

# Clayton, Missouri



**Fiscal Year 2019 Operating Budget  
Two-Year Financial Plan  
and Five-Year Capital Improvements Plan**

### ***About the Cover Art***

The Saint Louis Art Fair is a juried, nationally recognized and award winning art fair in downtown Clayton, drawing more than 130,000 patrons and artists from around the globe. Each year, the Saint Louis Art Fair selects a piece of work by one of its talented exhibiting artists to feature on the Commemorative Print, which becomes the cover of the program guide, and the print is available for sale during the Saint Louis Art Fair and online. The 2018 Saint Louis Art Fair Commemorative Print, *Village Reflection*, is the work of artist John Chehak. *Village Reflection* is a part of Chehak's *Reflection Series* that utilizes dry acrylic paint on heavy watercolor paper. The inspiration for Chehak's art comes from objects that catch his eye and his experiences, such as a hillside in the Mediterranean covered in small houses that influenced some of his architectural-based pieces. Chehak strives to paint pieces that will fit as easily on the walls of a building in New York as they would in California.



## **CITY OF CLAYTON, MISSOURI**

# **FISCAL YEAR 2019 OPERATING BUDGET TWO-YEAR FINANCIAL PLAN AND FIVE-YEAR CAPITAL IMPROVEMENTS PLAN**

### **PRINCIPAL OFFICIALS**

#### **Members of the Board of Aldermen**

##### **Mayor**

Harold J. Sanger

##### **Aldermen**

Joanne Boulton

Ira Berkowitz

Bridget McAndrew

Richard Lintz

Michelle Harris

Mark Winings

---

##### **City Manager**

Craig S. Owens

#### **Executive Team**

City Clerk

Finance & Administration

Economic Development

Planning & Development

Police

Fire

Public Works

Parks & Recreation

Assistant to the City Manager

June Frazier

Janet Watson

Gary Carter

Susan Istenes

Kevin Murphy

Paul Mercurio

Dale Houdeshell

Patty DeForrest

Andrea Muskopf



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Clayton  
Missouri**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morill*

Executive Director



# Table of Contents

## Introduction

PAGE	
7	<b>City Manager's Budget Message</b> <i>An overview of the objectives of the FY 2019 budget, along with a brief summary of the City's long-term directives.</i>
12	<b>Budget Process</b> <i>Describes the development of the budget document and includes the budget calendar.</i>
14	<b>Organization Chart</b> <i>Shows the City-wide organizational structure. Additional organization charts are provided for each department later in the document.</i>
15	<b>Executive Summary</b> <i>Describes the City's form of government and gives an overview of the community, economic development, and quality of life.</i>
18	<b>City of Clayton at a Glance</b> <i>Displays information about Clayton's form of government, demographics, education, land use, largest employers, resident perceptions of Clayton, bond rating, outstanding debt, assessed value, and property tax rates.</i>
20	<b>Policy Implications and Decision Points</b> <i>Discusses the City's fund balance policy, personnel position classification system, bonded indebtedness, use of grants and donations as funding sources, sales and property tax trends, grants and donations, and bonded indebtedness.</i>
25	<b>Budget Highlights – All Funds</b> <i>Highlights changes in revenue by fund and type and expenditures by fund and department.</i>
31	<b>Budget Highlights – General Fund</b> <i>Highlights changes in General Fund revenue by type and expenditures by type and department.</i>
34	<b>Summary of Budget Transfers</b> <i>Summarizes transfers between funds.</i>
35	<b>Performance Management</b> <i>Describes performance management in Clayton and includes City performance measure data.</i>

## Revenue Summaries

39	<b>Revenue Sources</b> <i>A description of the different revenue sources with graphs.</i>
----	--

## Personnel

59	<b>Full-Time Positions</b> <i>A City-wide table of full-time positions.</i>
63	<b>FY 2019 Full-Time Staffing Summary</b> <i>Summarizes changes in staffing from the previous year.</i>

## General Fund

*This fund accounts for all financial resources applicable to the general operations of the City government that are not properly accounted for in another fund.*

65	<b>General Fund Description</b>
67	<b>General Fund Revenue</b>
73	<b>General Fund Expenditures</b> <i>General Fund expenditures are presented by category in total, by department, and by category in detail.</i>
77	<b>Legislative</b> <i>This department consists of the Mayor and Board of Aldermen.</i>
81	<b>Administrative Services</b> <i>This department includes the City Manager's office, Economic Development, Events, Finance, Human Resources, Information Technology, and Municipal Court.</i>
87	<b>City Manager</b>
88	<b>Economic Development</b>
89	<b>Events</b>
90	<b>Finance</b>
91	<b>Human Resources</b>
92	<b>Information Technology</b>
93	<b>Municipal Court</b>
95	<b>Planning &amp; Development</b> <i>This department is responsible for activities related to planning, zoning, property development, property code inspection, housing code enforcement, plan review, and building permit issuance and monitoring.</i>

- 99 Public Safety**  
*Public Safety divisions include Police, Parking Control, and Fire & EMS.*
- 103 Police**
- 104 Parking Control**
- 105 Fire**
- 111 Public Works**  
*The Public Works Department is responsible for major capital projects and maintaining the infrastructure within the City of Clayton.*
- 116 Engineering**
- 117 Street Maintenance**
- 119 Building Maintenance**
- 120 Fleet Maintenance**
- 121 Parking Operations & Maintenance**
- 123 Street Lighting**
- 125 Parks & Recreation**  
*The Parks & Recreation Department maintains the parks within the City of Clayton and oversees the programs offered at various Park facilities.*
- 130 Administration**
- 131 Shaw Park Aquatic Center**
- 132 Ice Rink**
- 133 Tennis Center**
- 134 Sports Programs**
- 135 Park Operations**
- 136 Clayton Century Foundation**
- 137 Non-Departmental**  
*Transfers out to other funds and insurance expenditures that are not specific to the departments within the General Fund are recorded here.*
- 139 Insurance**
- 140 Transfers Out**

## Special Revenue Funds

*Special Revenue Funds are used to account for the proceeds of specific revenue sources requiring separate accounting because of legal or regulatory provisions or administrative action.*

- 141 Sewer Lateral Fund**
- 145 Special Business District**

## Capital Improvement Funds

*Capital Improvement Funds are used to account for the purchase or construction of capital assets.*

- 149 Equipment Replacement Fund**
- 153 Equipment Schedule**
- 155 Capital Improvement Fund – 3 Year Budget and 5-Year Plan**
- 159 Capital Improvements Program**
- 162 Capital Improvements Plan**
- 167 Funded Capital Project Listing**
- 168 Capital Improvement Project Summaries**
- 190 Impact of Capital Investments on Operating Budget**
- 191 Unfunded Capital Project Listing**

## Debt Service Funds

*The Debt Service Funds are used to account for all principal and interest payments of the City's long-term debt. Long-term debt is composed of General Obligation Bonds, Build America Bonds and Special Obligation Bonds.*

- 193 Debt Service Funds Description**
- 194 Debt Repayment by Funding Source**
- 195 Debt Repayment by Bond Issue**

### Outstanding Debt

- 196 2014 General Obligation Bond Issue**
- 199 2014 Special Obligation Refunding Bond Issue**
- 202 2011 Special Obligation Bond Issue**
- 205 2009 A & B Build America Bond Issue**

### Matured and Refunded Debt

- 208 2005 B Special Obligation Bond Issue**

## Appendix & Supplemental Reports

- 211 Summary of Financial Policies**
- 217 Pension Plan Information**
- 218 Supplemental Detailed Debt Service Schedules**
- 221 Ordinance No. 6552 – Adopting an Annual Budget for FY 2019**
- 222 Glossary**



October 1, 2018

Honorable Mayor and Members of the Board of Aldermen  
City of Clayton, Missouri

In accordance with the Charter of the City of Clayton, it is my honor to present the operating and capital budget for Fiscal Year 2019 (FY19). This budget includes a one-year operating budget plus two additional planning years for all funds as well as a five (5) year Capital Improvement Plan. This budget complies with all city charter and state requirements and fulfills the requirements outlined by the Government Finance Officers Association Distinguished Budget Presentation Award which the city has attained for the past eleven years.

Below is a summary of the FY19 Budget:

<b>Fund</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Net Transfers In / (Out)</b>	<b>Surplus / (Deficit)</b>	<b>Beginning Fund Balance</b>	<b>Ending Fund Balance</b>	<b>% of Ending Fund Balance to Expenditures*</b>
General	\$28,219,534	\$28,411,222	\$464,576	\$272,888	\$17,952,123	\$18,225,011	64%
Special Revenue	579,111	105,000	(535,711)	(61,600)	214,576	152,976	24%
Equipment Replacement	329,010	2,344,985	1,865,401	(150,574)	4,992,504	4,841,930	206%
Capital Improvement	17,818,921	15,011,717	(1,073,079)	1,734,125	1,269,839	3,003,964	20%
Debt Service	2,842,150	3,552,902	(721,187)	(1,431,939)	7,331,744	5,899,805	166%
<b>TOTAL</b>	<b>\$49,788,726</b>	<b>\$49,425,826</b>	<b>\$0</b>	<b>\$362,900</b>	<b>\$31,760,786</b>	<b>\$32,123,686</b>	<b>64%</b>

\*Calculation excludes transfers-out except for the Special Business District Fund.

This budget achieves a balanced General Fund budget continuing this achievement from the prior year and protecting a very healthy 64% General Fund reserve. The majority of funds showing a deficit are funds with normal fluctuating balances which are project or equipment replacement oriented, including the use of bond proceeds for construction costs. This budget provides for the continuation of all services delivered in the previous year and includes areas of enhanced service levels.

Capital and equipment investments were comprehensively reconsidered and investments in these areas aim to preserve important physical assets and provide tools to maximize productivity and effectiveness of the most costly and important assets of the city, our professional employees. A disciplined program of reinvestment in maintaining the city-owned capital asset inventory provides the lowest long-term cost of ownership and is another buffer against impacts from economic downturn and provides stability of cost.

Clayton is experiencing the single largest period of economic activity in its history with substantial commercial and high density downtown residential development. This real estate investment totals approximately \$1 billion over a 3-5 year period, which will not only create new product at the highest rent in the region in both office and residential for many years to come, but will also drive rents and values up on existing real estate. The expansion of the Centene World Headquarters is particularly significant as the completion of this campus Centene becomes the largest property owner as determined by value and largest employer in the city, adding to a long-established group of corporate headquarters and regional offices. The spin-off effect of this increased employment will impact the housing values of the neighborhoods in Clayton; tax base for the school district, city and county; and restaurant and retail vibrancy and economic production.

In direct response to the Downtown Master Plan, three significant apartment developments totaling 600 units have been constructed and are now renting in Downtown Clayton. This is an intentional addition to add vibrancy and critical diversity in housing which will further increase the desirability and sustainability of this economic engine. Additional residential, office and hotel developments are currently underway to continue this investment cycle.

All of this is good news, however, the revenue impact for city services is somewhat delayed as the projects are completed and the buildings become occupied. The first property tax impact does occur this year, and other properties will come on the tax rolls in future years after the completion of each new building, and sales and utility tax revenue increases will follow when the buildings are occupied.

The rapid pace of development and the progress Clayton has made on long-term goals necessitates another round of planning and visioning for the future as our twenty year plans have been completed in seven years. This budget will include resources to completely reevaluate and update visions for parks, development, bicycle and pedestrian facilities, streetscape and open space, employee compensation, and overall strategic planning for the organization.

The primary enhancement of services is related to fire and EMS with a proposed increase in staffing to meet updated national standards. All other service levels will be maintained at the very high levels for which the City of Clayton has been renowned.

## **Revenue Analysis**

The three primary sources of revenue for the city's General Fund are property tax, utility tax and sales tax. We are now just completing the first year of a new one-half cent sales tax for public safety which was passed by St. Louis County voters. General Fund sales tax, including this new tax, is projected to increase by nearly 2.4%. The public safety sales tax began in 2018 and we project over \$760,000 in revenue for 2019, all of which has been dedicated to police and fire department expenditures. Our longer-term projections on sales tax revenue continues to show growth, including from new economic development activity.

The City of Clayton does not currently have a Use Tax in place that could level the playing field between brick and mortar business retail and on-line businesses. The city has placed this tax on the November ballot to protect this combined revenue stream.

Property tax revenue is a complex calculation. As a result of the Missouri Constitution Hancock Amendment, cities are limited in the rate of property tax growth they can receive even during periods of increasing property values. Many of our commercial and large residential property



owners appeal assessed value increases and have been granted reductions over the past few years. Last year, both residential and commercial property values substantially increased, and we expect the protest trend to continue. The city is also eligible to receive an indexed rate of tax growth that is capped at the CPI which is 2.1% this year. The good news is that higher assessed values last year resulted in lower property tax rates last year and levies will grow slightly this year. We are projecting current real property tax will increase 3.7%, including the amounts of assessment for two of our new residential developments. Our future outlook for this revenue source is bright due to the significant economic development activity completed and currently under construction. It is also imperative that our new construction property tax assessment growth, which does provide the city with additional tax revenue, be fully recognized as it adds to the tax rolls. We have been working to assure that those properties are accurately and completely valued by the County Assessor when they are first assessed.

Utility taxes are projected to increase by 1.5% showing strong growth, and building permit revenue remains high for 2019 due to continuing development activity. Other areas such as recreation revenue and investment income are also seeing growth. Overall, General Fund revenue will increase by 4.5% above our current year estimate, and our three largest revenue sources are producing just over a 2% increase, combined.

This budget includes a few areas of fee increases. First, monthly parking fees for city owned lots and garages are being increased to keep with market conditions in private and other publicly owned garages. We also will have an increase in two areas of public works which are right-of-way permit fees to more fully recover our costs of management, coordination and inspection of work in our public right-of-way and to maintain the integrity of our streets, alleys and sidewalks; and a small increase in charges to private subdivisions for snow removal, leaf collection and street sweeping.

## **Expenditure Analysis**

Public Safety continues to be the largest area of investment for the City of Clayton and is representing an area residents and businesses consider to be a fundamental priority. This budget includes an increase in fire and EMS staffing. A plan has been developed to meet the identified staffing efficiency and effectiveness national standards and perpetually fund this staffing increase. While primarily motivated to address larger scale structure fire events, an important additional enhancement to our medical response will also be seen with this additional staff. The analysis of need and funding options resulted in a proposal to implement a Use Tax in the city which will be on the November ballot as mentioned earlier in this letter. The addition of this tax would allow a reallocation of capital fund revenue sources to support qualifying general salary and operating costs freeing, general fund resources to fund the new firefighters.

For many years we have operated a sinking fund for our fleet of vehicles and equipment (ERF). By identifying and managing these assets we can decrease our lifecycle costs, reduce redundancy and waste, coordinate projects and expenditures as well as smooth the costs for better budgeting and cash flow. In recent years, we have increased the use of the equipment replacement fund to include many other assets that have similar characteristics such as specialized equipment, technology infrastructure and systems, and facility related assets. This investment will protect the base and shore up the stability of an area that is often neglected by municipalities. By maintaining discipline and keeping these funds healthy and identifying the full cost of our facilities, infrastructure and equipment we attain a lower cost of ownership and reduce large unexpected costs in future years.

In summary, expenditures have increased by \$1.5 million over last year's budget level. This is due to fire department staffing enhancements; normal increases in salaries and benefits, particularly in public safety; new staff which will be reimbursed; and several strategic studies listed later in this document.

## **Compensation**

Clayton's success is built upon a very special relationship between the talented professional team that works for the city and the citizens and other stakeholders they serve. The citizens have high expectations of their community and value the services and facilities that are an important part of what makes the community special. The employees who have been successful in our organization show great pride in being good at what they do and delivering high levels of service to a community that values their contributions. Compensation is both a critical component of the relationship current and future team members have with the organization and the largest cost category for the city and therefore must be carefully, respectfully, systematically and transparently maintained.

For this budget cycle, we have surveyed the general market growth and this budget reflects those changes. The city performs a comprehensive analysis of the city's compensation and benefits every four years and this project is budgeted again in this budget. We will hire an outside consultant to survey our market comparable organizations. While we strive to maintain market growth between surveys, this study will help us determine the accuracy of our projections. This study may result in changes to the position classification structure or other benefit enhancements for fiscal year 2020.

It is important to note that our two largest departments, which happen to be public safety, also have the largest number of early tenure employees mostly because of the retirement of so many employees in the recent past. Our compensation system is designed to bring these new employees in at a point below market pay and rapidly increase their compensation during the first seven years of their service when their knowledge and skills are most rapidly progressing and when they are most valuable to competing employers. This has an effect of more rapid percentage increases year to year until they reach the top of the pay scale where their annual pay will only adjust for market, not merit progression. This salary growth rate has already slowed as the bubble of early tenured public safety professionals are reaching the maximum of their salary ranges and our payroll expenses are flattening. This is by design, recognizing that we have retained well experienced talent that is above market.

## **New Priorities and Areas of Emphasis**

As we continue the robust service offerings that have distinguished Clayton over the years, we continue to examine ways we can improve, evolve and adjust to changing circumstances, expectations, viewpoints and opportunities. The budget includes resources to address priorities and initiatives recently articulated by the Mayor and Board of Aldermen. These priorities include public safety, support of quality development, beautiful public spaces and quality transportation options. The way we deliver these outcomes is through robust community engagement, thoughtful planning and excellent execution. There will also be an emphasis on neighborhood commercial areas outside of downtown, historic preservation, and alternative transportation systems.

Several long range strategic planning activities are funded in this budget, recognizing that the pace of change and opportunity has accelerated the need for the community to reconsider the

application of its values and direction for the future. Included in these studies and planning activities will be an overall organizational strategic plan, a downtown master plan to include streetscape and public realm, a park master plan, a bike and pedestrian master plan and community engagement on other topics.

## **Conclusion**

It is hard to imagine a stronger emergence from the recession of a few years ago. Opportunities to build upon the history and foundations of a very successful community continue to present themselves. The challenge to work as a community to find the right path to the future and to remain committed to the preservation of what is vitally important. We understand this to include continuation of excellent services in a sustainable way. Financial sustainability can be achieved through careful budgeting and disciplined adherence to a culture of both proactive and responsive prioritization.

I want to express my deep appreciation for Director of Finance and Administration Janet Watson and her team as well as leaders in each department who develop detailed budgets. Each budget is only made possible through countless hours in each department creatively searching for new approaches and developing the plans that are behind each cell and each line item. Our elected leaders have been instrumental in setting clear direction and priorities, interpreting stakeholder input and mixing it with inspiring visions that are invaluable to our financial operational plan development for a budget that is right for Clayton.

Sincerely,

Craig S. Owens  
City Manager



## BUDGET PROCESS

The City of Clayton places great emphasis on administering its annual budget in a professional and competent manner. The City prepares its annual budget under the guidance of the principles established in the City's Strategic Plan. The City Manager serves as the Budget Officer and proposes a budget for consideration and approval by the Board of Aldermen. Highlights of the budget process are as follows:

- City Manager submits Budget Calendar to the Board.
- Board of Aldermen identifies budget goals and priorities.
- Departments submit budget requests.
- Budget Team reviews submitted budgets.
- City Manager submits Proposed Budget to the Board of Aldermen.
- Board of Aldermen approves Budget.
- Budget Reporting, Transfers and Amendments:
  - Board of Aldermen receives quarterly financial reports showing variances and trends. The City Manager reports any unusual variances to the Board of Aldermen as they occur.
  - Increasing the budget requires approval by the Board of Aldermen.
  - Transfers of funds within a department require approval by the City Manager.
  - Transfers between departments or between funds require approval by the Board of Aldermen, and these approvals occur quarterly.

Further details regarding the City's budget policies are included in the Budget Administration Policy in the Financial Policies section of this document.

## ORGANIZATIONAL PRINCIPLES GUIDING BUDGET DEVELOPMENT

In the process of completing this budget and carrying out services to the residents, every employee is guided by the following principles:

- ***Open and Accessible Government***  
The most fundamental principle is to maintain an open and honest atmosphere for our residents. Our competence is encouraged by subjection of our actions to the public arena and our ideas become better when we expose them to public scrutiny. In order to further our service goals, we must remain accessible to the public to whom we provide service.
- ***Fiscal Responsibility***  
The proper use of public funds must continually be reviewed and guarded. These funds must be managed in the most efficient manner at all times. Adherence to strict guidelines is the only way to ensure public trust in the management of public funds.

■ **Personal Honesty and Integrity**

Each employee shall demonstrate the highest standards of personal integrity, truthfulness, and honor in the process of completing their duties. We must comply with all applicable ordinances and regulations, eliminate any and all situations that could result in personal gain in the performance of our public duties, and avoid all interests which conflict with the conduct of our official duties.

■ **Professionalism**

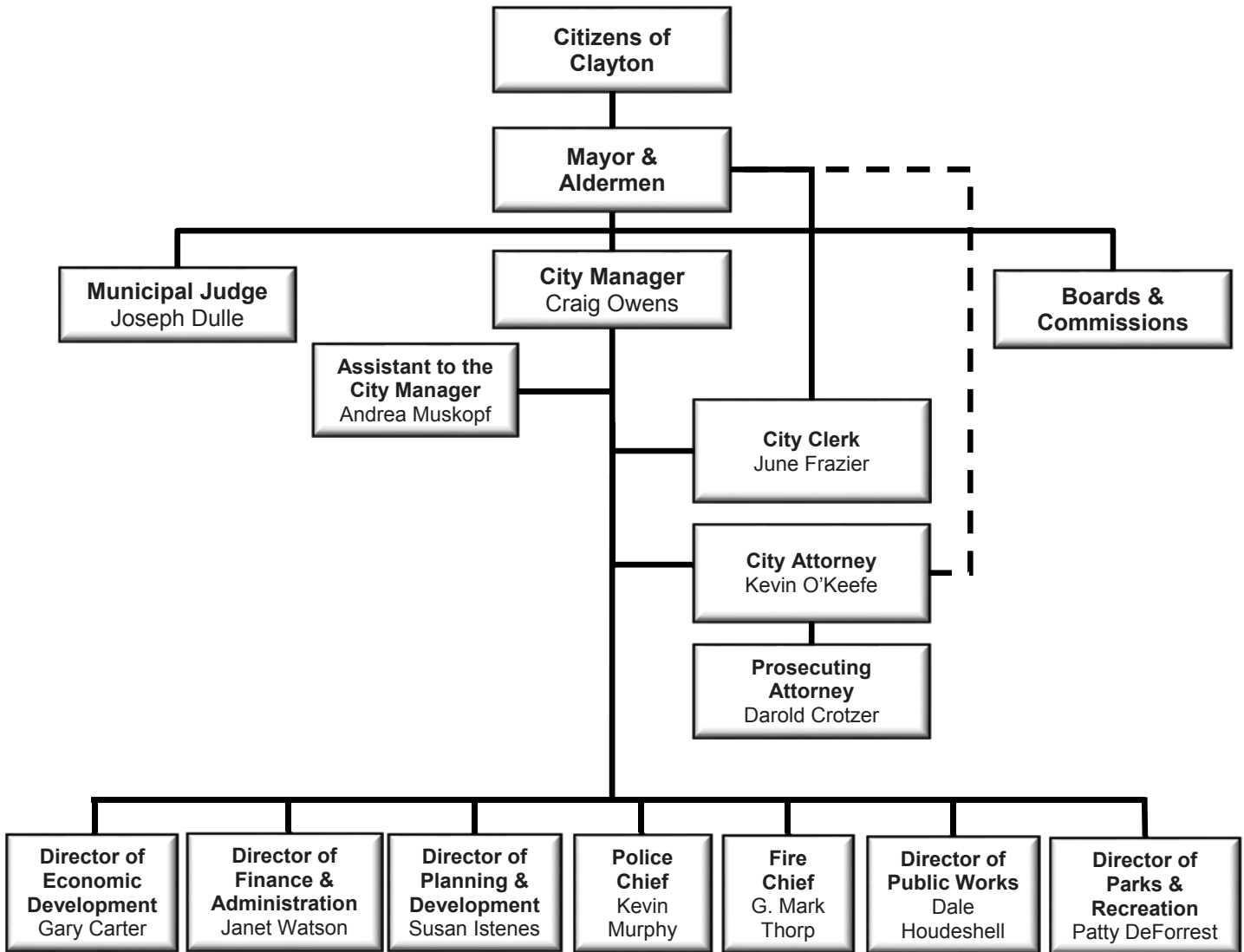
We shall strive for personal professional excellence based upon sound judgment that is free from personal biases. A spirit of cooperation and respect is necessary in order to approach problem-solving within the City. Each of us should utilize a team approach in providing the best services possible.

**BUDGET CALENDAR FOR FISCAL YEAR 2019**

<u>Date</u>	<u>Description</u>
December 2017	- Capital Improvements Program (CIP) entry begins
January - March 2018	- Discuss budget topics at staff meetings
March 13, 2018	- CIP recommendations submitted to Board
March 16, 2018	- CIP discussion at public Board meeting
April 10, 2018	- Board approval of CIP
March 30, 2018	- Budget entry for operating budget begins
April 28, 2018	- Department operating budget submissions due
May 14-18, 2018	- Department management budget presentations with Budget Team
May 21-31, 2018	- Final review with Budget Team and department management
June 1-8, 2018	- Final decisions by City Manager
June 11-22, 2018	- Preparation of recommended budget document by Budget Team
July 1, 2018	- Distribution of recommended budget document to the Board
July 20, 2018	- Board of Aldermen public operating budget review work sessions
August 17, 2018	
July 24, 2018	- Set and publish Public Notice for Public Hearing
August 28, 2018	- Public Hearing and 1 <sup>st</sup> Reading of Proposed Property Tax Levy - Public Hearing and 1 <sup>st</sup> Reading of Proposed Budget Ordinance
September 11, 2018	- 2 <sup>nd</sup> Reading of Proposed Property Tax Levy - 2 <sup>nd</sup> Reading of Proposed Budget Ordinance
September 25, 2018	- Property tax levy filing



# City of Clayton Organization Chart



## EXECUTIVE SUMMARY

### Form of Government

The City of Clayton operates under the Council/Manager form of government. Seven elected officials include the Mayor and six members of the Board of Aldermen, two from each of the City's three Wards. City staff totals 177.5 full-time employees and approximately 180 part-time employees. Day-to-day responsibilities are managed by six City departments: Administrative Services, Planning & Development Services, Police, Fire, Public Works, and Parks & Recreation.

### Community Overview

Clayton is the hub of the St. Louis metropolitan area and the seat of St. Louis County. The City has a stable residential population of 15,939 and a daytime population of 46,000. With its central location and accessibility via several major thoroughfares, convenience is one of Clayton's main attractions. This convenience is enhanced by MetroLink's light rail route with our two passenger stations which facilitates travel to and from Clayton for visitors and commuters.

Clayton's business community includes over 7,000,000 sq. ft. of premier office space which enjoys less than a 5% vacancy rate and some of the highest lease rates in the St. Louis office market. Some notable businesses headquartered in Clayton include Caleres (previously known as Brown Shoe), Centene Corporation, Enterprise Rent-A-Car, Commerce Bank, Barry-Wehmiller Companies, Olin Corporation, Apex Oil, and Graybar. Clayton is home to the region's only Ritz Carlton in addition to four other hotels. Clayton's 1,000,000 square feet of retail creates vitality and is filled with specialty boutiques and restaurants.

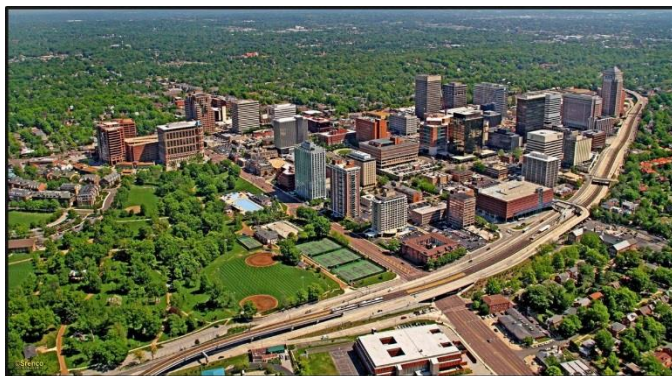
The City's community services are world-class and our exceptional parks programs meet citizens' year-round needs. The Center of Clayton offers state-of-the-art fitness, athletic and meeting facilities. Clayton's School District consistently ranks as one of the best in the country. Three institutions of higher education, Fontbonne University, Concordia Seminary, and portions of Washington University, also call Clayton home.

No other municipality in the region has a more impressive calendar of events, which includes Parties in the Park and the Saint Louis Art Fair which is one of the country's top art fairs. World-class public art adds to the City's cultural amenities with works by Pierre Auguste Renoir, Carl Milles, Ernest Trova, Fernando Botero, Howard Ben Tre and Alice Aycock.

Since the City's incorporation in 1913, Clayton has experienced a long, steady and prosperous growth. Today a special lifestyle is created by the unique balance between a vibrant business community and premier residential living, which is made possible through a united effort on the part of Clayton's residents, business community and City government.

## Economic Development

Clayton continues its strongest commercial and multi-family economic development in its history. The last three years witnessed the construction of three downtown luxury apartment projects totaling over 600 units and all three projects are currently leasing. These projects include 26,000 square feet of retail space. The City also has a \$750 million expansion of Centene Corporation's world headquarters underway



which consists of over 3,000,000 square feet of office, retail, hotel, civic auditorium, and parking space.

In addition, a senior multi-story community has already been approved by the City, and a new downtown hotel is commencing zoning approvals and construction. Additionally, a developer has been approved for the construction of a \$70 million 22-story apartment tower located at the northeast corner of Brentwood Boulevard and Forsyth Boulevard. Other large mixed-use, residential and commercial projects are in the proposal process. This past year marked the opening of several new restaurant and retail establishments in Clayton. New restaurants include Capital Grille, Louie, Billie Jean, Bao, Peel Wood-Fired Pizza, Smoothie King, and St. Louis Kolache. New food and drink establishments which will open in the next few months include Lemon Shark Poke Restaurant and La Palata. Additional new retail sites include Region's Bank which is a free-standing facility which includes other retail sites, and the development to be built at Brentwood Boulevard and Forsyth Boulevard.

The City's residential base remains strong as evidenced by the number of significant residential upgrades and home renovations and additions. The City expects continued reinvestment in its neighborhoods including new homes in place of smaller ranch-style structures.

## Clayton's Quality of Life

Clayton resolves to be a leader in environmental initiatives. The City's 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. The City also recognizes the importance of our expanded city-wide recycling program which reduces the amount of refuse transferred into local landfills.

While the City maintains a thriving business district, it has also devoted over 70 acres to passive and active park areas. Approximately 81% of Clayton's land is dedicated to residential or park use. The Cross County MetroLink Extension through downtown Clayton further enhances its outstanding quality of life and viability as the region's second downtown. The MetroLink provides easy and quick access to downtown St. Louis, the airport and parts of south St. Louis County. A regional bus transfer station connected to the Central Avenue Metro Link station provides public transportation access to much of the region.

Enriching the City's quality of life is its award-winning public school system. The School District of Clayton is one of the nation's best, with 96% of its high school graduates continuing on to college.

Clayton's community services set the standard for the region. The Parks and Recreation Department not only maintains the City's many well-manicured parks, but also conducts a multitude of athletic activities on lighted baseball, softball, sand volleyball and soccer fields. The Center of Clayton, the



City's 124,000 square-foot community recreation center, offers sports, fitness, swimming, recreational, educational and lifestyle-enhancing programs. This high standard has been recognized as the Clayton Parks and Recreation Department is an accredited agency with the Commission for Accreditation of Parks and Recreation Agencies.

The professional City services that are provided to our residents and businesses offer additional support to the overall quality of life. The Police Department is accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This international designation requires the Department to meet more than 400 standards. Very few departments in the country receive such official designation.

The Fire Department maintains a rating from the Insurance Services Office (ISO) of 2 (on a scale of one to ten where one is the highest and best rating). This rating is achieved by satisfying numerous safety, emergency and fire response standards. This rating places our department in the top five percent (5%) of all departments in the country.

The Planning and Development Services Department was also rated by ISO and received a 2 rating (with 1 being the highest) for commercial and industrial property and a 3 rating for one and two-family residential properties. This rating is based on satisfying certain educational and training requirements for all inspectors as well as adopting certain housing codes and maintaining a comprehensive inspection process.

These ISO ratings not only designate the high standards of service being provided to residents, but also can translate into lower property insurance rates for residents and businesses.

The Public Works Department continues to maintain and revitalize the City's infrastructure including streets, lights, traffic signals, signage, sidewalks and streetscapes, as well as the City's buildings and fleet of vehicles and large equipment. The City has been a Tree City USA recipient for 26 years.

In Administrative Services, the Finance Department provides prudent fiscal management and has received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association for 30 consecutive years, and this year received the Popular Annual Financial Reporting Award for the third time from the same organization. The Finance Department also received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 11th year in a row. These awards are the highest form of recognition in governmental financial reporting and budgeting. The Information Technology (IT) Department continues in its mission to maintain state-of-the-art information systems. The City has also received the Certificate of Excellence in performance management eight years; refer to the end of the introduction for more information on Clayton's performance management program.

# City of Clayton at a Glance

## Government

- Incorporated in 1913
- Council/Manager Form of Government
- Mayor and Six-Member Board of Aldermen (two elected from each ward)
- City Manager Appointed by Mayor and Board of Aldermen

## Demographics

### Population\*

2007	16,059	2013	15,894
2008	16,091	2014	15,882
2009	16,074	2015	15,884
2010	15,939*	2016	16,623
2011	15,936	2017	16,805
2012	15,910		

\*Census year is noted. All other years are estimates obtained from the United States Census Bureau.

### 2017 Population by Age Group

	<u>Number</u>	<u>Percentage</u>
Under 18 Years	2,504	14.9%
18 to 64 Years	12,016	71.5%
65 Years and Over	2,285	13.6%

Median Age	31.3
Number of Households	6,268
Average Household Size	2.08
Median Household Income	\$88,250
% over 25 with Bachelor's Degree	78.7%
% in Professional Management	71.0%

### Racial Composition

White	76.7%
Black or African American	8.4%
Asian	11.8%
Hispanic or Latino	3.5%
Other	2.7%

*Note: Amounts total over 100%, as Hispanics and Latinos may be of any race, so may be included in other race categories. "Other" includes persons reporting two or more races or one other race alone.*

*Source of Demographics: 2010 Census Data*

## Education

Number of Public Schools in Clayton School District

Pre-K	1
Elementary	3
Middle School	1
High School	1
Total Number of Students	2,590

College or Graduate School Enrollment

Washington University*	14,518
Fontbonne University	1,375
Concordia Seminary	561
Total Enrollment	16,454

\*A portion of Washington University is located within Clayton.

## Land Use

Land Area 1,606 Acres or  
2.5 square miles

<u>Type of Land Use</u>	<u>Acres</u>
Single Family Residential	582
Right-of-Way	349
Institution (schools, government)	251
Commercial	163
Multi-Family Residential	153
Parks & Recreation	78
Vacant	<u>30</u>
Total	1,606

## Sales Tax

**As of 10/1/2017**

State of Missouri	4.225%
County	3.388%
City	
Local Option	0.250%
Fire & EMS	0.250%
Parks & Storm Water	0.500%
Capital Improvement	<u>0.500%</u>
	<u>1.500%</u>
Total Clayton Sales Tax Rate	9.113%

*Note: The County portion of the sales tax includes two taxes that the City receives which are a 1.0% County-wide sales tax and a 0.5% Public Safety sales tax.*

**Residential**

Median Home 2017 Sales Price	\$767,350
Median Condo 2017 Sales Price	\$355,000

Source: 2017 MARIS – Mid America Regional Information System

**Commercial**

Businesses in Clayton	3,408
Daytime Population Estimate	46,000
Employees in Downtown Area	35,000

**Largest Employers**

St. Louis County Government	1,604
Centene Corporation	1,464
Enterprise Holdings, Inc.	1,181
Washington University	683
Caleres (previously Brown Group)	646
Commerce Bank NA	517
Clayton School District	449
Husch Blackwell	421
Earnest & Young LLP	358
Armstrong Teasdale	350

**Overall Perceptions of Clayton**

Percentage of citizens rating the following items as good or better:

Quality of life in the City	95%
Image of the City	94%
Overall quality of City services	93%
Appearance of the City	87%
Feeling of safety in the City	89%
Value received for City tax dollars & fees	78%
Quality of new residential development	67%
Quality of special events & cultural opportunities	79%
How well Clayton is planning/managing redevelopment	61%
Recreational opportunities in the City	83%
Quality of new commercial development	67%

Source: 2017 Citizen Survey conducted by the ETC Institute

**Bond Rating and Debt Outstanding**

Standard & Poor's Rating	AAA
General Obligation Debt	\$13,310,000
Special Obligation Debt	<u>\$18,040,000</u>
Total Debt	\$31,350,000

**Assessed Property Tax Value**

Residential Real Estate	\$541,266,860
Commercial Real Estate	\$377,392,050
Personal Property	<u>\$81,946,415</u>
Total	\$1,000,605,325

**2018 Residential Property Tax Rate**  
(per \$100 of assessed valuation)

City of Clayton	\$0.8170
School Tax	\$3.6921
St. Louis County	\$0.6250
Special School District	\$1.1980
Metro Zoo Museum	\$0.2724
St. Louis Community College	\$0.2129
Metropolitan Sewer District	\$0.1170
State of Missouri	\$0.0300
Other	<u>\$0.1820</u>
Total 2018 Residential Tax Rate	\$7.1464

**2018 Commercial Property Tax Rate**  
(per \$100 of assessed valuation)

City of Clayton	\$0.9000
Special Business District	\$0.1260
School Tax	\$4.0670
St. Louis County	\$0.6560
County Commercial Surcharge	\$1.7000
Special School District	\$1.1980
Metro Zoo Museum	\$0.2724
St. Louis Community College	\$0.2129
Metropolitan Sewer District	\$0.1170
State of Missouri	\$0.0300
Other	<u>\$0.1880</u>
Total 2018 Commercial Tax Rate	\$9.4673

## **POLICY IMPLICATIONS AND DECISION POINTS**

### **General Fund Balance**

The Board of Aldermen established a preferred fund balance goal equaling 120 working days or 33% of the current fiscal year's projected operating expenditures in the General Fund. This fund balance goal provides the City the ability to react to unexpected events, such as emergency expenditures and revenue shortfalls that may occur during a fiscal year. At a minimum, the City will maintain a fund balance equivalent to 90 working days or 25% of projected annual expenditures in the General Fund. The General Operating Fund balance is projected to total \$18,049,333 at September 30, 2018, which is 65% of total expenditures.

### **Personnel Position Classification System**

The position classification system establishes a hierarchy of the various job positions maintained by the City. The system is based on an analysis of the duties and responsibilities of each position, taking into account such factors as education, training and experience needed to perform the job, the nature of the work involved, the degree of supervision exercised or received, and other measures of responsibility and difficulty. The St. Louis area municipal market is also taken into consideration for determining proper position and salary placement.

The City conducts a comprehensive salary and benefits market analysis by an outside consultant every four years. The last study occurred three years ago with the salary structure continuing into this budget. During this year, the City will be performing the next study for implementation in the following fiscal year. The non-uniformed staff and the public safety chiefs are in an open structure system, and the other public safety employees are in a step system.

*Provisions for FY 2019 Pay Adjustments:* The factors of level revenues and increasing expenditures continue to challenge the City and its peers to provide competitive pay and benefits. The Board of Aldermen has made a commitment to City employees to provide market pay and benefits. Since the compensation study implementation, the City's goal is to maintain our place in the market. It appears that public sector employers were slower to bring annual compensation increases back up after the recession than the private sector, but we are now seeing higher salary increases in most of our neighboring communities.

For the open structure employees, a pool of 3% was established to reward employees' performance and the salary structure was adjusted by 2.5%. Each employee received a formal performance evaluation at the end of last fiscal year, and salary increases will be awarded at the start of the new fiscal year based on scores received. A "midpoint adjustment" component of 2.5% is included in the City's open structure compensation plan to bring employees to the midpoint of their salary range (defined as market) more quickly as they become valuable to our organization.

Step system employees will receive an increase to the next step in their salary range with successful performance, and the structure was moved from 2.0-2.5%, depending on position. Employees covered by collective bargaining receive their increase based on the contract in place.

The City has projected the long-term cost for several years, especially for the public safety employees in the step system, and while the total increases were larger in the first couple of years, the total annual increase has tapered to a much lower average as many employees reach the top step of their range. This is the intent of the design of a step system which is to increase compensation to employees in their early years when they are experiencing significant learning and are becoming valuable to our organization, and this also helps prevent the likelihood that they are hired by our market comparative organizations.

*Personnel Changes:* During last fiscal year, a few changes occurred including a grade increase for permit technician, a title change and grade decrease for street superintendent with changed duties, and the addition of an IT Support Specialist and an Associate Network Engineer both of which are funded through a new technology services contract.

For FY19, the Human Resources Manager was reclassified to a higher grade, and six (6) firefighter/paramedic positions were added with half of the positions to be hired at the beginning of the year and the other half added mid-year. This increase in staffing will enhance our efficiency in response to the most frequent and high hazard incidents and will also improve EMS response which constitutes a higher number of calls and continues to grow. A portion of the positions will be indirectly funded by a new Use Tax which will be on the ballot for citizen approval.

*Pension:* The Uniformed pension plan has a 5% mandatory contribution for employees and the Non-Uniformed pension plan has a 3% mandatory contribution. The City's contribution to the Uniformed plan this year will be \$1,109,879, or 15.1% of compensation, as compared to \$1,137,681 in the prior year. The City's contribution to the Non-uniformed plan is estimated to be \$566,626, or 9.4% of compensation, as compared to \$584,824 in the prior year. The City has paid the annual required contributions to both plans in all recent years.

*Health insurance:* The City participates in the SLAIT (St. Louis Area Insurance Trust) health insurance pool in an effort to contain health insurance costs in the future. The premium rate increase this year was 2%. Employees pay 10% of the premium for employee-only coverage and 25% of the premiums for all forms of employee and dependent coverage. The City continues to offer an opt-out option which pays employees who have health care coverage elsewhere, with approximately 13% of employees taking advantage of this benefit.

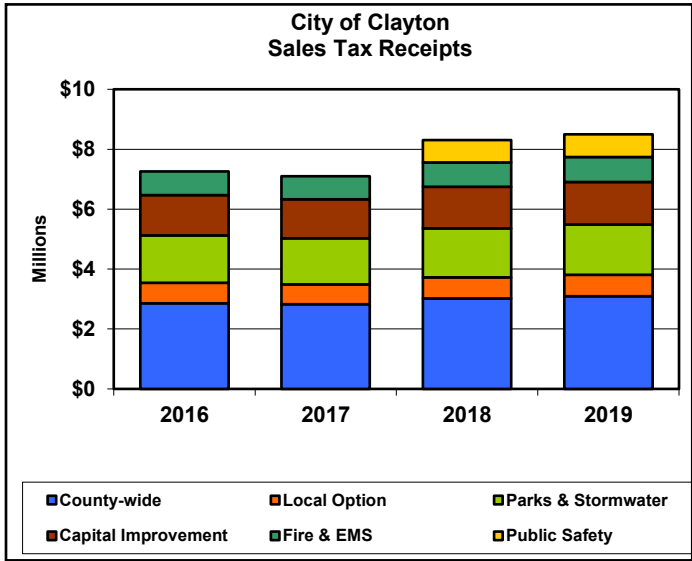
*Other Fringe Benefits:* The City's other major fringe benefit programs will continue, including life insurance, long-term disability insurance, dental insurance, employee assistance program, tuition reimbursement, family membership to the Center of Clayton, and a 25% subsidy for Metro passes. Vision plan benefits and identity theft prevention are also offered as voluntary benefits. All of these benefit programs have been successful and are well-received.

**Sales and Use Tax**

The City's sales tax rate as of October 1, 2018 will be 9.113%. This schedule summarizes the different sales tax rates by taxing entity. The amount that is received by the City is a total of 3.0% including the 1.5% noted in the schedule and also a county-wide 1% sales tax and 0.5% public safety tax.

A ballot issue for a Use Tax will be on the November ballot. If passed, the tax would generate approximately \$215,000 per year.

<b>City of Clayton Sales Tax Rate</b>	
<b>As of 10/1/18</b>	
State	4.225%
County	3.388%
City	
Local Option	0.250%
Fire & EMS	0.250%
Parks & Storm Water	0.500%
Capital Improvement	0.500%
Total City Tax Rate	<u>1.500%</u>
<b>Total Sales Tax Rate</b>	<b>9.113%</b>

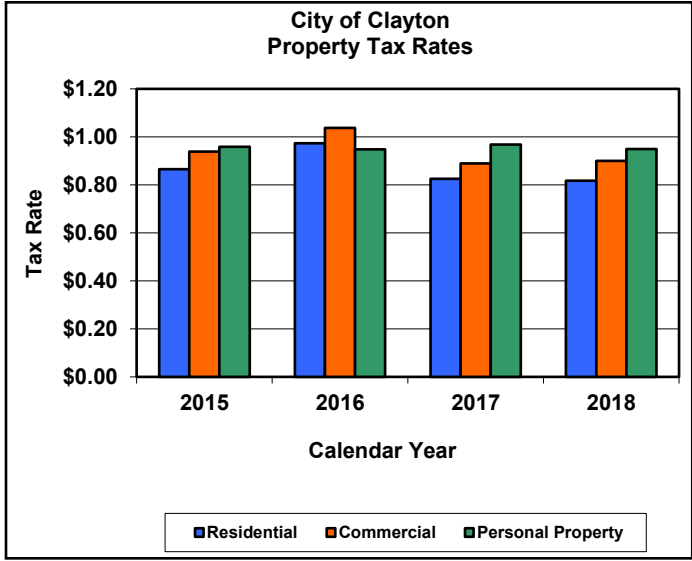


This schedule provides a history of the sales tax received and expected by the City from 2016 through 2019. The Public Safety sales tax was passed by St. Louis County voters in 2017 which added approximately \$764,000 in total sales tax revenue in 2018. In fiscal year 2019, total sales tax revenue is projected to be approximately \$8.5 million. Of that amount, \$5.4 million is shown in the General Fund and another \$3.1 million is for capital improvement projects and debt on past capital projects.

If approved, the use tax will add approximately \$100,000 in FY 2019. This is not reflected in the graph to the left.

**Property Tax**

The City levies property tax for residential, commercial and personal property. Below is a brief history of the total City property tax rate in each category. The tax rates for the City and debt service are estimated to generate approximately \$9.5 million in this fiscal year.



**History of Property Tax Rates**

	2015 (FY16)	2016 (FY17)	2017 (FY18)	2018 (FY19)
Residential	.865	.873	.825	.817
Commercial	.939	1.037	.890	.900
Personal	.959	.948	.968	.949

The Special Business District (SBD) tax is a tax on those properties within the downtown area. The approved SBD residential property tax rate will remain at \$0.094, and the approved commercial tax rate will increase to \$0.126.

