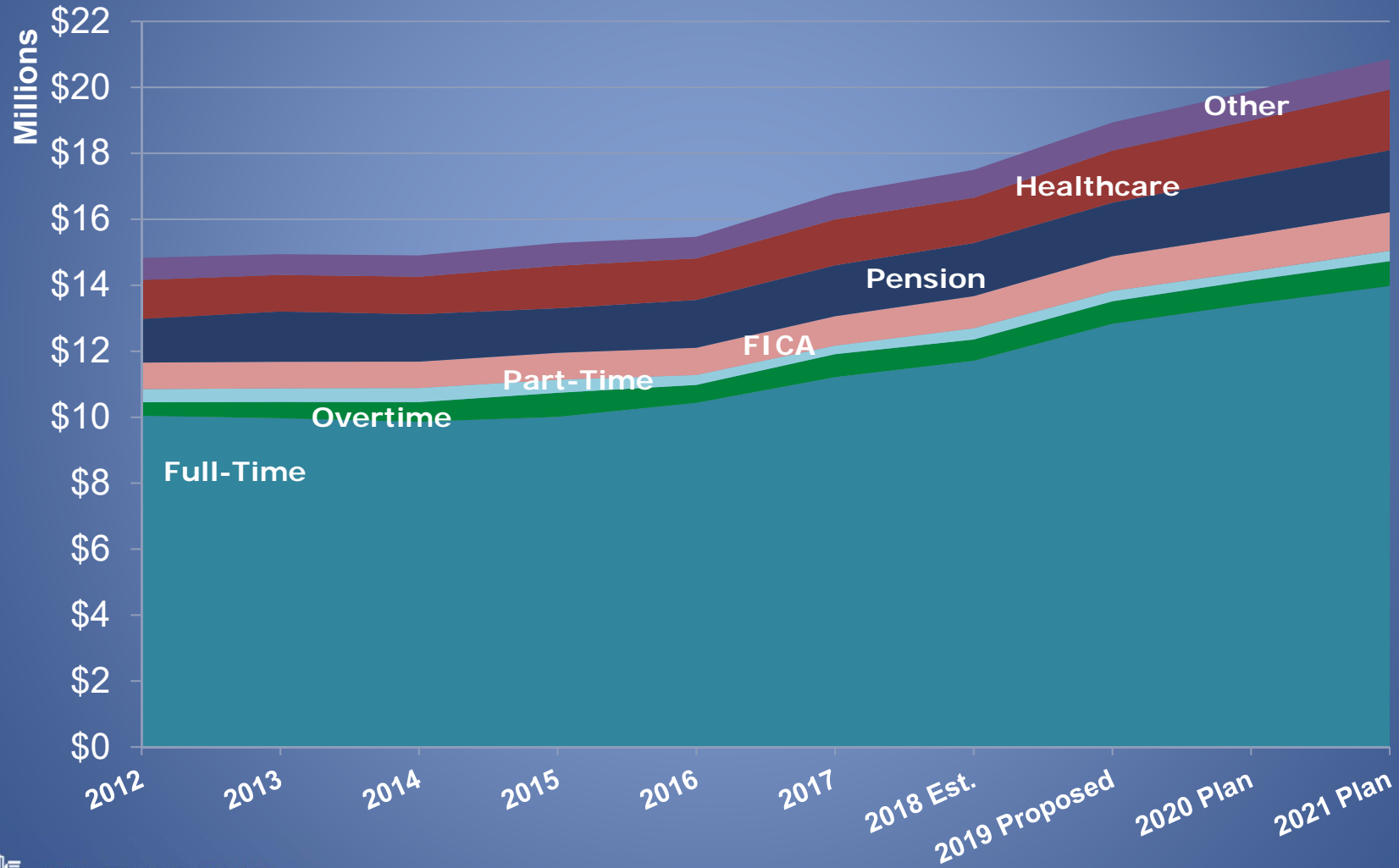




# Total Personnel Costs



# Personnel Costs By Category



# Budgeted Full-time Employees



# Budget Highlights

- Continued high level of building permit activity
- Continues market based compensation and benefits
- Includes eight new full-time positions:
  - Two IT Support Specialists – Supported by contract to provide IT services to Richmond Heights
  - Six Firefighter/Paramedics – To meet staffing efficiency and effectiveness of national standards
- Incorporates \$55,000 in annual salary vacancies
- Includes several strategic studies
  - Organizational Strategic Plan
  - Downtown Master Plan to include streetscape and public realm
  - Park Master Plan
  - Bike and Pedestrian Master Plan



# Department Highlights

- Parks & Recreation
- Public Works
- Police
- Fire
- Legislative & City Manager's Office
- Administrative Services
- Non-Departmental
- Planning & Development
- Economic Development



# Parks & Recreation Department

## Core Services

- Park Maintenance
- Horticulture
- Tree Maintenance
- Facility Maintenance
- Facility Management
- Private Instruction
- Sports Leagues
- Fitness Programming
- Aquatics Programming
- Historic House Operations
- Special Events
- Capital Projects

## Services Provided

- Maintain 78 acres of green space
- Provide programming opportunities to over 23,000 participants per year
- Maintain nearly 2,000 trees and 5 acres of landscaped beds
- Serve 35% of residents who have a membership to one or more of our recreational facilities.
- Maintain and oversee the operation of the Center of Clayton, SPAC, SPTC, SPIR, Hanley House
- Provide venues for special events and private rentals throughout our parks.
- Provide Inclusion Services to the community.
- Provide staff support to CCF



## Parks & Recreation Department Budget Highlights

- 49% of budget is allocated to park maintenance
- ERF Contribution in FY19 = \$254,963
- Programming costs offset by revenue generation; 25% administrative and facility fee included in calculations
- Contractual services providers at Tennis Center, Aquatics Center, Landscaping and Mowing – costs offsets in other areas of budget including ERF, Supplies and support services for staff
- 41.4% of Parks and Recreation budget offset by revenue; \$1,042,964 in fees; \$190,000 in contribution for Inclusion Services and Chapman Plaza
- Largest revenue generators are Sports Programs, Aquatic Center, Rental of facilities and Ice Rink
- Budget includes Parks Master Plan update

# Parks & Recreation Department 2019 Expenditures

Program	Funded Full-time Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Recreation & Admin.	6.25	729,873	7%
Aquatic Center	-	398,349	-9%
Ice Rink	-	132,247	9%
Tennis Center	-	44,765	8%
Sports Programs	-	174,897	-6%
Park Operations	8	1,444,124	6%
Century Foundation	0.5	60,968	3%
<b>Total</b>	<b>14.75</b>	<b>\$2,980,223</b>	<b>3%</b>





# Public Works Department

## Core Services

- Engineering
- Facilities Maintenance
- Street Maintenance
- Forestry
- Fleet Maintenance
- Parking Operations
- Signals & Street Lighting
- Capital Projects Management
- Refuse Collection Management
- Sewer Lateral Fund Management

## Infrastructure Maintained

- Streets - 99 Lane Miles
- Alleys - 8 Lane Miles
- Sidewalks - 55 Miles
- Trees - Over 9500
- Medians & ROW - 40+ acres
- City Hall/Fire Station
- Police Station
- Maintenance Garage
- Bonhomme Parking Garage
- Surface Parking Lots - 11



# Public Works Department Budget Highlights

- Working to achieve Department Accreditation
- ROW Inspections Cost Recovery (Utility Inspections)
- Emerald Ash Boer Program - Injections and Removals and Replacements
- Includes Bike and Pedestrian Master Plan



## Public Works Department 2019 Expenditures

Division	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Administration/Engineering	6	\$2,765,966	1%
Street Maintenance	12	1,849,596	9%
Building Maintenance	3	876,211	4%
Fleet Maintenance	3	635,746	11%
Parking Operations & Maint	1	698,865	-8%
Street Lighting	2	474,732	-12%
<b>Total</b>	<b>27</b>	<b>\$7,135,690</b>	<b>2%</b>

# Police Department

## Core Services

- Police Patrols
- Traffic Enforcement 4,558 car stops; 645 crashes
- Response to Calls for Service 23,000+ calls
- Parking Enforcement 32,671 parking citations
- Crime Scene Processing
- Community Relations
- Investigations
- Juvenile Matters
- Special Assignments

## Performance Goals

- Percentage of Residents who Feel Safe: 95%
- Response Times for Priority Calls: 4:20
- UCR Part 1 Crimes per 1000 Residents: 18.0
- Annual Training Hours per Employee: 40
- Cost per Capita-\$153
- Percent of Employees Meeting Requirement for Promotion: 71%



# Police Department Budget Highlights

- Personal Services – No changes
- Contractual Services - \$8,000 increase in costs for police and fire dispatch services, with increases in Travel/Training (66%) and Maintenance/Repair (99%).
- Commodities – Increases of 16% in Operating Supplies and Equipment and an increase of 23% in Clothing/Uniforms .