City of Clayton Assessed Value and Tax Rate Comparison

Assessed Values	2017 (FY18)			2018 (FY19)		
Residential	\$535,443,180			\$550,371,050		
Commercial	\$392,173,005			\$379,836,488		
Personal Property	\$87,312,531			\$81,235,700		
	2017 (FY18)			2018 (FY19)		
	Residential	Commercial	Personal	Residential	Commercial	Personal
General	\$0.571	\$0.639	\$0.707	\$0.583	\$0.667	\$0.707
Police Building	\$0.113	\$0.110	\$0.120	\$0.114	\$0.113	\$0.122
Debt Service	<u>\$0.141</u>	<u>\$0.141</u>	<u>\$0.141</u>	<u>\$0.120</u>	<u>\$0.120</u>	<u>\$0.120</u>
Total Rate	\$0.825	\$0.890	\$0.968	\$0.817	\$0.900	\$0.949

Clayton Special Business District Assessed Value and Tax Rate Comparison

Assessed Values	2017 (FY18)		2018 (FY19)	
Residential	\$63,592,790		\$76,483,180	
Commercial	\$342,683,040		\$329,160,600	
	2017 (FY18)		2018 (FY19)	
	Residential	Commercial	Residential	Commercial
Special Business District	\$0.094	\$0.117	\$0.094	\$0.126

**Fee Increases**

*Parking Fees:* Per recommendations from St. Louis Parking based on the downtown Clayton market, a \$5 increase in monthly parking fees was approved for the two parking lots located on Wydown Ave.

*Private Subdivision Fees:* The fee charged to private subdivisions for snow removal, leaf collection, and street sweeping will increase to \$0.50 per linear foot this year. The actual costs used to determine private subdivision fees are based on a 3-year average and increased substantially this year based on contractual costs for leaf hauling and improved accuracy of data collection to determine the true cost to perform each service. The fee has been increased to reflect the full cost of services for those areas outside the City limits. The fee to the portions of private subdivisions that reside outside the city limits will increase to \$2.43 per linear foot. The table below summarizes these fees in recent years.

	<u>Cost per Linear Foot</u>		
	FY 2017	FY 2018	FY 2019
Within City Limits	\$0.48	\$0.49	\$0.50
Outside City Limits	\$0.48	\$0.49	\$2.43

*Right-of Way (ROW) Activity Permit Fees:* This fee structure assists in recovering costs associated with processing ROW permits and performing inspections. The fee structure was updated adding a four tier which should assist in cost recovery.

## Grants and Donations

The City will receive funding from several external sources in this budget year. Federal grants will help fund improvements to curb ramps, two resurfacing projects which are Brentwood Blvd. and Maryland Ave., and a local grant will contribute funding to the new multi-use facility. Donations will help fund a playground replacement, maintenance costs related to Chapman Plaza and other smaller projects.

## Bonded Indebtedness

For 2018 property taxes, the total assessed valuation for the City of Clayton was \$1,011,443,238. Under Missouri law, the City is legally able to incur general obligation debt totaling no more than 10% of the City's assessed valuation, or \$101,144,328, if approved by the voters. The City currently has only \$13,310,000 in outstanding General Obligation debt which would apply toward this limit, therefore this limit has little effect on the City's bonding decisions or operations. The City's bond rating on general obligation is AAA. The City has total debt outstanding of all types in the amount of \$31,350,000 as of September 30, 2018.

<b>Total Outstanding Bonds as of 9/30/18</b>	
<b>Issuance</b>	<b>Amount</b>
<i>2009 Build America</i>	<i>\$9,990,000</i>
<i>2011 Special Obligation</i>	<i>\$7,380,000</i>
<i>2014 General Obligation</i>	<i>\$13,310,000</i>
<i>2014 Special Obligation</i>	<i><u>\$670,000</u></i>
<b>Total Outstanding Bonds</b>	<b>\$31,350,000</b>

2009 Build America Taxable Bonds - The City issued \$15 million of Build America Taxable Bonds to pay for the purchase of a new Clayton Police facility.

2011 Special Obligation Bonds - The City issued \$9.845 million of special obligation bonds to pay for the purchase and renovation of the new Police Headquarters and various other capital improvement projects including traffic signals and signage; street lighting; and improvements to park amenities and Public Works and Parks & Recreation facilities.

2014 General Obligation Bonds - The City issued \$15 million of bonds to pay for updates to street lighting, replacement of alleys, and resurfacing and repaving of more than fifty percent of the City's neighborhood streets.

2014 Special Obligation Refunding Bonds - The City refunded two previous bond issues, both of which had refunded earlier bond project issuances. The 2005 A Series refunded bonds originally issued in 1997 and 1998 for the construction of a joint use recreation center, ice rink and tennis court renovations, and two neighborhood improvement districts. The 2007 issue refunded the 2002 bonds which funded the majority of costs associated with the Shaw Park Pool, a new Fire Station, and renovations to City Hall. The City saved \$438,000 in debt service costs through the 2014 refunding.

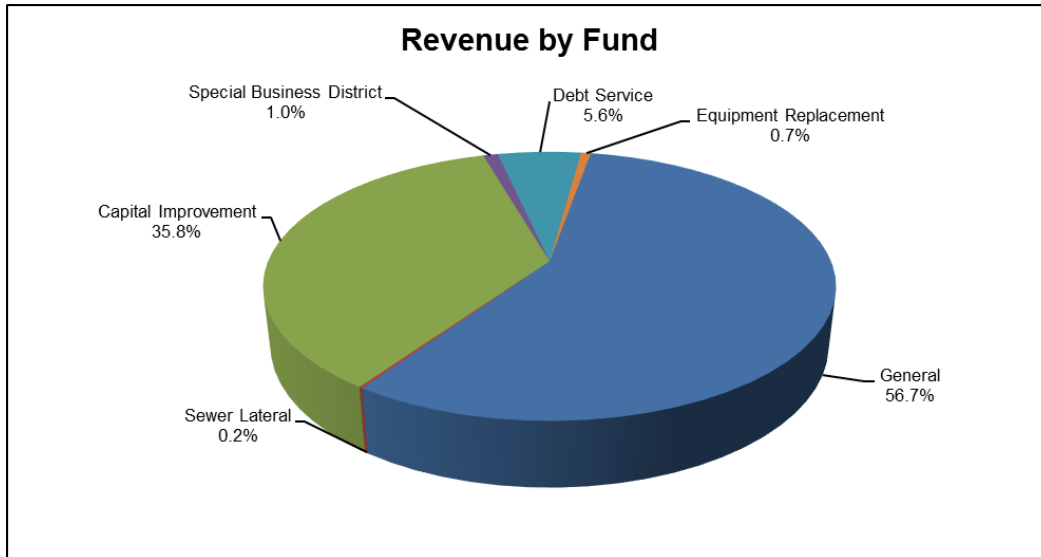


## BUDGET HIGHLIGHTS – ALL FUNDS

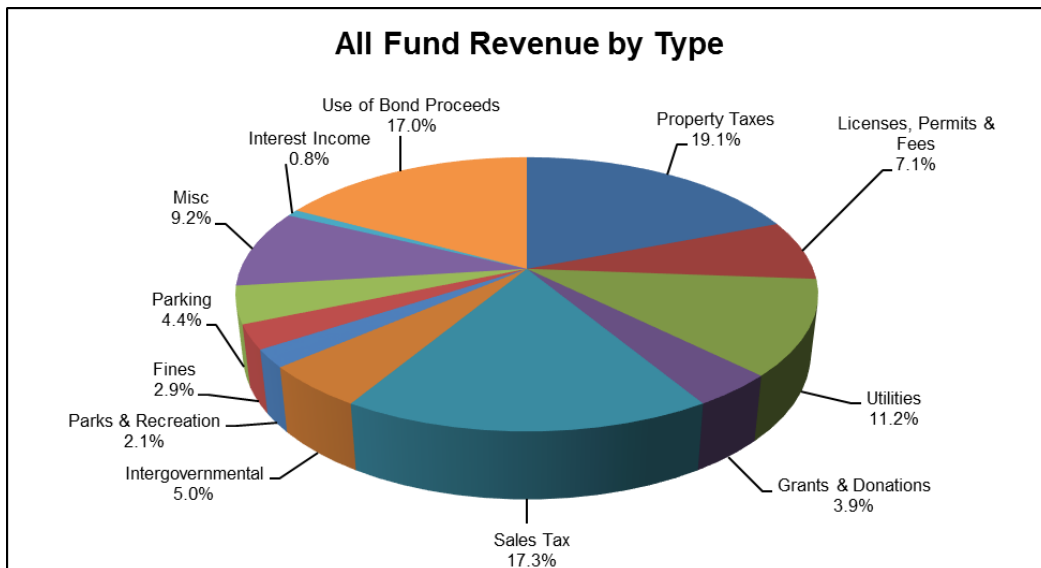
### Revenue

Revenue from all funds is projected to increase to \$49,788,726 from the prior year estimated amount of \$38,854,215 which is a 28.1% increase. The majority of this increase is due to future bond proceeds, the planned sale of property for development, building permits for current developments, and growth in property tax, sales tax and staff reimbursements.

The graph below illustrates the percentage of revenue that is anticipated to be collected in each fund.



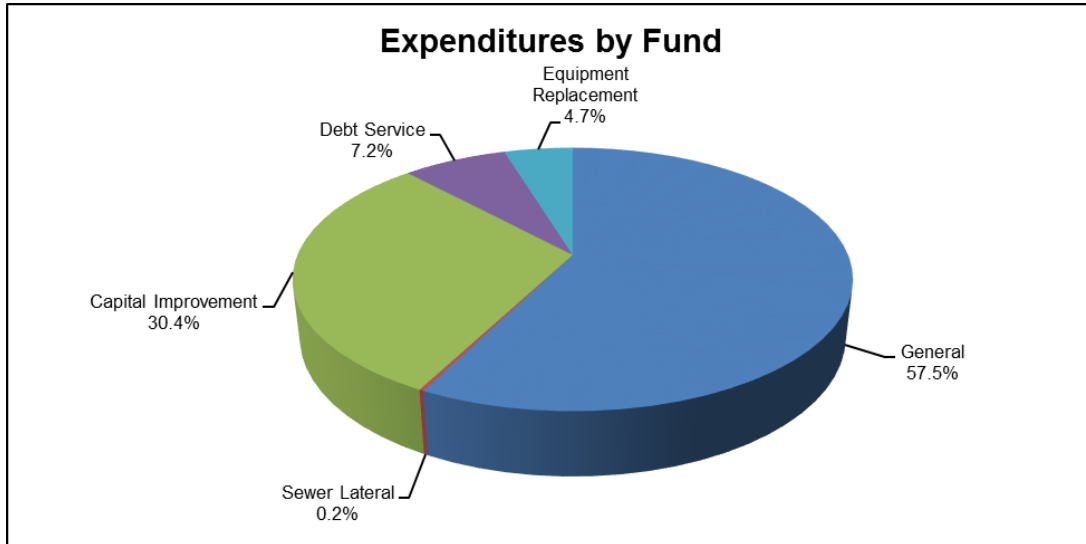
The graph below illustrates the percentage of revenue, by type, that is anticipated to be collected.



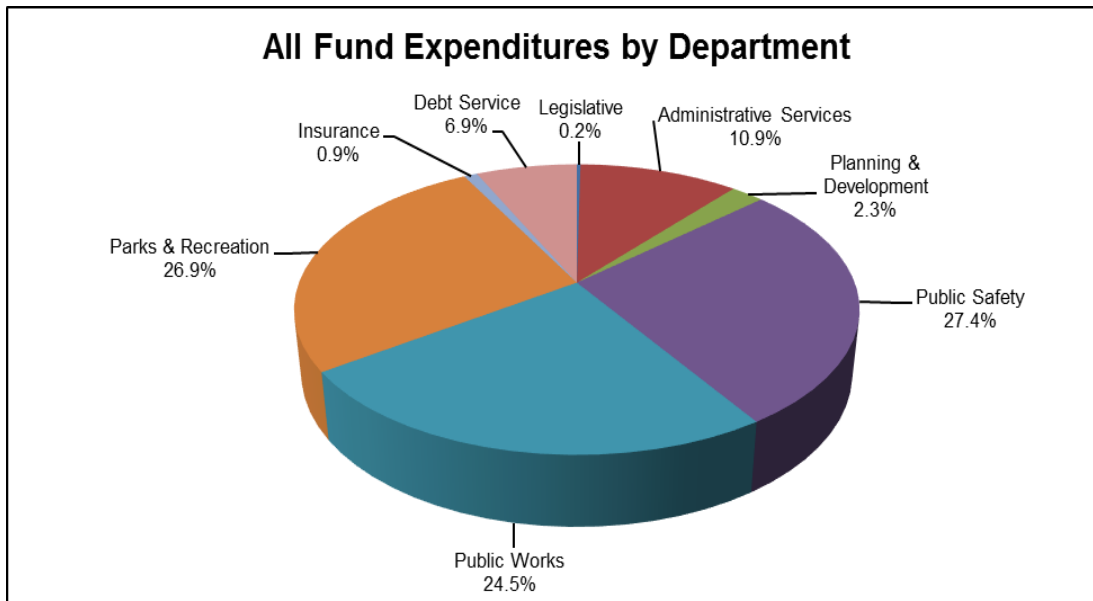
## Expenditures

Expenditures from all funds are projected to increase to \$49,425,826 from the prior year estimated amount of \$41,876,614 which is an 18% increase. The increase is due to increases in personnel costs, mostly due to new public safety positions, capital projects and large purchases for equipment and systems.

The graph below illustrates the percentage of expenditures projected to be spent, by fund.



The graph below illustrates the percentage of projected expenditures to be spent by each department or function.



**SUMMARY OF REVENUE AND EXPENDITURES  
ALL FUNDS**

**REVENUE BY FUND**

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>	<b>2019 % of Total</b>	<b>\$ Change 2018 to 2019</b>	<b>% Change 2018 to 2019</b>
General	24,983,758	27,001,789	28,219,534	56.7%	1,217,745	4.5%
Sewer Lateral	93,918	93,330	93,400	0.2%	70	0.1%
Special Business District	521,250	465,350	485,711	1.0%	20,361	4.4%
Equipment Replacement	202,322	221,267	329,010	0.7%	107,743	48.7%
Capital Improvement	7,538,074	8,247,685	17,818,921	35.8%	9,571,236	116.0%
Debt Service	2,422,692	2,824,794	2,842,150	5.6%	17,356	0.6%
<b>Total Revenue</b>	<b>35,762,014</b>	<b>38,854,215</b>	<b>49,788,726</b>	<b>100.0%</b>	<b>10,934,511</b>	<b>28.1%</b>
Transfers In, All Funds	7,774,545	7,888,393	7,956,581		68,188	0.9%
<b>Total Revenue &amp; Transfers In</b>	<b>43,536,559</b>	<b>46,742,608</b>	<b>57,745,307</b>		<b>11,002,699</b>	<b>23.5%</b>

**EXPENDITURES BY FUND**

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Budget</b>	<b>2019 % of Total</b>	<b>\$ Change 2018 to 2019</b>	<b>% Change 2018 to 2019</b>
General	24,661,554	26,146,124	28,411,222	57.5%	2,265,098	8.7%
Sewer Lateral	125,721	105,000	105,000	0.2%	0	0.0%
Equipment Replacement	1,366,606	2,286,273	2,344,985	4.7%	58,712	2.6%
Capital Improvement	8,427,353	8,984,473	15,011,717	30.4%	6,027,244	67.1%
Debt Service	4,772,531	4,354,744	3,552,902	7.2%	(801,842)	-18.4%
<b>Total Expenditures</b>	<b>39,353,765</b>	<b>41,876,614</b>	<b>49,425,826</b>	<b>100.00%</b>	<b>7,549,212</b>	<b>18.0%</b>
Transfers Out, All Funds	7,774,545	7,888,393	7,956,581		68,188	0.9%
<b>Total Expenditures &amp; Transfers Out</b>	<b>47,128,310</b>	<b>49,765,007</b>	<b>57,382,407</b>		<b>7,617,400</b>	<b>15.3%</b>

**SUMMARY OF REVENUE AND EXPENDITURES  
ALL FUNDS**

**REVENUE BY TYPE**

Type	2017 Actual	2018 Estimated	2019 Budget	2019 % of Total	\$ Change 2018 to 2019	% Change 2018 to 2019
Property Taxes	9,051,028	9,260,084	9,510,440	19.1%	250,356	2.7%
Licenses, Permits & Fees	2,238,465	2,816,813	3,516,169	7.0%	699,356	24.8%
Utilities	5,301,493	5,490,353	5,571,045	11.2%	80,692	1.5%
Grants & Donations	3,867,558	1,716,345	2,019,370	4.1%	303,025	17.7%
Sales & Use Tax	7,101,367	8,302,210	8,606,992	17.3%	304,782	3.7%
Intergovernmental	2,090,485	2,314,287	2,496,187	5.0%	181,900	7.9%
Parks & Recreation	1,029,066	1,028,748	1,042,564	2.1%	13,816	1.3%
Fines	1,380,628	1,414,591	1,421,940	2.9%	7,349	0.5%
Parking	2,256,025	2,273,375	2,188,842	4.4%	(84,533)	-3.7%
Miscellaneous	1,162,753	1,150,897	4,551,114	9.1%	3,400,217	295.4%
Interest Income	283,146	336,512	399,063	0.8%	62,551	18.6%
Use of Bond Proceeds	0	2,750,000	8,465,000	17.0%	5,715,000	100.0%
<b>Total Revenue</b>	<b>35,762,014</b>	<b>38,854,215</b>	<b>49,788,726</b>	<b>100.0%</b>	<b>10,934,511</b>	<b>28.1%</b>
Transfers In, All Funds	7,774,545	7,888,393	7,956,581		68,188	
<b>Total Revenue &amp; Transfers In</b>	<b>43,536,559</b>	<b>46,742,608</b>	<b>57,745,307</b>		<b>11,002,699</b>	<b>23.5%</b>

**EXPENDITURES BY DEPARTMENT**

Department	2017 Actual	2018 Estimated	2019 Budget	2019 % of Total	\$ Change 2018 to 2019	% Change 2018 to 2019
Legislative	89,246	98,457	126,821	0.2%	28,364	28.8%
Administrative Services	3,621,775	4,715,588	5,592,364	10.9%	876,776	18.6%
Planning & Development	1,072,348	1,094,336	1,147,154	2.3%	52,818	4.8%
Public Safety	12,517,409	12,825,244	14,079,469	27.4%	1,254,225	9.8%
Public Works	10,799,737	12,726,007	12,589,089	24.5%	(136,918)	-1.1%
Parks & Recreation	7,427,699	7,480,059	13,783,599	26.9%	6,303,540	84.3%
Insurance	447,895	446,745	463,555	0.9%	16,810	3.8%
Debt Service	4,772,531	4,354,744	3,552,902	6.9%	(801,842)	-18.4%
<b>Total Expenditures</b>	<b>40,748,640</b>	<b>43,741,180</b>	<b>51,334,953</b>	<b>100.0%</b>	<b>7,593,773</b>	<b>17.4%</b>
Transfers Out, All Funds*	6,379,670	6,023,827	6,047,454		23,627	
<b>Total Expenditures &amp; Transfers Out</b>	<b>47,128,310</b>	<b>49,765,007</b>	<b>57,382,407</b>		<b>7,617,400</b>	<b>15.3%</b>

\* Transfers out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.

## Changes in Fund Balance

The City has several funds which will experience a change in fund balance exceeding 10%. In comparing the estimated FY 2018 ending fund balance with the projected FY 2019 ending fund balance, four funds will have a change larger than 10%.

Fund	FY 2018 Estimated Ending Fund Balance	FY 2019 Projected Ending Fund Balance	\$ Change from FY 2018 to FY 2019	% Change from FY 2018 to FY 2019
Sewer Lateral Fund	\$82,150	\$70,550	(\$11,600)	-14%
Special Business District Fund	\$132,426	\$82,426	(\$50,000)	-38%
Capital Improvement Fund	\$1,269,839	\$3,003,964	\$1,734,125	137%
2014 General Obligation Bond Issue	\$7,056,677	\$5,499,241	(\$1,557,436)	-22%
2014 Special Obligation Bond Issue	\$30,909	\$0	(\$30,909)	-100%
2009 Build America Bond Issue	\$224,179	\$378,945	\$154,766	69%

### Sewer Lateral Fund

The 14% decrease in this fund balance is the result of expected reimbursement requests exceeding projected revenues this year. The City will be evaluating the policies related to this program during this year.

### Special Business District Fund

The 38% decrease expected in the Special Business District Fund is the result of the planned use of reserves to pay for a retail attraction and economic data analysis. Excluding the use of this surplus, transfers-out are planned to equal current year revenue.

### Capital Improvement Fund

The 137% increase expected in the Capital Improvement Fund is the result of projected revenue and transfers-in exceeding expenditures and transfers-out by \$1.7 million. The level of project expenditures fluctuates from year-to-year, and the impact on fund balance is greatly impacted by the level of outside funding sources. 2019 revenue projections include the sale of property totaling nearly \$3.5 million.

### 2014 General Obligation Debt Service Fund

The 18% decrease in the 2014 General Obligation Bond fund is primarily the result of the expected transfer-out of \$2 million to the Capital Improvement Fund to fund construction project costs on the projects planned for the bond funds.

### 2014 Special Obligation Debt Service Fund

The decrease of this fund balance to \$0 is the result of utilizing the remaining funds for the final maturity of these bonds.

### 2009 Build America Bond Issue

The projected 69% increase in the 2009 Build America Bond Issue is a result of property tax revenue and federal rebates exceeding debt service expenditures. The \$154,766 projected surplus adds a small allowed reserve for future debt service payments.

## Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Governmental Funds - FY 2019 Budget

	General	Sewer Lateral	Special Business District	Equipment Replacement	Capital Improvement	Debt Service
<b>Revenue</b>						
Property Taxes	6,429,924	-	483,461	-	-	2,597,055
Licenses, Permits & Fees	3,423,769	92,400	-	-	-	-
Utilities	5,571,045	-	-	-	-	-
Grants & Donations	156,000	-	-	108,000	1,755,370	-
Sales & Use Tax	5,404,565	-	-	-	3,202,427	-
Intergovernmental	1,582,863	-	-	-	913,324	-
Parks & Recreation	1,042,564	-	-	-	-	-
Fines	1,421,940	-	-	-	-	-
Parking	2,188,842	-	-	-	-	-
Miscellaneous	774,499	-	-	127,910	3,481,800	166,905
Interest Income	223,523	1,000	2,250	93,100	1,000	78,190
Use of Bond Proceeds	-	-	-	-	8,465,000	-
<b>Total Revenue</b>	<b>28,219,534</b>	<b>93,400</b>	<b>485,711</b>	<b>329,010</b>	<b>17,818,921</b>	<b>2,842,150</b>
<b>Expenditures*</b>						
Legislative	126,821	-	-	-	-	-
Administrative Services	4,853,850	-	-	738,514	-	-
Planning & Development	1,147,154	-	-	-	-	-
Public Safety	13,447,630	-	-	631,839	-	-
Public Works	7,301,116	105,000	-	866,256	4,316,717	-
Parks & Recreation	2,980,223	-	-	108,376	10,695,000	-
Insurance	463,555	-	-	-	-	-
Debt Service	-	-	-	-	-	3,552,902
<b>Total Expenditures*</b>	<b>30,320,349</b>	<b>105,000</b>	<b>-</b>	<b>2,344,985</b>	<b>15,011,717</b>	<b>3,552,902</b>
<b>Revenue Over (Under) Expenditures</b>	<b>(2,100,815)</b>	<b>(11,600)</b>	<b>485,711</b>	<b>(2,015,975)</b>	<b>2,807,204</b>	<b>(710,752)</b>
<b>Inter-Fund Transfers</b>						
Transfers In	2,543,703	-	-	1,865,401	2,241,195	1,306,282
Transfers Out*	(170,000)	-	(535,711)	-	(3,314,274)	(2,027,469)
<b>Net Inter-Fund Transfers</b>	<b>2,373,703</b>	<b>-</b>	<b>(535,711)</b>	<b>1,865,401</b>	<b>(1,073,079)</b>	<b>(721,187)</b>
<b>Net Change In Fund Balance</b>	<b>272,888</b>	<b>(11,600)</b>	<b>(50,000)</b>	<b>(150,574)</b>	<b>1,734,125</b>	<b>(1,431,939)</b>
<b>Fund Balance October 1, 2018 (Estimated)</b>	<b>17,952,123</b>	<b>82,150</b>	<b>132,426</b>	<b>4,992,504</b>	<b>1,269,839</b>	<b>7,331,744</b>
<b>Fund Balance September 30, 2019</b>	<b>18,225,011</b>	<b>70,550</b>	<b>82,426</b>	<b>4,841,930</b>	<b>3,003,964</b>	<b>5,899,805</b>

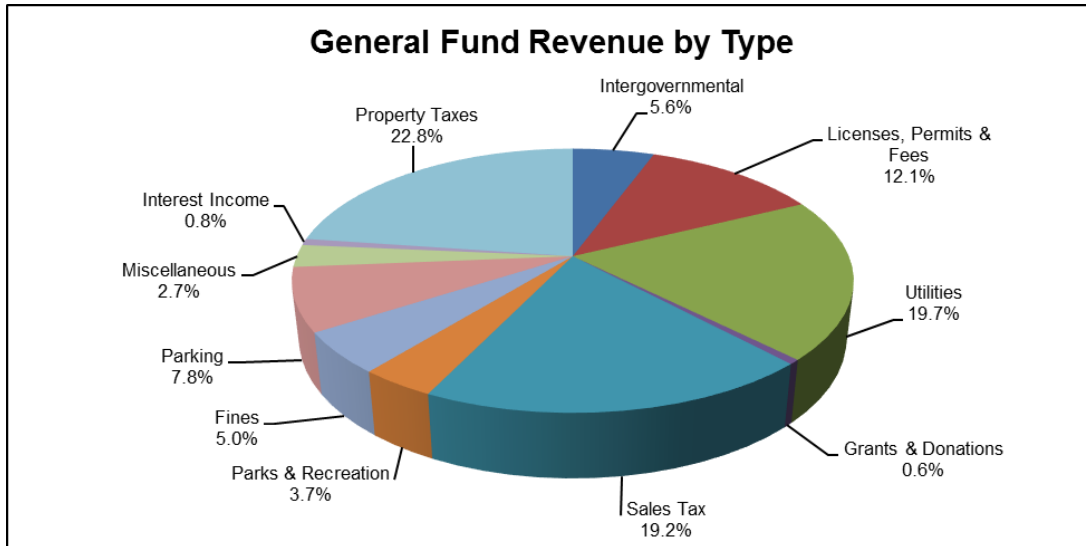
\* Transfers out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in General Fund departmental expenditures in this schedule.

\*\* See the previous page for an explanation of changes in fund balances exceeding 10%.

## BUDGET HIGHLIGHTS – GENERAL FUND

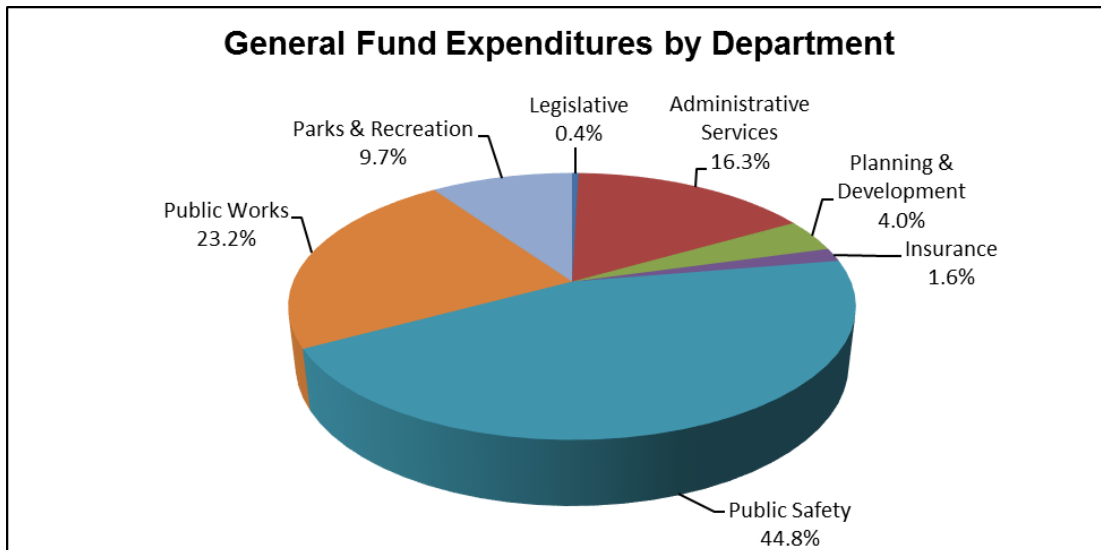
### Revenue

Total revenue for the General Fund, the City's operating fund, will increase to \$28,219,534 from the prior year estimated amount of \$27,001,789, or 4.5%. This change is mostly due to building permit activity, property tax, sales tax and staff reimbursements. The graph below illustrates General Fund revenue projections by type or category of revenue.



### Expenditures

General Fund expenditures are projected to increase to \$28,411,222 from the prior year estimated amount of \$26,146,124, or 8.7% due to new personnel, particularly in public safety, normal employee compensation increases and a higher level of contractual services. The graph below illustrates projected expenditures by department.



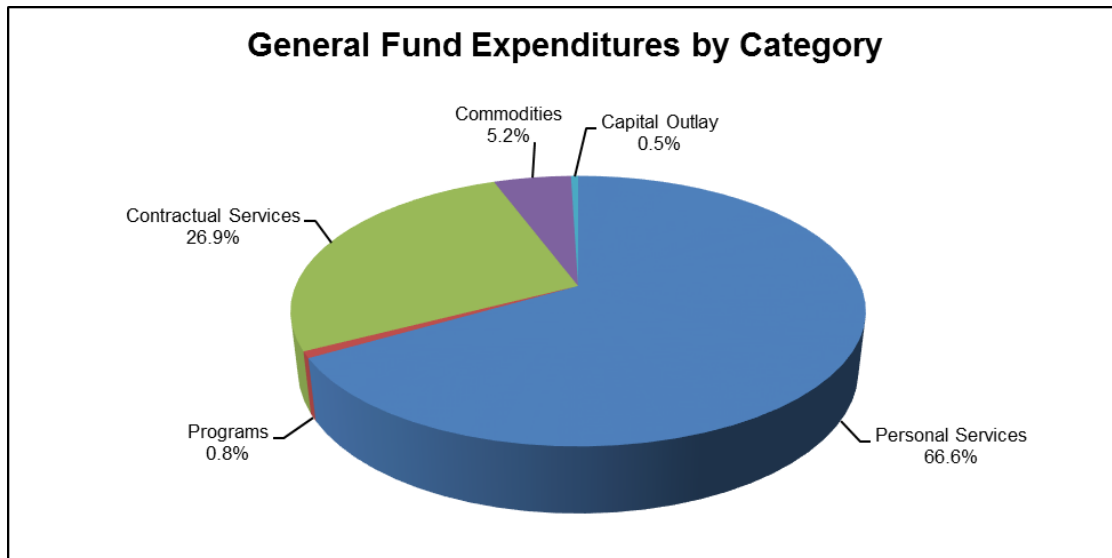
\*Departmental transfers to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are excluded from this graph.

The table and graph below illustrate projected General Fund expenditures by type or category of expenditure.

### General Fund Expenditures by Type

<u>General Fund Expenditures</u>	<u>2018 Estimated</u>	<u>2019 Budget</u>	<u>% of Total</u>	<u>\$ Change FY 2018 to FY 2019</u>	<u>% Change FY 2018 to FY 2019</u>
Personal Services	\$17,495,587	\$18,933,947	62.1%	\$1,438,360	8.2%
Contractual Services	7,065,678	7,638,771	25.1%	573,093	8.1%
Commodities	1,270,324	1,480,717	4.9%	210,393	16.6%
Capital Outlay	116,087	137,300	0.4%	21,213	18.3%
Programs	198,448	220,487	0.7%	22,039	11.1%
<b>Subtotal</b>	<b>26,146,124</b>	<b>28,411,222</b>	<b>93.2%</b>	<b>2,265,098</b>	<b>8.7%</b>
Transfers-Out*	1,864,566	2,079,127	6.8%	214,561	11.5%
<b>Total General Fund</b>	<b>\$28,010,690</b>	<b>\$30,490,349</b>	<b>100.0%</b>	<b>2,479,659</b>	<b>8.9%</b>

\*Transfers-out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included with Transfers-Out in this schedule.





**SUMMARY OF REVENUE AND EXPENDITURES  
GENERAL FUND**

**REVENUE BY TYPE**

Type	2017 Actual	2018 Estimated	2019 Budget	2019 % of Total	\$ Change 2018 to 2019	% Change 2018 to 2019
Property Taxes	6,404,537	6,239,322	6,429,924	22.8%	190,602	3.1%
Licenses, Permits & Fees	2,145,452	2,724,388	3,423,769	12.1%	699,381	25.7%
Utilities	5,301,493	5,490,353	5,571,045	19.7%	80,692	1.5%
Grants & Donations	92,417	160,771	156,000	0.6%	(4,771)	-3.0%
Sales Tax	4,252,770	5,279,210	5,404,565	19.2%	125,355	2.4%
Intergovernmental	1,186,985	1,409,976	1,582,863	5.6%	172,887	12.3%
Parks & Recreation	1,029,066	1,028,748	1,042,564	3.7%	13,816	1.3%
Fines	1,380,628	1,414,591	1,421,940	5.0%	7,349	0.5%
Parking	2,256,025	2,273,375	2,188,842	7.8%	(84,533)	-3.7%
Miscellaneous	824,704	814,818	774,499	2.8%	(40,319)	-4.9%
Interest Income	109,681	166,237	223,523	0.8%	57,286	34.5%
<b>Total Revenue</b>	<b>24,983,758</b>	<b>27,001,789</b>	<b>28,219,534</b>	<b>100.0%</b>	<b>1,217,745</b>	<b>4.5%</b>
Transfers In	1,458,637	1,973,503	2,543,703		570,200	28.9%
<b>Total Revenue &amp; Transfers In</b>	<b>26,442,395</b>	<b>28,975,292</b>	<b>30,763,237</b>		<b>1,787,945</b>	<b>6.2%</b>

**EXPENDITURES BY DEPARTMENT**

Department	2017 Actual	2018 Estimated	2019 Budget	2019 % of Total	\$ Change 2018 to 2019	% Change 2018 to 2019
Legislative	89,246	98,457	126,821	0.4%	28,364	28.8%
Administrative Services	3,521,562	4,104,828	4,853,850	16.0%	749,022	18.2%
Planning & Development	1,072,348	1,094,336	1,147,154	3.8%	52,818	4.8%
Public Safety	11,931,843	12,402,871	13,447,630	44.4%	1,044,759	8.4%
Public Works	6,609,677	7,065,383	7,301,116	24.1%	235,733	3.3%
Parks & Recreation	2,383,858	2,798,070	2,980,223	9.8%	182,153	6.5%
Insurance	447,895	446,745	463,555	1.5%	16,810	3.8%
<b>Total Expenditures</b>	<b>26,056,429</b>	<b>28,010,690</b>	<b>30,320,349</b>	<b>100.0%</b>	<b>2,309,659</b>	<b>8.2%</b>
Transfers Out*	337,193	0	170,000		170,000	100.0%
<b>Total Expenditures &amp; Transfers Out</b>	<b>26,393,622</b>	<b>28,010,690</b>	<b>30,490,349</b>		<b>2,479,659</b>	<b>8.9%</b>

\* Transfers out to the Equipment Replacement Fund & Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.

## Summary of Budget Transfers

Funds Involved in Transfer	Purpose of Transfer	Amount
1. Special Business District to General Fund	Fund a portion of expenditures recorded in the General Fund Economic Development and Events programs which includes reimbursement of City staffing expenditures, events, holiday lighting, watering, and insurance	\$535,711
2. Capital Improvement Fund to General	Utilize a portion of Road and Bridge tax and Sales tax revenue to support operational costs in the General Fund	\$561,718
3. Capital Improvement Fund to General*	Fund departmental contributions for future replacement of vehicles and equipment that meet the higher definition of a capital asset	\$1,446,274
4. General Fund to Equipment Replacement Fund (including transfer from Capital Improvement Fund in #2, above)*	Pass along contributions from the Capital Improvement Fund for vehicles, equipment and systems that meet the higher definition of a capital asset and fund departmental contributions for future replacement of items that meet a lesser definition	\$1,865,401
5. General Fund to Capital Improvement Fund**	Provide payment for estimated energy savings to Capital Improvement Fund to repay interfund advance for 2015 energy efficiency project	\$43,726
6. General Fund to Capital Improvement Fund	Fund expenditures associated with the update of a Bicycle and Pedestrian Master Plan and a Parks Master Plan	\$170,000
7. 2014 General Obligation Bond Issue to Capital Improvement Fund	Transfer bond funds for the construction of residential street resurfacing and alley improvements	\$2,027,469
8. Capital Improvement Fund to 2011 Special Obligation Bond and 2014 Special Obligation Refunding Bond Issues	Debt payments	\$1,306,282

\* Annual contributions for the future replacement of vehicles and equipment are shown as a transfer out in each department in the General Fund to align these costs with the appropriate department, rather than presented as one total transfer. The City uses the capital project definition to determine if contributions are made from the Capital Improvement Fund, passing through the General Fund, or directly from the General Fund for those operational items meeting a lesser definition.

\*\* In 2015 the General Fund made an interfund advance to the Capital Improvement Fund to provide funding for energy efficiency improvements. The energy savings will be realized in the General Fund. The General Fund will transfer a portion of the principal balance to the Capital Improvement Fund each year to repay this advance.



## PERFORMANCE MANAGEMENT

### What is Performance Management?

Performance management is the ongoing and systematic means of monitoring progress toward goals and ultimately improving results. In order to improve results, the data collected and reported upon must be used in decision making. Incorporating performance data into decision making can result in improved customer satisfaction, cost savings, and increased organizational efficiency. Performance management provides decision makers with data and evidence upon which to base policy decisions.

### Principals of Performance Management

The National Performance Measurement Advisory Committee has seven principles of Performance Management:

1. A focus on **results** permeates strategies, processes, organizational culture and decisions.
2. Measures, data, and goals are **relevant** to the priorities and the well-being of the government and community.
3. Information relating to performance, decision making, and processes are **transparent**.
4. Goals, programs, activities, and resources are **aligned with priorities** and intended results.
5. **Decision making** is driven by timely, reliable, and meaningful data.
6. Performance measurement practices are **sustainable** over time and through organizational changes.
7. Performance measurement has the ability to **transform** an organization, its management, and the policy-making process.

### Overview of Performance Management in Clayton

For Clayton, performance management is an ongoing, systematic approach to improving results through evidence-based decision making. Since 2008, the City of Clayton has presented performance data in the annual budget document through the Exceptional City Services Scorecard. The scorecard is a tool used to track the performance of key performance indicators by service area. Key performance indicators are categorized into four perspectives: Customer, Financial, Process, and People. This approach, adapted from *The Balanced Scorecard*, ensures that the City is delivering services in a balanced manner and taking into account the four perspectives.

The City has participated in the ICMA Center for Performance Analytics Program since 2008 and has received the Certificate of Excellence in performance management each year since 2011. Performance data is collected annually through the ICMA program and results are benchmarked with peer cities that are of similar size and provide similar services.



# EXCEPTIONAL CITY SERVICES HIGHLIGHTS

## PUBLIC SAFETY



**\$139**  
2017 ACTUAL

**\$148**  
2017 GOAL

Police cost per capita

**\$136**  
2016 ACTUAL



**\$97**  
2017 ACTUAL

**\$96**  
2017 GOAL

Fire/EMS cost per capita

**\$94**  
2016 ACTUAL



**74%**  
2017 ACTUAL

**85%**  
2017 GOAL

UCR Part I violent crime clearance rate

**90%**  
2016 ACTUAL



**95%**  
2017 ACTUAL

**90%**  
2017 GOAL

% of residents surveyed who rate the competency of Fire/EMS service as good or excellent

**90%\***  
2016 ACTUAL

## ECONOMIC DEVELOPMENT



**\$7.10**  
2017 ACTUAL

**\$7.87**  
2017 GOAL

Sales tax per square foot of retail space

**\$7.26**  
2016 ACTUAL

## PLANNING AND DEVELOPMENT



**88%**  
2017 ACTUAL

**95%**  
2017 GOAL

% of residents rating appearance of Clayton as good or better

**87%\***  
2016 ACTUAL

## PARKS AND RECREATION



**95%**  
2017 ACTUAL

**95%**  
2017 GOAL

% of residents rating overall satisfaction with Parks and Recreation as good or better

**92%\***  
2016 ACTUAL



**\$12,555**  
2017 ACTUAL

**\$8,400**  
2017 GOAL

Cost of park maintenance per acre

**\$10,213**  
2016 ACTUAL

## TRANSPORTATION



**0.92**  
2017 ACTUAL

**0.5**  
2017 GOAL

Sidewalk defects per 1,000 linear feet

**0.2\***  
2016 ACTUAL

## ORGANIZATIONAL EXCELLENCE



**41**  
2017 ACTUAL

**26**  
2017 GOAL

Annual training hours per employee

**35**  
2016 ACTUAL

\*Based on results of biennial surveys.



# Exceptional City Services Scorecard

Public Safety		2016 Actual	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Customer	% residents surveyed who feel safe	-	95%	✗ 90%	-	95%
	% of residents surveyed rating competency of Fire/EMS are good or excellent	-	90%	✓ 95%	-	95%
Financial	Police cost per capita	\$136	\$148	✓ \$139	\$157	\$153
	Fire/EMS cost per capita	\$94	\$96	✗ \$97	\$96	\$96
Process	% of fires contained in room of origin	93%	100%	✓ 100%	100%	100%
	UCR Part I crimes per 1,000 population	20.20	18.50	✓ 18.40	19.00	18.00
	UCR Part I property crime clearance rate	28%	35%	✗ 33%	33%	33%
	UCR Part I violent crime clearance rate	90%	85%	✗ 74%	85%	85%
	% cardiac arrest patients who exhibit a pulse upon delivery to hospital	100%	50%	✓ 50%	50%	50%
People	Average annual training hours per employee	135	120	✗ 82	120	120
	% employees meeting requirements to promote	76%	75%	✓ 76%	75%	76%
	Police Employee Engagement Index	-	4.00	✓ 4.10	4.00	4.00
	Fire Employee Engagement Index	-	4.20	✗ 4.10	4.20	4.20

Economic Development						
Customer	% businesses rating city services as good or excellent	-	-	-	80%	-
	% residents rating culture, dining and shopping environment as good or better	-	85%	✗ 83%	-	85%
Financial	Sales tax per square foot of retail space	\$7.26	\$7.87	✗ \$7.10	\$7.78	\$8.40
	Commercial property tax per square foot of office and retail space	\$0.46	\$0.50	✗ \$0.46	\$0.48	\$0.49
Process	Number of annual prospect or retention visits	47	45	✓ 64	50	50
People	Average annual training hours per employee	29.25	26	✗ 20.5	26	26

Planning and Development						
Customer	% of residents rating appearance of Clayton as good or better	-	95%	✗ 88%	-	95%
Process	% of property maintenance cases brought to compliance prior to referral to court	93%	85%	✓ 92%	95%	95%
	% of projects approved without modification to ARB guidelines	86%	100%	✗ 89%	90%	95%
People	Average annual training hours per employee	40	45	✓ 50	50	50
	Employee Engagement Index	-	4.20	✓ 4.31	4.20	4.20

Recreation and Culture						
Customer	% residents rating overall satisfaction as good or better	-	95%	✓ 95%	-	95%
Financial	Cost of park maintenance per acre maintained	\$10,213	\$8,400	✗ \$12,555	\$9,000	\$12,000
	% operating cost recovery for recreation facilities	92%	95%	✗ 94%	92%	92%
Process	% of registrants per total capacity of recreation programs	72%	75%	✗ 70%	75%	75%
	Acres properly maintained (per park inspection index)	83%	85%	✗ 84%	85%	85%
	% households with one or more recreation pass holders	35%	35%	✓ 36%	35%	35%
People	Average annual training hours per full-time equivalent employee	29	30	✓ 31	30	30
	Employee Engagement Index	-	4.10	✓ 4.14	4.20	4.20

<b>Transportation</b>		<b>2016 Actual</b>	<b>2017 Goal</b>	<b>2017 Actual</b>	<b>2018 Goal</b>	<b>2019 Goal</b>
Customer	% of residents rating streets as good or better	-	85%	✗ 69%	-	80%
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths	\$41,325	\$55,000	✓ \$25,912	\$17,200	\$22,000
Process	% lane miles with Pavement Condition Index rating of 3 or higher	87%	80%	✓ 91%	85%	85%
	% of linear miles with dedicated/shared bicycle routes	7%	7%	✓ 15%	7%	15%
	Annual sidewalk defects per 1,000 linear feet	-	0.50	✓ 0.92	-	0.88
People	Average annual training hours per employee	34	25	✓ 33	25	35
	Employee Engagement Index	-	4.20	✓ 4.42	4.20	4.20

<b>Organizational Excellence</b>						
Customer	% of employees rating HR service as good or better	-	-	87%	92%	92%
	% of employees rating IT service as good or better	-	-	93%	90%	85%
	% of employees rating Finance service as good or better	86%	-	-	87%	85%
Financial	IT cost per endpoint (desktops, laptops, tablets)	\$4,106	\$5,925	✓ \$3,561	\$7,443	\$6,747
	HR cost per employee	\$1,379	\$1,478	✓ \$1,180	\$1,500	\$1,701
	Finance cost per \$1M in operating expenditures	\$22,876	\$21,399	✓ \$20,503	\$17,554	\$16,489
Process	Annual % IT system "up" time	99.98%	99.95%	✗ 99.85%	99.95%	99.80%
	Annual number of auditor adjusting entries	0	<2	✓ 0	<2	<2
	Annual \$ of auditor adjusting entries	\$0	<\$100,000	✓ \$0	<\$100,000	<\$100,000
	City-wide rate of turnover (excluding retirement, disability or death)	5.95%	<5.00%	✓ 4.02%	<5.00%	<5.00%
People	Annual training hours per employee	35	26	✓ 41	26	30
	Employee Engagement Index	-	4.10	✓ 4.39	4.10	4.10

<b>Key</b>	
✓	Goal met
✗	Goal not met



## REVENUE SOURCES

This section provides a detailed analysis of each major revenue source of the City's governmental funds. In total, approximately 80.8% of all revenue is covered by this section. Revenue is presented in descending order of projected receipts in the adopted budget year.

Each revenue source has unique characteristics. The starting point for an overall approach to budgeting revenue is certain assumptions about inflation and the economy, population change, and assessed valuation. These factors are weighed along with historical trends, economic forecasts, legislative dynamics, regulatory decisions, weather and foreseeable development within the City.

Each revenue page includes information regarding the following:

### Legal Authorization

This is the specific section of the Missouri Revised Statutes (RSMo) that authorizes the City to levy or receive the revenue and the City ordinance that enacts or levies the tax.

### Description

This is a brief explanation of the source, rate and calculation of the revenue source. Information about collection and distribution of the revenue is also provided.

### Financial Trend

This section either provides a breakdown of the components of the revenue or a fund distribution of ten years, including the past eight years' actual results plus the most recent fiscal year's estimate and the budget year's projection. The lower part of this section shows the impact this revenue source has on the funds' total revenue.

### Trend Analysis

This is a narrative and graphical display of the information shown in the Financial Trend section, providing a visual of changes in the revenue source over the ten-year period.



# Real & Personal Property Tax

## Legal Authorization

State Statute: 137.073  
 MO Constitution: Article 10, Section 22  
 City Ordinance: City Charter

## Description

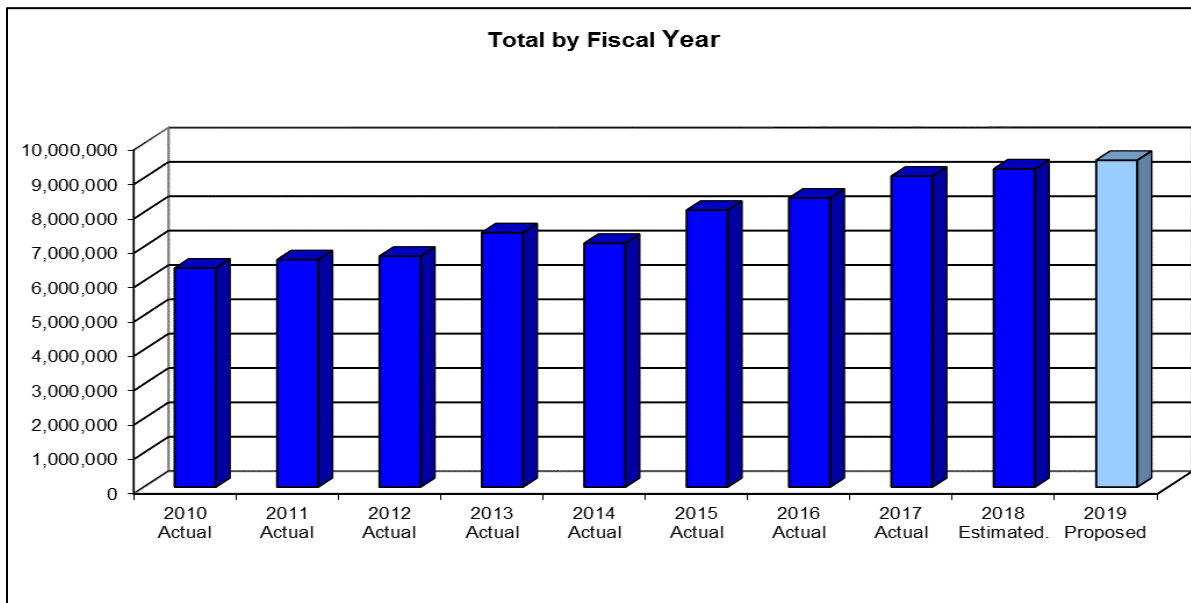
The City levies a property tax on all real and personal property within Clayton. This revenue is deposited primarily into the City's General Fund. In addition, a special levy is allocated to the Special Business District (an overlay of the downtown geographical area), the 2009 Build America Bond debt service fund, and the 2014 General Obligation Bond debt service fund.

## Financial Trend

Fiscal Year	General Fund	Special Business District Fund	Build America Bond Fund	2014 G.O. Debt Service Fund	2009 G.O. Debt Service Fund	Total All Funds	% Change from Previous Year
2010	5,358,914	223,154	0	0	791,990	6,374,058	-7.0%
2011	5,446,505	398,305	0	0	772,297	6,617,107	3.8%
2012	5,562,435	398,748	0	0	756,757	6,717,940	1.5%
2013	5,901,806	426,763	0	0	1,074,809	7,403,378	10.2%
2014	5,584,654	428,244	1,082,694	0	0	7,095,592	-4.2%
2015	5,568,826	417,427	1,041,304	1,030,854	0	8,058,411	13.6%
2016	5,778,041	437,184	1,067,099	1,128,976	0	8,411,300	4.4%
2017 Actual	6,404,537	519,513	1,072,503	1,054,475	0	9,051,028	7.6%
2018 Estimated	6,239,322	463,475	1,177,294	1,379,993	0	9,260,084	2.3%
2019 Adopted	6,429,924	483,461	1,194,034	1,403,021	0	9,510,440	2.7%
% of Funds' 2019 Revenue	22.8%	99.5%	87.7%	94.8%	0.0%		

## Trend Analysis

The property tax levies for all funds are at or near the maximum rate allowable by Missouri state law. Available revenue growth in property tax is restricted to a growth index and new construction. The voter approved levy for the Build America Bond debt service began in 2014 and was timed to replace the levy supporting a maturing bond issue. The voter approved 2014 General Obligation Bond debt service is also supported by a property tax levy beginning in 2015. Property tax revenue increased in 2018 due to recouping funds from tax protests. This year there is available CPI growth of 2.1% and the City will also have the first property tax revenue impact from recent large economic development projects, causing revenue in total to increase.







# Sales and Use Tax

## Legal Authorization

State Statute: 66.600-66.630 & 94.857 (General)  
 94.850 (Local Option)  
 321.242 (Fire Services)  
 67.547 (Public Safety)  
 94.577 (Capital Improvement)  
 644.032 (Parks & Storm water)

City Ordinance: Municipal Code Chapter 9

The City receives a one-cent county-wide and a one-quarter cent general sales tax (local option), both which can be used to provide a broad range of traditional City services; and, a one-quarter cent Fire & EMS services sales tax. In 2017, a one-half cent public safety sales tax was approved by St. Louis County voters. These sales taxes are recorded in the General Fund.

## Description

The Missouri Department of Revenue collects and administers all sales tax in the state, all of which are voter approved. Businesses remit on a monthly or quarterly basis in the period following the actual transaction and taxes are typically remitted to the City in the next month.

The City's other sales taxes are recorded in the Capital Improvement Fund which include a one-half cent sales tax for capital improvements, a one-half cent sales tax for parks and storm water improvements and a recommendation to place the Use tax on the ballot. A significant portion of both revenues is used to pay debt on past capital projects, construct new capital projects, and replace large vehicles and equipment.

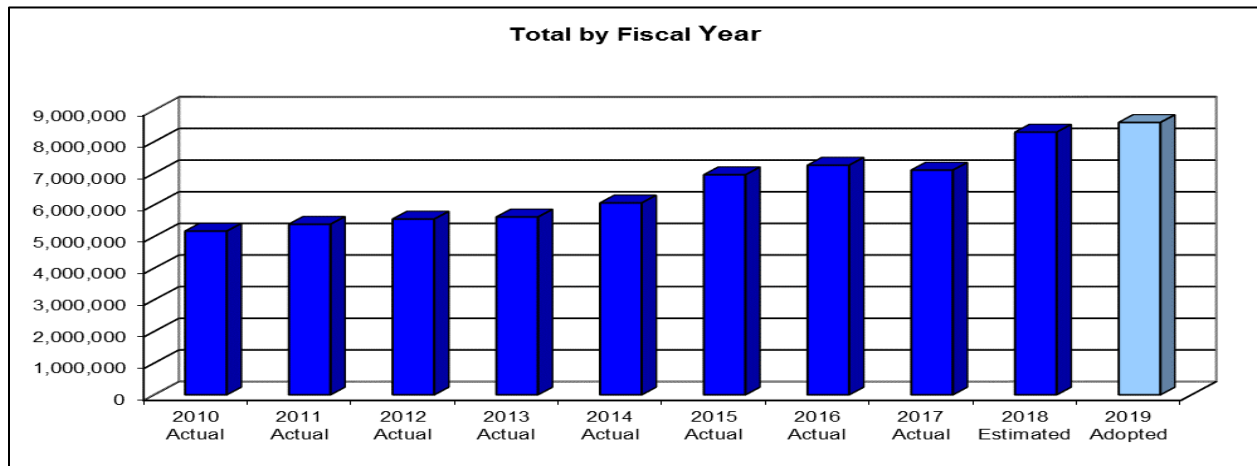
## Financial Trend

Fiscal Year	General Fund	Capital Improvement Fund*	Total All Funds	% Change from Previous Year
2010	2,769,622	2,403,857	5,173,479	-3.3%
2011	2,901,148	2,488,616	5,389,764	4.2%
2012	3,092,196	2,462,040	5,554,236	3.1%
2013	3,021,776	2,598,292	5,620,068	1.2%
2014	3,290,992	2,774,108	6,065,100	7.9%
2015	4,077,464	2,876,695	6,954,159	14.7%
2016	4,330,748	2,926,608	7,257,356	4.4%
2017 Actual	4,252,770	2,848,597	7,101,367	-2.1%
2018 Estimated	5,279,210	3,023,000	8,302,210	16.9%
2019 Adopted	5,404,565	3,202,427	8,606,992	3.7%
% of Funds' 2019 Revenue	19.2%	18.0%		

\* Revenue for funds that were consolidated beginning in 2011 are shown consolidated historically.

## Trend Analysis

Variations in the collection of sales tax revenue over the last few years are related to changing national economic activity. The City began slow growth from the economic downturn, with the addition of new taxes approved by voters in 2015 for Fire & EMS services sales tax and in 2018 for the Public Safety sales tax. Normal fluctuations in growth still occur and the City is now beginning to receive a small amount of sales tax revenue from economic development projects. The City anticipates that total sales tax revenue will increase by 3.7% in 2019, not considering the new tax revenue and the impacts of new development, due to the continuing strengthening of the economy.





# Gross Receipts (Utility) Tax

## Legal Authorization

State Statute: 94.270  
 City Ordinance: Municipal Code Chapter 9

## Description

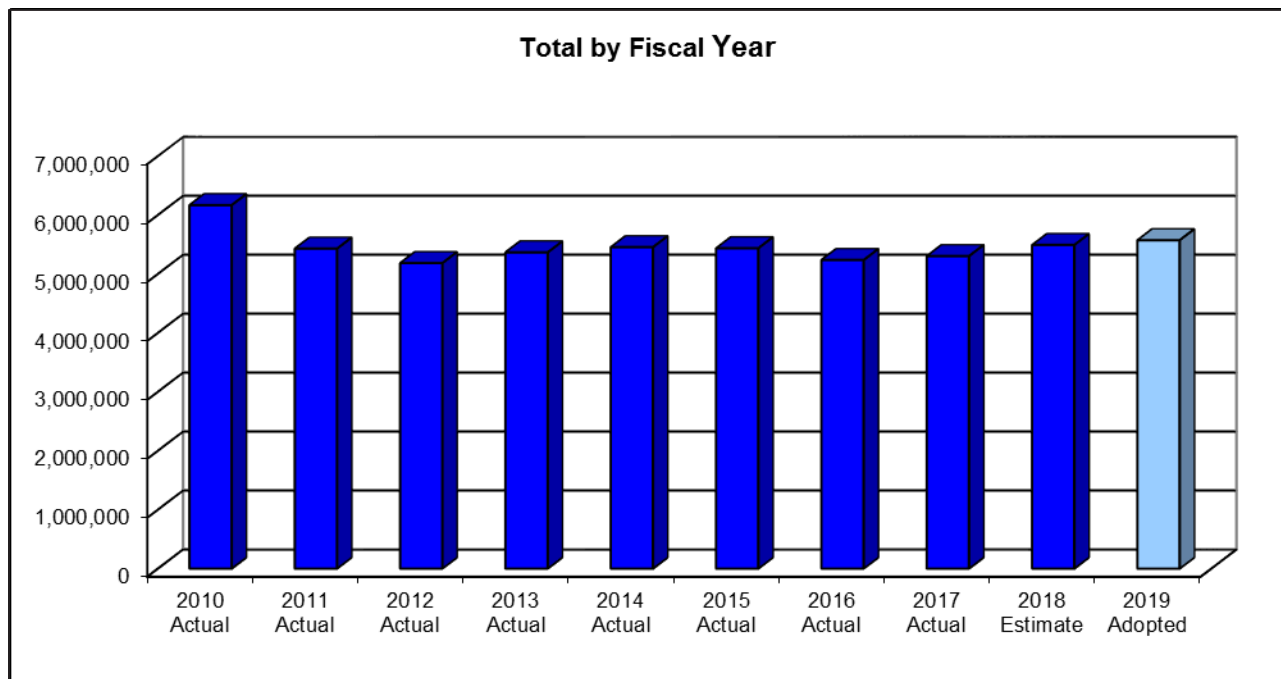
The City levies an 8% gross receipts tax on utilities doing business within the City. This includes electric, telephone, gas and water. This tax is passed through to the customers by the utility companies and remitted to the City each subsequent month. This revenue is recorded in the General Fund.

## Financial Trend

Fiscal Year	General Fund					% Change from Previous Year
	Electric	Telephone	Gas	Water	Total	
2010	2,228,739	2,755,674	908,190	273,305	6,165,909	26.1%
2011	2,548,213	1,684,442	884,411	311,286	5,428,352	-12.0%
2012	2,516,075	1,617,257	702,112	347,365	5,182,809	-4.5%
2013	2,683,072	1,594,188	784,469	302,916	5,364,645	3.5%
2014	2,750,215	1,540,517	847,509	314,708	5,452,949	1.6%
2015	2,792,032	1,518,856	811,152	312,802	5,434,842	-0.3%
2016	2,716,125	1,553,676	609,875	356,242	5,235,918	-3.7%
2017 Actual	2,662,297	1,628,930	656,203	354,063	5,301,493	1.3%
2018 Estimated	2,707,595	1,670,603	762,352	349,803	5,490,535	3.6%
2019 Adopted	2,768,150	1,698,982	711,423	392,490	5,571,045	1.5%
% of Funds' 2019 Revenue	9.8%	6.0%	2.5%	1.4%	19.7%	

## Trend Analysis

Utility taxes are susceptible to business activity, climatic conditions, commodity prices, changes in technology, and regulated rates. A higher level of revenue in 2010 is due to a large telecommunications settlement received. Utility rate increases and higher telecommunications billings are the reasons for the projected 1.5% increase in 2019.





# Sale of Assets

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

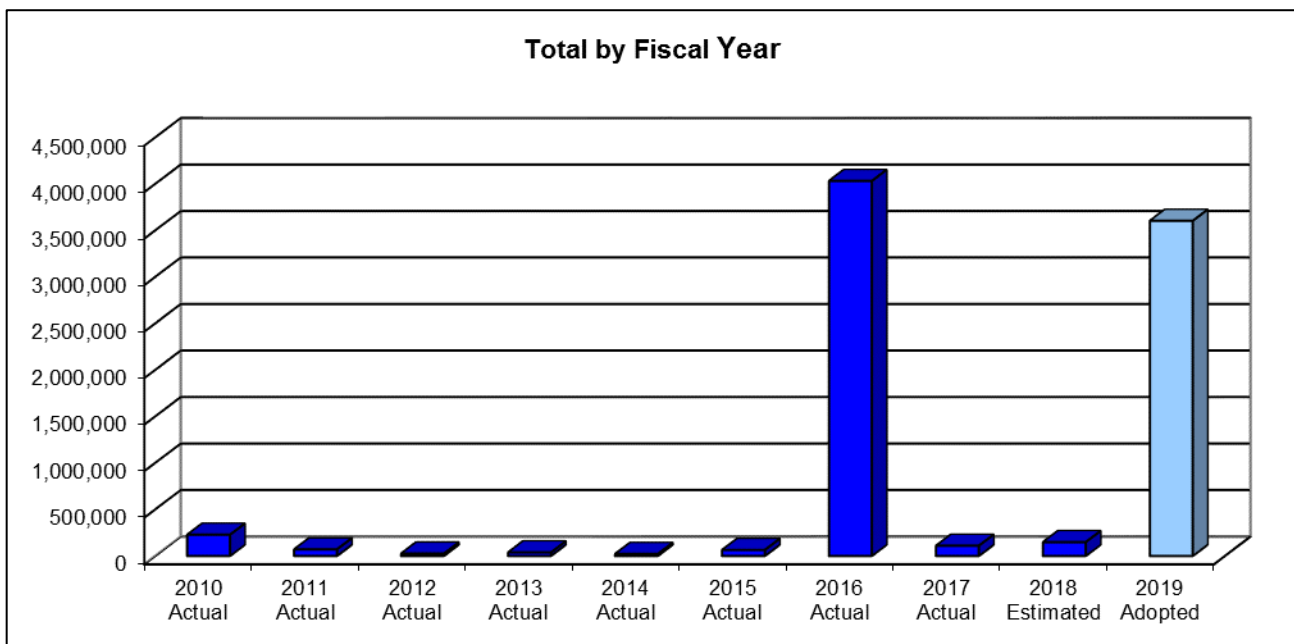
The City of Clayton routinely receives funds for the disposal of vehicles and equipment as these items are replaced. On a less routine basis, larger assets such as buildings or land are sold.

## Financial Trend

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
2010	0	228,577	0	228,577	399.2%
2011	904	70,171	0	71,075	-68.9%
2012	0	26,308	0	26,308	-63.0%
2013	4,302	34,106	0	38,407	46.0%
2014	1,562	20,207	0	21,769	-43.3%
2015	547	64,108	0	64,655	197.0%
2016	25	1,776,422	2,255,783	4,032,230	6,136.5%
2017 Actual	3,309	106,700	0	110,009	-97.3%
2018 Estimated	1,755	147,067	0	148,822	35.3%
2019 Adopted	600	127,910	3,475,000	3,603,510	2,321.4%
% of Funds' 2019 Revenue	0.0%	57.9%	19.5%		

## Trend Analysis

The Equipment Replacement fund routinely records proceeds from the sale of assets due to scheduled replacements of vehicles and equipment. The General Fund revenue records proceeds from the sale of smaller items sold such as parking meters, metal, and small equipment. The Capital Improvement Fund includes this source of revenue only when large capital assets such as land or buildings are sold. In 2016, the City applied a portion of proceeds from the sale of land to the Equipment Replacement Fund, with the remainder allocated to the Capital Improvement projects. The City has plans to sell a parking lot and a vacated building in 2019 for development projects.





# Permits & Fees

## Legal Authorization

State Statute: 79.450  
 City Ordinance: Municipal Code Chapter 5

## Description

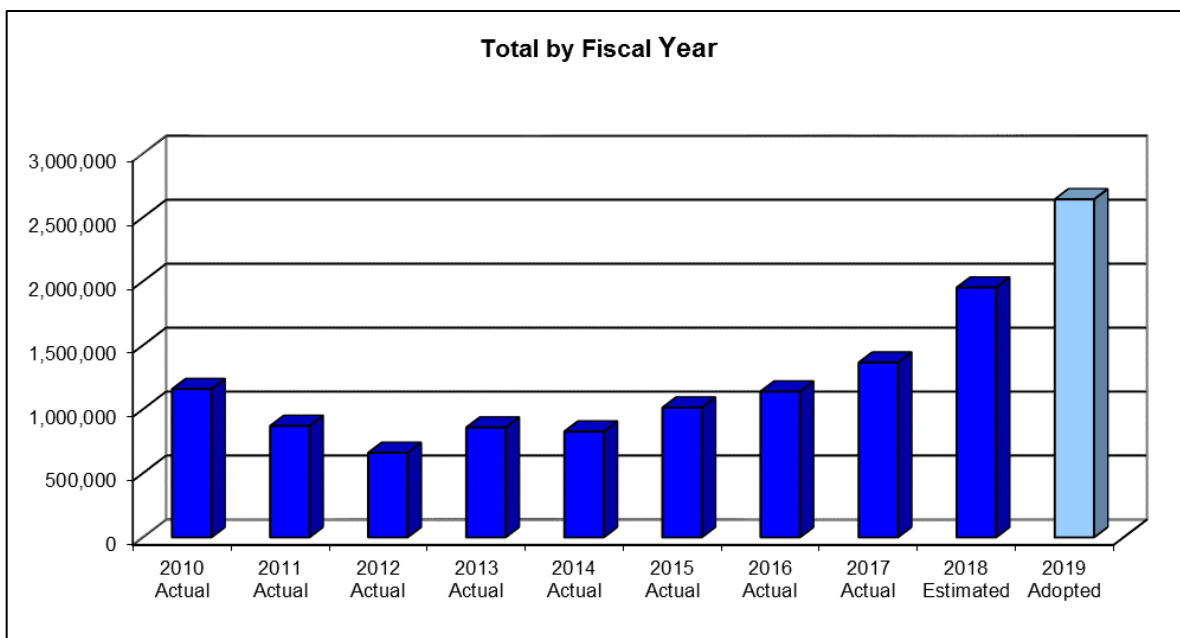
The City issues building and construction permits for activities associated with building and remodeling within the City. The fees for these activities are calculated on a sliding scale based on the value of construction and are collected by the City at the time of application or at the time of permit approval.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	1,159,440	10.8%
2011	871,416	-24.8%
2012	661,058	-24.1%
2013	859,431	30.0%
2014	827,729	-3.7%
2015	1,014,915	22.6%
2016	1,140,122	12.3%
2017 Actual	1,366,620	19.9%
2018 Estimated	1,953,474	42.9%
2019 Adopted	2,642,824	35.3%
% of Funds' 2019 Revenue	9.4%	

## Trend Analysis

While revenue collection from permits and fees was at lower levels for a few years due to declined economic conditions, revenue began increasing in recent years due to growth in economic development activity beginning in 2015. The years 2017 through 2019 have one-time permit revenue from several specific large-scale projects. A fee increase which occurred midway through 2016 has also led to increased revenue.





# Parking - On-Street, Lots & Garages

## Legal Authorization

State Statute: N/A  
 City Ordinance: Municipal Code Chapter 300

## Description

This is revenue from on-street and lot parking, parking permits, and garage parking at the Bonhomme and Shaw Park parking structures. On-street parking spaces are enforced Monday through Friday from 8 a.m. to 5 p.m.

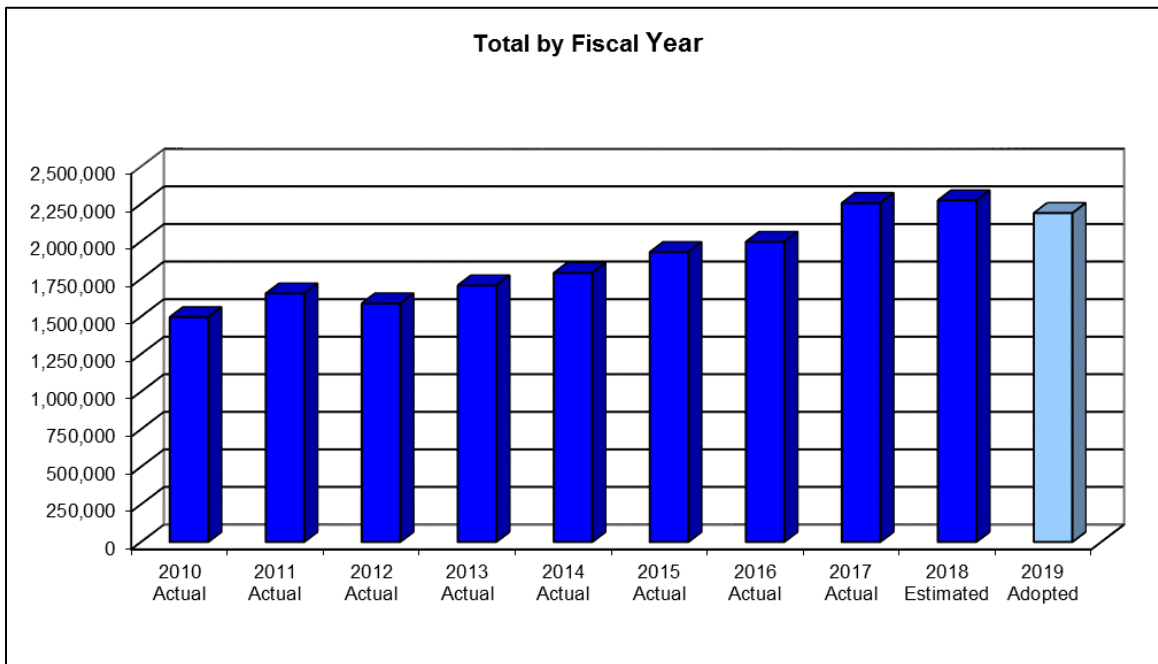
## Financial Trend

Fiscal Year	General Fund*	% Change from Previous Year
2010	1,496,154	-1.6%
2011	1,653,514	10.5%
2012	1,587,248	-4.0%
2013	1,707,402	7.6%
2014	1,790,473	4.9%
2015	1,928,908	7.7%
2016	1,997,499	3.6%
2017 Actual	2,256,025	12.9%
2018 Estimated	2,273,375	0.8%
2019 Adopted	2,188,842	-3.7%
% of Funds' 2019 Revenue	7.8%	

\* The Parking Fund was combined with the General Fund and those revenues have been combined in this table.

## Trend Analysis

This revenue fluctuates due to parking usage. Increases in parking permit and hourly parking rates have occurred periodically, driving changes in revenue. The last increase in hourly rates occurred in 2017 due to an effort to drive longer-term parkers to available lots to free up on-street, convenient parking for local businesses. A portion of this revenue enhancement is offset by increased parking system costs, including the convenience of a mobile application.





# Federal Grants

## Legal Authorization

State Statute: N/A  
 City Ordinance: N/A

## Description

The City utilizes federal grants to partially fund various capital improvement projects.

## Financial Trend

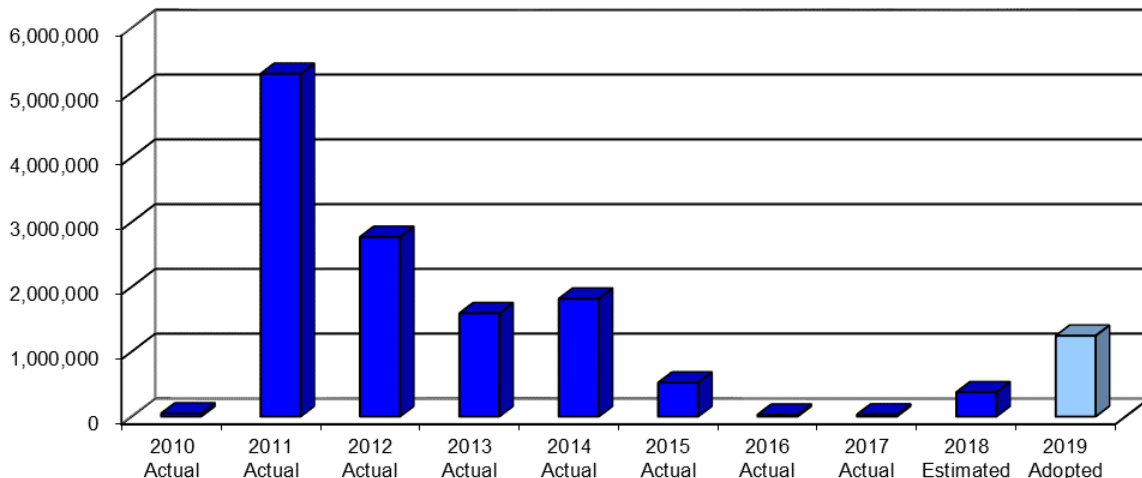
Fiscal Year	General Fund	Capital Improvement Fund*	Equipment Replacement Fund	Total All Funds	% Change from Previous Year
2010	43,646	5,000		48,646	-97.0%
2011	34,375	5,257,134		5,291,509	10,777.6%
2012	0	2,773,626		2,773,626	-47.6%
2013	0	1,595,257		1,595,257	-42.5%
2014	111,269	1,707,947		1,819,216	14.0%
2015	34,478	489,679		524,157	-71.2%
2016	5,676	22,899		28,575	-94.5%
2017 Actual	9,203	22,700		31,903	11.6%
2018 Estimated	2,055	373,513		375,568	1,077.2%
2019 Adopted	5,000	1,133,710	108,000	1,246,710	232.0%
% of Funds' 2019 Revenue	0.0%	6.4%			

\* Revenue for funds that were consolidated beginning in 2011 are shown consolidated historically. Also prior to 2011, state and local grants were not separated from federal grants and are combined in this schedule through 2010.

## Trend Analysis

Federal grant revenue varies from year-to-year and is directly related to the projects in progress each year. This source of revenue is also dependent on the availability of federal funds. Revenue in 2011 and 2012 was significantly higher due to two large one-time projects. Revenue has been at lower levels each year since then due to lower availability of federal funds, and most of the City streets where federal funding is available have already been renovated. Three new federal projects have been approved and revenue will increase beginning in 2019 related to those projects.

**Total by Fiscal Year**





# Parks & Recreation Revenue

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

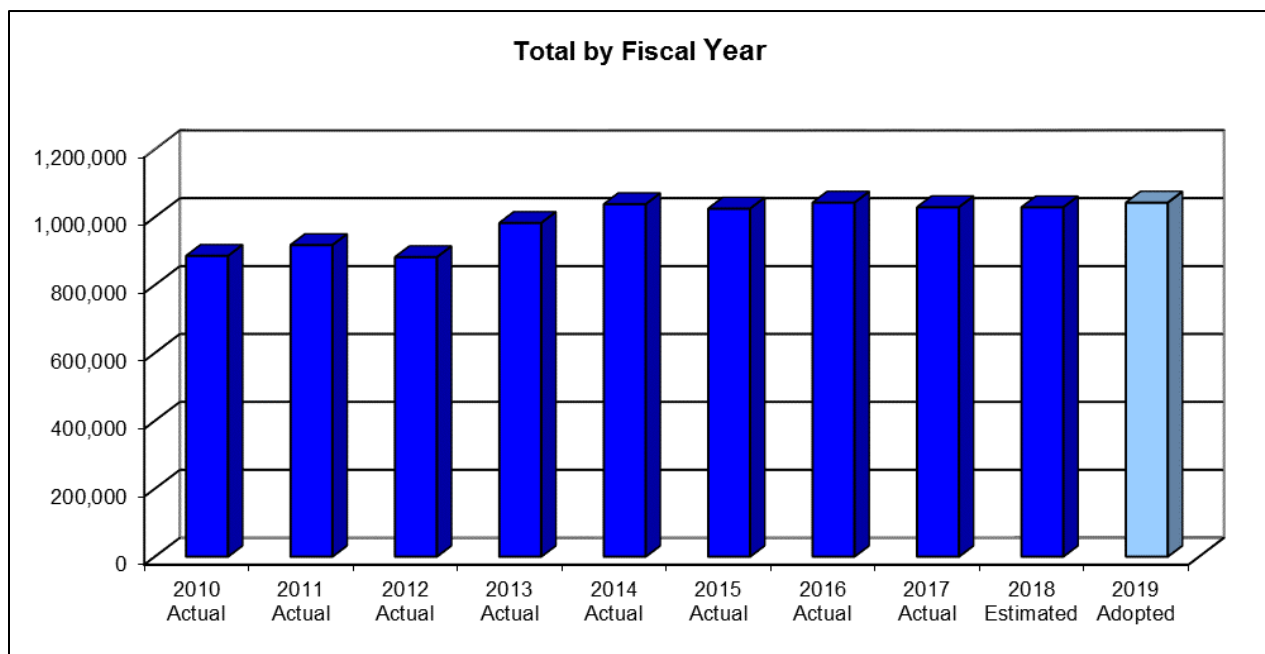
The City collects recreational fees for the Shaw Park Aquatic Center, Ice Rink and Tennis Center, as well as for programs, rentals, facilities and events. Periodic fee surveys are conducted to ensure program charges are in line with surrounding communities. These fees recover a portion of the cost to provide these services, with the General Fund supporting the remainder of the costs.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	885,850	4.1%
2011	917,630	3.6%
2012	881,987	-3.9%
2013	982,715	11.4%
2014	1,038,084	5.6%
2015	1,024,887	-1.3%
2016	1,042,643	1.7%
2017 Actual	1,029,066	-1.3%
2018 Estimated	1,028,748	0.0%
2019 Adopted	1,042,564	1.3%
% of Funds' 2019 Revenue	3.7%	

## Trend Analysis

Revenue collected from parks and recreation fees generally increases each year. Variances occur when the City implements new rates or offers additional or fewer classes, when facilities are unavailable for a period due to renovations, and with weather fluctuations for outdoor activities. This revenue generally has slow but steady growth and is expected to increase slightly in 2019.





# Shared Services & Staff Reimbursements

## Legal Authorization

State Statute: N/A  
City Ordinance and Agreement

## Description

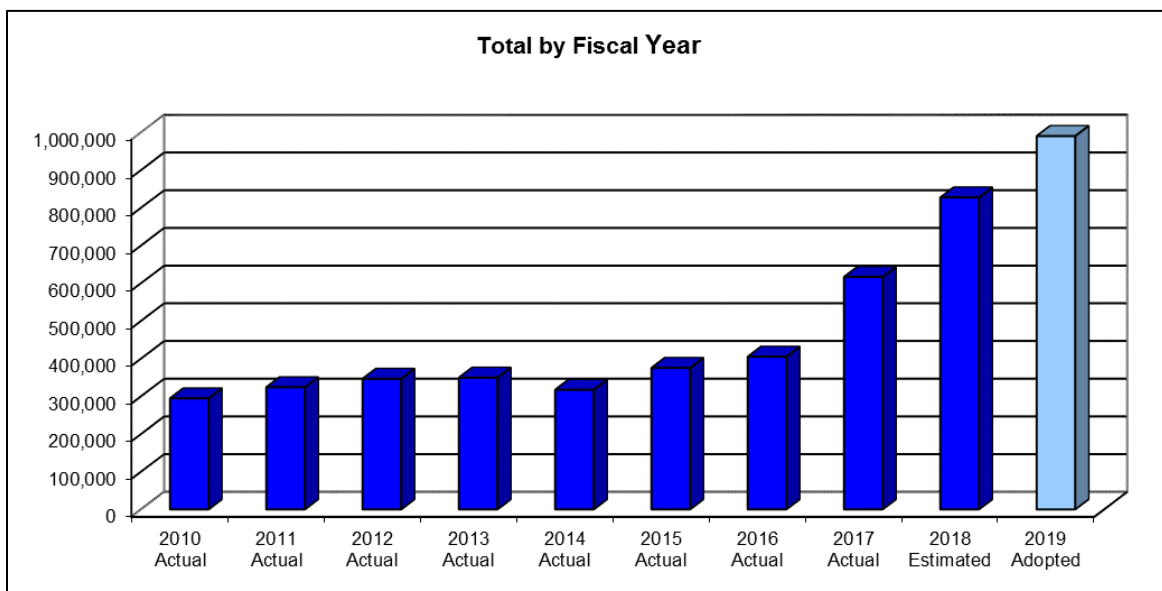
The City participates in several shared service or cooperative agreements between other municipalities, the school district, and various related entities. Each agreement specifies the amount of reimbursement to the City in each area of these staffing costs.

## Financial Trend

General Fund						
Fiscal Year	IT	Police	Fire	Parks & Rec	Total	% Change from Previous Year
2010	0	294,481	0	0	294,481	11.6%
2011	0	323,755	0	0	323,755	9.9%
2012	0	346,278	0	0	346,278	7.0%
2013	0	349,241	0	0	349,241	0.9%
2014	0	317,180	0	0	317,180	-9.2%
2015	0	375,137	0	0	375,137	18.3%
2016	0	404,913	0	0	404,913	7.9%
2017 Actual	136,158	420,336	55,588	4,539	616,621	52.3%
2018 Estimated	247,830	424,847	84,718	70,000	827,395	34.2%
2019 Adopted	425,250	415,783	84,048	65,000	990,081	19.7%
% of Funds' 2019 Revenue	1.5%	1.5%	0.3%	0.2%	3.5%	

## Trend Analysis

A portion of these agreements for staff reimbursements have been in place for many years such as the police officers assigned as school resource officers with the School District of Clayton, an instructor at the St. Louis County Police Academy and assigned personnel to the Regional Computer Crime Education and Enforcement Group. Other agreements are more recent such as the shared recreation inclusion coordinator, a shared fire training officer, and technology services provided to the City of Brentwood and Richmond Heights. These reimbursements will have steady growth as reimbursed staff costs increase.







# Municipal Court & Parking Fines

## Legal Authorization

State Statute: 479.050 & 479.260  
 City Ordinance: Municipal Code Chapter 7

## Description

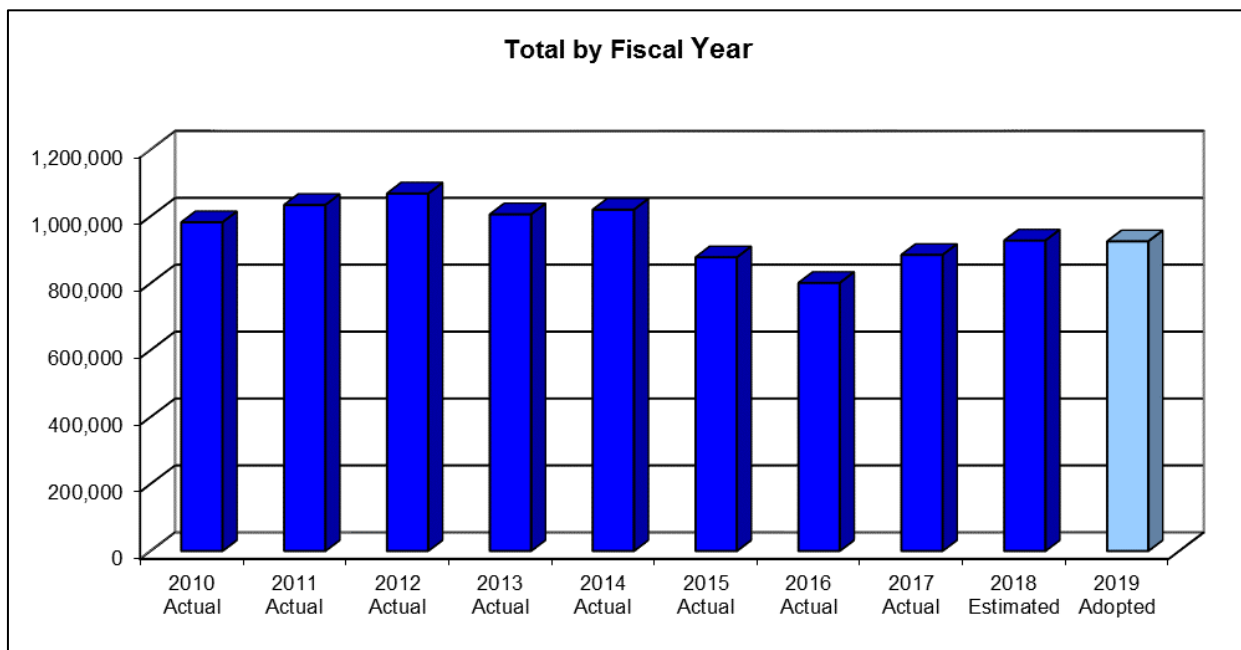
This revenue includes fines levied by the Municipal Court in the adjudication of tickets and citations issued by Clayton police officers. In addition, this revenue includes parking violations and fines issued by the parking enforcement officers.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	982,733	-3.8%
2011	1,034,383	5.3%
2012	1,068,676	3.3%
2013	1,006,406	-5.8%
2014	1,020,310	1.4%
2015	877,923	-14.0%
2016	801,320	-8.7%
2017 Actual	885,092	10.5%
2018 Estimated	928,091	4.9%
2019 Adopted	925,600	-0.3%
% of Funds' 2019 Revenue	3.3%	

## Trend Analysis

Revenue from this source varies depending on the number of traffic and parking violations that occur. Revenue from parking violations has steadily grown and has increased in recent years due to enhanced enforcement and the convenience of being able to pay parking tickets online. Municipal court fines have declined since 2015 due to a lower number of violations being written and changes in state law and court rules. Midway through 2017 the City increased parking fines and delinquent penalties which has increased revenue, partially offset by increased system convenience costs. This revenue is expected to be stable, but have limited growth.





# St. Louis County Road & Bridge Tax

## Legal Authorization

State Statute: N/A  
 City Ordinance: N/A

## Description

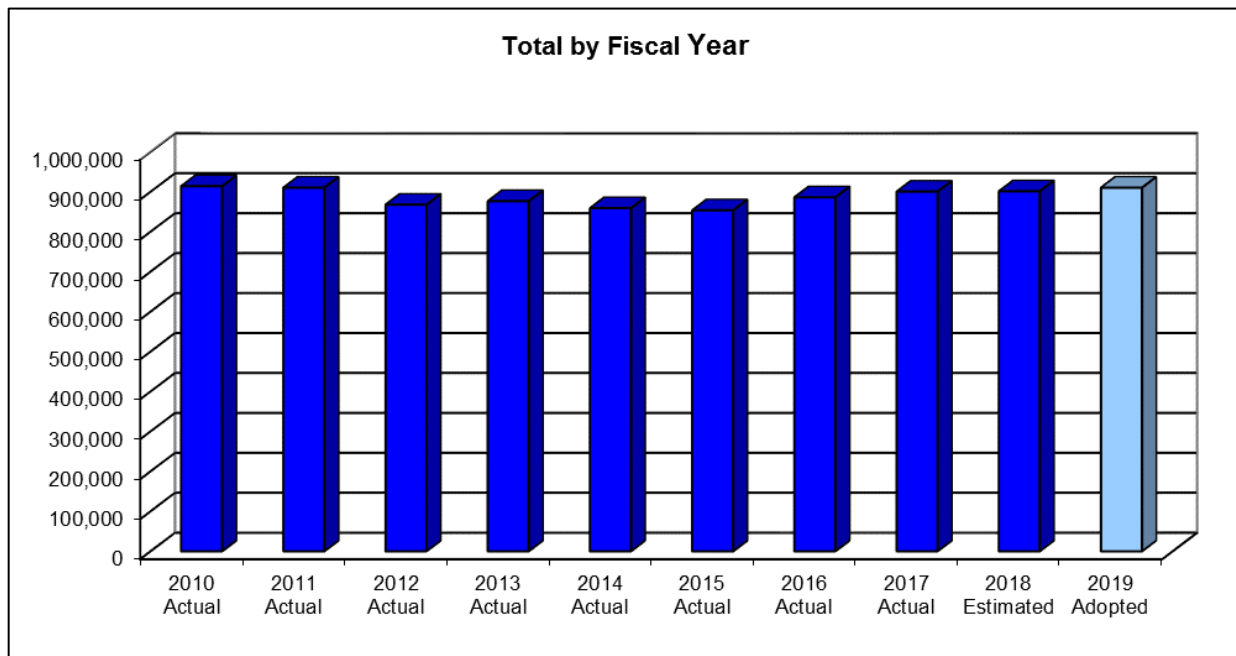
St. Louis County levies a property tax for street and bridge maintenance. The County allocates the proceeds to municipalities based on assessed valuation. The county road revenue allocated to each municipality must be used for road and bridge maintenance.

## Financial Trend

Fiscal Year	Capital Improvement Fund	% Change from Previous Year
2010	914,135	0.6%
2011	910,289	-0.4%
2012	867,645	-4.7%
2013	876,637	1.0%
2014	859,090	-2.0%
2015	853,654	-0.6%
2016	886,065	3.8%
2017 Actual	900,496	1.6%
2018 Estimated	901,311	0.1%
2019 Adopted	910,324	1.0%
% of Funds' 2019 Revenue	5.1%	

## Trend Analysis

This tax is based on the St. Louis County tax rate and is applied to the City's assessed valuations. Distributions received from the County closely follow changes in the City's assessed values, adjusted for the level of delinquent payments and successful protests. Assessed values decreased following the economic recession, leading to lower levels of tax revenue. The City anticipates the revenue from this source to increase slightly in 2019 due to growth in assessed valuations.





# State and Local Grants & Donations

## Legal Authorization

State Statute: N/A  
 City Ordinance: N/A

## Description

The City utilizes state and local grants to fund portions of various purchases and capital improvement projects. The City also receives donations for certain projects.

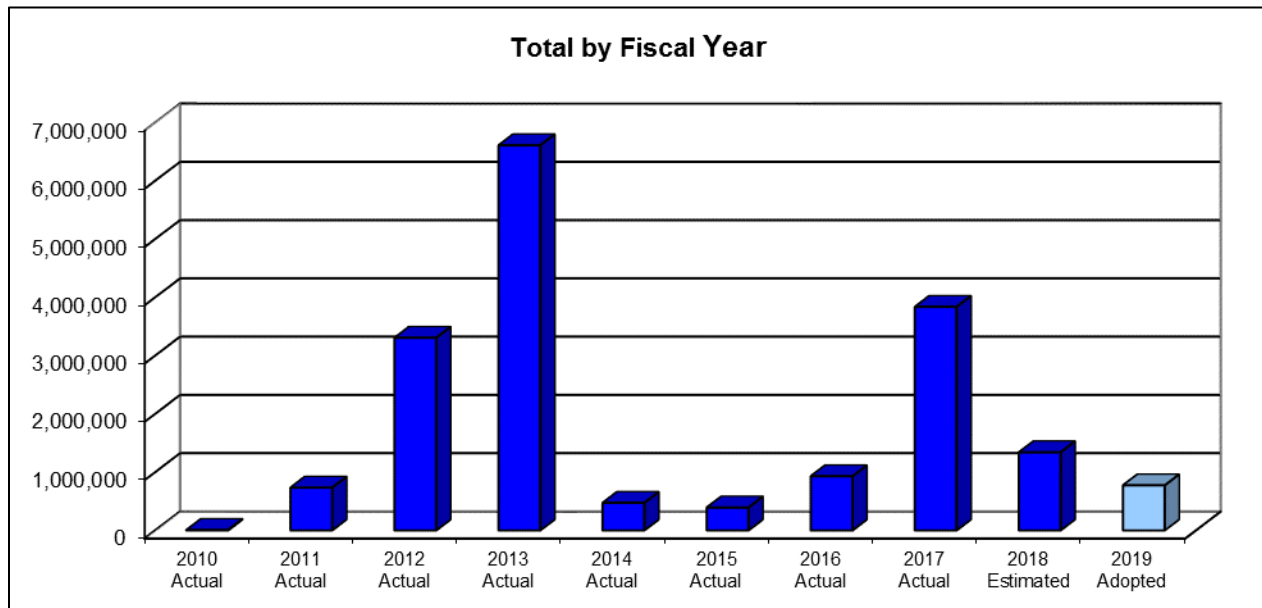
## Financial Trend

Fiscal Year	General Fund	Special Business District Fund	Equipment Replacement Fund	Capital Improvement Fund*	Total All Funds	% Change from Previous Year
2010	7,376	0	0	0	7,376	100.0%
2011	2,800	0	0	731,000	733,800	9,848.5%
2012	41,849	0	100,152	3,163,099	3,305,100	350.4%
2013	114,995	0	65,259	6,428,717	6,608,971	100.0%
2014	49,876	16,600	4,177	402,426	473,079	-92.8%
2015	57,742	0	1,685	332,897	392,324	-17.1%
2016	69,183	0	19,298	840,788	929,269	136.9%
2017 Actual	83,214	0	29,721	3,722,720	3,835,655	312.8%
2018 Estimated	158,716	0	0	1,182,061	1,340,777	-65.0%
2019 Adopted	151,000	0	0	621,660	772,660	-42.4%
% of Funds' 2019 Revenue	0.5%	0.0%	0.0%	3.5%		

\*Revenue from funds that were consolidated beginning in 2011 are shown consolidated historically. Also prior to 2011, state and local grants were not separated from federal grants and are combined under the Federal Grant revenue summary through 2010.