# Police Department New Programs and Initiatives

## Strategic Planning Initiatives

- Focused training programs
- Employee input system
- Introduction of computerized scheduling software
- Develop a new performance evaluation system
- Review/update Department General Orders
- Implementation of an integrated public space camera/ALPR program
- Evaluate the application/use of Body Worn Camera program
- Introduce Bike/Foot patrols to enhance community policing efforts
- Staffing allocation study
- Create social media presence to heighten citizen awareness



# Police Department New Programs and Initiatives

## Crime Reduction Initiatives

- Review staffing/deployment to enhance crime reduction strategy- No changes recommended in 2019 for sworn personnel
- Integrated public space/private cameras and ALPR's to reduce and solve crimes
- Bike/Foot patrols to interrupt criminal activities, and to promote better resident awareness
- Use of multiple media platforms to raise citizen awareness of crime reduction efforts
- Note: Last year was only the 4<sup>th</sup> time we had fewer than 300 Part 1 Crimes in a year since 2000, a 14% reduction from 2016. 2018 totals through the first half of the year are down 10% from the same time in 2017.



# Police Department 2019 Expenditures

Program	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Police	55	\$7,042,831	2%
Parking Control	3	\$247,042	2%
<b>Total</b>	<b>58</b>	<b>\$7,289,903</b>	<b>2%</b>





# Fire Department

## CORE SERVICES

- Fire & EMS Response
- Special Teams Response
- Fire Prevention & Code Enforcement
- Public Education & Injury Prevention
- Emergency Management Agency Duties

## Core Services for Fiscal Year 2019

- Emergency Medical Service (EMS) responses: 1,592
- Fire Responses: 1,598
- Fire Prevention Inspections (Permit, Fire Code, Complaint, Pre-Plan): 1,058
- Hours of Advanced Fire and EMS training per firefighter: 283
- Public Safety Education & Injury Prevention to Residents & Citizens:  
Number of Contacts: 211  
Attendance: 2,020

## Response times

### FIRE

- Average Time from Call Entry to Conclusion of Dispatch (seconds): 54
- Dispatch to Arrival on Scene was 5 minutes or less: 72%
- Call Entry to Arrival on Scene was 5 minutes or Less: 57%

### EMS

- Dispatch to Arrival on Scene was 5 minutes or Less: 74%
- Dispatch to Arrival on Scene was 4 minutes or Less: 55%
- Dispatch to Arrival on Scene was 8 minutes or Less: 100%



# Fire Department Budget Highlights

- Staffing increase of 6 FF to meet NFPA 1710 Standard
- Complete remodel of fire department kitchen
- Mobile Data Tracking (MTD) for dispatch & operations
- Replacement of ambulance
- Training - (PHTLS, High-rise Operations & Records Management Software)



# Fire Department 2019 Expenditures

Category	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Personal Services		\$5,263,710	12%
Contractual Services		173,895	39%
Commodities		239,363	50%
Capital Outlay		0	0%
Transfers-Out		480,760	-12%
<b>Total</b>	<b>43</b>	<b>\$6,157,728</b>	<b>11%</b>



# City Manager's Office/Legislative

## Core Services

### City Manager

- Carrying out the Board of Aldermen's policy decisions
- Oversee day-to-day operations
- Provide vision and leadership to the organization
- Direction, supervision, and review of departmental operations
- Prepare the annual budget

### City Clerk

- Maintain the official records of the City
- Coordinate the preparation of Board meeting agendas
- Election administration
- Respond to Sunshine requests
- Maintain the Boards and Commissions' membership listings

### Legislative

- Establish municipal policies and priorities



# City Manager's Office Budget Highlights

## City Manager's Office

- Continue implementation of Strategic Communications Plan
- Adds training for Leadership Team

## Board of Aldermen – Strategic Initiatives

- Support the viability and vibrancy of neighborhood business districts and Clayton Road (including Streetscapes)
- Initiate a Pedestrian-Friendly Streetscape Plan in the downtown (include in the downtown plan update)
- Revisit our historic preservation ordinance
- Develop new strategies for community engagement



## City Manager's Office 2019 Expenditures

Category	Funded Staffing	FY 2018 Proposed Budget	Change from FY 2018 Original Budget
Personal Services		\$390,191	3%
Contractual Services		317,697	48%
Commodities		5,800	12%
Transfers-Out		787	0%
<b>Total</b>	<b>2.5</b>	<b>\$714,475</b>	<b>16%</b>



# Legislative Department 2019 Expenditures

Category	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Personal Services	\$44,802	0%
Contractual Services	58,217	32%
Commodities	9,650	26%
<b>Total</b>	<b>\$112,669</b>	<b>17%</b>



# Administrative Services

## Core Services

- Revenue Collection
- Expenditure Payment
- Investment Tracking
- Budget & Financial Reporting
- Purchasing & Payroll
- Process Parking Tickets, Bonds, Court Fines & Warrants
- Administer Employee Compensation & Benefit Programs
- Assist with Hiring & Employment Reporting
- Provide User Technical Support, Systems Administration, & Technology Acquisition and Planning