## Trend Analysis

The City utilizes donations and state and local grants as funding sources. Revenue from these sources varies directly with the projects scheduled each year, as well as the availability of funding. The large spike in revenue in 2013 is partly attributable to an up-front payment of a long-term lease and other tenant costs of \$5.3 million used toward the renovation of a City building. In recent years, the City has been the recipient of large corporate and personal donations through the Clayton Century Foundation which has funded park projects and this has become a significant source of revenue. This revenue source supported \$4 million of construction in 2017 for a park project. 2018 revenue includes grants and donations for other park projects.





# Business and Liquor License Revenue

## Legal Authorization

State Statute: 94.270  
 City Ordinance: Municipal Code Chapters 3 & 16

## Description

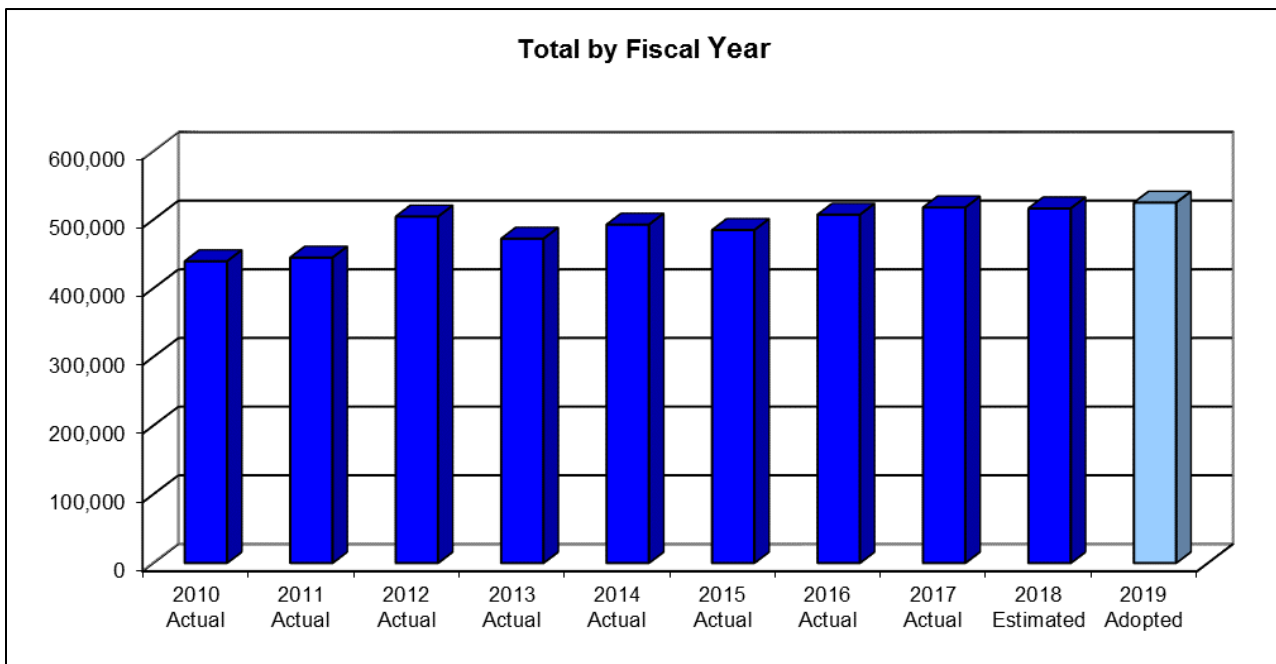
The City charges businesses located within Clayton an annual license fee (minimum \$50) based on gross sales or a set fee dependent upon license category. The City also collects a fee for liquor sales and vending machines. All fees are collected annually. The revenue from these fees is recorded in the General Fund.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	439,643	-2.7%
2011	444,931	1.2%
2012	504,629	13.4%
2013	472,507	-6.4%
2014	492,992	4.3%
2015	485,121	-1.6%
2016	507,413	4.6%
2017 Actual	517,966	2.1%
2018 Estimated	516,553	-0.3%
2019 Adopted	524,945	1.6%
% of Funds' 2019 Revenue	1.9%	

## Trend Analysis

Change in this revenue source is based on commercial retail growth and occupancy rates. Commercial growth was lower than previous years during the economic downturn in 2009 through 2011. The 2012 increase in revenue was due to delinquency collection efforts which found several businesses in non-compliance. While economic development activity has fluctuated over the last several years, there is currently substantial activity which should result in small growth in 2018 and significant growth in future years.





# Ambulance Service Charges

## Legal Authorization

State Statute: 67.300.1, 208.223.1, 190.803.1  
 City Ordinance: Municipal Code Chapter 205

## Description

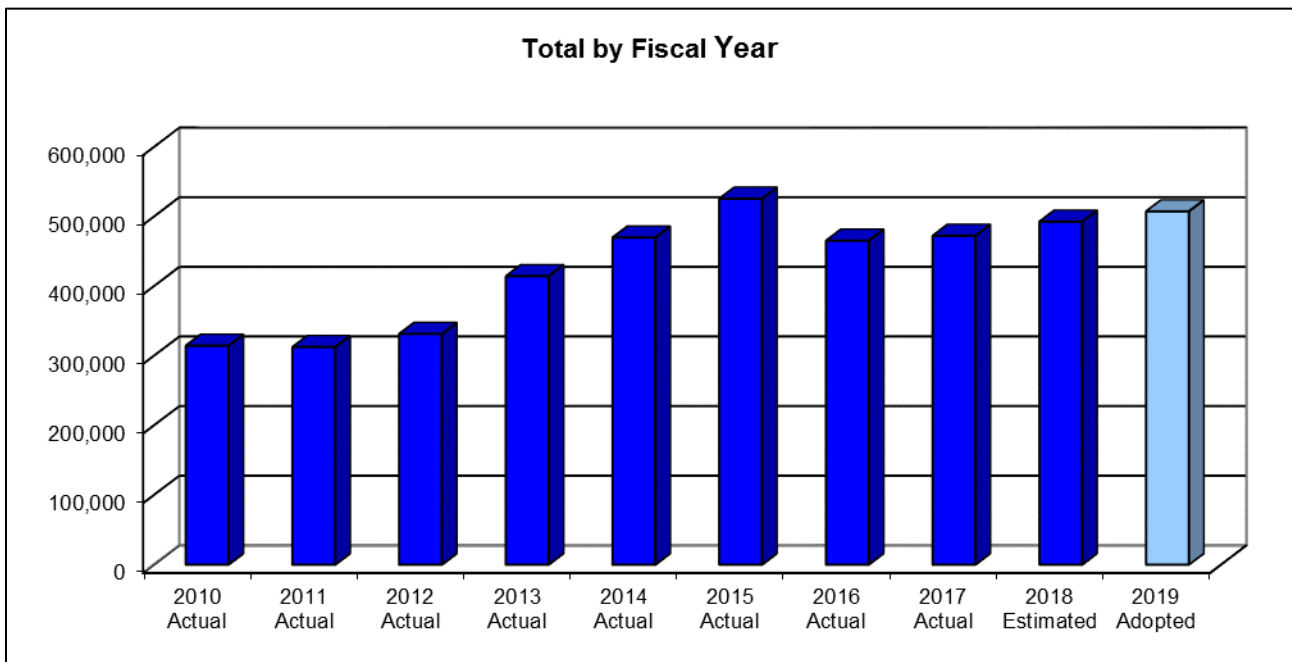
The City collects revenue for ambulance service calls. Fees are charged depending on the type of medical services that are provided on each call, along with a standard fee per mile for transportation.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	314,598	40.8%
2011	312,642	-0.6%
2012	331,481	6.0%
2013	414,483	25.0%
2014	469,936	13.4%
2015	525,786	11.9%
2016	465,468	-11.5%
2017 Actual	472,501	1.5%
2018 Estimated	492,756	4.3%
2019 Adopted	507,539	3.0%
% of Funds' 2019 Revenue	1.8%	

## Trend Analysis

The level of revenue the City receives from this source depends on the demand for medical services and ambulance transportation which result in annual revenue fluctuations. A change in Medicaid funding calculations increased fees beginning in 2013. The City expects these fees to continue increasing on an annual basis.





# Gasoline Tax

## Legal Authorization

State Statute: 142.345  
 City Ordinance: Municipal Code Chapter 9

## Description

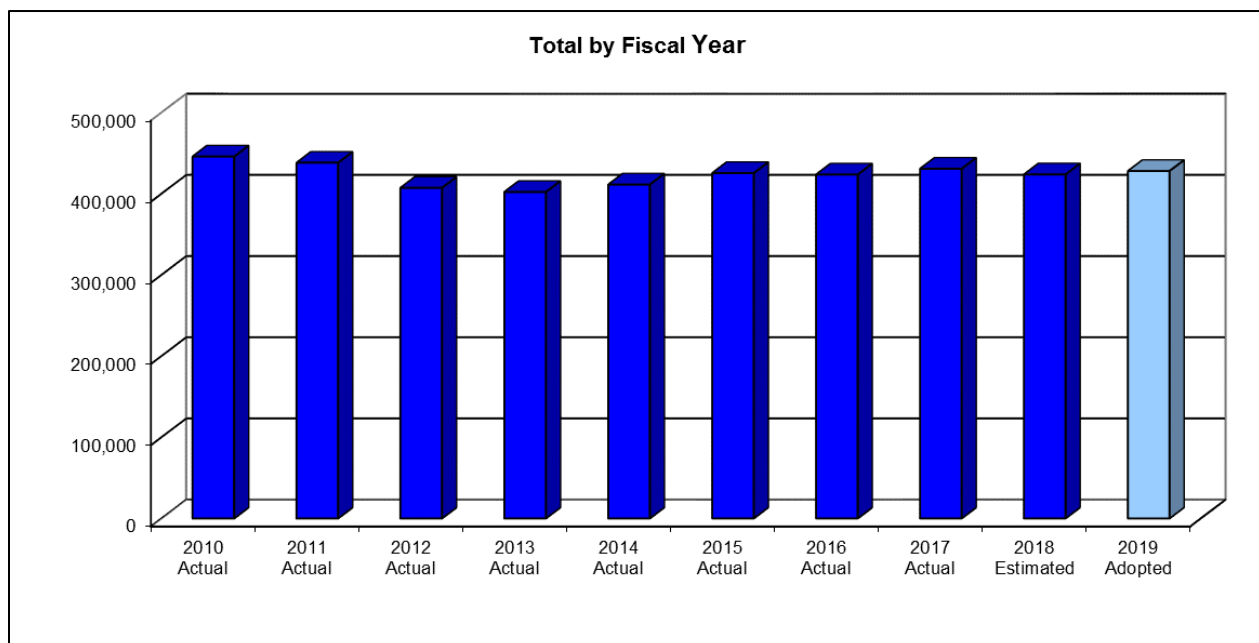
The State of Missouri imposes and collects a seventeen-cent per gallon tax on motor fuel. The state distributes the proceeds to municipalities and counties according to the ratio of the City's population to the total state population. Gasoline tax revenue must be used for road and bridge maintenance.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	445,865	1.7%
2011	438,213	-1.7%
2012	407,295	-7.1%
2013	402,208	-1.2%
2014	411,273	2.3%
2015	425,485	3.5%
2016	423,669	-0.4%
2017 Actual	430,796	1.7%
2018 Estimated	423,779	-1.6%
2019 Adopted	428,017	1.0%
% of Funds' 2019 Revenue	1.5%	

## Trend Analysis

Gasoline tax revenue varies directly with the number of gallons purchased. Therefore, the change in revenue is a function of usage, not of fuel price. Due to rising prices and expanded use of alternative fuel vehicles, revenue decreased for several years. Revenue began increasing in 2014 as gas prices fell and is expected to remain stable through 2019. This revenue is also based on the City's population in relation to that of the state of Missouri. While Missouri's population increased approximately 7% from 2000 to 2010, the City's population remained unchanged, resulting in a lower percentage of taxes distributed beginning in 2012.





# Interest Income

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

Pursuant to City policy, the City invests in approved instruments in a manner which will provide maximum security, protecting the principal as a primary goal, while meeting the daily cash flow demands of the City. Operating investments are handled internally, and earnings are distributed among all budgeted City funds.

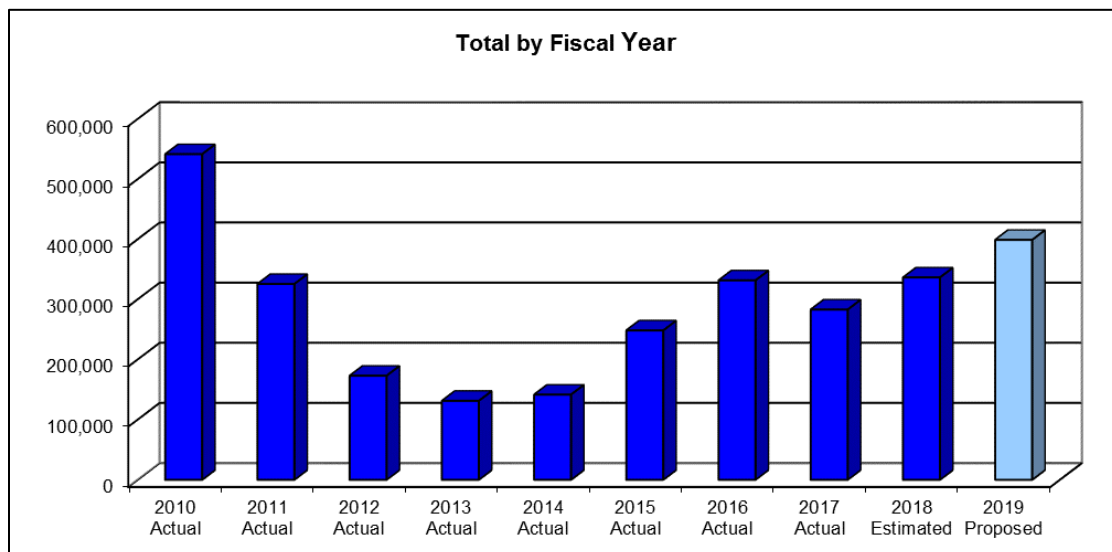
## Financial Trend

Fiscal Year	General Fund	Sewer Lateral Fund	SBD	ERF	CIP Fund	Debt Service Funds	Total All Funds	% Change from Previous Year
2010	352,655	3,528	636	30,058	40,333	114,338	541,548	-46.2%
2011	212,601	1,921	823	15,798	34,664	59,864	325,671	-39.9%
2012	107,080	768	27	8,438	22,939	33,868	173,120	-46.8%
2013	89,830	882	217	6,604	7,442	26,404	131,379	-24.1%
2014	91,501	1,034	705	11,771	16,282	20,391	141,684	7.8%
2015	103,894	736	667	15,044	28,011	100,124	248,476	75.4%
2016	164,738	755	952	21,738	30,426	113,113	331,722	33.5%
2017 Actual	109,681	905	1,737	33,127	35,365	102,331	283,146	-14.6%
2018 Estimated	166,237	905	1,875	74,200	8,000	85,295	336,512	18.8%
2019 Adopted	223,523	1,000	2,250	93,100	1,000	78,190	399,063	18.6%
% of Funds' 2019 Revenue	0.8%	1.1%	0.5%	42.1%	0.0%	2.8%		

\* Interest income for funds that were consolidated beginning in 2011 are shown consolidated historically.

## Trend Analysis

Most City investments are short-term and are often tied to the Federal Fund Rate (FFR). Interest revenue in all funds decreased during the economic downturn due to declining available investment rates and lower fund balances available for investment. Interest on investments increased in 2014 through 2016 compared to earlier years due to slowly increasing available rates as well as adding the funds for investment from bonds issued in late 2014. While investment rates are continuing to increase and revenue in most funds will increase, the available funds to invest is decreasing as construction projects are completed using bond funds.





# Cable Franchise Fees

## Legal Authorization

State Statute: 94.270  
 City Ordinance: Municipal Code Chapter 9

## Description

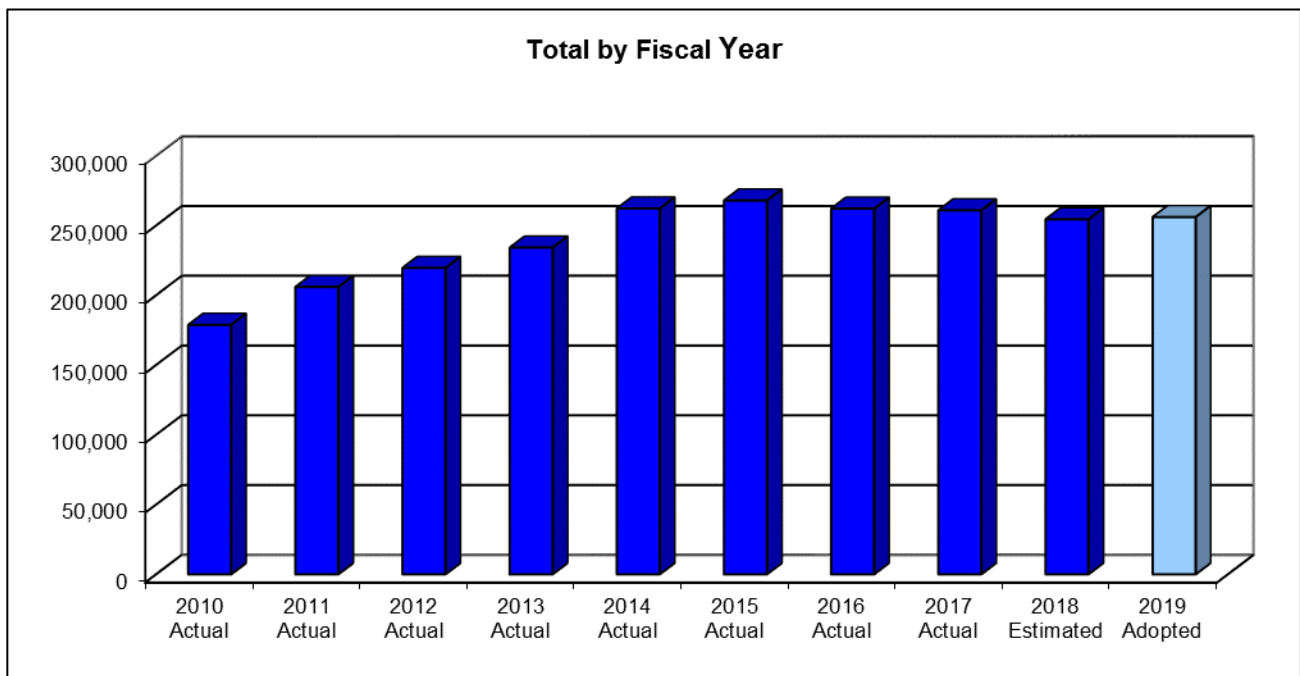
All cable companies are required to remit 5% of their gross receipts to the City within 45 days following the end of the quarter for which payment is to be made. Charter Communications and AT&T are the major providers of these services to the residents of Clayton.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2010	178,766	2.8%
2011	205,914	15.2%
2012	219,568	6.6%
2013	234,154	6.6%
2014	262,125	11.9%
2015	267,938	2.2%
2016	262,048	-2.2%
2017 Actual	260,866	-0.5%
2018 Estimated	254,361	-2.5%
2019 Adopted	256,000	0.6%
% of Funds' 2019 Revenue	0.9%	

## Trend Analysis

This revenue source is dependent on cable television usage and rates. From 2011 through 2014, this revenue source experienced significant growth. In more recent years, this growth has lessened due to changing lifestyle choices related to television service subscriptions. This revenue remains stable in 2019.







# Sewer Lateral Fees

## Legal Authorization

State Statute: 249.422  
 City Ordinance: Municipal Code Chapter 5

## Description

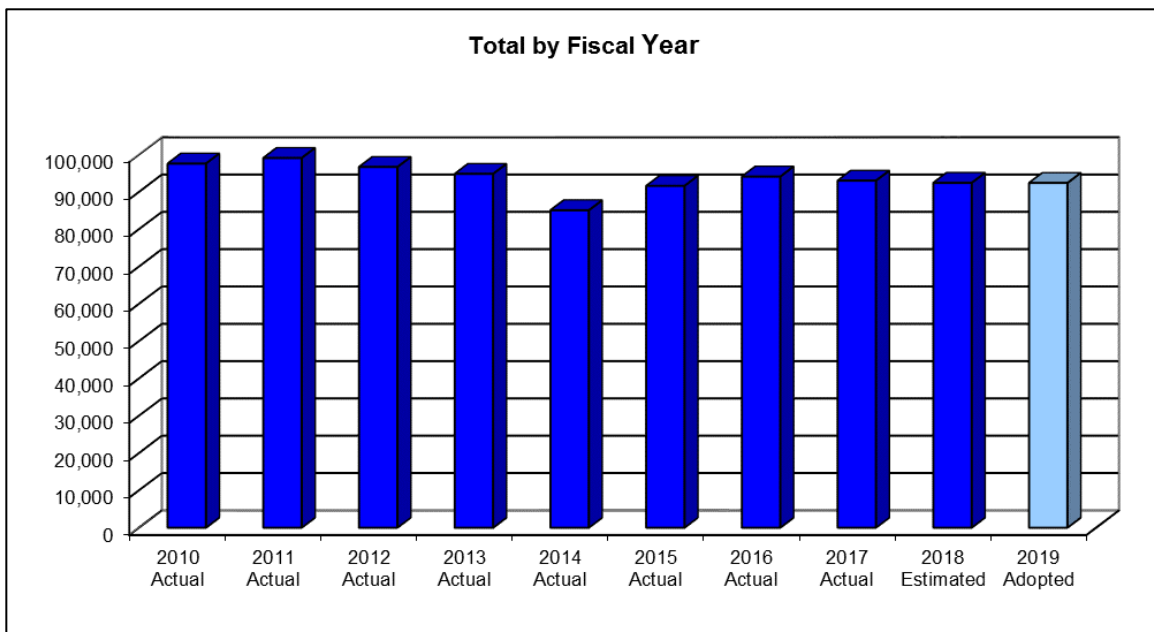
Clayton residents approved an annual fee of \$28.00 per covered property to create a fund to reimburse property owners for qualified sewer lateral repairs. These residential properties must have six or fewer dwelling units to be eligible for this program.

## Financial Trend

Fiscal Year	Sewer Lateral Fund	% Change from Previous Year
2010	97,595	0.5%
2011	99,098	1.5%
2012	96,683	-2.4%
2013	94,829	-1.9%
2014	85,075	-10.3%
2015	91,617	7.7%
2016	94,107	2.7%
2017 Actual	93,013	-1.2%
2018 Estimated	92,425	-0.6%
2019 Adopted	92,400	0.0%
% of Funds' 2019 Revenue	98.9%	

## Trend Analysis

This revenue has fluctuated in the past due to condominium associations being determined to not be eligible for the sewer lateral repair program due to a reclassification of properties beginning in 2009. This results in fewer eligible properties and slightly lower revenue received from this source. Revenue for 2019 is projected to remain stable.



(This page intentionally left blank)



## Personnel Full-Time Positions

PERSONNEL	2017 Budgeted	2018 Budgeted	2019 Adopted
<b><u>ADMINISTRATIVE SERVICES</u></b>			
<b><u>City Manager's Office</u></b>			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Assistant to the City Manager	0.50	0.50	0.50
<b>Total City Manager's Office</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b><u>Economic Development</u></b>			
Director of Economic Development	1.00	1.00	1.00
Assistant to the City Manager	0.50	0.50	0.50
<b>Total Economic Development</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b><u>Events</u></b>			
Events Specialist	1.00	1.00	1.00
<b>Total Events</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>Finance</u></b>			
Director of Finance & Administration	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Senior Accountant	1.00	-	-
Accountant	2.00	2.00	2.00
Fiscal Specialist II	2.00	2.00	2.00
<b>Total Finance</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>Human Resources</u></b>			
Human Resources Manager	1.00	1.00	1.00
Administrative Specialist II	-	1.00	1.00
Administrative Specialist I	1.00	-	-
<b>Total Human Resources</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><u>Information Technology</u></b>			
IT Manager	1.00	1.00	1.00
Assistant IT Manager/Network Engineer	1.00	1.00	1.00
Applications Specialist	0.75	0.75	0.75
Associate Network Engineer	-	1.00	2.00
IT Support Specialist	1.00	2.00	3.00
Administrative Specialist I	-	-	0.30
<b>Total Information Technology</b>	<b>3.75</b>	<b>5.75</b>	<b>8.05</b>
<b><u>Municipal Court</u></b>			
Court Administrator	1.00	1.00	1.00
Court Assistant	1.00	2.00	2.00
<b>Total Municipal Court</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>19.75</b>	<b>21.75</b>	<b>24.05</b>

PERSONNEL	2017 Budgeted	2018 Budgeted	2019 Adopted
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
Director of Planning & Development	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Plans Examiner	-	1.00	1.00
Building Inspector II	1.00	1.00	1.00
Planner	1.00	1.00	1.00
Building Inspector I	3.00	3.00	3.00
Planning Technician	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
<b>TOTAL PLANNING &amp; DEVELOPMENT SERVICES</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
<b>POLICE</b>			
<b><u>Police Operations</u></b>			
Chief of Police	1.00	1.00	1.00
Captain	1.00	1.00	1.00
Lieutenant	3.00	4.00	4.00
Sergeant	5.00	5.00	5.00
Detective	6.00	6.00	6.00
Police Officer	33.00	33.00	33.00
Police Administrative Supervisor	1.00	1.00	1.00
Police Accreditation Coordinator	1.00	-	-
Administrative Specialist II	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	0.70
Prosecutor Assistant/Police Clerk	-	1.00	1.00
Data Analyst	1.00	1.00	1.00
<b>Total Police Operations</b>	<b>54.00</b>	<b>55.00</b>	<b>54.70</b>
<b><u>Parking Control</u></b>			
Parking Controller	3.00	3.00	3.00
<b>Total Parking Control</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL POLICE</b>	<b>57.00</b>	<b>58.00</b>	<b>57.70</b>
<b>FIRE</b>			
Fire Chief	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief/Shared Training Officer	-	1.00	1.00
Captain	6.00	6.00	6.00
Lieutenant	2.00	3.00	3.00
Firefighter/Paramedic*	21.00	20.00	26.00
Firefighter/EMT	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
<b>TOTAL FIRE</b>	<b>36.00</b>	<b>37.00</b>	<b>43.00</b>

PERSONNEL	2017 Budgeted	2018 Budgeted	2019 Adopted
<b>PUBLIC WORKS</b>			
<b><u>Engineering</u></b>			
Director of Public Works	1.00	1.00	1.00
Assistant Director - PW, Fleet & Facilities	-	-	1.00
Assistant Director - PW, Eng & Operations	-	-	1.00
Assistant Public Works Director	1.00	1.00	-
Principal Civil Engineer	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
<b>Total Engineering</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>Street Maintenance</u></b>			
Streets Superintendent	-	-	1.00
Public Works Superintendent	1.00	1.00	-
City Forester	1.00	1.00	1.00
Municipal Service Foreman	2.00	2.00	2.00
Assistant City Forester	1.00	1.00	1.00
Municipal Service Worker II	-	2.00	2.00
Municipal Service Worker I	7.00	5.00	5.00
<b>Total Street Maintenance</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b><u>Building Maintenance</u></b>			
Facility Maintenance Foreman	1.00	1.00	1.00
Facility Maintenance Worker II	1.00	1.00	1.00
Facility Maintenance Worker I	1.00	1.00	1.00
<b>Total Building Maintenance</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>Fleet Maintenance</u></b>			
Mechanic Foreman	-	1.00	1.00
Mechanic I	3.00	2.00	2.00
<b>Total Fleet Maintenance</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>Parking Operations &amp; Maintenance</u></b>			
Parking Meter Technician	1.00	1.00	1.00
<b>Total Parking - Operations &amp; Maintenance</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>Street Lighting</u></b>			
Municipal Service Foreman	1.00	1.00	1.00
Municipal Service Worker II	-	1.00	1.00
Municipal Service Worker I	1.00	-	-
<b>Total Street Lighting</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>

<b>PERSONNEL</b>	<b>2017 Budgeted</b>	<b>2018 Budgeted</b>	<b>2019 Adopted</b>
<b>PARKS &amp; RECREATION</b>			
<b><u>Recreation</u></b>			
Director of Parks & Recreation	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00
Recreation Supervisor - Athletics & Facilities	1.00	1.00	1.00
Community Recreation Supervisor	0.50	0.50	0.50
Museum & Community Outreach Specialist	0.50	0.50	0.50
Aquatics Supervisor	0.25	0.25	0.25
Inclusion Services Coordinator	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
<b>Total Recreation</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>
<b><u>Park Operations</u></b>			
Parks Superintendent	1.00	1.00	1.00
Municipal Service Foreman	1.00	1.00	1.00
Horticulturist	1.00	1.00	1.00
Field Technician	1.00	1.00	1.00
Municipal Service Worker II	-	1.00	1.00
Municipal Service Worker I	3.00	3.00	3.00
<b>Total Park Operations</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>Clayton Century Foundation</u></b>			
Museum & Community Outreach Specialist	0.50	0.50	0.50
<b>Total Clayton Century Foundation</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>13.75</b>	<b>14.75</b>	<b>14.75</b>
<b>TOTAL FULL-TIME EMPLOYEES**</b>	<b>163.50</b>	<b>169.50</b>	<b>177.50</b>

\*6 Firefighter/Paramedic positions to be added in 2019. Three added at the beginning of the year and 3 added for 2nd half of the year.

\*\*Some positions are split between the City of Clayton and the Clayton Recreation, Sports and Wellness Commission (CRSWC). The portion related to CRSWC is not included in these schedules.



## FY 2019 Full-Time Staffing Summary

Department	FY 2017	FY 2018	Positions Reduced in FY 2019	Positions Added for FY 2019	FY 2019	Variance FY 2019 vs FY 2018	
Administrative Services:							
City Manager's Office	2.5	2.5	0	0	2.5	0	
Economic Development	1.5	1.5	0	0	1.5	0	
Events	1	1	0	0	1	0	
Finance	7	6	0	0	6	0	
Human Resources	2	2	0	0	2	0	
Information Technology	3.75	5.75	0	2.3	8.05	2.3	a, e
Municipal Court	2	3	0	0	3	0	
Planning & Development Services	10	11	0	0	11	0	
Police:							
Police Operations	54	55	-0.3	0	54.7	-0.3	e
Parking Control	3	3	0	0	3	0	
Fire	36	37	0	6	43	6	b
Public Works:							
Engineering	6	6	0	0	6	0	c
Street Maintenance	12	12	0	0	12	0	
Building Maintenance	3	3	0	0	3	0	
Fleet Maintenance	3	3	0	0	3	0	d
Parking Operations	1	1	0	0	1	0	
Street Lighting	2	2	0	0	2	0	
Parks & Recreation:							
Recreation	6.25	6.25	0	0	6.25	0	
Park Operations	7	8	0	0	8	0	
Clayton Century Foundation	0.5	0.5	0	0	0.5	0	
<b>Total Full-Time Positions*</b>	<b>163.5</b>	<b>169.5</b>	<b>-0.3</b>	<b>8.3</b>	<b>177.5</b>	<b>8</b>	

**Notes: Variance FY 2019 vs FY 2018**

- a 1 Associate Network Engineer and 1 IT support Specialist added
- b 6 Firefighter/Paramedics added - 3 added for the full year and 3 added for 2nd half of 2019
- c Principal Civil Engineer position retitled to Assistant Director of Public Works
- d Mechanic II changed to Mechanic Foreman
- e Administrative Specialist I shared with IT (70% Police and 30% IT)

\*Some positions are split between the City of Clayton and the Clayton Recreation, Sports and Wellness Commission (CRSWC) and the portion related to CRSWC is not included in these schedules.

(This page intentionally left blank)



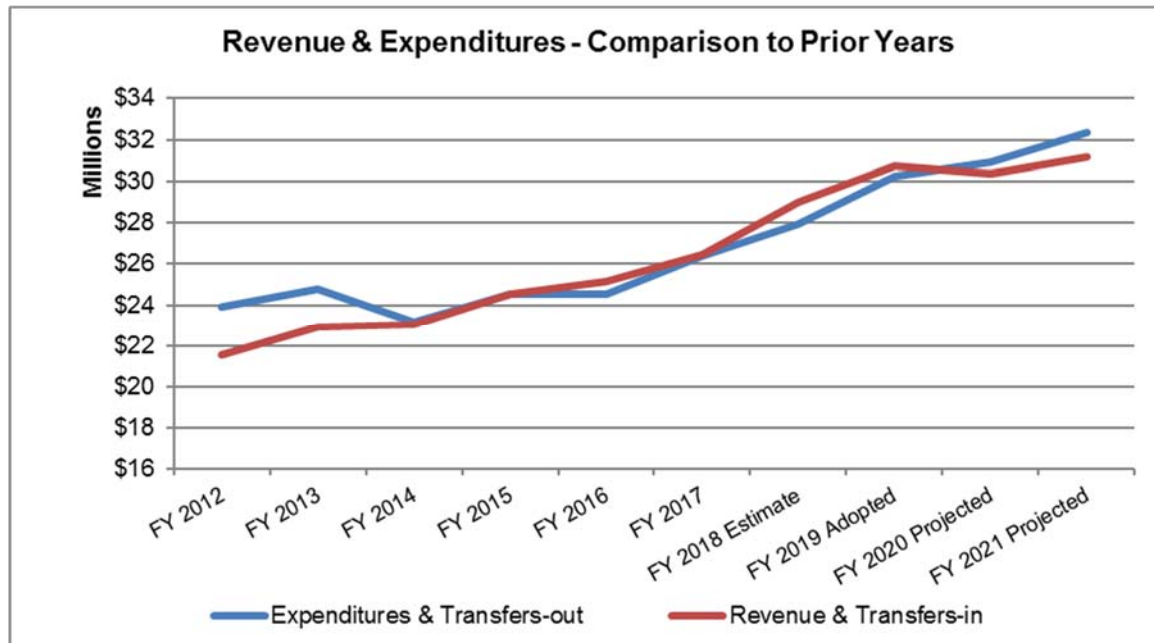


# GENERAL FUND

The General Fund accounts for all revenue and expenditures associated with the traditional services provided by the Clayton City government. These services fall into the broad categories of Legislative, Administrative Services, Planning and Development, Public Safety (Police and Fire), Public Works, Parks and Recreation, and Non-Departmental (Insurance and Transfers-out to other funds).

Primary revenue sources for this fund include property taxes; sales taxes; utility gross receipts; fees; licenses; parking meter, lot and facility receipts; and other intergovernmental revenue.

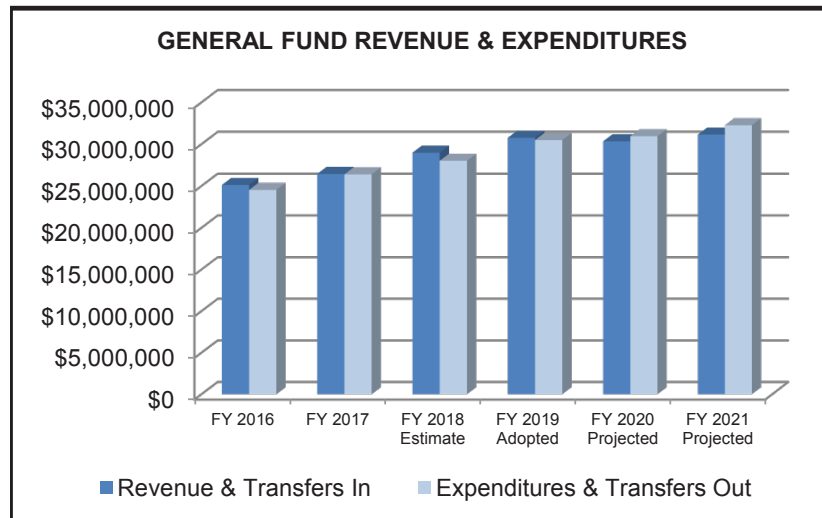
The graph below illustrates the changes in General Fund revenue & transfers-in and expenditures & transfers-out over a ten-year period, including FY 2019-2021.





## GENERAL FUND Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 10	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	\$16,345,284	\$16,938,748	\$16,987,521	\$17,952,123	\$18,225,011	\$17,616,575
Revenue	23,498,562	24,983,758	27,001,789	28,219,534	27,679,514	28,388,121
Transfers In	1,622,126	1,458,637	1,973,503	2,543,703	2,659,821	2,759,410
<b>Revenue &amp; Transfers In</b>	<b>25,120,688</b>	<b>26,442,395</b>	<b>28,975,292</b>	<b>30,763,237</b>	<b>30,339,335</b>	<b>31,147,531</b>
Expenditures	22,922,481	24,661,554	26,146,124	28,411,222	29,021,265	30,313,441
Transfers Out	1,604,743	1,732,068	1,864,566	2,079,127	1,926,506	1,949,498
<b>Expenditures &amp; Transfers Out</b>	<b>24,527,224</b>	<b>26,393,622</b>	<b>28,010,690</b>	<b>30,490,349</b>	<b>30,947,771</b>	<b>32,262,939</b>
<b>Surplus (Deficit)</b>	<b>593,464</b>	<b>48,773</b>	<b>964,602</b>	<b>272,888</b>	<b>(608,436)</b>	<b>(1,115,408)</b>
<b>Ending Fund Balance</b>	<b>\$16,938,748</b>	<b>\$16,987,521</b>	<b>\$17,952,123</b>	<b>\$18,225,011</b>	<b>\$17,616,575</b>	<b>\$16,501,167</b>
<b>% Fund Balance to Expenditures</b>	<b>74%</b>	<b>69%</b>	<b>69%</b>	<b>64%</b>	<b>61%</b>	<b>54%</b>

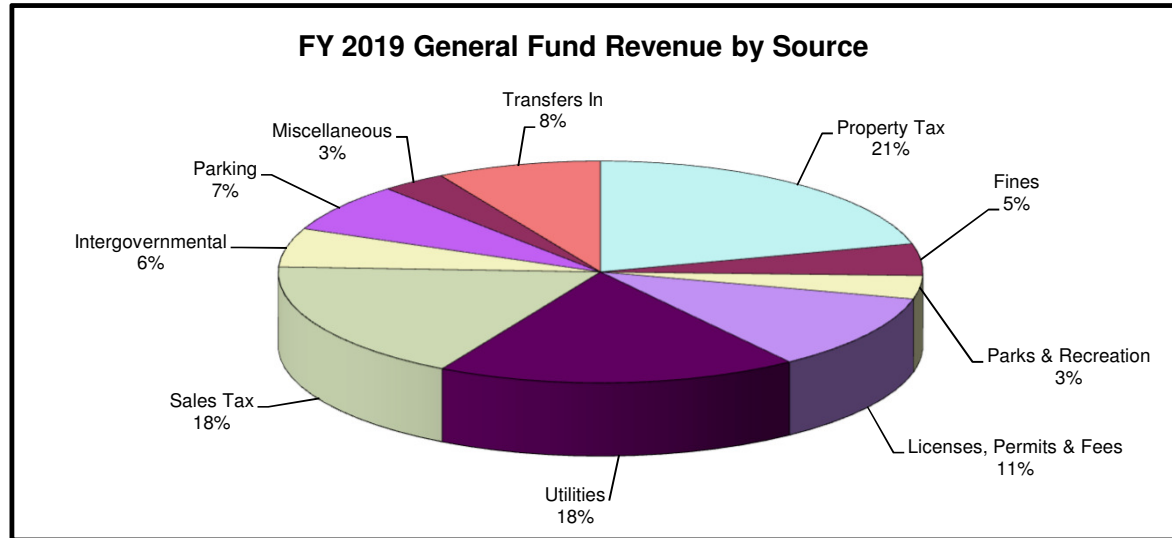


The City balanced the General Fund budget beginning in 2015 and anticipates maintaining a surplus through 2019. The City is now beginning to receive positive revenue impacts related to the substantial economic development activity occurring throughout the City. The full revenue impact from these developments will not be received until 2022 and beyond and will assist in rebalancing this fund. In 2019 a transfer-in from the Capital Improvement Fund has been also been added to offset operations costs in the Public Works Department & the Parks and Recreation Department.



## 10 GENERAL FUND REVENUE SUMMARY

GENERAL FUND REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>REVENUE</b>										
PROPERTY TAX	\$5,778,041	\$6,404,537	\$6,114,050	\$6,114,050	\$6,239,322	\$6,429,924	5%	3%	\$6,580,126	6,900,357
LICENSES PERMITS FEES	1,909,583	2,145,452	2,773,345	2,773,345	2,724,388	3,423,769	23%	26%	2,432,197	2,198,070
UTILITIES	5,235,918	5,301,493	5,436,899	5,436,899	5,490,353	5,571,045	2%	1%	5,733,339	5,877,496
SALES TAX	4,330,748	4,252,770	4,985,765	4,985,765	5,279,210	5,404,565	8%	2%	5,550,516	5,713,204
INTERGOVERNMENTAL	1,044,442	1,279,402	1,540,249	1,540,249	1,570,747	1,738,863	13%	11%	1,770,807	1,810,847
SHAW PARK AQUATICS	342,925	385,323	417,190	355,190	349,545	358,920	-14%	3%	361,000	377,735
SHAW PARK ICE RINK	126,808	101,342	138,439	138,439	115,905	123,008	-11%	6%	0	165,394
SHAW PARK TENNIS	42,337	47,072	67,421	67,421	57,786	58,611	-13%	1%	61,636	62,961
PARKS MISC. REVENUE	198,475	193,175	209,500	209,500	200,662	191,350	-9%	-5%	192,400	213,100
SPORTS PROGRAMS	332,098	302,154	339,560	339,560	304,850	310,675	-9%	2%	323,875	326,075
FINES	1,168,061	1,380,628	1,427,322	1,427,322	1,414,591	1,421,940	0%	1%	1,428,979	1,436,143
PARKING	1,997,499	2,256,025	2,300,824	2,300,824	2,273,375	2,188,842	-5%	-4%	2,178,788	2,169,005
MISCELLANEOUS	991,627	934,385	966,771	966,771	981,055	998,022	3%	2%	1,065,851	1,137,734
<b>TOTAL REVENUE</b>	<b>23,498,562</b>	<b>24,983,758</b>	<b>26,717,335</b>	<b>26,655,335</b>	<b>27,001,789</b>	<b>28,219,534</b>	<b>6%</b>	<b>5%</b>	<b>27,679,514</b>	<b>28,388,121</b>
<b>TRANSFERS IN</b>	<b>1,622,126</b>	<b>1,458,637</b>	<b>1,973,502</b>	<b>1,973,502</b>	<b>1,973,503</b>	<b>2,543,703</b>	<b>29%</b>	<b>29%</b>	<b>2,659,821</b>	<b>2,759,410</b>
<b>TOTAL GENERAL FUND REVENUE &amp; TRANSFERS IN</b>	<b>\$25,120,688</b>	<b>\$26,442,395</b>	<b>\$28,690,837</b>	<b>\$28,628,837</b>	<b>\$28,975,292</b>	<b>\$30,763,237</b>	<b>7%</b>	<b>6%</b>	<b>\$30,339,335</b>	<b>\$31,147,531</b>





# 10 GENERAL FUND - REVENUE

GENERAL FUND REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PROPERTY TAX</b>										
1010000 REAL PROPERTY TAX - CURRENT	\$5,156,492	\$5,516,532	\$5,353,611	\$5,353,611	\$5,450,554	5,649,717	6%	4%	\$5,811,422	\$6,126,144
1020000 REAL PROPERTY TAX - DELINQUENT	-151,037	-26,883	-110,000	-110,000	-106,726	-110,000	0%	3%	-120,000	-140,000
1030000 PERSONAL PROP. TAX - CURRENT	550,183	580,855	584,397	584,397	600,934	622,965	7%	4%	640,837	675,708
1040000 PERSONAL PROP. TAX - DELINQUENT	6,170	7,367	6,000	6,000	3,927	6,000	0%	53%	6,000	6,000
1050000 FINANCIAL INSTITUTION TAX	186,975	296,921	250,000	250,000	259,700	230,000	-8%	-11%	210,000	200,000
1060000 RAILROAD & OTHER UTILITIES	29,258	29,745	30,042	30,042	30,933	31,242	4%	1%	31,867	32,505
<b>TOTAL PROPERTY TAX</b>	<b>5,778,041</b>	<b>6,404,537</b>	<b>6,114,050</b>	<b>6,114,050</b>	<b>6,239,322</b>	<b>6,429,924</b>	<b>5%</b>	<b>3%</b>	<b>6,580,126</b>	<b>6,900,357</b>
<b>LICENSES PERMITS FEES</b>										
2000000 MERCHANTS LICENSE	96,671	96,804	96,680	96,680	96,637	97,603	1%	1%	98,579	99,565
2010000 PEDDLERS/TEMP. MERCHANT PERMIT	40	50	100	100	65	100	0%	54%	100	100
2020000 RESTAURANT LICENSE	140,998	147,495	145,901	145,901	148,201	149,683	3%	1%	152,677	154,203
2030000 OCCUPATION LICENSE	214,335	221,782	231,921	231,921	219,415	221,609	-4%	1%	226,041	228,302
2050000 TREE TRIMMING LICENSE	700	800	700	700	600	700	0%	17%	700	700
2080000 VENDING MACHINE STICKERS	5,275	5,542	5,500	5,500	5,467	5,500	0%	1%	5,500	5,500
2090000 TAXICAB STANDS	4,300	3,050	3,800	3,800	3,050	3,800	0%	25%	3,800	3,800
2150000 BUSINESS LICENSE PENALTIES	1,878	420	1,700	1,700	-302	1,700	0%	-663%	1,700	1,700
2300000 SUNDAY LIQUOR LICENSE	33,750	33,200	33,500	33,500	34,875	35,500	6%	2%	36,000	36,500
2310000 ALL BUT SUNDAY LIQUOR LICENSE	3,938	4,388	4,000	4,000	4,050	4,200	5%	4%	4,200	4,500
2330000 LIQUOR BY THE PACKAGE - SUNDAY	2,813	2,550	3,000	3,000	2,550	2,550	-15%	0%	2,750	3,200
2370000 5% BEER - 14% WINE - SUNDAY	1,492	1,225	1,400	1,400	1,225	1,250	-11%	2%	1,300	1,350
2390000 5% BEER BY THE PACKAGE - SUNDAY	68	0	100	100	0	0	-100%	0%	0	0
2400000 TEMPORARY LIQUOR LICENSE	705	210	300	300	270	300	0%	11%	300	300
2410000 WHOLESALE LIQUOR	450	450	450	450	450	450	0%	0%	450	450
2500000 RIGHT OF WAY PERMITS	51,100	44,185	83,300	83,300	52,992	83,300	0%	57%	83,300	76,500
2500010 AFTER HOURS PERMIT	3,300	3,850	4,000	4,000	3,500	4,000	0%	14%	4,000	4,000
2510000 PLUMBING PERMITS	96,191	82,521	95,360	95,360	110,294	164,910	73%	50%	101,133	80,567
2520000 MASTER PLUMBING LICENSE	4,815	5,400	5,000	5,000	5,310	5,000	0%	-6%	5,000	5,000
2540000 MECHANICAL PERMITS	70,130	81,353	198,073	198,073	194,974	240,232	21%	23%	127,625	91,313
2550000 BID SPECS.	0	0	200	200	0	200	0%	100%	200	200
2560000 SIGN PERMITS	13,969	15,077	16,000	16,000	12,180	16,000	0%	31%	16,000	16,000
2570000 BUILDING PERMITS	729,902	946,238	1,401,760	1,401,760	1,413,422	1,949,082	39%	38%	1,128,942	964,471
2590000 ZONING APPLICATION FEES	5,445	4,690	5,000	5,000	2,775	5,000	0%	80%	5,000	5,000
2600000 OCCUPANCY PERMITS	18,870	16,150	17,500	17,500	19,740	17,500	0%	-11%	19,750	18,000
2610000 TENANCY PERMITS	51,139	50,545	52,000	52,000	52,090	52,000	0%	0%	52,000	52,999
2620000 PRIOR TO SALE INSPECTIONS	3,325	1,425	3,000	3,000	1,425	3,000	0%	111%	2,000	2,000
2630000 FIRE SAFETY PERMITS	55,423	51,470	57,000	57,000	45,043	57,000	0%	27%	57,000	57,000
2650000 CABLE T.V. FRANCHISE FEES	262,048	260,866	260,000	260,000	254,361	256,000	-2%	1%	254,000	252,000
2670000 CONDITIONAL USE	9,575	8,315	8,200	8,200	4,436	8,200	0%	85%	7,000	5,000