## Performance Highlights

- Awards Received
  - Certificate of Achievement for Excellence in Financial Reporting - 30 Years
  - Distinguished Budget Presentation Award - 11 Years
- Performance Goals
  - Number of Auditor Adjusting Entries: < 2 (0 in FY 2017)
  - City-Wide Rate of Turnover: < 5% (4.02% in FY 2017)
  - IT System "Up" Time: 99.8% (99.9% in FY 2017)





## Administrative Services Budget Highlights

- **Finance** - Staffing includes 3 months of part-time job transition assistance
- **Human Resources** - Includes funding of a compensation study which occurs every four years.
- **Information Technology** - Staffing increased two positions to support new Richmond Heights technology services agreement. Also includes the purchase of police body-worn cameras.
- **Municipal Court** - Adds costs for training and certification for the provisional Judge, and additional funds for parking system costs.



## Administrative Services FY 2019 Expenditures

Program	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Finance	6	\$762,027	4%
Human Resources	2	319,622	21%
Information Technology	7.75	1,729,167	15%
Municipal Court	3	519,339	11%
<b>Total</b>	<b>18.75</b>	<b>\$3,330,155</b>	<b>12%</b>

# Non-Departmental

## Core Services

- Insurance Premiums & Deductibles
- Transfers-out for Capital Improvement projects

## Insurance Policies

- Property
- General Liability
- Unemployment
- Public Officials
- Underground Storage Tanks
- Network Security
- Employee Dishonesty



## Non-Departmental Budget Highlights

- City has experienced increased liability insurance premiums in recent years, although these are lessened due to our participation in the SLAIT insurance pool.
- Deductible and loss expenditures are budgeted in total at steady levels from 2018 with the exception of Public Officials due to one known claim.
- 2019 includes a transfer to the Capital Improvement Fund to provide funds for the Parks & Recreation Master Plan and the Bikes & Pedestrian Master Plan studies.



## Non-Departmental FY 2019 Expenditures

Program	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Insurance	\$463,555	3%
Transfers-Out	170,000	100%
<b>Total</b>	<b>\$633,555</b>	<b>40%</b>



# Planning Department

## Core Services:

- Building Permitting
- Code Enforcement
- Inspections
- Zoning Review
- Long Range Planning

## Other Services:

- Public Information
- Special Studies
- Code Updates/Maintenance
- Code Interpretations
- Architectural Review
- Landscape Preservation
- Sustainability
- Development tracking
- Conservation



# Planning Department Budget Highlights

- Potential for 5-6 new major mixed use development projects that could be presented for zoning approvals over the next fiscal year and into the following.
- No new positions requested. Several existing staff are in new positions as a result of promotions.
- Downtown Master Plan to include streetscape and public realm.



# Planning Department 2019 Expenditures

Category	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Personal Services		\$992,479	0%
Contractual Services		130,956	-19%
Commodities		8,800	-18%
Transfers-Out		14,919	-16%
<b>Total</b>	<b>11</b>	<b>\$1,147,154</b>	<b>-3%</b>



# Economic Development

## Core Services

- Business Retention
- Real Estate Development & Redevelopment
- Special Events
- Retail Attraction
- Parking Management
- Economic Development Advisory Committee and Economic Development Staff
- Placemaking
- Business Promotion

## Business Community Served

- 35,000 Employees
- 7 Million Square Feet of Office space
- 1 Million Square Feet of Retail Space
- 80+ Restaurants
- 80+ Retailers



# Economic Development Budget Highlights

- Special Events
- Social Media
  - Retail & Restaurant Promotion
  - Special Event Marketing
- Staff Training & Education
- Clayton Chamber of Commerce & Art Fair Support
- Retail/Development Attraction



## Economic Development 2019 Expenditures

Program	Funded Staffing	FY 2019 Proposed Budget	Change from FY 2018 Original Budget
Economic Development	1.5	\$313,343	23%
Events	1	349,877	2%
<b>Total</b>	<b>2.5</b>	<b>\$663,220</b>	<b>25%</b>



# Key Dates

**August 14**

Set Budget and Property Tax public hearings

**August 17**

2nd Board of Aldermen Budget work session

**August 28**

Public hearings held for Budget and Property Taxes, and 1<sup>st</sup> reading of ordinances

**August 28**

Filing Deadline for November Ballot issues

**September 11**

Public hearings held for Budget and Property Taxes, and 2<sup>nd</sup> reading of ordinances for final approval