(continued)

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
GENERAL FUND REVENUE		ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b><u>LICENSES PERMITS FEES (Continued)</u></b>											
2680000	SITE PLAN REVIEW/ARCH. REVIEW BOARD	16,515	21,750	17,000	17,000	20,090	17,000	0%	-15%	20,000	17,000
2690000	PUBLIC HEARING NOTICE FEES	835	370	850	850	0	850	0%	100%	800	700
2700000	OUTDOOR DINING PERMIT	4,705	6,785	5,500	5,500	3,125	3,000	-45%	-4%	3,000	3,000
2740000	LAND DISTURBANCE PERMIT	350	0	0	0	0	0	0%	0%	0	0
2750000	CONDO PLAT/BOUNDARY ADJUSTMENTS	1,140	2,380	1,400	1,400	1,425	1,400	0%	-2%	1,200	1,000
2760000	DOMESTIC FOWL PERMITS	150	100	150	150	50	150	0%	200%	150	150
2780000	DEGRADATION FEES	3,243	24,016	13,000	13,000	10,603	15,000	15%	41%	10,000	6,000
<b>TOTAL LICENSES PERMITS FEES</b>		<b>1,909,583</b>	<b>2,145,452</b>	<b>2,773,345</b>	<b>2,773,345</b>	<b>2,724,388</b>	<b>3,423,769</b>	<b>23%</b>	<b>26%</b>	<b>2,432,197</b>	<b>2,198,070</b>
<b><u>UTILITIES</u></b>											
3010000	ELECTRICAL UTILITIES	2,716,125	2,662,297	2,810,972	2,810,972	2,707,595	2,768,150	-2%	2%	2,838,638	2,915,982
3020000	GAS UTILITIES	609,875	656,203	653,003	653,003	762,352	711,423	9%	-7%	729,012	748,164
3030000	WATER UTILITIES	356,242	354,063	343,260	343,260	349,803	392,490	14%	12%	433,363	444,316
3040000	TELEPHONE UTILITIES	1,553,676	1,628,930	1,629,664	1,629,664	1,670,603	1,698,982	4%	2%	1,732,326	1,769,034
<b>TOTAL UTILITIES</b>		<b>5,235,918</b>	<b>5,301,493</b>	<b>5,436,899</b>	<b>5,436,899</b>	<b>5,490,353</b>	<b>5,571,045</b>	<b>2%</b>	<b>1%</b>	<b>5,733,339</b>	<b>5,877,496</b>
<b><u>SALES TAX</u></b>											
3500000	CITY SALES TAX	2,863,801	2,823,079	2,739,912	2,739,912	3,021,471	3,092,685	13%	2%	3,175,189	3,266,881
3500014	FIRE SALES TAX	788,109	767,326	780,042	780,042	811,271	830,595	6%	2%	853,141	878,304
3500018	PUBLIC SAFETY SALES TAX*	0	0	792,586	792,586	746,198	764,221	-4%	2%	785,439	809,248
3500025	LOCAL OPTION SALES TAX	678,838	662,365	673,225	673,225	700,270	717,064	7%	2%	736,747	758,771
<b>TOTAL SALES TAX</b>		<b>4,330,748</b>	<b>4,252,770</b>	<b>4,985,765</b>	<b>4,985,765</b>	<b>5,279,210</b>	<b>5,404,565</b>	<b>8%</b>	<b>2%</b>	<b>5,550,516</b>	<b>5,713,204</b>
<b><u>INTERGOVERNMENTAL</u></b>											
3510000	CITY SALES TAX-AUTOS	136,041	139,695	137,000	137,000	143,281	140,000	2%	-2%	141,400	142,814
3520000	VEHICLE FEE INCREASE	69,667	68,691	67,000	67,000	72,190	70,000	4%	-3%	70,700	71,407
3530000	GASOLINE TAX	423,669	430,796	436,000	436,000	423,779	428,017	-2%	1%	432,297	436,620
3540000	CIGARETTE TAX	100,488	100,488	100,500	100,500	100,488	100,500	0%	0%	100,500	100,500
3570000	TECHNOLOGY SERVICES AGREEMENTS	0	136,158	208,320	208,320	247,830	425,250	104%	72%	443,179	466,097
3580000	FEDERAL GRANT	5,676	9,203	5,000	5,000	2,055	5,000	0%	143%	5,000	5,000
3580001	STATE GRANT	0	6,400	5,000	5,000	6,666	5,000	0%	-25%	5,000	5,000
3580002	OTHER GRANTS	69,183	76,814	157,095	157,095	152,050	146,000	-7%	-4%	143,450	144,000
3590000	SCHOOL DISTRICT REIMB. - SRO	145,274	147,516	159,282	159,282	154,637	157,185	-1%	2%	162,143	167,424
3600000	ST.LOUIS COUNTY REIMB/POLICE ACADEMY	94,444	103,514	109,078	109,078	110,258	109,863	1%	0%	112,411	115,161
3650000	INCLUSION COORDINATOR REIMB.	0	4,539	65,000	65,000	70,000	65,000	0%	-7%	65,000	65,000
3660000	FIRE TRAINER REIMBURSEMENT	0	55,588	90,974	90,974	84,718	84,048	-8%	-1%	86,727	88,824
3670000	RESERVE FIRE APPARATUS	0	0	0	0	2,795	3,000	100%	7%	3,000	3,000
<b>TOTAL INTERGOVERNMENTAL</b>		<b>1,044,442</b>	<b>1,279,402</b>	<b>1,540,249</b>	<b>1,540,249</b>	<b>1,570,747</b>	<b>1,738,863</b>	<b>13%</b>	<b>11%</b>	<b>1,770,807</b>	<b>1,810,847</b>
<b><u>SHAW PARK AQUATICS</u></b>											
4010000	SPAC-FAMILY RES SEASON PASS	58,330	84,487	88,000	88,000	88,940	90,040	2%	1%	90,040	93,040
4020000	SPAC-ADULT RES SEASON PASS	8,318	7,901	12,400	12,400	9,720	10,320	-17%	6%	10,870	11,820
4020001	SPAC-CORPORATE RES SEASON PASS	60,337	55,847	64,875	64,875	62,600	63,080	-3%	1%	63,080	66,180
4020002	SPAC-SENIOR RES SEASON PASS	7,809	8,557	7,545	7,545	8,780	8,950	19%	2%	9,050	9,525
4030000	SPAC-YOUTH RES SEASON PASS	2,363	1,760	2,870	2,870	2,335	2,380	-17%	2%	2,440	2,640
4030010	SPAC-FAMILY NR SEASON PASS	29,197	33,787	31,600	31,600	34,810	35,020	11%	1%	35,020	37,070
4030020	SPAC-ADULT NR SEASON PASS	12,276	11,229	14,950	14,950	14,080	14,170	-5%	1%	14,220	15,395

\*A Public Safety sales tax was effective for 2018.

(continued)

GENERAL FUND REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>SHAW PARK AQUATICS (Continued)</b>										
4030030 SPAC-SENIOR NR SEASON PASS	3,499	3,732	3,190	3,190	3,850	3,990	25%	4%	3,990	4,140
4030040 SPAC-YOUTH NR SEASON PASS	189	664	300	300	300	320	7%	7%	340	375
4040000 SPAC-ADMISSIONS	50,526	53,191	56,050	56,050	52,250	52,750	-6%	1%	53,250	58,750
4040001 SPAC-RENTALS	32,321	44,162	39,700	39,700	39,700	39,720	0%	0%	39,770	39,870
4040002 SPAC-PROGRAMS	24,217	26,374	27,410	27,410	25,905	25,905	-5%	0%	26,655	26,655
4050000 SHAW PARK POOL-CONCESSIONS	53,256	53,617	68,000	6,000	6,000	12,000	-82%	100%	12,000	12,000
4060000 SPAC-LOCKERS & MISC.	287	15	300	300	275	275	-8%	0%	275	275
<b>TOTAL SHAW PARK AQUATICS</b>	<b>342,925</b>	<b>385,323</b>	<b>417,190</b>	<b>355,190</b>	<b>349,545</b>	<b>358,920</b>	<b>-14%</b>	<b>3%</b>	<b>361,000</b>	<b>377,735</b>
<b>SHAW PARK ICE RINK</b>										
4070000 SPIR-FAMILY RES SEASON PASSES	1,194	4,472	4,710	4,710	4,706	5,150	9%	9%	0	8,250
4080000 SPIR-ADULT RES SEASON PASSES	189	220	370	370	219	271	-27%	24%	0	425
4080001 SPIR-SENIOR RES SEASON PASSES	245	180	189	189	189	199	5%	5%	0	229
4090000 SPIR-YOUTH RES SEASON PASSES	285	172	474	474	171	175	-63%	2%	0	235
4090010 SPIR-CORPORATE NR SEASON PASSES	2,367	2,072	3,320	3,320	2,544	2,804	-16%	10%	0	3,230
4090020 SPIR-FAMILY NR SEASON PASSES	799	966	1,139	1,139	1,239	1,289	13%	4%	0	1,489
4090030 SPIR-ADULT NR SEASON PASSES	54	64	50	50	149	152	204%	2%	0	158
4090040 SPIR-SENIOR NR SEASON PASSES	60	94	40	40	156	166	315%	6%	0	186
4100000 SPIR-ADMISSIONS	51,589	31,300	50,000	50,000	33,990	40,000	-20%	18%	0	60,000
4100001 SPIR-RINK RENTALS	51,914	47,165	60,733	60,733	56,482	56,152	-8%	-1%	0	66,542
4100002 SPIR-SKATE RENTAL	7,620	6,874	8,400	8,400	7,042	8,400	0%	19%	0	10,000
4100003 SPIR-SKATING PROGRAMS	9,891	7,677	8,814	8,814	8,928	8,150	-8%	-9%	0	14,450
4120000 SPIR-MISC.	601	86	200	200	90	100	-50%	11%	0	200
<b>TOTAL SHAW PARK ICE RINK</b>	<b>126,808</b>	<b>101,342</b>	<b>138,439</b>	<b>138,439</b>	<b>115,905</b>	<b>123,008</b>	<b>-11%</b>	<b>6%</b>	<b>0</b>	<b>165,394</b>
<b>SHAW PARK TENNIS</b>										
4140000 SPTC-FAMILY RES SEASON PASSES	1,256	4,560	5,815	5,815	5,815	6,015	3%	3%	6,415	6,865
4150000 SPTC-ADULT RES SEASON PASSES	1,068	782	2,082	2,082	1,887	2,047	-2%	8%	2,107	2,292
4150001 SPTC-SENIORS RES SEASON PASSES	683	563	600	600	629	634	6%	1%	639	694
4150002 TENNIS/CORP. ADULT	1,672	1,809	2,704	2,704	2,728	2,813	4%	3%	2,898	3,033
4160000 SPTC-STUDENT PASSES	113	69	280	280	246	246	-12%	0%	246	246
4160010 SPTC-FAMILY NR SEASON PASS	1,366	965	2,606	2,606	2,612	2,682	3%	3%	2,752	2,872
4160020 SPTC-ADULT NR SEASON PASS	530	398	2,650	2,650	1,546	1,631	-38%	5%	1,716	1,801
4160030 SPTC-SENIOR NR SEASON PASS	357	576	814	814	624	644	-21%	3%	664	684
4160040 SPTC-YOUTH NR SEASON PASS	99	0	590	590	594	594	1%	0%	594	644
4170000 SPTC-ADMISSIONS	2,993	3,959	7,380	7,380	6,105	6,305	-15%	3%	6,605	6,830
4170001 SPTC-COURT RENTALS	2,758	2,276	3,900	3,900	3,000	3,000	-23%	0%	3,000	3,000
4170002 SPTC-TENNIS PROGRAMS	29,442	31,115	38,000	38,000	32,000	32,000	-16%	0%	34,000	34,000
<b>TOTAL SHAW PARK TENNIS</b>	<b>42,337</b>	<b>47,072</b>	<b>67,421</b>	<b>67,421</b>	<b>57,786</b>	<b>58,611</b>	<b>-13%</b>	<b>1%</b>	<b>61,636</b>	<b>62,961</b>
<b>PARKS MISC. REVENUE</b>										
4210000 VENDING MACHINE	1,342	1,175	1,500	1,500	1,200	1,250	-17%	4%	800	1,500
4220000 HANLEY HOUSE ADMISSIONS	4,680	3,628	7,000	7,000	6,500	6,500	-7%	0%	6,500	6,500
4290000 SHELTER/RENTALS	43,030	40,346	43,800	43,800	43,750	47,100	8%	8%	48,100	49,600
4310000 SPECIAL EVENTS	35,932	33,835	36,325	36,325	38,561	40,500	11%	5%	41,000	41,500
4330000 RENTAL INCOME	90,000	89,465	94,500	94,500	96,000	96,000	2%	0%	96,000	96,000
4360000 DOG PARK PASSES	23,491	24,783	26,375	26,375	14,651	0	-100%	-100%	0	18,000
<b>TOTAL PARKS MISC. REVENUE</b>	<b>198,475</b>	<b>193,175</b>	<b>209,500</b>	<b>209,500</b>	<b>200,662</b>	<b>191,350</b>	<b>-9%</b>	<b>-5%</b>	<b>192,400</b>	<b>213,100</b>

(continued)

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
GENERAL FUND REVENUE		ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>SPORTS PROGRAMS</b>											
4420000	BALLFIELD COMPLEX-RENTALS	11,688	10,549	15,525	15,525	11,450	11,950	-23%	4%	12,450	12,950
4440100	FITNESS	71,430	57,435	72,875	72,875	60,000	60,000	-18%	0%	60,000	60,000
4440102	LEAGUES - ADULT	59,897	49,606	59,635	59,635	56,290	59,915	0%	6%	62,915	62,915
4440110	LEAGUES - YOUTH	160,166	165,914	165,400	165,400	157,150	158,650	-4%	1%	168,150	169,650
4440112	INSTRUCTIONAL - SPORTS CAMPS	28,917	18,650	26,125	26,125	19,960	20,160	-23%	1%	20,360	20,560
<b>TOTAL SPORTS PROGRAMS</b>		<b>332,098</b>	<b>302,154</b>	<b>339,560</b>	<b>339,560</b>	<b>304,850</b>	<b>310,675</b>	<b>-9%</b>	<b>2%</b>	<b>323,875</b>	<b>326,075</b>
<b>FINES</b>											
4500000	ACCIDENT REPORT CHARGES	2,657	3,663	2,800	2,800	4,404	4,000	43%	-9%	4,000	4,000
4500001	FIRE/EMS - REPORT CHARGES	166	268	200	200	235	200	0%	-15%	200	200
4520000	PRIVATE SUBDIVISION FEES	12,788	38,659	24,476	24,476	13,000	24,476	0%	88%	24,708	24,929
4540000	FONTBONNE FIRE PROTECTION	10,000	10,000	10,000	10,000	10,000	10,000	0%	0%	10,000	10,000
4560000	CONCORDIA FIRE PROTECTION	20,920	43,094	20,000	20,000	21,547	21,500	8%	0%	21,500	21,500
4570000	WASHINGTON UNIV. FIRE PROTECTION	259,548	317,800	324,146	324,146	333,690	340,364	5%	2%	347,171	354,114
4640000	VALET PARKING PERMITS	25,000	25,320	25,000	25,000	24,820	25,000	0%	1%	25,000	25,000
5010000	FINES-PARKING	520,158	728,656	795,000	795,000	774,727	780,000	-2%	1%	780,000	780,000
5020000	FINES-MUNICIPAL COURT	252,552	136,299	130,000	130,000	136,955	130,000	0%	-5%	130,000	130,000
5050000	C-V-C FEES	857	511	600	600	463	600	0%	30%	600	600
5060000	FALSE ALARMS	9,400	10,300	9,000	9,000	15,000	9,000	0%	-40%	9,000	9,000
5060001	FALSE ALARMS - FIRE DEPARTMENT	4,900	4,050	4,500	4,500	6,350	4,500	0%	-29%	4,500	4,500
5070000	COURT FEES	27,753	19,626	19,000	19,000	15,946	15,000	-21%	-6%	15,000	15,000
5070010	(IPCF) I PAY CONVENIENCE FEES	1,590	5,673	2,000	2,000	12,850	13,000	550%	1%	13,000	13,000
5070011	CONVENIENCE FEE FOR PARKING	10,870	30,469	54,000	54,000	38,382	38,000	-30%	-1%	38,000	38,000
5080000	LAW ENFORCEMENT TRAINING	4,626	2,766	3,100	3,100	2,374	2,300	-26%	-3%	2,300	2,300
5120000	REIMBURSEMENT POLICE COST	4,276	3,474	3,500	3,500	3,848	4,000	14%	4%	4,000	4,000
<b>TOTAL FINES</b>		<b>1,168,061</b>	<b>1,380,628</b>	<b>1,427,322</b>	<b>1,427,322</b>	<b>1,414,591</b>	<b>1,421,940</b>	<b>0%</b>	<b>1%</b>	<b>1,428,979</b>	<b>1,436,143</b>
<b>PARKING</b>											
2500001	BONHOMME GARAGE	384,580	332,886	390,000	390,000	355,188	362,292	-7%	2%	369,538	376,928
2510002	PARKING STRUCTURE-STL CO/SHAW PARK	60,118	64,746	41,000	41,000	51,000	51,000	24%	0%	51,000	51,000
2550001	ST.L COUNTY REIMB.-BONHOMME GARAGE	106,776	91,800	74,800	74,800	107,019	80,000	7%	-25%	80,000	80,000
5630000	120 NORTH MERAMEC	29,790	24,953	21,120	21,120	25,754	25,000	18%	-3%	25,000	25,000
5650000	HANLEY & WYDOWN	8,510	8,535	9,000	9,000	9,500	9,500	6%	0%	9,500	9,500
5670000	10-22 NORTH BRENTWOOD	19,858	21,677	9,000	9,000	11,249	9,000	0%	-20%	9,000	9,000
5710000	7600 WYDOWN LOT	8,215	9,720	9,500	9,500	8,717	9,000	-5%	3%	9,000	9,000
5720000	FORSYTH/BRENTWOOD	10,894	15,399	3,600	3,600	22,814	0	-100%	-100%	0	0
5750000	RENTAL OF PARKING METERS	224,520	188,552	120,000	120,000	132,855	130,000	8%	-2%	100,000	70,000
5760000	PARKING METERS REVENUE	973,249	1,265,620	1,352,754	1,352,754	1,283,640	1,270,000	-6%	-1%	1,282,700	1,295,527
5760001	SO. CENTRAL/COUNTY LOT	121,140	146,609	210,000	210,000	188,950	190,000	-10%	1%	190,000	190,000
5770000	FORSYTH/WASHINGTON UNIVERSITY	22,050	22,050	22,050	22,050	22,050	22,050	0%	0%	22,050	22,050
5780000	NORTH MERAMEC LOT	27,799	26,578	38,000	38,000	30,639	31,000	-18%	1%	31,000	31,000
<b>TOTAL PARKING</b>		<b>1,997,499</b>	<b>2,256,025</b>	<b>2,300,824</b>	<b>2,300,824</b>	<b>2,273,375</b>	<b>2,188,842</b>	<b>-5%</b>	<b>-4%</b>	<b>2,178,788</b>	<b>2,169,005</b>

(continued)

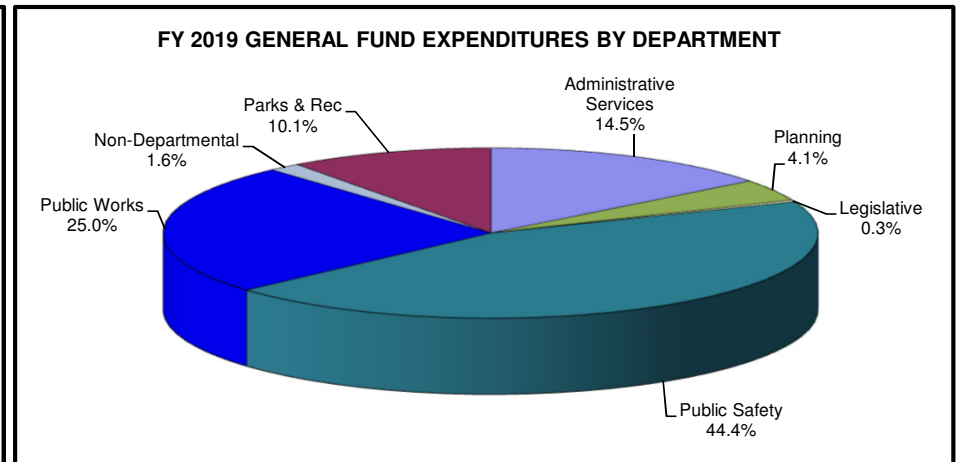
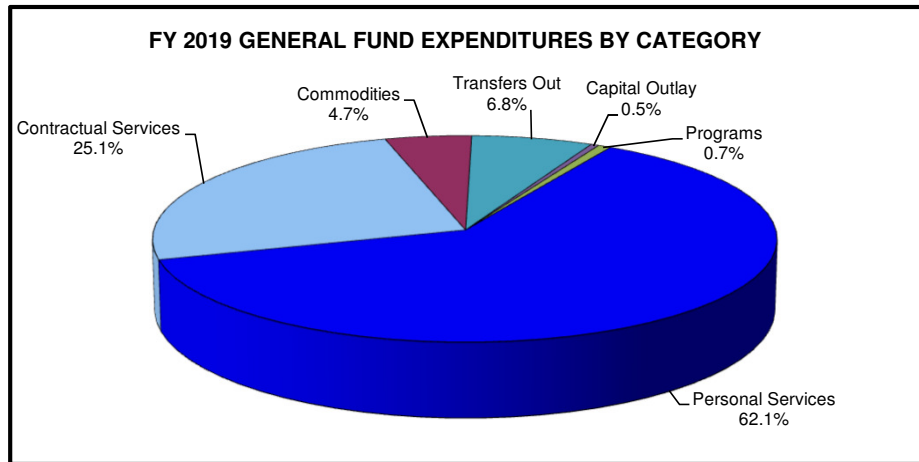
GENERAL FUND REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>MISCELLANEOUS</b>										
7030000 GAIN/LOSS ON SALE OF ASSETS	25	3,309	400	400	1,755	600	50%	-66%	600	600
7060000 ZONING BOOKS, MAPS, & XEROX COPIES	2,280	1,248	2,000	2,000	1,783	2,000	0%	12%	2,000	2,000
7070000 OTHER INCOME	127,518	149,019	90,000	90,000	104,630	80,000	-11%	-24%	80,000	80,000
7070002 TRANSIT PASS REIMBURSEMENT	1,611	0	100	100	0	100	0%	100%	100	100
7070227 OTHER INCOME - 227 S CENTRAL	12,000	10,000	0	0	3,000	0	0%	-100%	0	0
7080001 P.O.S.T.	2,915	3,727	2,300	2,300	3,200	3,200	39%	0%	3,200	3,200
7100000 INTEREST ON INVESTMENTS	164,738	109,681	187,951	187,951	166,237	223,523	19%	34%	267,636	320,760
7110000 TREE CALIPER	10,086	2,424	6,000	6,000	2,187	3,000	-50%	37%	3,000	3,000
7140000 DOMESTIC PARTNER REGISTRY	50	0	0	0	0	0	0%	0%	0	0
7250000 AMBULANCE CHARGES	465,468	472,501	465,000	465,000	492,756	507,539	9%	3%	522,765	538,448
7320000 EVENTS - SPONSORSHIP	13,775	9,000	10,500	10,500	7,700	10,500	0%	36%	10,500	10,500
7320001 EVENT TICKET SALES	15,019	790	22,300	22,300	14,000	14,000	-37%	0%	14,000	14,000
7330000 VEST PARTNERSHIP	10,947	2,325	2,200	2,200	6,000	2,825	28%	-53%	7,600	6,800
7340000 RCCEEG - REIMB./POLICE OFFICER	165,195	169,306	174,020	174,020	159,952	148,735	-15%	-7%	152,450	156,326
7360000 REIMBURSEMENTS - CITY LOSSES	0	1,055	4,000	4,000	17,855	2,000	-50%	-89%	2,000	2,000
<b>TOTAL MISCELLANEOUS</b>	<b>991,627</b>	<b>934,385</b>	<b>966,771</b>	<b>966,771</b>	<b>981,055</b>	<b>998,022</b>	<b>3%</b>	<b>2%</b>	<b>1,065,851</b>	<b>1,137,734</b>
<b>TOTAL REVENUE</b>	<b>23,498,562</b>	<b>24,983,758</b>	<b>26,717,335</b>	<b>26,655,335</b>	<b>27,001,789</b>	<b>28,219,534</b>	<b>6%</b>	<b>5%</b>	<b>27,679,514</b>	<b>28,388,121</b>
<b>TRANSFERS IN</b>										
9210000 TRANSFER FROM CIP FOR OPERATIONS	0	0	0	0	0	561,718	100%	100%	651,800	664,836
9250000 TRANSFER FROM SPECIAL BUS. DISTRICT	474,194	424,952	564,504	564,504	564,504	535,711	-5%	-5%	535,330	566,198
9600000 TRANSFER FROM CIP FOR EQUIPMENT	1,147,932	1,033,685	1,408,998	1,408,998	1,408,999	1,446,274	3%	3%	1,472,691	1,528,376
<b>TOTAL TRANSFERS IN</b>	<b>1,622,126</b>	<b>1,458,637</b>	<b>1,973,502</b>	<b>1,973,502</b>	<b>1,973,503</b>	<b>2,543,703</b>	<b>29%</b>	<b>29%</b>	<b>2,659,821</b>	<b>2,759,410</b>
<b>TOTAL REVENUE &amp; TRANSFERS IN</b>	<b>\$25,120,688</b>	<b>\$26,442,395</b>	<b>\$28,690,837</b>	<b>\$28,628,837</b>	<b>\$28,975,292</b>	<b>\$30,763,237</b>	<b>7%</b>	<b>6%</b>	<b>\$30,339,335</b>	<b>\$31,147,531</b>





## GENERAL FUND EXPENDITURES SUMMARY - BY CATEGORY

GENERAL FUND EXPENDITURES BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	24,661,554 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$15,465,413	\$16,777,615	\$18,035,993	\$18,012,911	\$17,495,587	\$18,933,947	5%	8%	\$19,883,876	\$20,862,369
CONTRACTUAL SERVICES	6,142,292	6,449,924	7,152,806	7,153,628	7,065,678	7,638,771	7%	8%	7,473,479	7,742,196
COMMODITIES	1,070,783	1,144,332	1,279,183	1,221,993	1,270,324	1,480,717	16%	17%	1,361,549	1,418,999
PROGRAMS	154,270	202,202	214,491	214,491	198,448	220,487	3%	11%	220,602	220,717
CAPITAL OUTLAY	89,724	87,481	110,670	154,270	116,087	137,300	24%	18%	81,760	69,160
<b>TOTAL EXPENDITURES</b>	<b>22,922,481</b>	<b>24,661,554</b>	<b>26,793,143</b>	<b>26,757,293</b>	<b>26,146,124</b>	<b>28,411,222</b>	<b>6%</b>	<b>9%</b>	<b>29,021,265</b>	<b>30,313,441</b>
<b>TRANSFERS OUT</b>	<b>1,604,743</b>	<b>1,732,068</b>	<b>1,864,563</b>	<b>1,864,563</b>	<b>1,864,566</b>	<b>2,079,127</b>	<b>12%</b>	<b>12%</b>	<b>1,926,506</b>	<b>1,949,498</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$24,527,224</b>	<b>\$26,393,622</b>	<b>\$28,657,706</b>	<b>\$28,621,856</b>	<b>\$28,010,690</b>	<b>\$30,490,349</b>	<b>6%</b>	<b>9%</b>	<b>\$30,947,771</b>	<b>\$32,262,939</b>





# GENERAL FUND EXPENDITURES SUMMARY - BY PROGRAM

GENERAL FUND EXPENDITURES PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2017 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
MAYOR, BOARD OF ALDERMAN	\$81,319	\$89,246	\$96,622	\$96,622	\$98,457	\$126,821	31%	29%	\$104,364	\$107,633
CITY MANAGER	580,228	561,625	599,954	599,724	707,276	891,321	49%	26%	757,948	737,761
ECONOMIC DEVELOPMENT	322,722	216,213	255,123	254,043	240,282	313,343	23%	30%	313,011	331,467
EVENTS	276,529	321,833	341,497	341,143	323,832	349,877	2%	8%	354,127	360,930
FINANCE	753,316	716,029	731,741	729,198	715,390	762,027	4%	7%	748,089	791,792
HUMAN RESOURCES	231,771	207,375	265,231	264,363	268,365	319,622	21%	19%	284,335	291,019
INFORMATION TECHNOLOGY	933,394	1,109,841	1,498,900	1,496,443	1,333,941	1,729,167	15%	30%	1,637,644	1,725,273
MUNICIPAL COURT	288,217	388,646	466,904	465,820	515,742	488,493	5%	-5%	511,019	535,357
PLANNING & DEVELOPMENT	951,341	1,072,348	1,184,453	1,180,471	1,094,336	1,147,154	-3%	5%	1,168,113	1,179,468
POLICE	5,939,007	6,416,113	6,919,729	6,931,422	6,663,809	7,042,831	2%	6%	7,308,023	7,615,625
PARKING CONTROL	211,723	229,950	242,279	241,350	230,317	247,072	2%	7%	254,776	268,812
FIRE	4,883,739	5,285,781	5,549,811	5,556,019	5,508,746	6,157,728	11%	12%	6,489,083	6,772,885
ENGINEERING	2,555,158	2,571,389	2,750,385	2,747,385	2,603,772	2,765,966	1%	6%	2,903,873	3,083,333
STREET MAINTENANCE	1,365,929	1,541,473	1,700,329	1,711,455	1,665,157	1,849,596	9%	11%	1,873,843	1,933,702
BUILDING MAINTENANCE	684,372	750,495	845,577	880,177	891,859	876,211	4%	-2%	925,396	949,178
FLEET MAINTENANCE	502,577	567,969	570,677	551,200	565,170	635,746	11%	12%	664,353	692,558
PARKING OPERATIONS & MAINTENANCE	778,444	803,608	756,985	756,520	818,206	698,865	-8%	-15%	722,856	711,958
STREET LIGHTING	326,578	374,743	538,081	539,348	521,219	474,732	-12%	-9%	497,192	509,659
P&R ADMINISTRATION	565,173	652,355	678,404	675,419	689,311	724,873	7%	5%	736,579	770,818
SHAW PARK AQUATIC CENTER	338,701	353,530	439,146	370,746	367,146	398,349	-9%	8%	410,871	388,161
ICE RINK	88,300	95,369	121,659	121,659	120,851	132,247	9%	9%	32,637	189,314
TENNIS CENTER	21,537	24,005	41,305	41,305	42,159	44,765	8%	6%	44,935	45,080
SPORTS PROGRAMS	168,823	159,247	186,285	196,817	178,120	174,897	-6%	-2%	179,337	179,837
PARK OPERATIONS	994,340	1,049,307	1,365,669	1,362,454	1,340,807	1,444,124	6%	8%	1,490,000	1,544,384
CLAYTON CENTURY FOUNDATION	45,210	50,045	58,950	58,743	59,676	60,968	3%	2%	63,303	65,791
INSURANCE	423,102	447,895	452,011	452,011	446,745	463,555	3%	4%	472,065	481,145
<b>TOTAL EXPENDITURES</b>	<b>24,311,549</b>	<b>26,056,429</b>	<b>28,657,706</b>	<b>28,621,856</b>	<b>28,010,690</b>	<b>30,320,349</b>	<b>6%</b>	<b>8%</b>	<b>30,947,771</b>	<b>32,262,939</b>
<b>TRANSFERS OUT*</b>										
TRANSFER TO DEBT SERVICE	215,675	112,193	0	0	0	0	0%	0%	0	0
TRANSFER TO CAPITAL IMPROVEMENT FUND	0	225,000	0	0	0	170,000	100%	100%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>215,675</b>	<b>337,193</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170,000</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$24,527,224</b>	<b>\$26,393,622</b>	<b>\$28,657,706</b>	<b>\$28,621,856</b>	<b>\$28,010,690</b>	<b>\$30,490,349</b>	<b>6%</b>	<b>9%</b>	<b>\$30,947,771</b>	<b>\$32,262,939</b>

\* Transfers out to the Equipment Replacement Fund and Capital Improvement Fund for the repayment of an interfund advance are included in departmental expenditures in this schedule.



## GENERAL FUND EXPENDITURES SUMMARY - BY TYPE

GENERAL FUND EXPENDITURES BY TYPE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
FULL-TIME	\$10,427,525	\$11,208,327	\$12,078,026	\$12,078,028	\$11,705,469	\$12,829,697	6%	10%	\$13,431,059	\$13,975,657
OVERTIME & HOLIDAY PAY	546,431	701,988	633,629	650,429	645,539	679,469	7%	5%	716,407	751,743
PART-TIME	301,477	256,523	303,045	298,045	342,365	314,838	4%	-8%	268,731	316,012
MISCELLANEOUS	34,690	36,231	46,042	46,042	45,962	48,144	5%	5%	49,107	50,089
CAR ALLOWANCE	7,521	7,823	7,800	7,800	7,800	7,800	0%	0%	7,800	7,800
FICA	824,966	891,888	1,006,903	1,006,903	972,537	1,053,069	5%	8%	1,116,551	1,170,132
DEFERRED COMPENSATION	27,464	28,008	28,467	28,467	28,353	29,083	2%	3%	29,083	29,083
PENSION PLAN	1,452,460	1,546,394	1,662,972	1,628,088	1,612,479	1,624,234	-2%	1%	1,760,272	1,878,701
GROUP LIFE INSURANCE PREMIUM	34,393	41,903	45,337	45,336	45,408	48,387	7%	7%	49,678	50,671
DENTAL HEALTH INSURANCE	96,239	105,920	112,218	112,218	109,866	119,457	6%	9%	124,417	128,149
EMPLOYEE HEALTHCARE	1,257,741	1,389,960	1,458,959	1,458,960	1,373,371	1,581,087	8%	15%	1,700,552	1,836,596
REIMB-HRA DEDUCTIBLE	33,959	32,879	57,798	57,798	43,971	48,178	-17%	10%	48,600	48,600
WORKERS' COMPENSATION	420,547	529,771	594,797	594,797	562,467	550,504	-7%	-2%	581,619	619,136
<b>TOTAL PERSONAL SERVICES</b>	<b>15,465,413</b>	<b>16,777,615</b>	<b>18,035,993</b>	<b>18,012,911</b>	<b>17,495,587</b>	<b>18,933,947</b>	<b>5%</b>	<b>8%</b>	<b>19,883,876</b>	<b>20,862,369</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
LEGAL EXPENSES	156,117	113,287	152,000	152,000	174,600	239,846	58%	37%	235,401	209,958
PROFESSIONAL SERVICES	198,298	88,520	222,119	222,119	181,186	223,377	1%	23%	131,915	146,440
MEDICAL SERVICES	28,165	22,865	36,060	36,060	31,300	48,950	36%	56%	42,499	43,839
MISC. OUTSIDE PERSONAL SERVICES	2,300	7,969	7,300	7,300	7,200	7,500	3%	4%	8,500	8,800
POSTAGE	36,738	26,275	33,227	33,227	31,628	31,305	-6%	-1%	31,919	32,546
TRAVEL AND TRAINING	133,322	184,791	222,666	224,416	215,359	337,512	52%	57%	326,526	303,748
ADVERTISING	27,504	20,518	34,100	34,100	32,150	38,650	13%	20%	33,650	38,750
PRINTING & PHOTOGRAPHY	49,416	36,771	61,085	61,085	46,163	57,933	-5%	25%	52,356	58,254
TELEPHONE	120,460	119,812	147,054	147,054	144,321	137,919	-6%	-4%	142,916	147,159
PUBLICATIONS	8,249	8,939	9,650	9,650	8,075	8,200	-15%	2%	8,340	8,482
UTILITIES	625,505	621,843	704,960	699,360	705,348	760,669	8%	8%	789,403	830,311
MAINTENANCE & REPAIRS	361,455	371,497	520,706	514,846	425,281	482,848	-7%	14%	397,978	453,708
RENTALS	32,420	32,055	36,100	36,100	32,736	34,751	-4%	6%	35,266	35,781
TRASH & RECYCLING	1,857,061	1,882,438	1,988,470	1,988,470	1,848,494	1,975,718	-1%	7%	2,095,533	2,245,479
DUES & MEMBERSHIPS	34,107	36,252	40,618	40,618	42,808	45,530	12%	6%	45,778	48,122
EDUCATION BENEFITS	22,396	21,533	23,500	23,500	28,800	29,375	25%	2%	29,965	30,565
BANKING & CREDIT CARD FEES	124,229	170,874	177,143	177,143	186,513	195,332	10%	5%	205,086	215,352
CONTRACTUAL SERVICES	1,415,309	1,783,121	1,936,549	1,947,081	2,085,753	2,278,681	18%	9%	2,142,603	2,153,257
PARKING STRUCTURES	499,139	465,669	360,488	360,488	404,218	254,120	-30%	-37%	258,780	263,500
INSURANCE	410,102	434,895	439,011	439,011	433,745	450,555	3%	4%	459,065	468,145
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>6,142,292</b>	<b>6,449,924</b>	<b>7,152,806</b>	<b>7,153,628</b>	<b>7,065,678</b>	<b>7,638,771</b>	<b>7%</b>	<b>8%</b>	<b>7,473,479</b>	<b>7,742,196</b>

(continued)



## GENERAL FUND EXPENDITURES SUMMARY - BY TYPE

GENERAL FUND EXPENDITURES BY TYPE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>COMMODITIES</u></b>										
OFFICE SUPPLIES	61,369	69,138	76,471	76,471	70,661	68,929	-10%	-2%	69,705	72,698
PUBLICATIONS	531	447	1,070	1,070	955	1,210	13%	27%	1,260	1,310
CLOTHING & UNIFORMS	112,772	93,064	115,860	115,860	117,395	192,437	66%	64%	114,254	114,670
AGRICULTURAL SUPPLIES	36,851	35,657	67,875	65,875	77,910	69,860	3%	-10%	71,003	72,681
HARDWARE & HAND TOOLS	8,996	16,603	14,460	14,460	14,085	17,310	20%	23%	20,876	16,769
MEDICAL SUPPLIES	29,210	38,129	37,673	37,673	42,061	42,379	12%	1%	42,168	42,533
MEETINGS & RECEPTIONS	22,479	31,035	28,870	28,870	30,612	34,165	18%	12%	30,975	31,190
FOOD & BEVERAGE	11,193	14,827	14,840	17,390	16,929	19,170	29%	13%	19,160	19,350
CONCESSION FOOD AND SUPPLIES	30,007	27,811	33,500	0	0	0	-100%	0%	0	0
SUPPLIES, EQUIPMENT & PARTS	724,254	777,487	846,189	821,949	857,316	994,027	17%	16%	948,638	1,006,008
AWARDS & RECOGNITIONS	2,753	10,290	5,200	5,200	6,000	6,350	22%	6%	6,350	6,350
FITNESS & LEAGUES	30,368	29,844	37,175	37,175	36,400	34,880	-6%	-4%	37,160	35,440
<b>TOTAL COMMODITIES</b>	<b>1,070,783</b>	<b>1,144,332</b>	<b>1,279,183</b>	<b>1,221,993</b>	<b>1,270,324</b>	<b>1,480,717</b>	<b>16%</b>	<b>17%</b>	<b>1,361,549</b>	<b>1,418,999</b>
<b><u>PROGRAMS</u></b>										
EMPLOYEE RELATIONS	23,529	23,464	31,610	31,610	32,535	37,150	18%	14%	37,265	37,380
COMMUNITY EVENTS	130,741	178,738	182,881	182,881	165,913	183,337	0%	11%	183,337	183,337
<b>TOTAL PROGRAMS</b>	<b>154,270</b>	<b>202,202</b>	<b>214,491</b>	<b>214,491</b>	<b>198,448</b>	<b>220,487</b>	<b>3%</b>	<b>11%</b>	<b>220,602</b>	<b>220,717</b>
<b><u>CAPITAL OUTLAY</u></b>										
BUILDING STRUCTURES & IMPROV.	841	38,047	30,000	69,700	78,987	4,000	-87%	-95%	29,500	20,500
CAPITAL OUTLAY	32,602	42,957	68,070	68,070	25,000	120,000	76%	380%	42,000	44,000
SOFTWARE & OTHER EQUIPMENT	56,281	3,000	9,600	13,500	9,100	10,300	7%	13%	6,760	1,160
PARKING LOT RESURFACING	0	3,477	3,000	3,000	3,000	3,000	0%	0%	3,500	3,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>89,724</b>	<b>87,481</b>	<b>110,670</b>	<b>154,270</b>	<b>116,087</b>	<b>137,300</b>	<b>24%</b>	<b>18%</b>	<b>81,760</b>	<b>69,160</b>
<b>TOTAL EXPENDITURES</b>	<b>22,922,481</b>	<b>24,661,554</b>	<b>26,793,143</b>	<b>26,757,293</b>	<b>26,146,124</b>	<b>28,411,222</b>	<b>6%</b>	<b>9%</b>	<b>29,021,265</b>	<b>30,313,441</b>
<b><u>TRANSFERS OUT</u></b>										
TRANSFER TO EQUIPMENT FUND	1,345,342	1,351,149	1,820,837	1,820,837	1,820,840	1,865,401	2%	2%	1,892,931	1,949,498
TRANSFER TO CAPITAL IMPROVEMENT	0	225,000	0	0	0	170,000	100%	100%	0	0
TRANSFER FOR INTERFUND ADVANCE	43,726	43,726	43,726	43,726	43,726	43,726	0%	0%	33,575	0
TRANSFER TO DEBT SERVICE FUNDS	215,675	112,193	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>1,604,743</b>	<b>1,732,068</b>	<b>1,864,563</b>	<b>1,864,563</b>	<b>1,864,566</b>	<b>2,079,127</b>	<b>12%</b>	<b>12%</b>	<b>1,926,506</b>	<b>1,949,498</b>
<b>TOTAL GENERAL FUND EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$24,527,224</b>	<b>\$26,393,622</b>	<b>\$28,657,706</b>	<b>\$28,621,856</b>	<b>\$28,010,690</b>	<b>\$30,490,349</b>	<b>6%</b>	<b>9%</b>	<b>\$30,947,771</b>	<b>\$32,262,939</b>



## LEGISLATIVE

### **Mission**

Clayton's mission is 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.

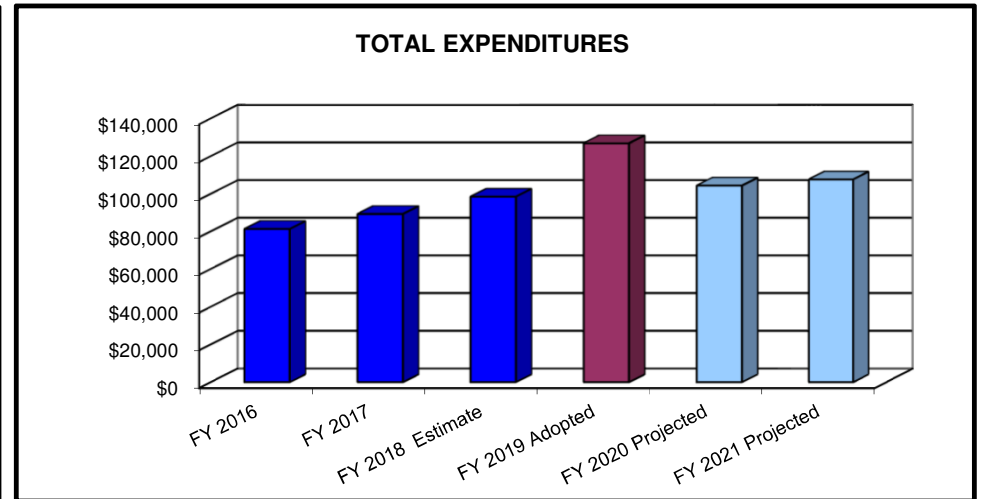
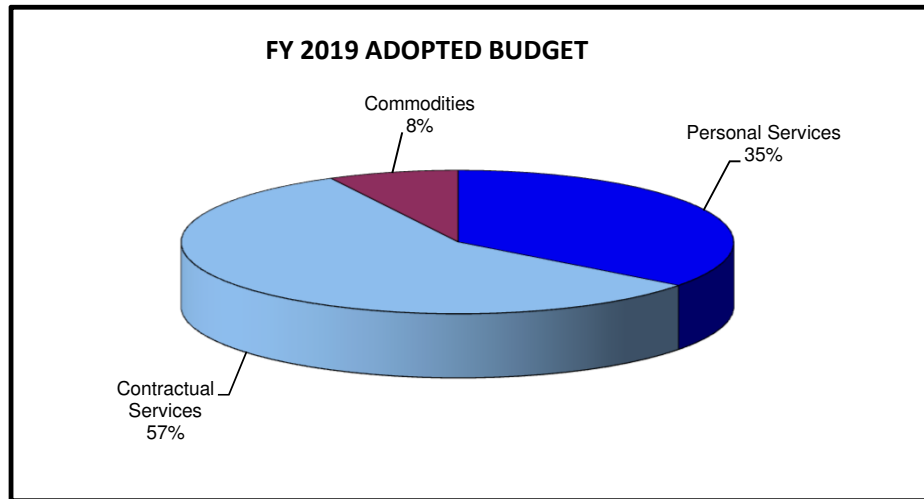
### **Description**

The legislative powers of the City Government are vested in Clayton's elected officials, which include the Mayor, who is elected at-large for a three-year term, and six Aldermen, who are elected from the City's three wards on a staggered three-year term basis. The Mayor and Board of Aldermen represent Clayton's various constituencies in establishing municipal policies and priorities and are assisted by the City Administration and various advisory boards and commissions.



## SUMMARY OF EXPENDITURES BY CATEGORY

<b>DEPARTMENT: LEGISLATIVE</b>						<b>FUND: GENERAL</b>				
<b>CATEGORY: ALL</b>						<b>PROGRAM ACCOUNT: 1001</b>				
LEGISLATIVE - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
EXPENDITURES										
PERSONAL SERVICES	\$32,866	\$32,846	\$44,820	\$44,820	\$33,405	\$44,802	0%	34%	\$46,609	\$48,488
CONTRACTUAL SERVICES	38,453	45,770	44,157	44,157	55,982	72,369	64%	29%	50,005	51,395
COMMODITIES	10,000	10,630	7,645	7,645	9,070	9,650	26%	6%	7,750	7,750
<b>TOTAL LEGISLATIVE</b>	<b>\$81,319</b>	<b>\$89,246</b>	<b>\$96,622</b>	<b>\$96,622</b>	<b>\$98,457</b>	<b>\$126,821</b>	<b>31%</b>	<b>29%</b>	<b>\$104,364</b>	<b>\$107,633</b>





## 10 GENERAL FUND - MAYOR & BOARD OF ALDERMEN

10X1001 MAYOR & BOARD OF ALDERMEN	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$30,350	\$30,279	\$41,400	\$41,400	\$30,800	\$41,400	0%	34%	\$43,056	\$44,778
1140000 FICA - EMPLOYER PORTION	2,322	2,317	3,167	3,167	2,349	3,167	0%	35%	3,310	3,459
1180000 GROUP LIFE INSURANCE PREMIUM	129	146	149	149	144	149	0%	3%	152	155
1960000 WORKERS' COMPENSATION	64	95	104	104	112	86	-17%	-23%	91	96
<b>TOTAL PERSONAL SERVICES</b>	<b>32,866</b>	<b>32,846</b>	<b>44,820</b>	<b>44,820</b>	<b>33,405</b>	<b>44,802</b>	<b>0%</b>	<b>34%</b>	<b>46,609</b>	<b>48,488</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	13,054	21,261	16,939	16,939	26,986	41,652	146%	54%	21,500	22,500
2100000 POSTAGE	740	199	1,242	1,242	1,474	202	-84%	-86%	206	210
2130000 TRAVEL & TRAINING	2,426	2,615	2,500	2,500	4,835	4,200	68%	-13%	4,500	4,500
2150000 ADVERTISING	1,112	973	1,200	1,200	1,200	1,300	8%	8%	1,300	1,400
2160000 PRINTING AND PHOTOGRAPY	656	297	700	700	700	3,600	414%	414%	800	900
2330000 TELEPHONE	4,964	5,301	5,540	5,540	5,538	5,960	8%	8%	6,144	6,330
2550000 DUES & MEMBERSHIPS	9,994	9,949	10,836	10,836	10,049	10,055	-7%	0%	10,055	10,055
2700000 CONTRACTUAL SERVICES	5,507	5,175	5,200	5,200	5,200	5,400	4%	4%	5,500	5,500
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>38,453</b>	<b>45,770</b>	<b>44,157</b>	<b>44,157</b>	<b>55,982</b>	<b>72,369</b>	<b>64%</b>	<b>29%</b>	<b>50,005</b>	<b>51,395</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	1,075	1,153	845	845	500	600	-29%	20%	600	600
3210000 MEETINGS & RECEPTIONS	8,485	8,653	4,800	4,800	6,770	7,050	47%	4%	5,150	5,150
3330000 AWARDS & MEMORIALS	441	824	2,000	2,000	1,800	2,000	0%	11%	2,000	2,000
<b>TOTAL COMMODITIES</b>	<b>10,000</b>	<b>10,630</b>	<b>7,645</b>	<b>7,645</b>	<b>9,070</b>	<b>9,650</b>	<b>26%</b>	<b>6%</b>	<b>7,750</b>	<b>7,750</b>
<b>TOTAL 1001 EXPENDITURES</b>	<b>\$81,319</b>	<b>\$89,246</b>	<b>\$96,622</b>	<b>\$96,622</b>	<b>\$98,457</b>	<b>\$126,821</b>	<b>31%</b>	<b>29%</b>	<b>\$104,364</b>	<b>\$107,633</b>

(This page intentionally left blank)





## ADMINISTRATIVE SERVICES

<b>Funded Staffing</b>			
	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>City Manager's Office</u></b>			
City Manager	1	1	1
City Clerk	1	1	1
Assistant to the City Manager	0.5	0.5	0.5
<b>Total City Manager's Office</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b><u>Economic Development</u></b>			
Director of Economic Development	1	1	1
Assistant to the City Manager	0.5	0.5	0.5
<b>Total Economic Development</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>
<b><u>Events</u></b>			
Events Specialist	1	1	1
<b>Total Events</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b><u>Finance</u></b>			
Director of Finance & Administration	1	1	1
Assistant Finance Director	1	1	1
Senior Accountant	1	0	0
Accountant	2	2	2
Fiscal Specialist II	2	2	2
<b>Total Finance</b>	<b>7</b>	<b>6*</b>	<b>6</b>
<b><u>Human Resources</u></b>			
Human Resources Manager	1	1	1
Administrative Specialist II	0	1	1
Administrative Specialist I	1	0	0
<b>Total Human Resources</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b><u>Information Technology</u></b>			
IT Manager	1	1	1
Assistant IT Manager/Network Engineer	1	1	1
Applications Specialist	0.75	0.75	0.75
Associate Network Engineer	0	1	2
IT Support Specialist	1	2	3
IT Support Specialist	0	0	0.3
<b>Total Information Technology</b>	<b>3.75</b>	<b>5.75</b>	<b>8.05</b>
<b><u>Municipal Court</u></b>			
Court Administrator	1	1	1
Court Assistant	1	2	2
<b>Total Municipal Court</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>Total Administrative Services</b>	<b>19.75</b>	<b>21.75</b>	<b>24.05</b>

\*Reduction of temporary increased staffing due to employee retirement.

### **Mission**

Provide professional leadership in the administration and execution of policies and objectives developed by the Board of Aldermen; assist the Board in achieving the goals and objectives set forth for the City of Clayton through the identification of priorities and establishment of management procedures that develop and effectively utilize City resources; encourage economic growth throughout the community by strengthening the City's competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life; and foster community pride in the City government through excellent customer service while providing timely, accurate and transparent financial information and planning, human resources, and technology support.

### **Programs**

The Department of Administrative Services is divided into seven program areas: City Manager's Office, Economic Development, Events, Finance, Human Resources, Information Technology, and Municipal Court.

### **Description**

#### City Manager's Office

Since 1957 the City of Clayton has operated under the Council-Manager form of government whereby the Mayor and Board of Aldermen appoint a full-time, professionally-trained municipal manager who is responsible for the day-to-day operations of the City's government. In addition to the City Manager, the City Clerk is appointed by the Mayor and Aldermen and serves as secretariat to the Board.

The City Manager is the Chief Executive and Administrative Officer of the City, with the responsibility of advising the City's elected officials on policy matters, appointing and supervising the employees of the City, recommending an annual budget, managing communications, and enforcing all applicable laws and policies in accordance with direction provided by the Mayor and Board of Aldermen. The City Clerk maintains the official records of the City, coordinates the preparation of Board meeting agendas, and assists with other responsibilities as needed.

#### Economic Development & Events

The Economic Development program is responsible for strengthening and expanding Clayton's economy. The Events program is responsible for place-

making by producing special events. These two programs often overlap when events highlight Clayton businesses.

#### Finance

The Finance program is responsible for the coordination and monitoring of all fiscal matters concerning the City. In particular, the program is responsible for collection of revenues and payment of expenditures; analyzing and monitoring investments; developing the annual operating budget; purchasing; providing the Board of Aldermen and City Manager with short- and long-term financial forecasts as well as advising both on the financial affairs of the City; advising the pension boards on financial matters; and preparation of the Comprehensive Annual Financial Report and coordination of an annual independent audit.

#### Human Resources

Human Resources is responsible for administering various employee benefits and wellness programs provided by the City; assisting departments with recruiting, hiring and discipline guidance; employee training and engagement; payroll; and various employment reporting requirements.

#### Information Technology

Information Technology provides technology design and selection, technical support and training, systems management and administration, technology acquisition, the review and development of IT policies and procedures, and strategic planning services. Four positions were added in this work group over a two-year period when the City entered into agreements to provide technology services to the City of Brentwood and the City of Richmond Heights. The agreements reimburse the City for a portion of the personnel and related costs of this program.

#### Municipal Court

Municipal Court is responsible for court cases and parking ticket data; receiving and processing payment of court fines, parking violations and bonds; communicating with defendants, attorneys, the City's Prosecuting Attorney; processing warrants; and distributing residential parking permits.

#### **Goal**

- Maintain a highly responsive government by providing excellent customer service, encouraging citizen participation, and increasing the dialogue with residential and commercial citizens.
- Enhance community sustainability by maintaining high property values and attracting strong businesses to locate in the City.
- Achieve commercial growth that enriches the City's quality of life and preserves the integrity of our residential neighborhoods.
- Recruit and maintain highly trained and professional staff to carry out day-to-day City services provided to the community.
- 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.
- Efficiently and transparently align and allocate resources to responsibly manage public funds and debt; maintain and improve internal and external customer services; provide purchasing support to City departments; provide permit and licensing services; and provide timely and accurate financial reporting.
- Deliver prompt, courteous and efficient technology services to departments utilizing cost effective and reliable technology products to maintain excellent network capabilities.

#### **Key Intended Outcomes**

High Performing Government, Quality of Life, Economic Strength, General Awareness of Clayton and Employee Relations

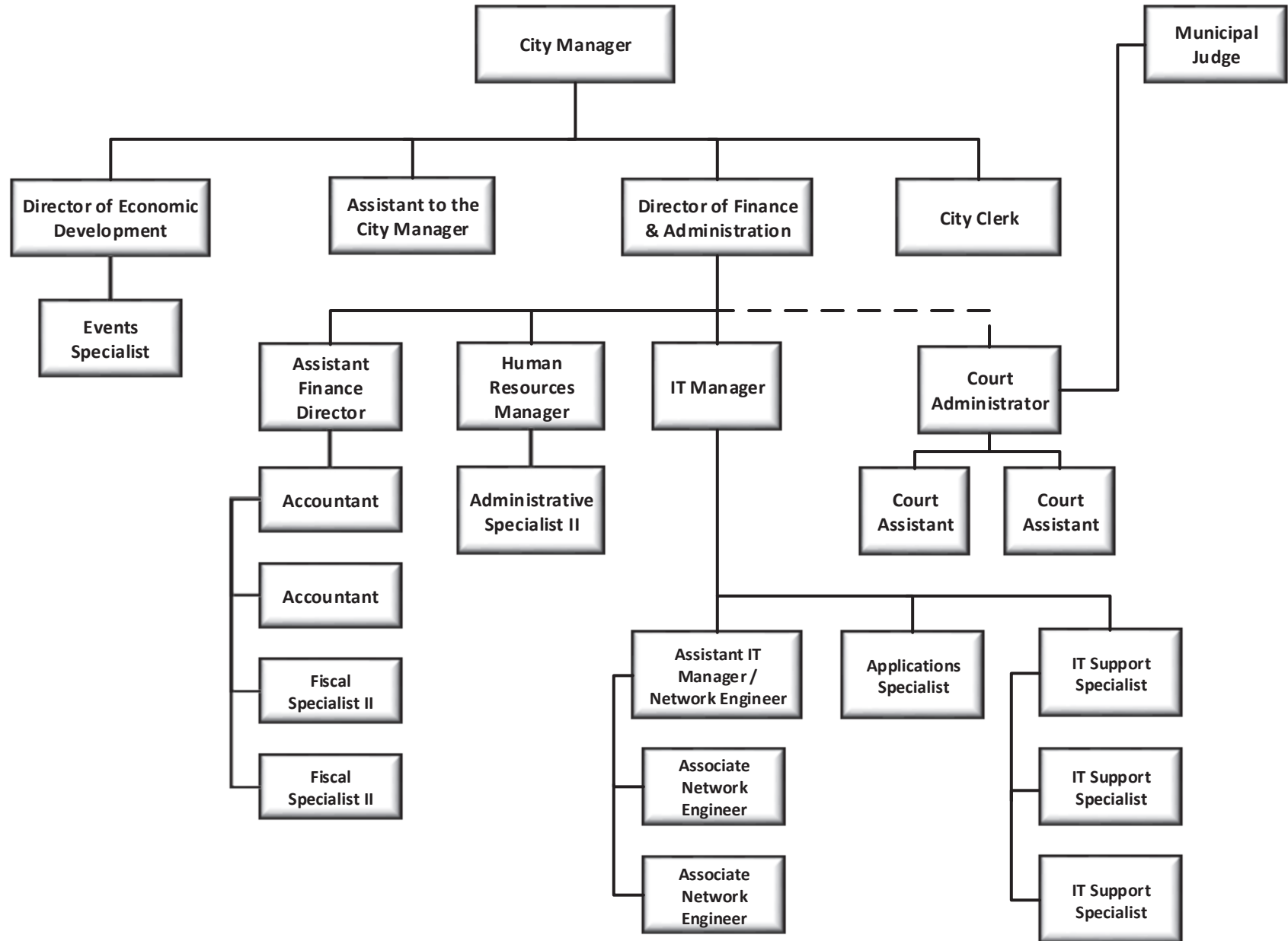
**Performance Measures (by Fiscal Year):**

Category	Measure	2016 Actual	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Customer	% of businesses rating culture, dining and shopping environment as good or better	-	-	-	80%	-
	% of residents rating culture, dining and shopping environment as good or better	-	85%	83%	-	85%
	% of employees rating HR service as good or better	-	-	87%	92%	92%
	% of employees rating IT service as good or better	-	-	93%	90%	85%
	% of employees rating Finance service as good or better	86%	-	-	87%	85%
Financial	Sales tax per square foot of retail space	\$7.26	\$7.87	\$7.10	\$7.78	\$8.40
	Commercial property tax per square foot of office and retail space	\$0.46	\$0.50	\$0.46	\$0.48	\$0.49
	HR cost per employee	\$1,379	\$1,478	\$1,180	\$1,500	\$1,701
	IT cost per endpoint (desktops, laptops, tablets, virtual desktop clients)	\$4,106	\$5,925	\$3,561	\$7,443	\$6,747
	Finance cost per \$1 million in operating expenditures	\$22,876	\$21,399	\$20,503	\$17,554	\$16,489
Process	Number of annual business prospect or retention visits	47	45	64	50	50
	Annual City-wide rate of turnover (excluding retirement, disability or death)	5.95%	<5.00%	4.02%	<5.00%	<5.00%
	Annual % IT system "up" time	99.98%	99.95%	99.85%	99.95%	99.80%
	Annual number of auditor adjusting entries	0	<2	0	<2	<2
	Annual \$ of auditor adjusting entries	\$0	<\$100,000	\$0	<\$100,000	<\$100,000
People	Annual training hours per employee	35	26	41	26	30
	Employee Engagement Index	-	4.10	4.39	4.10	4.10

Find more information about these programs at <https://www.claytonmo.gov/government>.



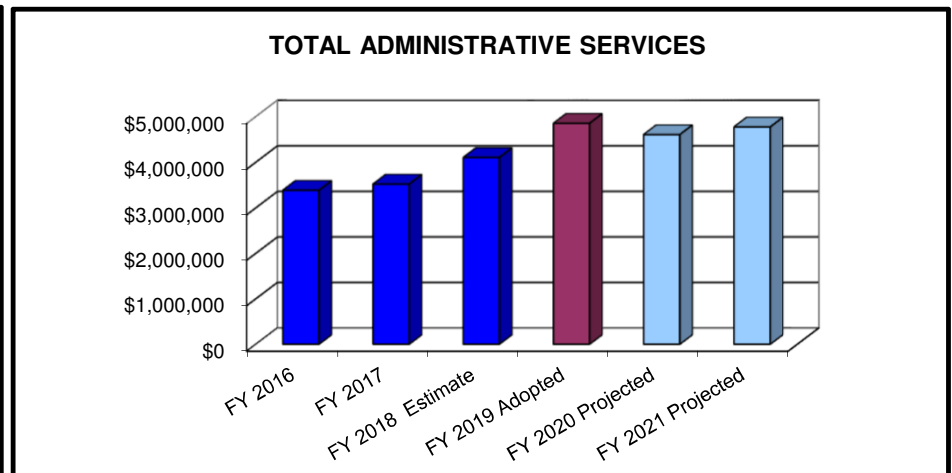
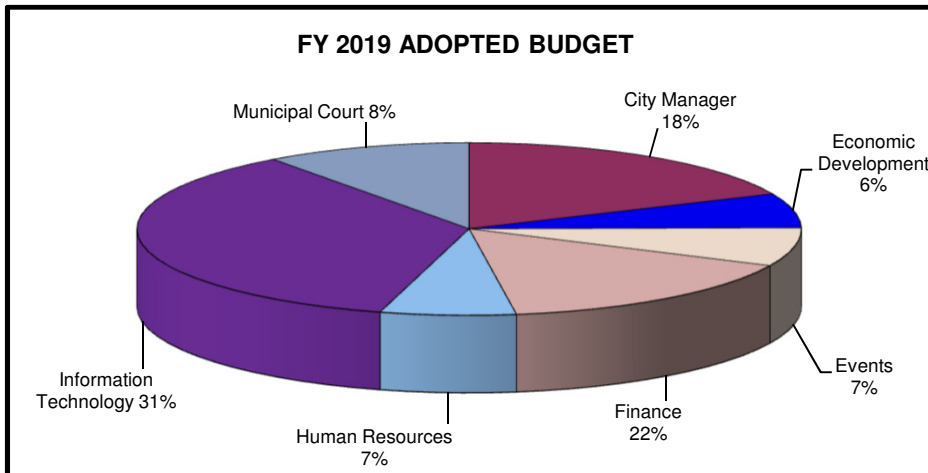
# City of Clayton Administrative Services





## SUMMARY OF EXPENDITURES BY PROGRAM

<b>DEPARTMENT: ADMINISTRATIVE SERVICES</b>						<b>FUND: GENERAL</b>				
<b>PROGRAM: ALL</b>						<b>PROGRAM ACCOUNTS: 1003-1007, 1101-1102 &amp; 1510-1511</b>				
ADMINISTRATIVE SERVICES - BY PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
CITY MANAGER	\$580,228	\$561,625	\$599,954	\$599,724	\$707,276	\$891,321	49%	26%	\$757,948	\$737,761
ECONOMIC DEVELOPMENT	322,722	216,213	255,123	254,043	240,282	313,343	23%	30%	313,011	331,467
EVENTS	276,529	321,833	341,497	341,143	323,832	349,877	2%	8%	354,127	360,930
FINANCE	753,316	716,029	731,741	729,198	715,390	762,027	4%	7%	748,089	791,792
HUMAN RESOURCES	231,771	207,375	265,231	264,363	268,365	319,622	21%	19%	284,335	291,019
INFORMATION TECHNOLOGY	933,394	1,109,841	1,498,900	1,496,443	1,333,941	1,729,167	15%	30%	1,637,644	1,725,273
MUNICIPAL COURT	288,217	388,646	466,904	465,820	515,742	488,493	5%	-5%	511,019	535,357
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$3,386,177</b>	<b>\$3,521,562</b>	<b>\$4,159,350</b>	<b>\$4,150,734</b>	<b>\$4,104,828</b>	<b>\$4,853,850</b>	<b>17%</b>	<b>18%</b>	<b>\$4,606,173</b>	<b>\$4,773,599</b>





## SUMMARY OF EXPENDITURES BY CATEGORY

**DEPARTMENT: ADMINISTRATIVE SERVICES**

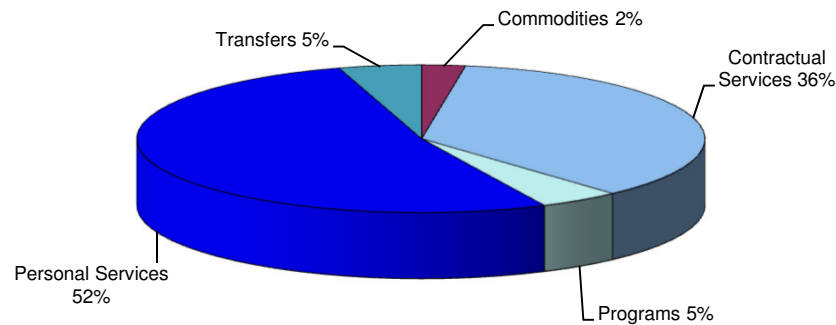
**FUND: GENERAL**

**CATEGORY: ALL**

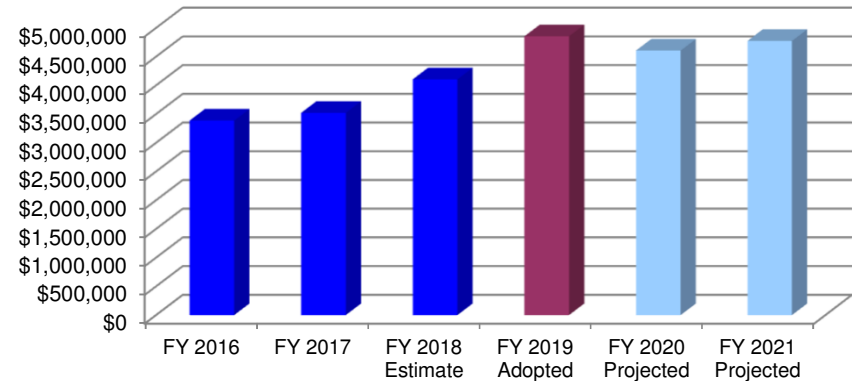
**PROGRAM ACCOUNTS: 1003-1007, 1101-1102 & 1510-1511**

ADMINISTRATIVE SERVICES - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$1,952,502	\$2,078,031	\$2,226,677	\$2,216,311	\$2,219,334	\$2,497,754	12%	13%	\$2,581,322	\$2,698,271
CONTRACTUAL SERVICES	965,770	960,660	1,366,507	1,368,257	1,358,399	1,708,039	25%	26%	1,493,448	1,525,946
COMMODITIES	86,205	75,486	73,176	73,176	91,547	118,009	61%	29%	88,670	92,053
PROGRAMS	154,270	202,202	214,491	214,491	198,448	220,487	3%	11%	220,602	220,717
CAPITAL OUTLAY	25,913	7,312	41,400	41,400	0	85,800	107%	100%	1,160	1,160
<b>TOTAL EXPENDITURES</b>	<b>3,184,660</b>	<b>3,323,691</b>	<b>3,922,251</b>	<b>3,913,635</b>	<b>3,867,728</b>	<b>4,630,089</b>	<b>18%</b>	<b>20%</b>	<b>4,385,201</b>	<b>4,538,147</b>
<b>TRANSFERS OUT</b>	<b>201,517</b>	<b>197,871</b>	<b>237,099</b>	<b>237,099</b>	<b>237,100</b>	<b>223,761</b>	<b>-6%</b>	<b>-6%</b>	<b>220,972</b>	<b>235,452</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$3,386,177</b>	<b>\$3,521,562</b>	<b>\$4,159,350</b>	<b>\$4,150,734</b>	<b>\$4,104,828</b>	<b>\$4,853,850</b>	<b>17%</b>	<b>18%</b>	<b>\$4,606,173</b>	<b>\$4,773,599</b>

**FY 2019 ADOPTED BUDGET**



**TOTAL EXPENDITURES**





# 10 GENERAL FUND - CITY MANAGER

10X1006 CITY MANAGER	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$259,136	\$263,527	\$273,479	\$273,479	\$269,361	\$280,612	3%	4%	\$291,836	\$303,509
1020000 OVERTIME	512	2,520	2,500	2,500	2,741	2,500	0%	-9%	2,613	2,730
1120000 CAR ALLOWANCE	7,521	7,823	7,800	7,800	7,800	7,800	0%	0%	7,800	7,800
1140000 FICA - EMPLOYER PORTION	16,341	16,731	23,198	23,198	21,343	23,791	3%	11%	24,862	25,980
1150000 DEFERRED COMPENSATION CONTRIB.	18,415	18,983	19,467	19,467	19,353	20,083	3%	4%	20,083	20,083
1160000 PENSION PLAN	28,288	27,011	27,744	25,764	25,764	26,489	-5%	3%	27,814	29,204
1180000 GROUP LIFE INS. PREMIUM	814	947	994	994	996	1,019	3%	2%	1,040	1,060
1190000 DENTAL HEALTH INSURANCE	1,799	1,556	1,567	1,567	1,547	1,567	0%	1%	1,614	1,662
1200000 EMPLOYEE HEALTH CARE	25,655	20,921	20,691	20,691	21,144	24,937	21%	18%	26,682	28,817
1220000 REIMB-HRA DEDUCTIBLE	629	598	1,014	1,014	833	810	-20%	-3%	810	810
1960000 WORKERS' COMPENSATION	462	619	674	674	619	583	-14%	-6%	618	655
<b>TOTAL PERSONAL SERVICES</b>	<b>359,572</b>	<b>361,236</b>	<b>379,128</b>	<b>377,148</b>	<b>371,501</b>	<b>390,191</b>	<b>3%</b>	<b>5%</b>	<b>405,772</b>	<b>422,310</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 LEGAL EXPENSES	156,117	113,287	152,000	152,000	174,600	239,846	58%	37%	235,401	209,958
2100000 POSTAGE	10,932	12,504	10,137	10,137	10,255	10,403	3%	1%	10,713	11,033
2130000 TRAVEL & TRAINING	7,657	16,177	11,650	13,400	13,632	19,375	66%	42%	19,720	18,255
2160000 PRINTING AND PHOTOGRAPHY	16,083	11,109	12,550	12,550	12,550	12,910	3%	3%	13,280	14,210
2330000 TELEPHONE	2,433	1,762	2,100	2,100	1,965	2,007	-4%	2%	300	300
2370000 MAINTENANCE & REPAIR EQUIPMENT	956	1,236	1,506	1,506	1,028	1,144	-24%	11%	1,167	1,190
2550000 DUES & MEMBERSHIPS	2,416	2,910	3,331	3,331	3,723	5,573	67%	50%	5,424	5,424
2700000 CONTRACTUAL SERVICES	17,643	35,882	21,565	21,565	112,035	203,285	843%	81%	59,585	48,377
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>214,237</b>	<b>194,867</b>	<b>214,839</b>	<b>216,589</b>	<b>329,788</b>	<b>494,543</b>	<b>130%</b>	<b>50%</b>	<b>345,590</b>	<b>308,747</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	1,742	1,628	2,000	2,000	2,000	2,300	15%	15%	2,300	2,300
3210000 MEETINGS & RECEPTIONS	3,652	3,107	3,200	3,200	3,200	3,500	9%	9%	3,500	3,500
<b>TOTAL COMMODITIES</b>	<b>5,394</b>	<b>4,735</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,800</b>	<b>12%</b>	<b>12%</b>	<b>5,800</b>	<b>5,800</b>
<b>TOTAL EXPENDITURES</b>	<b>579,203</b>	<b>560,838</b>	<b>599,167</b>	<b>598,937</b>	<b>706,489</b>	<b>890,534</b>	<b>49%</b>	<b>26%</b>	<b>757,161</b>	<b>736,857</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	1,025	787	787	787	787	787	0%	0%	787	904
<b>TOTAL TRANSFERS OUT</b>	<b>1,025</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>0%</b>	<b>0%</b>	<b>787</b>	<b>904</b>
<b>TOTAL 1006 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$580,228</b>	<b>\$561,625</b>	<b>\$599,954</b>	<b>\$599,724</b>	<b>\$707,276</b>	<b>\$891,321</b>	<b>49%</b>	<b>26%</b>	<b>\$757,948</b>	<b>\$737,761</b>



## 10 GENERAL FUND - ECONOMIC DEVELOPMENT

10X1510	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
ECONOMIC DEVELOPMENT	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$137,882	\$139,449	\$149,306	\$149,306	\$143,641	\$151,725	2%	6%	\$157,794	\$164,106
1030000 PART-TIME	0	0	0	0	0	3,900	100%	100%	0	3,900
1140000 FICA - EMPLOYER PORTION	9,900	10,049	11,422	11,422	10,953	11,607	2%	6%	12,129	12,675
1160000 PENSION PLAN	15,049	14,683	15,147	14,066	14,066	14,323	-5%	2%	15,039	15,791
1180000 GROUP LIFE INSURANCE PREMIUM	430	512	538	538	540	546	1%	1%	557	568
1190000 DENTAL HEALTH INSURANCE	1,233	1,166	1,179	1,179	1,160	1,179	0%	2%	1,214	1,251
1200000 EMPLOYEE HEALTH CARE	18,874	15,633	19,175	19,175	15,994	17,086	-11%	7%	18,281	19,744
1220000 REIMB-HRA DEDUCTIBLE	210	199	338	338	262	540	60%	106%	540	540
1960000 WORKERS' COMPENSATION	245	335	365	365	337	314	-14%	-7%	332	352
<b>TOTAL PERSONAL SERVICES</b>	<b>183,821</b>	<b>182,026</b>	<b>197,469</b>	<b>196,389</b>	<b>186,953</b>	<b>201,219</b>	<b>2%</b>	<b>8%</b>	<b>205,887</b>	<b>218,926</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	97,650	0	0	0	0	50,000	100%	100%	50,000	50,000
2100000 POSTAGE	139	139	1,000	1,000	900	1,000	0%	11%	1,000	1,000
2130000 TRAVEL & TRAINING	6,949	8,223	14,700	14,700	13,900	14,700	0%	6%	14,700	14,700
2150000 ADVERTISING	7,299	1,540	10,000	10,000	9,000	10,000	0%	11%	10,000	10,000
2160000 PRINTING AND PHOTOGRAPHY	6,760	3,017	7,250	7,250	6,500	7,250	0%	12%	7,250	7,250
2330000 TELEPHONE	1,692	1,404	2,400	2,400	2,100	2,200	-8%	5%	2,200	2,200
2370000 MAINTENANCE & REPAIR EQUIPMENT	766	608	750	750	750	750	0%	0%	750	750
2490000 PUBLIC RELATIONS	279	379	2,500	2,500	2,000	7,500	200%	275%	2,500	7,500
2550000 DUES & MEMBERSHIPS	2,497	3,116	4,557	4,557	4,412	4,127	-9%	-6%	4,127	4,427
2700000 CONTRACTUAL SERVICES	8,862	8,399	0	0	0	0	0%	0%	0	0
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>132,893</b>	<b>26,825</b>	<b>43,157</b>	<b>43,157</b>	<b>39,562</b>	<b>97,527</b>	<b>126%</b>	<b>147%</b>	<b>92,527</b>	<b>97,827</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	494	1,164	2,400	2,400	2,200	2,400	0%	9%	2,400	2,400
3020000 PUBLICATIONS	274	390	460	460	530	560	22%	6%	560	560
3210000 MEETINGS & RECEPTIONS	4,841	5,021	10,850	10,850	10,250	10,850	0%	6%	10,850	10,850
<b>TOTAL COMMODITIES</b>	<b>5,609</b>	<b>6,575</b>	<b>13,710</b>	<b>13,710</b>	<b>12,980</b>	<b>13,810</b>	<b>1%</b>	<b>6%</b>	<b>13,810</b>	<b>13,810</b>
<b>TOTAL EXPENDITURES</b>	<b>322,323</b>	<b>215,426</b>	<b>254,336</b>	<b>253,256</b>	<b>239,495</b>	<b>312,556</b>	<b>23%</b>	<b>31%</b>	<b>312,224</b>	<b>330,563</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	399	787	787	787	787	787	0%	0%	787	904
<b>TOTAL TRANSFERS OUT</b>	<b>399</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>0%</b>	<b>0%</b>	<b>787</b>	<b>904</b>
<b>TOTAL 1510 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$322,722</b>	<b>\$216,213</b>	<b>\$255,123</b>	<b>\$254,043</b>	<b>\$240,282</b>	<b>\$313,343</b>	<b>23%</b>	<b>30%</b>	<b>\$313,011</b>	<b>\$331,467</b>





## 10 GENERAL FUND - EVENTS

10X1511 EVENTS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$55,166	\$46,435	\$48,885	\$48,885	\$45,809	\$49,316	1%	8%	\$51,289	\$53,340
1020000 OVERTIME	56,738	61,619	65,110	65,110	70,836	72,512	11%	2%	75,775	79,185
1140000 FICA - EMPLOYER PORTION	4,171	3,507	8,721	8,721	8,894	9,320	7%	5%	9,739	10,177
1160000 PENSION PLAN	6,584	4,742	4,959	4,605	4,605	4,655	-6%	1%	4,888	5,133
1180000 GROUP LIFE INSURANCE PREMIUM	362	165	176	176	180	439	149%	144%	447	456
1190000 DENTAL HEALTH INSURANCE	327	390	388	388	354	388	0%	10%	400	412
1200000 EMPLOYEE HEALTH CARE	3,821	5,288	5,272	5,272	4,726	5,378	2%	14%	5,754	6,215
1220000 REIMB-HRA DEDUCTIBLE	210	199	338	338	270	270	-20%	0%	270	270
1960000 WORKERS' COMPENSATION	173	2,524	2,749	2,749	2,587	2,769	1%	7%	2,935	3,112
<b>TOTAL PERSONAL SERVICES</b>	<b>127,552</b>	<b>124,869</b>	<b>136,598</b>	<b>136,244</b>	<b>138,261</b>	<b>145,047</b>	<b>6%</b>	<b>5%</b>	<b>151,497</b>	<b>158,300</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2130000 TRAVEL & TRAINING	4,851	3,628	5,700	5,700	4,200	5,700	0%	36%	3,500	3,500
2150000 ADVERTISING	12,550	11,826	12,250	12,250	12,250	12,250	0%	0%	12,250	12,250
2160000 PRINTING AND PHOTOGRAPHY	178	0	0	0	0	0	0%	0%	0	0
2330000 TELEPHONE	245	420	600	600	200	0	-100%	-100%	0	0
2550000 DUES & MEMBERSHIPS	45	485	550	550	540	580	5%	7%	580	580
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>17,869</b>	<b>16,359</b>	<b>19,100</b>	<b>19,100</b>	<b>17,190</b>	<b>18,530</b>	<b>-3%</b>	<b>8%</b>	<b>16,330</b>	<b>16,330</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	0	1,100	500	500	500	500	0%	0%	500	500
3020000 PUBLICATIONS	0	0	200	200	0	200	0%	100%	200	200
3210000 MEETINGS & RECEPTIONS	0	49	1,500	1,500	1,250	1,500	0%	20%	1,500	1,500
<b>TOTAL COMMODITIES</b>	<b>0</b>	<b>1,149</b>	<b>2,200</b>	<b>2,200</b>	<b>1,750</b>	<b>2,200</b>	<b>0%</b>	<b>26%</b>	<b>2,200</b>	<b>2,200</b>
<b><u>PROGRAMS</u></b>										
4110000 COMMUNITY EVENTS	130,741	178,738	182,881	182,881	165,913	183,337	0%	11%	183,337	183,337
<b>TOTAL PROGRAMS</b>	<b>130,741</b>	<b>178,738</b>	<b>182,881</b>	<b>182,881</b>	<b>165,913</b>	<b>183,337</b>	<b>0%</b>	<b>11%</b>	<b>183,337</b>	<b>183,337</b>
<b>TOTAL EXPENDITURES</b>	<b>276,162</b>	<b>321,115</b>	<b>340,779</b>	<b>340,425</b>	<b>323,114</b>	<b>349,114</b>	<b>2%</b>	<b>8%</b>	<b>353,364</b>	<b>360,167</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	367	718	718	718	718	763	6%	6%	763	763
<b>TOTAL TRANSFERS OUT</b>	<b>367</b>	<b>718</b>	<b>718</b>	<b>718</b>	<b>718</b>	<b>763</b>	<b>6%</b>	<b>6%</b>	<b>763</b>	<b>763</b>
<b>TOTAL 1511 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$276,529</b>	<b>\$321,833</b>	<b>\$341,497</b>	<b>\$341,143</b>	<b>\$323,832</b>	<b>\$349,877</b>	<b>2%</b>	<b>8%</b>	<b>\$354,127</b>	<b>\$360,930</b>



## 10 GENERAL FUND - FINANCE

10X1101 FINANCE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$449,169	\$438,699	\$420,454	\$420,454	\$424,087	\$427,762	2%	1%	\$444,872	\$462,667
1020000 OVERTIME	309	1,218	2,000	2,000	1,000	2,000	0%	100%	2,090	2,184
1030000 PART-TIME	0	0	4,000	4,000	0	17,865	347%	100%	4,100	4,203
1040000 SPECIAL PAY	314	132	0	0	0	0	0%	0%	0	0
1140000 FICA - EMPLOYER PORTION	33,458	32,598	32,930	32,930	32,519	34,550	5%	6%	34,996	36,571
1150000 DEFERRED COMPENSATION CONTRIB.	4,022	4,011	4,000	4,000	4,000	4,000	0%	0%	4,000	4,000
1160000 PENSION PLAN	50,066	48,263	42,154	39,611	39,611	40,380	-4%	2%	42,399	44,519
1180000 GROUP LIFE INS. PREMIUM	1,436	1,688	1,521	1,521	1,540	1,572	3%	2%	1,578	1,610
1190000 DENTAL HEALTH INSURANCE	3,538	3,845	4,370	4,370	3,981	4,018	-8%	1%	3,886	4,003
1200000 EMPLOYEE HEALTH CARE	48,560	52,544	58,150	58,150	47,426	51,262	-12%	8%	51,522	55,643
1220000 REIMB-HRA DEDUCTIBLE	1,476	1,395	2,028	2,028	1,678	1,705	-16%	2%	1,620	1,620
1960000 WORKERS' COMPENSATION	823	1,114	1,069	1,069	1,031	928	-13%	-10%	949	1,005
<b>TOTAL PERSONAL SERVICES</b>	<b>593,171</b>	<b>585,507</b>	<b>572,676</b>	<b>570,133</b>	<b>556,873</b>	<b>586,042</b>	<b>2%</b>	<b>5%</b>	<b>592,012</b>	<b>618,025</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2010000 PROFESSIONAL SERVICES	38,484	33,287	48,430	48,430	56,065	58,475	21%	4%	42,165	50,690
2100000 POSTAGE	5,664	1,186	4,135	4,135	3,539	3,704	-10%	5%	3,778	3,854
2130000 TRAVEL & TRAINING	6,254	4,148	12,330	12,330	10,075	12,555	2%	25%	15,480	14,400
2160000 PRINTING AND PHOTOGRAPHY	4,100	3,992	5,375	5,375	4,555	5,470	2%	20%	5,590	5,710
2330000 TELEPHONE	3,096	2,673	3,265	3,265	3,630	2,549	-22%	-30%	2,925	2,704
2370000 MAINTENANCE & REPAIR EQUIPMENT	3,366	2,739	3,704	3,704	3,587	3,660	-1%	2%	3,716	3,771
2420000 RENTALS	1,984	768	400	400	410	420	5%	2%	430	440
2550000 DUES & MEMBERSHIPS	2,429	1,511	2,675	2,675	3,675	2,855	7%	-22%	2,795	2,895
2690000 BANKING & CREDIT CARD FEES	32,173	17,815	17,847	17,847	17,227	18,435	3%	7%	19,346	20,324
2700000 CONTRACTUAL SERVICES	35,900	40,703	38,760	38,760	34,335	45,640	18%	33%	39,260	48,260
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>133,450</b>	<b>108,822</b>	<b>136,921</b>	<b>136,921</b>	<b>137,098</b>	<b>153,763</b>	<b>12%</b>	<b>12%</b>	<b>135,485</b>	<b>153,048</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	10,634	10,946	13,000	13,000	11,270	11,775	-9%	4%	10,945	10,955
3160000 CLOTHING & UNIFORMS	0	326	0	0	315	360	100%	14%	360	360
3210000 MEETINGS AND RECEPTIONS	18	3,403	900	900	1,590	1,800	100%	13%	1,000	1,000
<b>TOTAL COMMODITIES</b>	<b>10,652</b>	<b>14,675</b>	<b>13,900</b>	<b>13,900</b>	<b>13,175</b>	<b>13,935</b>	<b>0%</b>	<b>6%</b>	<b>12,305</b>	<b>12,315</b>
<b>TOTAL EXPENDITURES</b>	<b>737,273</b>	<b>709,004</b>	<b>723,497</b>	<b>720,954</b>	<b>707,146</b>	<b>753,740</b>	<b>4%</b>	<b>7%</b>	<b>739,802</b>	<b>783,388</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	16,043	7,025	8,244	8,244	8,244	8,287	1%	1%	8,287	8,404
<b>TOTAL TRANSFERS OUT</b>	<b>16,043</b>	<b>7,025</b>	<b>8,244</b>	<b>8,244</b>	<b>8,244</b>	<b>8,287</b>	<b>1%</b>	<b>1%</b>	<b>8,287</b>	<b>8,404</b>
<b>TOTAL 1101 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$753,316</b>	<b>\$716,029</b>	<b>\$731,741</b>	<b>\$729,198</b>	<b>\$715,390</b>	<b>\$762,027</b>	<b>4%</b>	<b>7%</b>	<b>\$748,089</b>	<b>\$791,792</b>



## 10 GENERAL FUND - HUMAN RESOURCES

10X1007 HUMAN RESOURCES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$118,739	\$107,760	\$120,017	\$120,017	\$120,116	\$132,795	11%	11%	\$138,067	\$143,630
1020000 OVERTIME	0	0	300	300	100	300	0%	200%	314	328
1140000 FICA - EMPLOYER PORTION	9,107	8,213	9,204	9,204	9,166	10,182	11%	11%	10,641	11,122
1160000 PENSION PLAN	13,116	12,569	12,175	11,307	11,307	12,165	0%	8%	12,774	13,412
1180000 GROUP LIFE INS. PREMIUM	375	439	433	433	432	465	7%	8%	474	484
1190000 DENTAL HEALTH INSURANCE	360	360	776	776	777	776	0%	0%	799	823
1200000 EMPLOYEE HEALTH CARE	6,073	4,855	7,772	7,772	7,291	7,878	1%	8%	8,429	9,104
1220000 REIMB-HRA DEDUCTIBLE	419	399	676	676	541	540	-20%	0%	540	540
1960000 WORKERS' COMPENSATION	214	287	313	313	281	258	-18%	-8%	274	290
<b>TOTAL PERSONAL SERVICES</b>	<b>148,403</b>	<b>134,882</b>	<b>151,666</b>	<b>150,798</b>	<b>150,011</b>	<b>165,359</b>	<b>9%</b>	<b>10%</b>	<b>172,312</b>	<b>179,733</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	9,459	3,847	27,000	27,000	29,600	58,250	116%	97%	13,250	13,250
2100000 POSTAGE	578	168	640	640	543	557	-13%	3%	568	579
2130000 TRAVEL & TRAINING	736	2,345	3,460	3,460	3,425	3,810	10%	11%	6,285	3,810
2150000 ADVERTISING	840	2,546	2,600	2,600	2,600	2,250	-13%	-13%	2,250	2,250
2160000 PRINTING AND PHOTOGRAPHY	571	740	1,413	1,413	1,308	663	-53%	-49%	624	1,356
2330000 TELEPHONE	1,090	993	1,335	1,335	1,306	1,306	-2%	0%	1,320	1,335
2370000 MAINTENANCE & REPAIR EQUIPMENT	1,171	340	275	275	255	725	164%	184%	739	754
2550000 DUES & MEMBERSHIPS	963	1,461	1,789	1,789	1,856	1,787	0%	-4%	1,993	1,949
2560000 EDUCATION BENEFITS	22,396	21,533	23,500	23,500	28,800	29,375	25%	2%	29,965	30,565
2700000 CONTRACTUAL SERVICES	15,626	10,412	14,450	14,450	10,220	13,488	-7%	32%	12,862	13,039
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>53,430</b>	<b>44,385</b>	<b>76,462</b>	<b>76,462</b>	<b>79,913</b>	<b>112,211</b>	<b>47%</b>	<b>40%</b>	<b>69,856</b>	<b>68,887</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	665	1,442	666	666	1,079	665	0%	-38%	665	665
3210000 MEETINGS & RECEPTIONS	0	364	250	250	250	950	280%	280%	950	950
<b>TOTAL COMMODITIES</b>	<b>665</b>	<b>1,806</b>	<b>916</b>	<b>916</b>	<b>1,329</b>	<b>1,615</b>	<b>76%</b>	<b>22%</b>	<b>1,615</b>	<b>1,615</b>
<b>PROGRAMS</b>										
4080000 EMPLOYEE RELATIONS	23,529	23,464	31,610	31,610	32,535	37,150	18%	14%	37,265	37,380
<b>TOTAL PROGRAMS</b>	<b>23,529</b>	<b>23,464</b>	<b>31,610</b>	<b>31,610</b>	<b>32,535</b>	<b>37,150</b>	<b>18%</b>	<b>14%</b>	<b>37,265</b>	<b>37,380</b>
<b>TOTAL EXPENDITURES</b>	<b>226,027</b>	<b>204,537</b>	<b>260,654</b>	<b>259,786</b>	<b>263,788</b>	<b>316,335</b>	<b>21%</b>	<b>20%</b>	<b>281,048</b>	<b>287,615</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	5,744	2,838	4,577	4,577	4,577	3,287	-28%	-28%	3,287	3,404
<b>TOTAL TRANSFERS OUT</b>	<b>5,744</b>	<b>2,838</b>	<b>4,577</b>	<b>4,577</b>	<b>4,577</b>	<b>3,287</b>	<b>-28%</b>	<b>-28%</b>	<b>3,287</b>	<b>3,404</b>
<b>TOTAL 1007 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$231,771</b>	<b>\$207,375</b>	<b>\$265,231</b>	<b>\$264,363</b>	<b>\$268,365</b>	<b>\$319,622</b>	<b>21%</b>	<b>19%</b>	<b>\$284,335</b>	<b>\$291,019</b>



# 10 GENERAL FUND - INFORMATION TECHNOLOGY

10X1102 INFORMATION TECHNOLOGY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$239,711	\$356,152	\$408,519	\$408,519	\$432,590	\$566,645	39%	31%	\$589,167	\$612,586
1020000 OVERTIME	481	874	1,000	1,000	1,000	1,000	0%	0%	1,045	1,092
1030000 PART-TIME	282	0	0	0	0	0	0%	0%	0	0
1140000 FICA - EMPLOYER PORTION	16,858	25,475	31,328	31,328	33,066	43,425	39%	31%	45,362	47,387
1160000 PENSION PLAN	27,914	37,535	40,943	38,486	38,739	53,490	31%	38%	56,138	58,917
1180000 GROUP LIFE INSURANCE PREMIUM	800	1,270	1,474	1,474	1,553	2,049	39%	32%	2,091	2,132
1190000 DENTAL HEALTH INSURANCE	2,766	4,406	4,807	4,807	5,181	6,547	36%	26%	6,740	6,939
1200000 EMPLOYEE HEALTH CARE	39,999	56,072	59,950	59,950	61,990	85,171	42%	37%	91,085	98,323
1220000 REIMB-HRA DEDUCTIBLE	838	1,061	2,028	2,028	1,639	2,241	11%	37%	2,241	2,241
1960000 WORKERS' COMPENSATION	457	822	934	934	944	1,152	23%	22%	1,222	1,294
<b>TOTAL PERSONAL SERVICES</b>	<b>330,106</b>	<b>483,667</b>	<b>550,983</b>	<b>548,526</b>	<b>576,702</b>	<b>761,720</b>	<b>38%</b>	<b>32%</b>	<b>795,091</b>	<b>830,911</b>
<b>CONTRACTUAL SERVICES</b>										
2130000 TRAVEL & TRAINING	14,353	18,930	27,315	27,315	28,115	38,115	40%	36%	37,115	37,115
2150000 ADVERTISING	299	0	1,000	1,000	1,000	1,000	0%	0%	1,000	1,000
2160000 PRINTING AND PHOTOGRAPHY	51	0	100	100	100	100	0%	0%	100	100
2330000 TELEPHONE	12,434	12,960	15,824	15,824	14,824	16,992	7%	15%	19,046	21,198
2370000 MAINTENANCE & REPAIR EQUIPMENT	168,347	178,257	294,498	294,498	204,723	215,378	-27%	5%	180,303	195,538
2700000 CONTRACTUAL SERVICES	139,625	178,773	311,294	311,294	232,277	322,532	4%	39%	346,868	363,978
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>336,109</b>	<b>388,920</b>	<b>650,031</b>	<b>650,031</b>	<b>481,039</b>	<b>594,117</b>	<b>-9%</b>	<b>24%</b>	<b>584,432</b>	<b>618,929</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	1,358	1,878	2,300	2,300	800	1,100	-52%	38%	1,100	1,100
3160000 CLOTHING AND UNIFORMS	0	0	0	0	1,500	2,000	100%	33%	2,000	2,000
3210000 MEETINGS & RECEPTIONS	0	0	0	0	0	800	100%	100%	800	800
3530000 COMPUTER ACCESSORIES	61,969	42,348	32,200	32,200	51,913	73,780	129%	42%	46,000	49,300
<b>TOTAL COMMODITIES</b>	<b>63,327</b>	<b>44,226</b>	<b>34,500</b>	<b>34,500</b>	<b>54,213</b>	<b>77,680</b>	<b>125%</b>	<b>43%</b>	<b>49,900</b>	<b>53,200</b>
<b>CAPITAL OUTLAY</b>										
5030000 CAPITAL OUTLAY	15,913	7,312	41,400	41,400	0	80,000	93%	100%	0	0
5200000 COMPUTER SOFTWARE	10,000	0	0	0	0	5,800	100%	100%	1,160	1,160
<b>TOTAL CAPITAL OUTLAY</b>	<b>25,913</b>	<b>7,312</b>	<b>41,400</b>	<b>41,400</b>	<b>0</b>	<b>85,800</b>	<b>107%</b>	<b>100%</b>	<b>1,160</b>	<b>1,160</b>
<b>TOTAL EXPENDITURES</b>	<b>755,455</b>	<b>924,125</b>	<b>1,276,914</b>	<b>1,274,457</b>	<b>1,111,954</b>	<b>1,519,317</b>	<b>19%</b>	<b>37%</b>	<b>1,430,583</b>	<b>1,504,200</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	177,939	185,716	221,986	221,986	221,987	209,850	-5%	-5%	207,061	221,073
<b>TOTAL TRANSFERS OUT</b>	<b>177,939</b>	<b>185,716</b>	<b>221,986</b>	<b>221,986</b>	<b>221,987</b>	<b>209,850</b>	<b>-5%</b>	<b>-5%</b>	<b>207,061</b>	<b>221,073</b>
<b>TOTAL 1102 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$933,394</b>	<b>\$1,109,841</b>	<b>\$1,498,900</b>	<b>\$1,496,443</b>	<b>\$1,333,941</b>	<b>\$1,729,167</b>	<b>15%</b>	<b>30%</b>	<b>\$1,637,644</b>	<b>\$1,725,273</b>



## 10 GENERAL FUND - MUNICIPAL COURT

10X1003 MUNICIPAL COURT	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$111,359	\$120,420	\$149,709	\$149,709	\$149,085	\$154,574	3%	4%	\$160,757	\$167,188
1020000 OVERTIME	13,263	12,588	15,000	15,000	13,075	15,000	0%	15%	15,675	16,380
1030000 PART-TIME	46,850	32,435	21,600	21,600	21,600	21,600	0%	0%	22,140	22,694
1140000 FICA - EMPLOYER PORTION	11,948	11,441	14,253	14,253	14,012	14,625	3%	4%	15,283	15,971
1160000 PENSION PLAN	11,165	9,549	15,188	14,104	14,104	14,592	-4%	3%	15,321	16,087
1180000 GROUP LIFE INS. PREMIUM	364	384	593	593	588	610	3%	4%	623	635
1190000 DENTAL HEALTH INSURANCE	1,103	1,271	1,226	1,226	1,676	1,624	32%	-3%	1,673	1,723
1200000 EMPLOYEE HEALTH CARE	13,116	16,999	19,066	19,066	23,576	24,356	28%	3%	26,061	28,146
1220000 REIMB. HRA DEDUCTIBLE	419	399	1,014	1,014	811	810	-20%	0%	810	810
1960000 WORKERS' COMPENSATION	290	358	508	508	506	385	-24%	-24%	408	432
<b>TOTAL PERSONAL SERVICES</b>	<b>209,877</b>	<b>205,844</b>	<b>238,157</b>	<b>237,073</b>	<b>239,033</b>	<b>248,176</b>	<b>4%</b>	<b>4%</b>	<b>258,751</b>	<b>270,066</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2010000 PROFESSIONAL SERVICES	37,672	30,125	30,750	30,750	30,792	0	-100%	-100%	0	0
2100000 POSTAGE	6,937	3,434	2,370	2,370	2,010	1,418	-40%	-29%	1,447	1,475
2130000 TRAVEL & TRAINING	3,452	1,825	4,250	4,250	4,500	4,690	10%	4%	4,883	5,078
2160000 PRINTING AND PHOTOGRAPHY	5,417	-184	5,387	5,387	3,008	3,100	-42%	3%	3,192	3,288
2330000 TELEPHONE	2,063	1,826	2,203	2,203	2,210	2,116	-4%	-4%	2,179	2,245
2550000 DUES & MEMBERSHIPS	100	180	465	465	713	1,333	187%	87%	1,329	1,395
2690000 BANKING & CREDIT CARD FEES	14,996	20,856	31,052	31,052	23,432	24,547	-21%	5%	25,774	27,063
2700000 CONTRACTUAL SERVICES	7,145	122,420	149,520	149,520	207,144	200,144	34%	-3%	210,424	221,634
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>77,782</b>	<b>180,482</b>	<b>225,997</b>	<b>225,997</b>	<b>273,809</b>	<b>237,348</b>	<b>5%</b>	<b>-13%</b>	<b>249,228</b>	<b>262,178</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	499	2,149	2,300	2,300	2,450	2,519	10%	3%	2,590	2,663
3210000 MEETINGS & RECEPTIONS	0	171	450	450	450	450	0%	0%	450	450
<b>TOTAL COMMODITIES</b>	<b>558</b>	<b>2,320</b>	<b>2,750</b>	<b>2,750</b>	<b>2,900</b>	<b>2,969</b>	<b>8%</b>	<b>2%</b>	<b>3,040</b>	<b>3,113</b>
<b>TOTAL 1003 EXPENDITURES</b>	<b>\$288,217</b>	<b>\$388,646</b>	<b>\$466,904</b>	<b>\$465,820</b>	<b>\$515,742</b>	<b>\$488,493</b>	<b>5%</b>	<b>-5%</b>	<b>\$511,019</b>	<b>\$535,357</b>

(This page intentionally left blank)



## DEPARTMENT OF PLANNING AND DEVELOPMENT SERVICES

<b>Funded Staffing</b>			
	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Planning &amp; Development Services</u></b>			
Director of Planning & Development	1	1	1
Building Official	1	1	1
Plans Examiner	0	1	1
Building Inspector II Planner	1	1	1
Building Inspector I	3	3	3
Planning Technician	1	1	1
Permit Technician	1	1	1
Administrative Specialist I	1	1	1
<b>Total Planning &amp; Development Services</b>	<b>10</b>	<b>11</b>	<b>11</b>

### **Mission**

To protect the health, safety and welfare of Clayton's citizens, businesses and visitors by providing professional planning, building and code enforcement services in order to promote responsible

### **Performance Measures (by Fiscal Year):**

<b>Category</b>	<b>Measure</b>	<b>2016 Actual</b>	<b>2017 Goal</b>	<b>2017 Actual</b>	<b>2018 Goal</b>	<b>2019 Goal</b>
Customer	% of residents rating appearance of Clayton as good or better	-	95%	88%	-	95%
Process	% of property maintenance cases brought to compliance prior to referral to court	93%	85%	92%	95%	95%
	% of projects approved without modification to ARB guidelines	86%	100%	89%	90%	95%
People	Average Annual hours of training per employee	40	45	50	50	50
	Employee Engagement Index (actual results)	-	4.20	4.31	4.20	4.20

Find more information about Planning & Development at <https://www.claytonmo.gov/government/planning-development>.

growth and to ensure that the City remains a sustainable, well-designed and prosperous community within a business-friendly environment.

### **Description**

The Department is divided into two interrelated programs: the Planning program which is primarily responsible for the direction and coordination of all planning, zoning, environmental sustainability practices and property development activities; and the Building program which includes systematic property code inspections, housing code enforcement, plan review and building permit issuance and monitoring. The duties of each program overlap and often reflect different stages in an overall development process.

### **Goal**

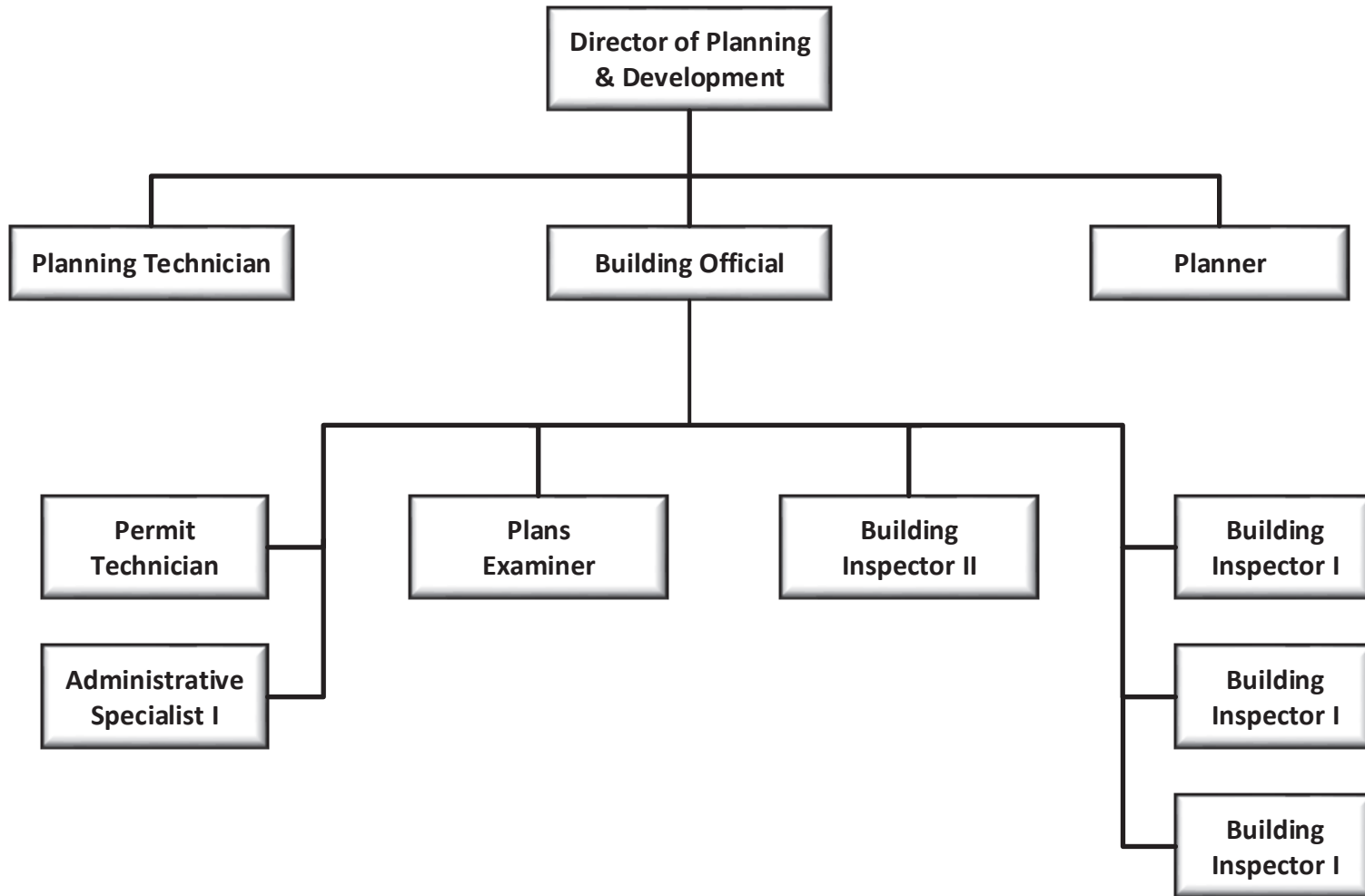
Create and maintain a beautiful, clean and healthy community where resources are used responsibly.

### **Key Intended Outcomes**

Planning and Sustainability



# City of Clayton Planning & Development Services Department

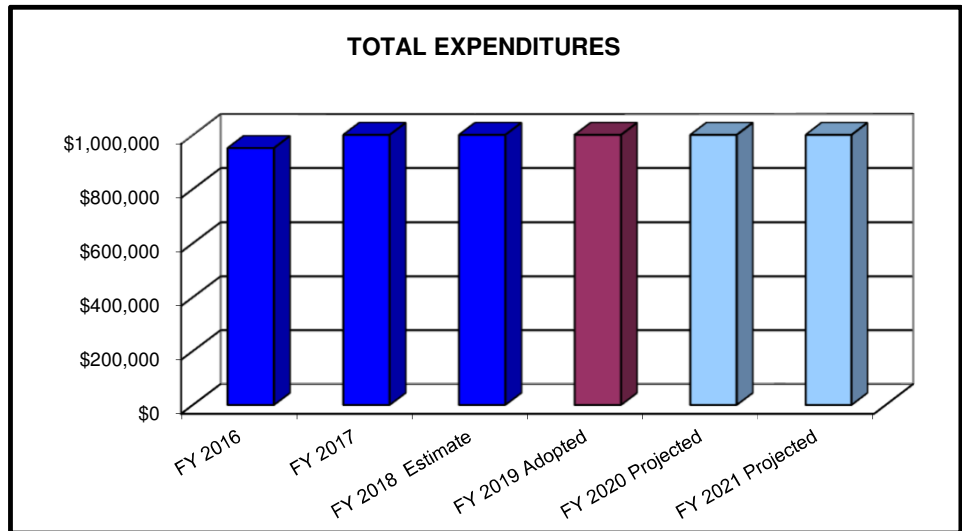
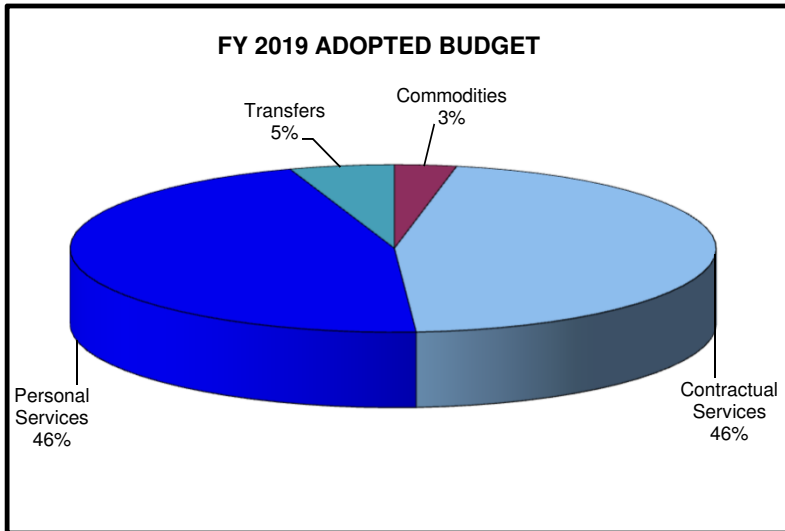






## SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: PLANNING & DEVELOPMENT						FUND: GENERAL				
CATEGORY: ALL						PROGRAM ACCOUNT: 1008				
PLANNING & DEVELOPMENT - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$811,563	\$846,381	\$993,584	\$989,602	\$921,641	\$992,479	0%	8%	\$1,036,433	\$1,083,581
CONTRACTUAL SERVICES	99,360	200,135	162,446	162,446	147,272	130,956	-19%	-11%	107,961	71,302
COMMODITIES	9,661	9,171	10,700	10,700	7,700	8,800	-18%	14%	8,800	8,800
<b>TOTAL EXPENDITURES</b>	<b>920,584</b>	<b>1,055,687</b>	<b>1,166,730</b>	<b>1,162,748</b>	<b>1,076,613</b>	<b>1,132,235</b>	<b>-3%</b>	<b>5%</b>	<b>1,153,194</b>	<b>1,163,683</b>
<b>TRANSFERS OUT</b>	<b>30,757</b>	<b>16,661</b>	<b>17,723</b>	<b>17,723</b>	<b>17,723</b>	<b>14,919</b>	<b>-16%</b>	<b>-16%</b>	<b>14,919</b>	<b>15,785</b>
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$951,341</b>	<b>\$1,072,348</b>	<b>\$1,184,453</b>	<b>\$1,180,471</b>	<b>\$1,094,336</b>	<b>\$1,147,154</b>	<b>-3%</b>	<b>5%</b>	<b>\$1,168,113</b>	<b>\$1,179,468</b>





# 10 GENERAL FUND - PLANNING & DEVELOPMENT

10X1008 PLANNING & DEVELOPMENT	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$586,523	\$608,130	\$715,989	\$715,989	\$621,186	\$710,221	-1%	14%	\$738,629	\$768,174
1020000 OVERTIME	9,321	10,717	10,000	10,000	7,500	12,000	20%	60%	12,540	13,104
1030000 PART-TIME	3,090	515	4,800	4,800	56,728	6,000	25%	-89%	6,150	6,304
1040000 SPECIAL PAY	1	557	1,200	1,200	1,203	1,200	0%	0%	1,224	1,248
1140000 FICA - EMPLOYER PORTION	43,171	44,639	55,997	55,997	52,434	55,801	0%	6%	58,312	60,936
1160000 PENSION PLAN	61,936	63,680	71,435	67,453	67,453	67,044	-6%	-1%	70,396	73,916
1180000 GROUP LIFE INS. PREMIUM	1,785	2,234	2,614	2,614	2,616	2,600	-1%	-1%	2,652	2,705
1190000 DENTAL HEALTH INSURANCE	5,572	6,607	7,556	7,556	6,632	7,703	2%	16%	7,934	8,172
1200000 EMPLOYEE HEALTH CARE	84,991	92,563	103,992	103,992	87,505	106,957	3%	22%	114,444	123,600
1220000 REIMB-HRA DEDUCTIBLE	1,886	1,794	3,718	3,718	2,974	2,970	-20%	0%	2,970	2,970
1960000 WORKERS' COMPENSATION	13,287	14,945	16,283	16,283	15,410	19,983	23%	30%	21,182	22,452
<b>TOTAL PERSONAL SERVICES</b>	<b>811,563</b>	<b>846,381</b>	<b>993,584</b>	<b>989,602</b>	<b>921,641</b>	<b>992,479</b>	<b>0%</b>	<b>8%</b>	<b>1,036,433</b>	<b>1,083,581</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	0	0	99,000	99,000	0	15,000	-85%	100%	5,000	10,000
2100000 POSTAGE	6,917	1,308	4,138	4,138	3,510	3,350	-19%	-5%	3,417	3,486
2130000 TRAVEL & TRAINING	6,651	5,671	11,810	11,810	8,750	18,650	58%	113%	18,650	14,150
2150000 ADVERTISING	984	-416	1,600	1,600	1,200	1,400	-13%	17%	1,400	1,400
2160000 PRINTING AND PHOTOGRAPHY	1,706	1,602	2,700	2,700	1,500	1,500	-44%	0%	1,500	1,500
2330000 TELEPHONE	9,904	8,688	10,776	10,776	9,724	9,815	-9%	1%	10,023	10,237
2370000 MAINTENANCE & REPAIR EQUIPMENT	1,724	1,823	1,933	1,933	1,592	1,713	-11%	8%	1,747	1,782
2550000 DUES & MEMBERSHIPS	1,443	1,053	1,535	1,535	1,654	1,734	13%	5%	1,769	1,734
2690000 BANKING & CREDIT CARD FEES	0	10,144	8,954	8,954	8,304	8,719	-3%	5%	9,155	9,613
2700000 CONTRACTUAL SERVICES	70,031	170,262	20,000	20,000	111,038	69,075	245%	-38%	55,300	17,400
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>99,360</b>	<b>200,135</b>	<b>162,446</b>	<b>162,446</b>	<b>147,272</b>	<b>130,956</b>	<b>-19%</b>	<b>-11%</b>	<b>107,961</b>	<b>71,302</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	7,336	6,731	8,600	8,600	5,200	6,200	-28%	19%	6,200	6,200
3160000 CLOTHING & UNIFORMS	1,066	1,093	700	700	1,100	1,000	43%	-9%	1,000	1,000
3210000 MEETINGS & RECEPTIONS	1,259	1,347	1,400	1,400	1,400	1,600	14%	14%	1,600	1,600
<b>TOTAL COMMODITIES</b>	<b>9,661</b>	<b>9,171</b>	<b>10,700</b>	<b>10,700</b>	<b>7,700</b>	<b>8,800</b>	<b>-18%</b>	<b>14%</b>	<b>8,800</b>	<b>8,800</b>
<b>TOTAL EXPENDITURES</b>	<b>920,584</b>	<b>1,055,687</b>	<b>1,166,730</b>	<b>1,162,748</b>	<b>1,076,613</b>	<b>1,132,235</b>	<b>-3%</b>	<b>5%</b>	<b>1,153,194</b>	<b>1,163,683</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	30,757	16,661	17,723	17,723	17,723	14,919	-16%	-16%	14,919	15,785
<b>TOTAL TRANSFERS OUT</b>	<b>30,757</b>	<b>16,661</b>	<b>17,723</b>	<b>17,723</b>	<b>17,723</b>	<b>14,919</b>	<b>-16%</b>	<b>-16%</b>	<b>14,919</b>	<b>15,785</b>
<b>TOTAL 1008 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$951,341</b>	<b>\$1,072,348</b>	<b>\$1,184,453</b>	<b>\$1,180,471</b>	<b>\$1,094,336</b>	<b>\$1,147,154</b>	<b>-3%</b>	<b>5%</b>	<b>\$1,168,113</b>	<b>\$1,179,468</b>



## DEPARTMENT OF POLICE

<b>Funded Staffing</b>			
	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Police Operations</u></b>			
Chief of Police	1	1	1
Captain	1	1	1
Lieutenant*	3	4	4
Sergeant	5	5	5
Detective	6	6	6
Police Officer	33	33	33
Police Administrative Supervisor	1	1	1
Police Accreditation Coordinator	1	0	0
Administrative Specialist II	1	1	1
Administrative Specialist I	1	1	0.7
Prosecutor Assist/Police Clerk	0	1	1
Data Analyst	1	1	1
<b>Total Police Operations</b>	<b>54</b>	<b>55</b>	<b>54.7</b>
<b><u>Parking Control</u></b>			
Parking Controller	3	3	3
<b>Total Parking Control</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Police</b>	<b>57</b>	<b>58</b>	<b>57.7</b>

\*One Lieutenant position coordinates accreditation for the department

### **Mission**

The mission of the Clayton Police Department is to protect and serve the Clayton community with **PRIDE: Professionalism, Respect, Innovation, Dedication and Excellence.**

### **Description**

The Police Department is divided into two bureaus: The Field Operations Bureau, which is responsible for patrol, traffic, calls-for-service, parking control, crime scene processing and community relations/crime prevention; and the Investigations and Support Bureau, which is responsible for follow-up investigations, juvenile matters, accreditation, communications, personnel and training, special unit detachments (School Resource Officer, Drug Enforcement Administration Task Force, Training Academy Instructor), purchasing and administration.

### **Goal**

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

### **Key Intended Outcome**

Public Safety

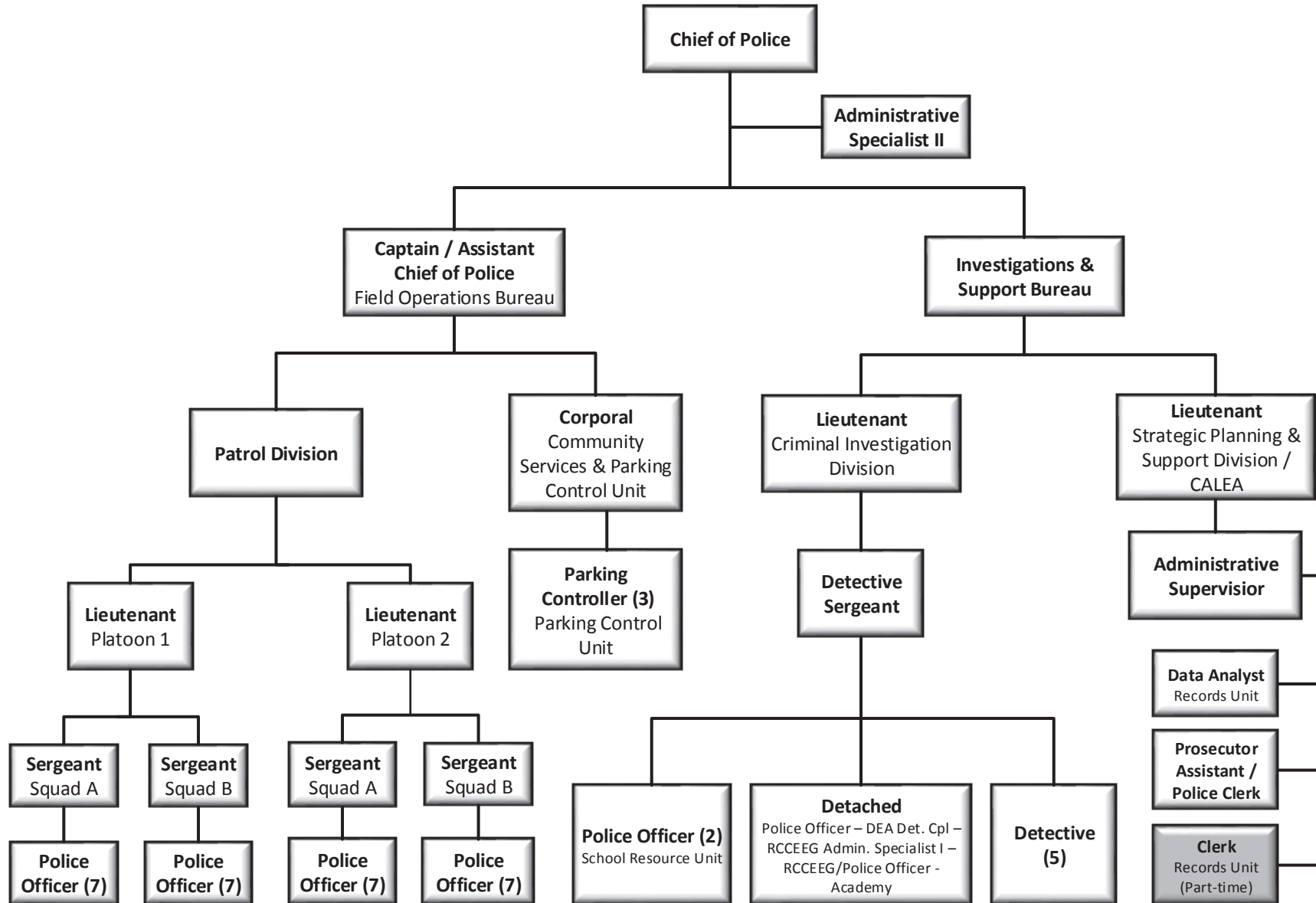
### **Performance Measures (by Fiscal Year):**

Category	Measure	2016 Actual	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Customer	% of residents who feel safe	-	95%	90%	-	95%
Financial	Police cost per capita	\$136	\$148	\$139	\$157	\$153
Process	UCR Part I crimes per 1,000 population	20.20	18.50	18.40	19.00	18.00
	UCR Part I property crime clearance rate	28%	35%	33%	33%	33%
	UCR Part I violent crime clearance rate	90%	85%	74%	85%	85%
People	Annual training hours per employee	55	57	58	55	40
	% of employees meeting requirements to promote	71%	70%	71%	72%	72%
	Employee Engagement Index (actual results)	-	4.00	4.10	4.00	4.00

Find more information about the Police Department at <https://www.claytonmo.gov/government/police>.



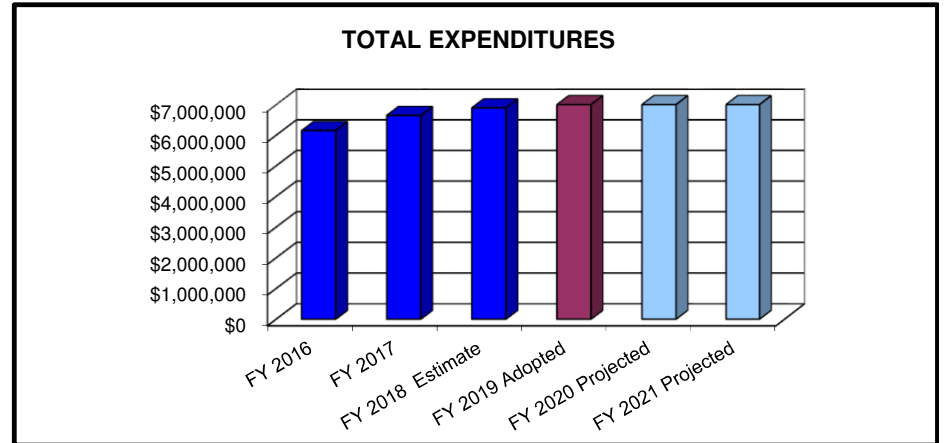
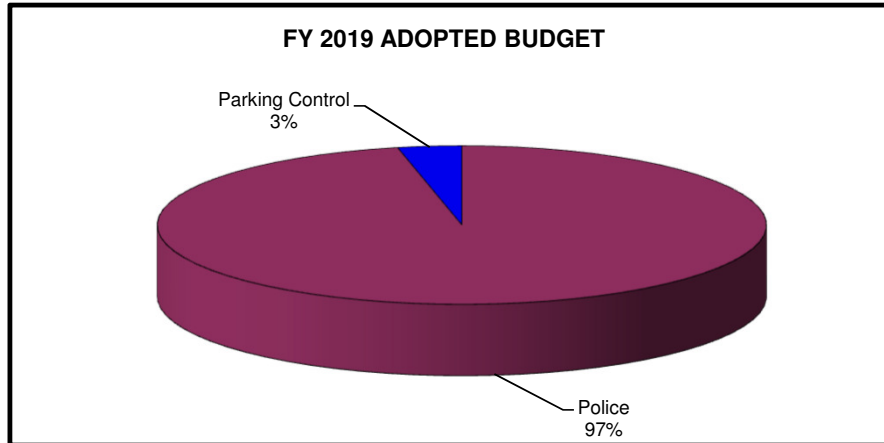
# City of Clayton Police Department





## SUMMARY OF EXPENDITURES BY PROGRAM

<b>DEPARTMENT: POLICE</b>						<b>FUND: GENERAL</b>				
<b>PROGRAM: ALL</b>						<b>PROGRAM ACCOUNTS: 1200-1201</b>				
POLICE DEPARTMENT - BY PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
EXPENDITURES										
POLICE	\$5,939,007	\$6,416,113	\$6,919,729	\$6,931,422	\$6,663,809	\$7,042,831	2%	6%	\$7,308,023	\$7,615,625
PARKING CONTROL	211,723	229,950	242,279	241,350	230,317	247,072	2%	7%	254,776	268,812
<b>TOTAL POLICE</b>	<b>\$6,150,730</b>	<b>\$6,646,063</b>	<b>\$7,162,008</b>	<b>\$7,172,772</b>	<b>\$6,894,126</b>	<b>\$7,289,903</b>	<b>2%</b>	<b>6%</b>	<b>\$7,562,799</b>	<b>\$7,884,437</b>

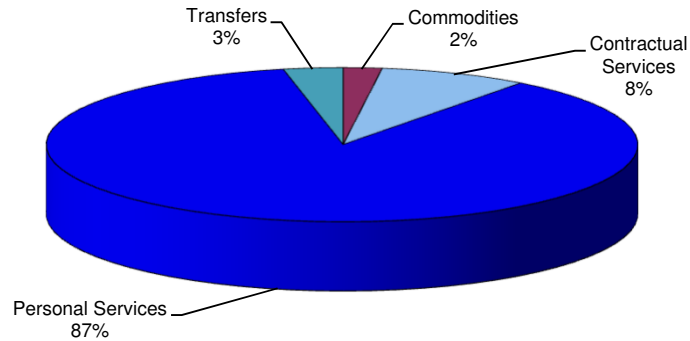




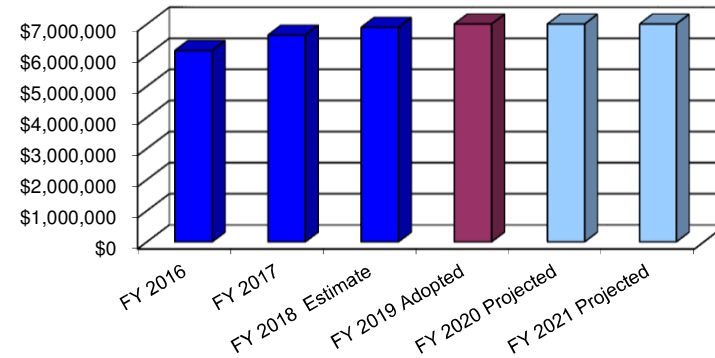
## SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: POLICE							FUND: GENERAL			
CATEGORY: ALL							PROGRAM ACCOUNTS: 1200-1201			
POLICE DEPARTMENT - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$5,349,604	\$5,849,819	\$6,258,060	\$6,249,824	\$6,005,831	\$6,307,519	1%	5%	\$6,586,711	\$6,884,094
CONTRACTUAL SERVICES	508,043	525,548	606,621	625,621	592,888	592,794	-2%	0%	596,654	618,755
COMMODITIES	112,471	96,223	129,800	129,800	127,879	153,619	18%	20%	138,169	136,869
<b>TOTAL EXPENDITURES</b>	<b>5,970,118</b>	<b>6,471,590</b>	<b>6,994,481</b>	<b>7,005,245</b>	<b>6,726,598</b>	<b>7,053,932</b>	<b>1%</b>	<b>5%</b>	<b>7,321,534</b>	<b>7,639,718</b>
<b>TRANSFERS OUT</b>	<b>180,612</b>	<b>174,473</b>	<b>167,527</b>	<b>167,527</b>	<b>167,528</b>	<b>235,971</b>	<b>41%</b>	<b>41%</b>	<b>241,265</b>	<b>244,719</b>
<b>TOTAL POLICE</b>	<b>\$6,150,730</b>	<b>\$6,646,063</b>	<b>\$7,162,008</b>	<b>\$7,172,772</b>	<b>\$6,894,126</b>	<b>\$7,289,903</b>	<b>2%</b>	<b>6%</b>	<b>\$7,562,799</b>	<b>\$7,884,437</b>

**FY 2019 ADOPTED BUDGET**



**TOTAL EXPENDITURES**





# 10 GENERAL FUND - POLICE

10X1200 POLICE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$3,549,679	\$3,813,813	\$4,084,468	\$4,084,468	\$3,935,519	\$4,181,753	2%	6%	\$4,350,006	\$4,524,995
1020000 OVERTIME	101,761	182,493	162,000	162,000	118,585	127,790	-21%	8%	133,541	139,550
1030000 PART-TIME	36,024	14,463	18,750	18,750	19,900	20,755	11%	4%	21,274	21,806
1040000 SPECIAL PAY	31,541	33,077	42,634	42,634	42,852	45,432	7%	6%	46,341	47,267
1080000 HOLIDAY PAY	11,230	14,913	24,225	24,225	21,624	23,150	-4%	7%	24,076	24,548
1140000 FICA - EMPLOYER PORTION	277,907	300,569	334,081	334,081	315,559	338,121	1%	7%	353,353	369,271
1160000 PENSION PLAN	566,646	607,063	667,187	659,880	661,096	624,531	-6%	-6%	655,712	688,452
1180000 GROUP LIFE INS. PREMIUM	11,529	14,162	15,413	15,413	15,399	15,585	1%	1%	15,896	16,214
1190000 DENTAL HEALTH INSURANCE	31,365	35,351	36,187	36,187	36,304	37,098	3%	2%	38,214	39,364
1200000 EMPLOYEE HEALTH CARE	422,384	478,320	482,605	482,605	466,963	504,477	5%	8%	539,838	583,074
1220000 REIMB-HRA DEDUCTIBLE	11,316	10,762	18,590	18,590	12,455	14,769	-21%	19%	14,769	14,769
1960000 WORKERS' COMPENSATION	114,754	152,363	172,976	172,976	163,543	168,972	-2%	3%	179,110	189,858
<b>TOTAL PERSONAL SERVICES</b>	<b>5,166,136</b>	<b>5,657,349</b>	<b>6,059,116</b>	<b>6,051,809</b>	<b>5,809,799</b>	<b>6,102,433</b>	<b>1%</b>	<b>5%</b>	<b>6,372,130</b>	<b>6,659,168</b>
<b>CONTRACTUAL SERVICES</b>										
2030000 MEDICAL SERVICES	4,159	1,993	11,560	11,560	9,300	12,450	8%	34%	13,000	13,850
2090000 MISC. OUTSIDE PERSONAL SERVICES	2,300	7,969	7,300	7,300	7,200	7,500	3%	4%	8,500	8,800
2100000 POSTAGE	1,433	312	1,080	1,080	917	1,957	81%	113%	1,996	2,036
2130000 TRAVEL & TRAINING	26,633	33,039	29,000	29,000	31,220	48,150	66%	54%	44,700	45,150
2160000 PRINTING AND PHOTOGRAPHY	1,942	1,465	2,600	2,600	2,300	2,450	-6%	7%	2,550	2,750
2330000 TELEPHONE	29,422	30,589	40,380	40,380	42,802	36,588	-9%	-15%	38,045	38,927
2370000 MAINTENANCE & REPAIR EQUIPMENT	5,501	5,677	6,311	6,311	5,177	12,559	99%	143%	11,493	15,927
2550000 DUES & MEMBERSHIPS	2,660	4,161	4,775	4,775	5,300	5,100	7%	-4%	5,300	5,300
2700000 CONTRACTUAL SERVICE	429,640	427,107	484,115	503,115	478,022	450,940	-7%	-6%	458,470	470,765
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>503,690</b>	<b>512,312</b>	<b>587,121</b>	<b>606,121</b>	<b>582,238</b>	<b>577,694</b>	<b>-2%</b>	<b>-1%</b>	<b>584,054</b>	<b>603,505</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	15,573	15,540	17,700	17,700	19,400	19,650	11%	1%	20,500	21,300
3070000 OPERATING SUPPLIES & EQUIPMENT	38,433	41,985	47,600	47,600	42,079	55,119	16%	31%	56,419	55,519
3160000 CLOTHING & UNIFORMS	44,359	20,698	46,600	46,600	48,200	57,350	23%	19%	39,200	37,600
3220000 FOOD & BEVERAGE	6,520	8,859	9,000	9,000	9,000	9,700	8%	8%	9,900	10,000
3320000 AWARDS, RECOGNITION & BADGES	480	1,034	1,600	1,600	2,600	2,600	63%	0%	2,600	2,600
3420000 COMMUNITY RELATIONS - SUPPLIES	3,399	4,169	4,500	4,500	4,000	5,700	27%	43%	6,000	6,000
<b>TOTAL COMMODITIES</b>	<b>108,764</b>	<b>92,285</b>	<b>127,000</b>	<b>127,000</b>	<b>125,279</b>	<b>150,119</b>	<b>18%</b>	<b>20%</b>	<b>134,619</b>	<b>133,019</b>
<b>TOTAL EXPENDITURES</b>	<b>5,778,590</b>	<b>6,261,946</b>	<b>6,773,237</b>	<b>6,784,930</b>	<b>6,517,316</b>	<b>6,830,246</b>	<b>1%</b>	<b>5%</b>	<b>7,090,803</b>	<b>7,395,692</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	160,417	154,167	146,492	146,492	146,493	212,585	45%	45%	217,220	219,933
<b>TOTAL TRANSFERS OUT</b>	<b>160,417</b>	<b>154,167</b>	<b>146,492</b>	<b>146,492</b>	<b>146,493</b>	<b>212,585</b>	<b>45%</b>	<b>45%</b>	<b>217,220</b>	<b>219,933</b>
<b>TOTAL 1200 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$5,939,007</b>	<b>\$6,416,113</b>	<b>\$6,919,729</b>	<b>\$6,931,422</b>	<b>\$6,663,809</b>	<b>\$7,042,831</b>	<b>2%</b>	<b>6%</b>	<b>\$7,308,023</b>	<b>\$7,615,625</b>



## 10 GENERAL FUND - PARKING CONTROL

10X1201 PARKING CONTROL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$115,724	\$122,112	\$128,326	\$128,326	\$127,761	\$133,485	4%	4%	\$138,824	\$144,377
1020000 OVERTIME	1,566	2,586	2,500	2,500	2,500	3,000	20%	20%	3,135	3,276
1040000 SPECIAL PAY	507	506	504	504	500	504	0%	1%	514	524
1140000 FICA - EMPLOYER PORTION	7,785	8,360	10,047	10,047	9,971	10,480	4%	5%	10,951	11,444
1160000 PENSION PLAN	12,578	12,325	13,018	12,089	12,089	12,601	-3%	4%	13,231	13,892
1180000 GROUP LIFE INS. PREMIUM	366	438	471	471	468	491	4%	5%	501	511
1190000 DENTAL HEALTH INSURANCE	2,735	2,686	2,609	2,609	2,654	2,609	0%	-2%	2,687	2,768
1200000 EMPLOYEE HEALTH CARE	37,747	37,689	34,823	34,823	33,913	35,520	2%	5%	38,006	41,047
1220000 REIMB-HRA DEDUCTIBLE	629	598	1,014	1,014	833	810	-20%	-3%	810	810
1960000 WORKERS' COMPENSATION	3,831	5,170	5,632	5,632	5,343	5,586	-1%	5%	5,922	6,277
<b>TOTAL PERSONAL SERVICES</b>	<b>183,468</b>	<b>192,470</b>	<b>198,944</b>	<b>198,015</b>	<b>196,032</b>	<b>205,086</b>	<b>3%</b>	<b>5%</b>	<b>214,581</b>	<b>224,926</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2130000 TRAVEL AND TRAINING	0	5,115	5,000	5,000	6,000	6,500	30%	8%	6,500	6,500
2160000 PRINTING AND PHOTOGRAPHY	3,093	6,551	13,000	13,000	3,650	7,600	-42%	108%	5,100	7,750
2330000 TELEPHONE	1,260	1,570	1,500	1,500	1,000	1,000	-33%	0%	1,000	1,000
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>4,353</b>	<b>13,236</b>	<b>19,500</b>	<b>19,500</b>	<b>10,650</b>	<b>15,100</b>	<b>-23%</b>	<b>42%</b>	<b>12,600</b>	<b>15,250</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	909	131	300	300	300	300	0%	0%	350	350
3070000 OPERATING SUPPLIES & EQUIP.	1,669	162	1,000	1,000	800	800	-20%	0%	800	800
3160000 CLOTHING & UNIFORMS	1,129	3,645	1,500	1,500	1,500	2,400	60%	60%	2,400	2,700
<b>TOTAL COMMODITIES</b>	<b>3,707</b>	<b>3,938</b>	<b>2,800</b>	<b>2,800</b>	<b>2,600</b>	<b>3,500</b>	<b>25%</b>	<b>35%</b>	<b>3,550</b>	<b>3,850</b>
<b>TOTAL EXPENDITURES</b>	<b>191,528</b>	<b>209,644</b>	<b>221,244</b>	<b>220,315</b>	<b>209,282</b>	<b>223,686</b>	<b>1%</b>	<b>7%</b>	<b>230,731</b>	<b>244,026</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	20,195	20,306	21,035	21,035	21,035	23,386	11%	11%	24,045	24,786
<b>TOTAL TRANSFERS OUT</b>	<b>20,195</b>	<b>20,306</b>	<b>21,035</b>	<b>21,035</b>	<b>21,035</b>	<b>23,386</b>	<b>11%</b>	<b>11%</b>	<b>24,045</b>	<b>24,786</b>
<b>TOTAL 1201 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$211,723</b>	<b>\$229,950</b>	<b>\$242,279</b>	<b>\$241,350</b>	<b>\$230,317</b>	<b>\$247,072</b>	<b>2%</b>	<b>7%</b>	<b>\$254,776</b>	<b>\$268,812</b>





## DEPARTMENT OF FIRE

Funded Staffing			
	2017	2018	2019
Fire Chief	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	3	3	3
Battalion Chief/Shared Training Officer	0	1	1
Captain	6	6	6
Lieutenant	2	3	3
Firefighter/Paramedic	21	20	26
Firefighter/EMT	1	1	1
Administrative Specialist III	1	1	1
<b>Total Fire</b>	<b>36</b>	<b>37</b>	<b>43</b>

### Mission

The Clayton Fire Department (CFD) exists to help prepare the community for emergencies, support people when overwhelmed, and care for them in their time of need.

### Description

The Clayton Fire Department is a direct operating department of the City of Clayton and provides fire protection, fire prevention code enforcement, all hazards emergency response and advanced life support (ALS) emergency medical treatment and transport services to the community. Fire department

### Performance Measures (by Fiscal Year):

Category	Measure	2016 Actual	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Customer	% of residents surveyed rating competency of Fire/EMS as good or excellent	–	90%	95%	–	95%
	Fire/EMS cost per capita	\$94	\$96	\$97	\$96	\$96
Financial	% of fires contained to room of origin	93%	100%	100%	100%	100%
Process	% of cardiac arrest patients who exhibit a pulse upon delivery to hospital	50%	50%	50%	50%	50%
	Annual training hours per employee	135	108	108	200	200
People	% of employees meeting requirements to promote	77%	80%	80%	80%	80%
	Employee Engagement Index (actual results)	–	4.20	4.10	4.20	4.20

personnel additionally teach safety and injury prevention classes for residents, the business community and City employees. The department's jurisdiction encompasses all the governmental boundaries of the City, and a contractual service area. The department's three (3) square mile service area is experiencing moderate growth. Services are provided from one fire station with a fleet of apparatus including one fire rescue engine, one quint (ladder) truck, one mass casualty unit and two ambulances, along with several command, staff, and other specialty units. The East Central Dispatch Center (ECDC) provides emergency call receipt and dispatch service.

Staff for the Fire Department consists of 42 uniformed members and one civilian: the Fire Chief, Assistant Fire Chief/Fire Marshal, Training Officer and Administrative Specialist, and three 13-person crews staffing the command vehicle, quint (ladder) truck, rescue engine and ambulances 24 hours per day. The Training Officer is shared by two other neighboring cities who reimburse Clayton for their share of the position cost.

### Goal

Ensure the public's safety by providing effective and efficient responses to all emergencies and educating the public on fire prevention.

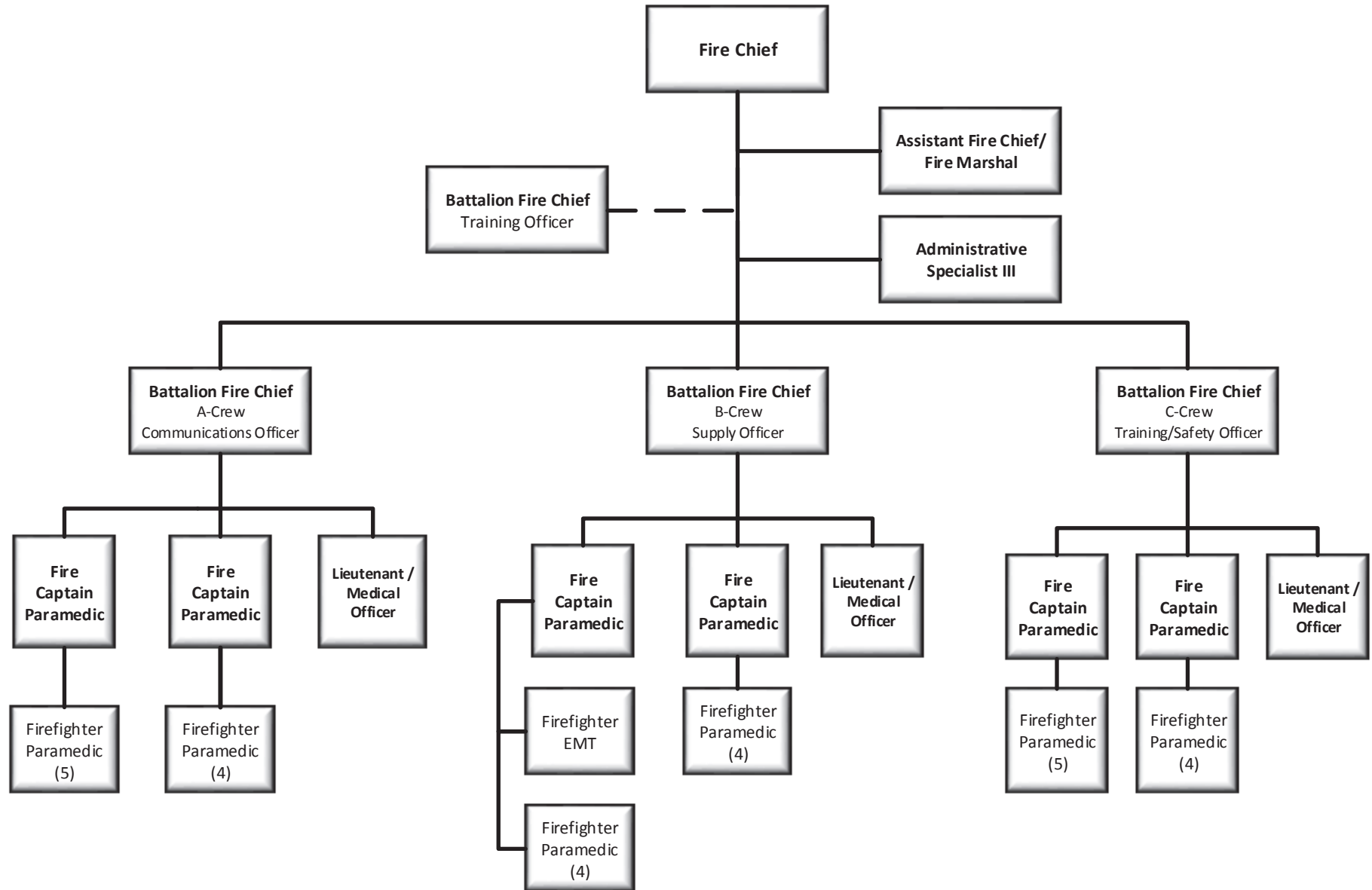
### Key Intended Outcome

Public Safety

Find more information about the Fire Department at <https://www.claytonmo.gov/government/fire>.



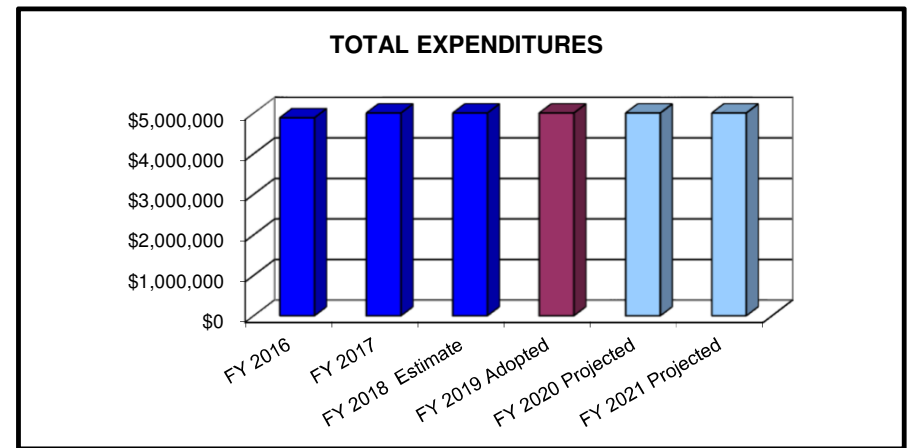
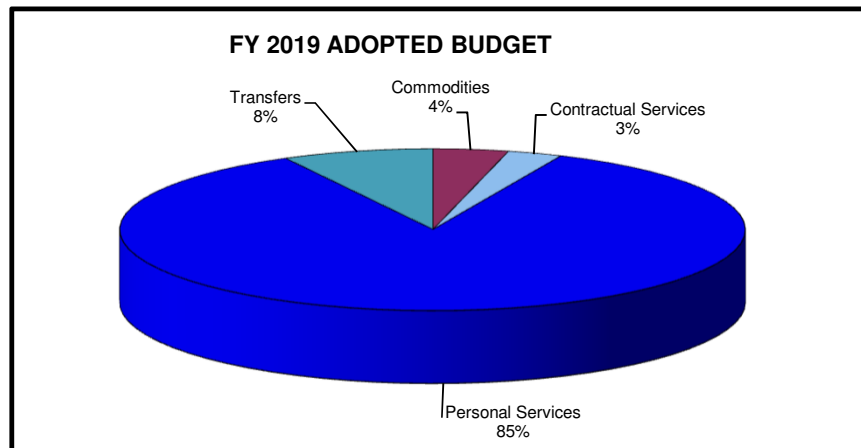
# City of Clayton Fire Department





## SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: FIRE						FUND: GENERAL				
CATEGORY: ALL						PROGRAM ACCOUNT: 1300				
FIRE - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$4,062,172	\$4,494,046	\$4,717,452	\$4,721,410	\$4,654,163	\$5,263,710	12%	13%	\$5,685,680	\$5,978,867
CONTRACTUAL SERVICES	104,510	111,009	125,252	127,502	153,674	173,895	39%	13%	166,696	156,776
COMMODITIES	131,610	153,731	159,757	159,757	153,559	239,363	50%	56%	149,515	149,665
<b>TOTAL EXPENDITURES</b>	<b>4,298,292</b>	<b>4,758,786</b>	<b>5,002,461</b>	<b>5,008,669</b>	<b>4,961,396</b>	<b>5,676,968</b>	<b>13%</b>	<b>14%</b>	<b>6,001,891</b>	<b>6,285,308</b>
<b>TRANSFERS OUT</b>	<b>585,447</b>	<b>526,995</b>	<b>547,350</b>	<b>547,350</b>	<b>547,350</b>	<b>480,760</b>	<b>-12%</b>	<b>-12%</b>	<b>487,192</b>	<b>487,577</b>
<b>TOTAL FIRE</b>	<b>\$4,883,739</b>	<b>\$5,285,781</b>	<b>\$5,549,811</b>	<b>\$5,556,019</b>	<b>\$5,508,746</b>	<b>\$6,157,728</b>	<b>11%</b>	<b>12%</b>	<b>\$6,489,083</b>	<b>\$6,772,885</b>





## 10 GENERAL FUND - FIRE

10X1300 FIRE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$2,583,523	\$2,842,156	\$3,038,360	\$3,038,360	\$2,968,915	\$3,454,079	14%	16%	\$3,683,769	\$3,832,253
1020000 OVERTIME	253,755	284,510	198,392	198,392	252,321	260,000	31%	3%	277,025	295,546
1040000 SPECIAL PAY	707	506	264	264	291	264	0%	-9%	269	275
1080000 HOLIDAY PAY	64,520	69,485	80,362	80,362	70,808	81,563	1%	15%	86,386	87,927
1140000 FICA - EMPLOYER PORTION	211,964	235,122	255,309	255,309	251,041	277,150	9%	10%	309,970	323,964
1160000 PENSION PLAN	412,623	468,089	501,732	505,690	505,690	512,932	2%	1%	593,477	653,640
1180000 GROUP LIFE INS. PREMIUM	8,732	10,866	11,724	11,724	11,724	13,390	14%	14%	14,006	14,286
1190000 DENTAL HEALTH INSURANCE	24,491	25,856	27,131	27,131	26,074	31,156	15%	19%	33,719	34,731
1200000 EMPLOYEE HEALTH CARE	303,447	319,232	329,460	329,460	309,495	393,356	19%	27%	433,009	467,649
1220000 REIMB-HRA DEDUCTIBLE	7,544	7,306	12,506	12,506	10,005	11,103	-11%	11%	11,610	11,610
1960000 WORKERS' COMPENSATION	190,866	230,918	262,212	262,212	247,799	228,717	-13%	-8%	242,440	256,986
<b>TOTAL PERSONAL SERVICES</b>	<b>4,062,172</b>	<b>4,494,046</b>	<b>4,717,452</b>	<b>4,721,410</b>	<b>4,654,163</b>	<b>5,263,710</b>	<b>12%</b>	<b>13%</b>	<b>5,685,680</b>	<b>5,978,867</b>
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	1,978	0	0	0	37,743	0	0%	-100%	0	0
2030000 MEDICAL SERVICES	24,006	20,872	24,500	24,500	22,000	36,500	49%	66%	29,499	29,989
2100000 POSTAGE	278	941	1,254	1,254	1,172	919	-27%	-22%	928	936
2130000 TRAVEL & TRAINING	25,220	40,918	45,520	45,520	35,780	76,832	69%	115%	75,222	63,522
2160000 PRINTING AND PHOTOGRAPHY	6,754	5,328	5,300	5,300	5,300	8,000	51%	51%	7,000	8,000
2330000 TELEPHONE	18,577	18,779	20,114	20,114	20,114	19,938	-1%	-1%	20,629	21,248
2370000 MAINTENANCE & REPAIR EQUIP.	13,581	15,276	19,504	19,504	19,220	20,526	5%	7%	22,338	22,351
2550000 DUES & MEMBERSHIPS	4,673	4,683	3,860	3,860	4,205	4,630	20%	10%	4,630	4,780
2700000 CONTRACTUAL SERVICES	9,443	4,212	5,200	7,450	8,140	6,550	26%	-20%	6,450	5,950
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>104,510</b>	<b>111,009</b>	<b>125,252</b>	<b>127,502</b>	<b>153,674</b>	<b>173,895</b>	<b>39%</b>	<b>13%</b>	<b>166,696</b>	<b>156,776</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	7,267	10,196	11,520	11,520	11,090	11,520	0%	4%	11,520	11,520
3070000 OPERATING SUPPLIES & EQUIP.	34,596	30,657	50,687	50,687	45,237	65,585	29%	45%	35,185	35,185
3110000 EQUIPMENT PARTS	5,465	8,933	7,900	7,900	6,300	7,900	0%	25%	7,900	7,900
3160000 CLOTHING & UNIFORMS	52,067	51,593	49,600	49,600	46,600	110,158	122%	136%	50,860	50,860
3200000 MEDICAL SUPPLIES	28,645	37,287	35,800	35,800	39,800	39,800	11%	0%	39,800	39,800
3210000 MEETINGS & RECEPTIONS	1,738	6,633	2,650	2,650	2,932	2,650	0%	-10%	2,500	2,650
3320000 AWARDS, RECOGNITION & BADGES	1,832	8,432	1,600	1,600	1,600	1,750	9%	9%	1,750	1,750
<b>TOTAL COMMODITIES</b>	<b>131,610</b>	<b>153,731</b>	<b>159,757</b>	<b>159,757</b>	<b>153,559</b>	<b>239,363</b>	<b>50%</b>	<b>56%</b>	<b>149,515</b>	<b>149,665</b>
<b>TOTAL EXPENDITURES</b>	<b>4,298,292</b>	<b>4,758,786</b>	<b>5,002,461</b>	<b>5,008,669</b>	<b>4,961,396</b>	<b>5,676,968</b>	<b>13%</b>	<b>14%</b>	<b>6,001,891</b>	<b>6,285,308</b>

(continued)

<b>10X1300</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>% 2019 TO</b>	<b>% 2019 TO</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>FIRE</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>AMENDED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>	<b>2018 BUDGET</b>	<b>2018 EST.</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	585,447	526,995	547,350	547,350	547,350	480,760	-12%	-12%	487,192	487,577
<b>TOTAL TRANSFERS OUT</b>	<b>585,447</b>	<b>526,995</b>	<b>547,350</b>	<b>547,350</b>	<b>547,350</b>	<b>480,760</b>	<b>-12%</b>	<b>-12%</b>	<b>487,192</b>	<b>487,577</b>
<b>TOTAL 1300 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$4,883,739</b>	<b>\$5,285,781</b>	<b>\$5,549,811</b>	<b>\$5,556,019</b>	<b>\$5,508,746</b>	<b>\$6,157,728</b>	<b>11%</b>	<b>12%</b>	<b>\$6,489,083</b>	<b>\$6,772,885</b>

(This page intentionally left blank)



## DEPARTMENT OF PUBLIC WORKS

<b>Funded Staffing</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Engineering</u></b>			
Director of Public Works	1	1	1
Assistant Dir – PW, Eng & Operations	0	0	1
Assistant Dir – PW, Fleet & Facilities	0	0	1
Assistant Public Works Director	1	1	0
Principal Civil Engineer	1	1	0
Civil Engineer	1	1	1
Engineering Technician	1	1	1
Administrative Specialist II	1	1	1
<b>Total Engineering</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><u>Street Maintenance</u></b>			
Public Works Superintendent	1	1	0
Streets Superintendent	0	0	1
City Forester	1	1	1
Municipal Service Foreman	2	2	2
Assistant City Forester	1	1	1
Municipal Service Worker II	0	2	2
Municipal Service Worker I	7	5	5
<b>Total Street Maintenance</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b><u>Building Maintenance</u></b>			
Facility Maintenance Foreman	1	1	1
Facility Maintenance Worker II	1	1	1
Facility Maintenance Worker I	1	1	1
<b>Total Building Maintenance</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>Fleet Maintenance</u></b>			
Mechanic Foreman	0	1	1
Mechanic I	3	2	2
<b>Total Fleet Maintenance</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>Parking Operations</u></b>			
Parking Meter Technician	1	1	1
<b>Total Parking Operations</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b><u>Street Lighting</u></b>			
Municipal Service Foreman	1	1	1
Municipal Service Worker II	0	1	1
Municipal Service Worker I	1	0	0
<b>Total Street Lighting</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Public Works</b>	<b>27</b>	<b>27</b>	<b>27</b>

### **Vision**

To support, reinforce and sustain the City's vision through continued operational, technical and professional staff training ensuring the on-going high level of standards, practices, procedures and expertise in all facets of this department for today and in the future.

### **Mission**

To support, enhance and sustain a high quality of life for the City's residents, businesses and visitors by providing well-planned, environmentally sensitive, cost effective infrastructure, equipment and services to promote public health, personal safety, transportation, and civic vitality. To assist and support all other City departments and personnel in achieving and maintaining the City's mission and vision through the high level of internal operational, technical and administrative services available and performed on a routine basis by this department.

### **Description**

The Department of Public Works is divided into four programs:

#### Administrative/Engineering

The Administrative/Engineering program is responsible for the overall administration and coordination of the department activities and is responsible for the implementation of all design, construction, and most service contracts. This includes the administration of the refuse/recycling collection contract. This program also provides engineering support to the other Public Works programs and the other departments of the City.

#### Operations

The Operations program is responsible for the maintenance and repair of all public streets, alleys, sidewalks, surface parking facilities, street lights, and traffic control; snow removal; the street tree program; and parking operations.

#### Facility Maintenance

The Facility Maintenance program is responsible for the maintenance of the City's facilities, including City Hall, Fire Station, Police Station/Municipal Building, and Municipal Garage.

#### Fleet Maintenance

The Fleet Maintenance program is responsible for the repair and maintenance of all City-owned vehicles and equipment.

**Goal**

Foster all safe and accessible modes of travel including walking and biking by providing excellent street and lighting planning and maintenance.

Promote public health by maintaining the City's cleanliness through efficient and effective refuse and recycling services.

**Key Intended Outcome**

Transportation

**Performance Measures (by Fiscal Year):**

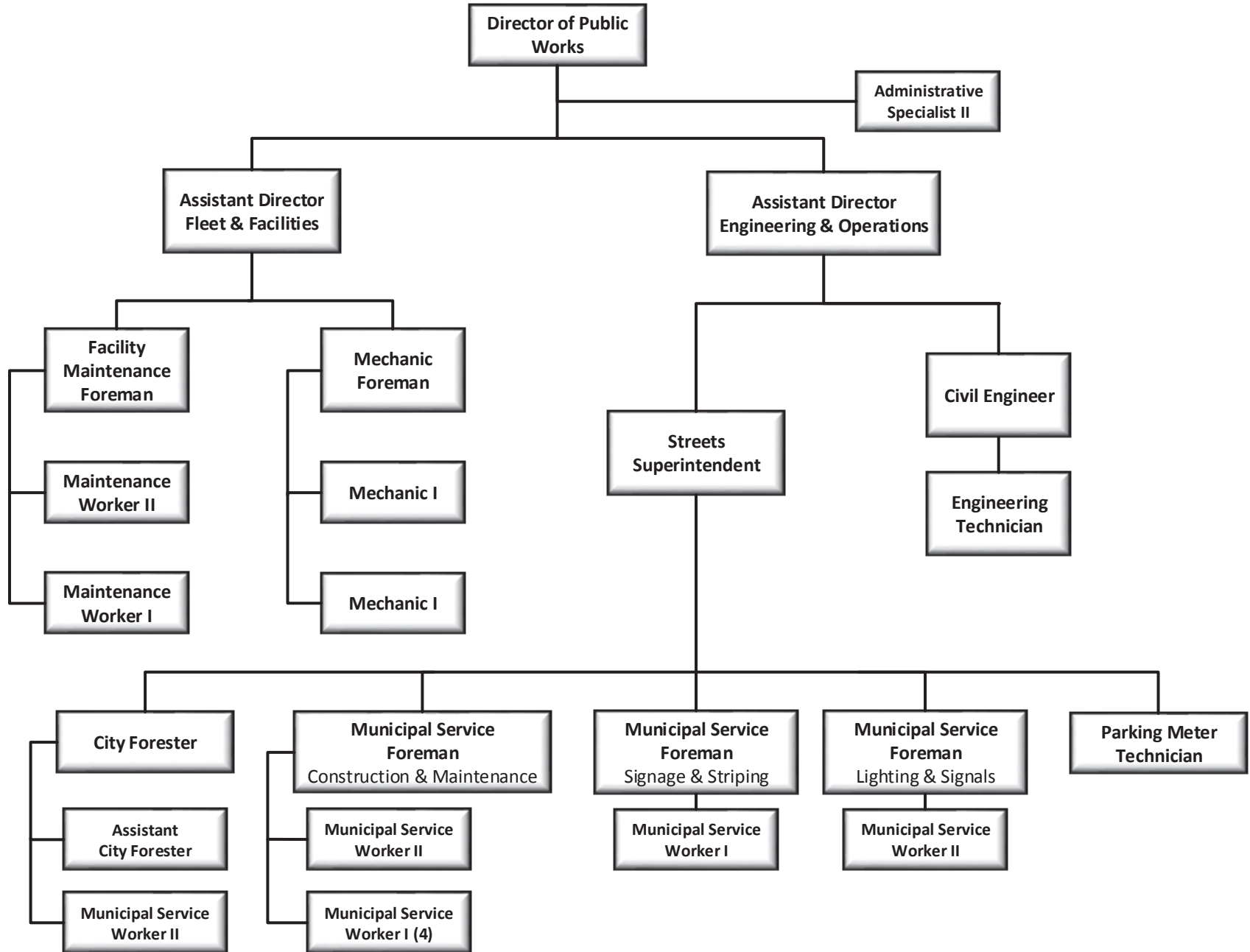
Category	Measure	2016 Actual	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Customer	% of residents rating streets as good or better	-	85%	69%	-	80%
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths*	\$41,325	\$55,000	\$25,912	\$17,200	\$22,000
Process	% Lane Miles with Pavement Condition Index Rating of 3 or higher	87%	80%	91%	85%	85%
	% of linear miles with dedicated/shared bicycle routes	7%	7%	15%	7%	15%
	Annual sidewalk defects per 1,000 linear feet	-	0.50	0.92	-	0.88
People	Annual training hours per employee	34	25	33	25	35
	Employee Engagement Index (actual results)	-	4.20	4.42	4.20	4.20

Find more information about the Department of Public Works at <https://www.claytonmo.gov/government/public-works>.





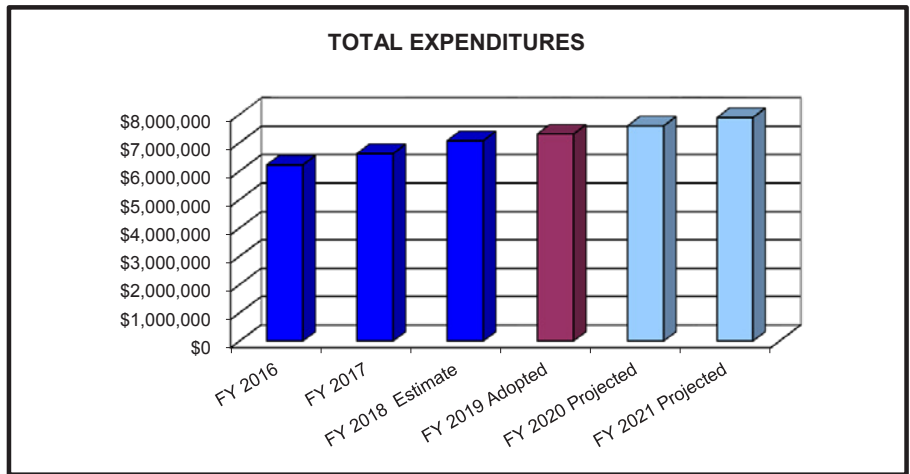
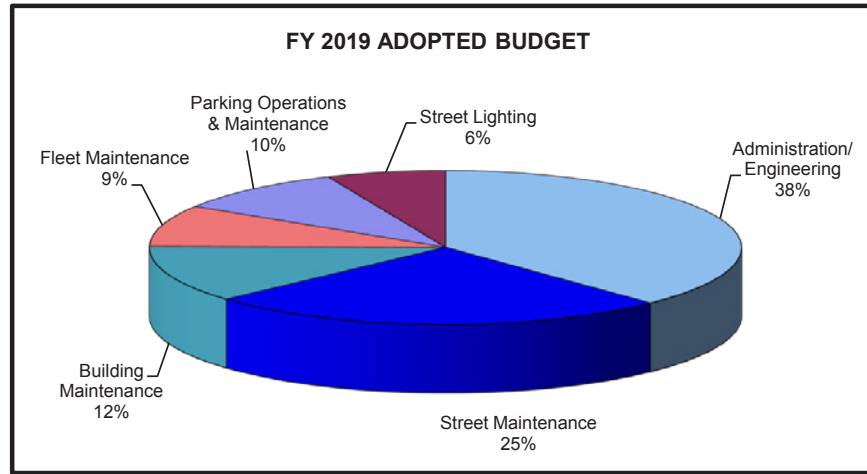
# City of Clayton Public Works Department





## SUMMARY OF EXPENDITURES BY PROGRAM

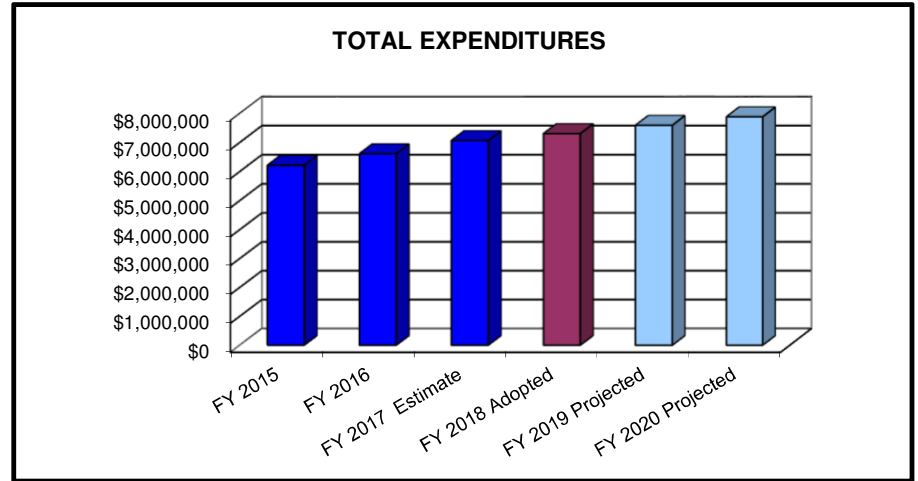
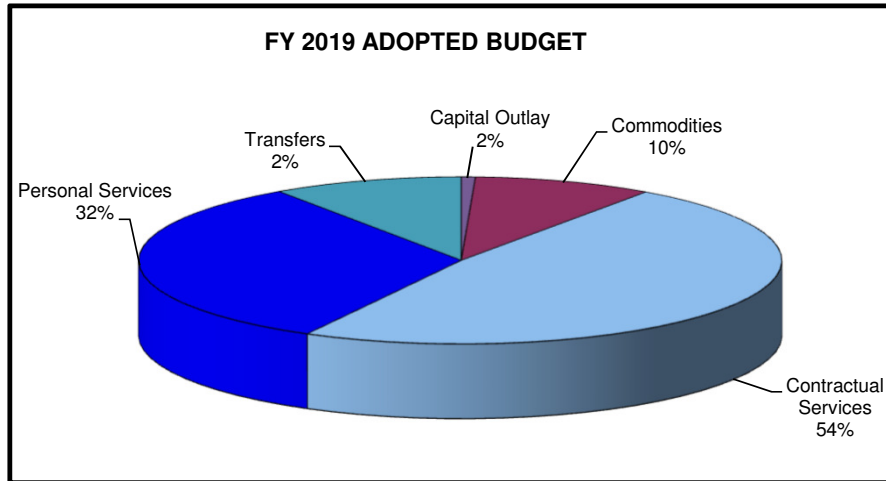
DEPARTMENT: PUBLIC WORKS						FUND: GENERAL				
PROGRAM: ALL						PROGRAM ACCOUNTS: 1400-1409				
PUBLIC WORKS DEPARTMENT - BY PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
ADMINISTRATION / ENGINEERING	\$2,555,158	\$2,571,389	\$2,750,385	\$2,747,385	\$2,603,772	\$2,765,966	1%	6%	\$2,903,873	\$3,083,333
STREET MAINTENANCE	1,365,929	1,541,473	1,700,329	1,711,455	1,665,157	1,849,596	9%	11%	1,873,843	1,933,702
BUILDING MAINTENANCE	684,372	750,495	845,577	880,177	891,859	876,211	4%	-2%	925,396	949,178
FLEET MAINTENANCE	502,577	567,969	570,677	551,200	565,170	635,746	11%	12%	664,353	692,558
PARKING OPERATIONS & MAINT.	778,444	803,608	756,985	756,520	818,206	698,865	-8%	-15%	722,856	711,958
STREET LIGHTING	326,578	374,743	538,081	539,348	521,219	474,732	-12%	-9%	497,192	509,659
<b>TOTAL PUBLIC WORKS</b>	<b>\$6,213,057</b>	<b>\$6,609,677</b>	<b>\$7,162,034</b>	<b>\$7,186,085</b>	<b>\$7,065,383</b>	<b>\$7,301,116</b>	<b>2%</b>	<b>3%</b>	<b>\$7,587,513</b>	<b>\$7,880,388</b>





## SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: PUBLIC WORKS						FUND: GENERAL				
CATEGORY: ALL						PROGRAM ACCOUNTS: 1400-1409				
PUBLIC WORKS DEPARTMENT - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$2,096,888	\$2,232,696	\$2,358,796	\$2,360,747	\$2,274,247	\$2,375,013	1%	4%	\$2,479,291	\$2,591,374
CONTRACTUAL SERVICES	3,260,224	3,363,313	3,474,685	3,476,875	3,413,231	3,516,784	1%	3%	3,637,262	3,817,524
COMMODITIES	452,551	530,807	593,220	569,530	595,154	659,066	11%	11%	692,745	705,497
CAPITAL OUTLAY	58,311	80,169	63,670	107,270	111,087	51,500	-19%	-54%	75,000	68,000
<b>TOTAL EXPENDITURES</b>	<b>5,867,973</b>	<b>6,206,985</b>	<b>6,490,371</b>	<b>6,514,422</b>	<b>6,393,719</b>	<b>6,602,363</b>	<b>2%</b>	<b>3%</b>	<b>6,884,298</b>	<b>7,182,395</b>
<b>TRANSFERS OUT</b>	<b>345,084</b>	<b>402,692</b>	<b>671,663</b>	<b>671,663</b>	<b>671,664</b>	<b>698,753</b>	<b>4%</b>	<b>4%</b>	<b>703,215</b>	<b>697,993</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$6,213,057</b>	<b>\$6,609,677</b>	<b>\$7,162,034</b>	<b>\$7,186,085</b>	<b>\$7,065,383</b>	<b>\$7,301,116</b>	<b>2%</b>	<b>3%</b>	<b>\$7,587,513</b>	<b>\$7,880,388</b>





# 10 GENERAL FUND - ENGINEERING

10X1401 ENGINEERING	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$447,556	\$465,725	\$483,480	\$483,480	\$481,843	\$498,865	3%	4%	\$518,820	\$539,572
1020000 OVERTIME	66	540	4,143	4,143	2,134	3,219	-22%	51%	3,364	3,515
1030000 PART-TIME	10,816	16,969	15,200	15,200	14,600	15,200	0%	4%	15,580	15,970
1140000 FICA - EMPLOYER PORTION	34,399	35,889	38,848	38,848	38,398	39,955	3%	4%	41,753	43,632
1150000 DEFERRED COMPENSATION	5,028	5,014	5,000	5,000	5,000	5,000	0%	0%	5,000	5,000
1160000 PENSION PLAN	48,198	47,070	48,548	45,548	45,548	47,092	-3%	3%	49,447	51,919
1180000 GROUP LIFE INS. PREMIUM	1,386	1,653	1,755	1,755	1,752	1,808	3%	3%	1,844	1,881
1190000 DENTAL HEALTH INSURANCE	3,088	3,343	3,731	3,731	2,929	2,935	-21%	0%	3,023	3,114
1200000 EMPLOYEE HEALTH CARE	42,064	46,103	45,919	45,919	44,808	41,856	-9%	-7%	44,786	48,369
1220000 REIMB-HRA DEDUCTIBLE	1,257	1,196	2,028	2,028	1,666	1,620	-20%	-3%	1,620	1,620
1960000 WORKERS' COMPENSATION	4,617	5,791	6,309	6,309	5,962	5,937	-6%	0%	6,294	6,671
<b>TOTAL PERSONAL SERVICES</b>	<b>598,475</b>	<b>629,293</b>	<b>654,961</b>	<b>651,961</b>	<b>644,640</b>	<b>663,487</b>	<b>1%</b>	<b>3%</b>	<b>691,531</b>	<b>721,263</b>
<b>CONTRACTUAL SERVICES</b>										
2100000 POSTAGE	624	144	531	531	750	750	41%	0%	750	750
2130000 TRAVEL & TRAINING	7,095	7,084	11,515	11,515	10,920	13,640	18%	25%	14,490	12,490
2160000 PRINTING AND PHOTOGRAPHY	394	1,120	400	400	400	600	50%	50%	600	600
2330000 TELEPHONE	18,216	20,153	23,550	23,550	23,550	21,296	-10%	-10%	22,360	22,085
2370000 MAINTENANCE & REPAIR EQUIP.	930	1,260	1,495	1,495	1,476	1,072	-28%	-27%	1,097	1,123
2550000 DUES & MEMBERSHIPS	1,318	1,212	1,480	1,480	1,725	1,663	12%	-4%	1,370	1,410
2700000 CONTRACTUAL SERVICES	46,185	4,719	29,610	29,610	33,784	34,885	18%	3%	35,820	36,745
2810000 CERTIFICATIONS	0	0	0	0	0	12,000	100%	100%	0	0
4020000 RECYCLING COMMITTEE	0	60	2,000	2,000	2,000	2,000	0%	0%	2,000	2,000
4040000 REFUSE COLLECTION	1,854,067	1,879,457	1,983,470	1,983,470	1,843,494	1,970,628	-1%	7%	2,090,350	2,240,201
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>1,928,829</b>	<b>1,915,209</b>	<b>2,054,051</b>	<b>2,054,051</b>	<b>1,918,099</b>	<b>2,058,534</b>	<b>0%</b>	<b>7%</b>	<b>2,168,837</b>	<b>2,317,404</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	1,501	1,251	1,545	1,545	1,545	1,575	2%	2%	1,845	1,640
3020000 PUBLICATIONS	149	58	160	160	200	200	25%	0%	200	200
3070000 OPERATING SUPPLIES & EQUIP.	1,774	2,298	4,095	4,095	4,065	2,985	-27%	-27%	2,455	3,625
3160000 CLOTHING & UNIFORMS	942	805	1,300	1,300	1,300	1,625	25%	25%	1,660	1,700
3210000 MEETINGS & RECEPTIONS	1,048	935	1,640	1,640	1,290	1,715	5%	33%	1,340	1,370
3220000 FOOD & BEVERAGE	115	0	810	810	810	1,120	38%	38%	830	840
<b>TOTAL COMMODITIES</b>	<b>5,529</b>	<b>5,347</b>	<b>9,550</b>	<b>9,550</b>	<b>9,210</b>	<b>9,220</b>	<b>-3%</b>	<b>0%</b>	<b>8,330</b>	<b>9,375</b>
<b>TOTAL EXPENDITURES</b>	<b>2,532,833</b>	<b>2,549,849</b>	<b>2,718,562</b>	<b>2,715,562</b>	<b>2,571,949</b>	<b>2,731,241</b>	<b>0%</b>	<b>6%</b>	<b>2,868,698</b>	<b>3,048,042</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	22,325	21,540	31,823	31,823	31,823	34,725	9%	9%	35,175	35,291
<b>TOTAL TRANSFERS OUT</b>	<b>22,325</b>	<b>21,540</b>	<b>31,823</b>	<b>31,823</b>	<b>31,823</b>	<b>34,725</b>	<b>9%</b>	<b>9%</b>	<b>35,175</b>	<b>35,291</b>
<b>TOTAL 1401 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$2,555,158</b>	<b>\$2,571,389</b>	<b>\$2,750,385</b>	<b>\$2,747,385</b>	<b>\$2,603,772</b>	<b>\$2,765,966</b>	<b>1%</b>	<b>6%</b>	<b>\$2,903,873</b>	<b>\$3,083,333</b>



## 10 GENERAL FUND - STREET MAINTENANCE

10X1403 STREET MAINTENANCE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$552,214	\$593,215	\$626,654	\$626,654	\$609,971	\$641,985	2%	5%	\$667,965	\$694,983
1020000 OVERTIME	8,290	33,812	27,000	42,000	37,100	30,160	12%	-19%	31,517	32,935
1030000 PART-TIME	33,260	24,648	43,375	38,375	35,875	36,950	-15%	3%	37,874	38,821
1040000 SPECIAL PAY	700	698	696	696	522	264	-62%	-49%	269	275
1140000 FICA - EMPLOYER PORTION	44,166	49,045	53,657	53,657	52,114	54,840	2%	5%	57,308	59,886
1160000 PENSION PLAN	66,825	62,274	62,910	59,036	59,036	61,310	-3%	4%	64,376	67,595
1180000 GROUP LIFE INS. PREMIUM	2,014	2,292	2,365	2,365	2,364	2,447	3%	4%	2,496	2,546
1190000 DENTAL HEALTH INSURANCE	6,875	7,148	7,451	7,451	7,397	8,394	13%	13%	8,646	8,905
1200000 EMPLOYEE HEALTH CARE	73,781	91,734	101,866	101,866	93,770	110,905	9%	18%	118,668	128,162
1220000 REIMB-HRA DEDUCTIBLE	2,515	2,392	4,056	4,056	3,245	3,240	-20%	0%	3,240	3,240
1960000 WORKERS' COMPENSATION	44,059	54,191	59,040	59,040	55,847	54,281	-8%	-3%	57,538	60,991
<b>TOTAL PERSONAL SERVICES</b>	<b>834,699</b>	<b>921,449</b>	<b>989,070</b>	<b>995,196</b>	<b>957,241</b>	<b>1,004,776</b>	<b>2%</b>	<b>5%</b>	<b>1,049,897</b>	<b>1,098,339</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2130000 TRAVEL & TRAINING	4,866	6,291	6,740	6,740	5,420	8,020	19%	48%	8,780	7,490
2150000 ADVERTISING	0	0	250	250	200	250	0%	25%	250	250
2310000 WATER	12,125	15,455	14,899	14,899	15,022	18,780	26%	25%	19,715	20,705
2320001 ELECTRICITY	0	0	0	0	100	102	100%	2%	104	106
2350000 MAINTENANCE & REPAIR STRUCTURES	17,105	19,282	20,000	17,000	20,000	25,000	25%	25%	25,750	26,525
2380000 MAINTENANCE & REPAIR - RADIO	0	443	1,030	1,030	750	1,000	-3%	33%	1,030	1,061
2420000 RENTALS	330	1,097	2,500	2,500	1,000	2,500	0%	150%	2,500	2,500
2530000 LANDFILL CHARGES	2,994	2,926	3,000	3,000	3,000	3,090	3%	3%	3,183	3,278
2550000 DUES & MEMBERSHIPS	435	520	895	895	995	945	6%	-5%	945	945
2700000 CONTRACTUAL SERVICES	75,379	147,836	153,580	177,580	174,101	243,898	59%	40%	218,098	217,043
2810000 REQUIRED TRAINING	1,008	794	1,000	1,000	900	1,000	0%	11%	1,100	1,200
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>114,242</b>	<b>194,644</b>	<b>203,894</b>	<b>224,894</b>	<b>221,488</b>	<b>304,585</b>	<b>49%</b>	<b>38%</b>	<b>281,455</b>	<b>281,103</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	934	841	1,050	1,050	1,000	1,100	5%	10%	1,200	1,300
3020000 PUBLICATIONS	90	0	150	150	125	150	0%	20%	175	200
3160000 CLOTHING & UNIFORMS	6,560	5,642	6,850	6,850	6,800	7,004	2%	3%	7,214	7,430
3170000 AGRICULTURAL SUPPLIES	30,557	32,300	61,875	59,875	71,910	64,360	4%	-10%	65,503	66,681
3190000 HARDWARE & HAND TOOLS	5,765	6,979	7,000	7,000	7,000	8,710	24%	24%	7,426	7,649
3200000 MEDICAL SUPPLIES	364	607	973	973	950	979	1%	3%	1,008	1,038
3210000 MEETINGS & RECEPTIONS	992	1,151	1,030	1,030	1,030	1,100	7%	7%	1,135	1,170
3250000 STREET MAINTENANCE MATERIALS	7,193	5,645	10,000	10,000	10,000	10,310	3%	3%	10,609	10,927
3260000 ROCK, CEMENT & CONCRETE PROD.	2,125	8,042	10,620	10,620	10,500	11,245	6%	7%	11,369	11,496
3270000 LUMBER & WOOD PRODUCTS	293	239	1,200	1,200	1,000	1,000	-17%	0%	1,000	1,000
3280000 PAINTS & PAINTING SUPPLIES	11,689	9,930	12,500	12,500	10,000	12,875	3%	29%	13,261	13,659
3280001 TRAFFIC CONTROL SUPPLIES	2,357	3,092	12,500	12,500	9,500	12,500	0%	32%	12,500	12,500

(continued)

<b>10X1403</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>% 2019 TO</b>	<b>% 2019 TO</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>STREET MAINTENANCE</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>AMENDED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>	<b>2018 BUDGET</b>	<b>2018 EST.</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
3300000 STEEL, IRON & METAL PRODUCTS	1,565	4,823	4,120	4,120	4,120	4,244	3%	3%	4,371	4,502
3400000 SNOW & ICE CONTROL MATERIALS	66,706	40,291	37,000	23,000	15,000	60,750	64%	305%	60,750	60,750
3460000 EMERGENCY CREW MEALS	897	1,002	1,030	1,030	350	1,000	-3%	186%	1,030	1,060
3600000 FURNITURE & TRASH CONTAINERS	5,834	14,595	11,000	11,000	11,000	12,000	9%	9%	13,000	14,000
3640000 TRAFFIC CONTROL SIGNS	8,228	6,514	8,755	8,755	8,000	8,240	-6%	3%	8,487	8,742
<b>TOTAL COMMODITIES</b>	<b>152,149</b>	<b>141,693</b>	<b>187,653</b>	<b>171,653</b>	<b>168,285</b>	<b>217,567</b>	<b>16%</b>	<b>29%</b>	<b>220,038</b>	<b>224,104</b>
<b><u>CAPITAL OUTLAY</u></b>										
5030000 CAPITAL OUTLAY	16,689	35,645	26,670	26,670	25,000	40,000	50%	60%	42,000	44,000
5060000 TOOLS, SHOP & CONSTR. EQUIP.	4,946	3,000	4,000	4,000	4,100	4,500	13%	10%	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>21,635</b>	<b>38,645</b>	<b>30,670</b>	<b>30,670</b>	<b>29,100</b>	<b>44,500</b>	<b>45%</b>	<b>53%</b>	<b>42,000</b>	<b>44,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,122,725</b>	<b>1,296,431</b>	<b>1,411,287</b>	<b>1,422,413</b>	<b>1,376,114</b>	<b>1,571,428</b>	<b>11%</b>	<b>14%</b>	<b>1,593,390</b>	<b>1,647,546</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	243,204	245,042	289,042	289,042	289,043	278,168	-4%	-4%	280,453	286,156
<b>TOTAL TRANSFERS OUT</b>	<b>243,204</b>	<b>245,042</b>	<b>289,042</b>	<b>289,042</b>	<b>289,043</b>	<b>278,168</b>	<b>-4%</b>	<b>-4%</b>	<b>280,453</b>	<b>286,156</b>
<b>TOTAL 1403 EXPEND. &amp; TRANSFERS OUT</b>	<b>\$1,365,929</b>	<b>\$1,541,473</b>	<b>\$1,700,329</b>	<b>\$1,711,455</b>	<b>\$1,665,157</b>	<b>\$1,849,596</b>	<b>9%</b>	<b>11%</b>	<b>\$1,873,843</b>	<b>\$1,933,702</b>



# 10 GENERAL FUND - BUILDING MAINTENANCE

10X1404 BUILDING MAINTENANCE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$150,914	\$136,477	\$143,627	\$143,627	\$140,295	\$148,349	3%	6%	\$154,283	\$160,455
1020000 OVERTIME	1,579	2,627	4,000	4,000	4,000	4,140	4%	4%	4,326	4,521
1030000 PART-TIME	4,318	14,428	7,600	7,600	7,560	7,840	3%	4%	8,036	8,237
1040000 SPECIAL PAY	169	0	0	0	0	0	0%	0%	0	0
1140000 FICA - EMPLOYER PORTION	11,852	11,632	11,875	11,875	11,579	12,265	3%	6%	12,817	13,394
1160000 PENSION PLAN	15,882	15,208	14,571	13,531	13,531	14,004	-4%	3%	14,704	15,439
1180000 GROUP LIFE INS. PREMIUM	466	544	531	531	528	549	3%	4%	560	571
1190000 DENTAL HEALTH INSURANCE	1,264	1,134	1,164	1,164	1,131	1,164	0%	3%	1,199	1,235
1200000 EMPLOYEE HEALTH CARE	12,594	15,400	15,816	15,816	15,027	16,134	2%	7%	17,263	18,644
1220000 REIMB-HRA DEDUCTIBLE	629	598	1,014	1,014	811	810	-20%	0%	810	810
1960000 WORKERS' COMPENSATION	4,958	6,911	7,530	7,530	7,143	6,494	-14%	-9%	6,884	7,927
<b>TOTAL PERSONAL SERVICES</b>	<b>204,625</b>	<b>204,959</b>	<b>207,728</b>	<b>206,688</b>	<b>201,605</b>	<b>211,749</b>	<b>2%</b>	<b>5%</b>	<b>220,882</b>	<b>231,233</b>
<b>CONTRACTUAL SERVICES</b>										
2130000 TRAVEL & TRAINING	158	6,131	6,650	6,650	6,587	7,760	17%	18%	8,675	7,990
2300000 NATURAL GAS	28,516	25,897	47,700	34,970	35,000	48,650	2%	39%	49,600	50,600
2310000 WATER	16,901	20,151	17,350	17,350	17,350	21,700	25%	25%	22,100	22,500
2320000 ELECTRICITY	207,725	206,599	197,500	197,500	205,000	201,450	2%	-2%	205,500	209,600
2340000 SEWER SERVICE CHARGE	6,788	6,990	9,370	16,500	16,500	15,800	69%	-4%	17,500	17,850
2350000 BUILDING MAINTENANCE	46,153	15,780	38,400	37,115	37,115	36,000	-6%	-3%	36,730	39,210
2370000 MAINTENANCE & REPAIR EQUIPMENT	52,803	72,079	54,950	53,375	53,375	49,690	-10%	-7%	50,650	51,600
2420000 RENTALS	0	0	300	300	300	305	2%	2%	310	315
2550000 DUES & MEMBERSHIPS	359	359	360	360	359	1,203	234%	235%	1,171	1,213
2700000 CONTRACTUAL SERVICES	76,792	81,920	89,250	82,800	82,767	86,065	-4%	4%	88,475	90,942
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>436,195</b>	<b>435,906</b>	<b>461,830</b>	<b>446,920</b>	<b>454,353</b>	<b>468,623</b>	<b>1%</b>	<b>3%</b>	<b>480,711</b>	<b>491,820</b>
<b>COMMODITIES</b>										
3070000 OPERATING SUPPLIES & EQUIP.	3,575	1,212	550	1,850	1,445	505	-8%	-65%	510	515
3140000 CLEANING & JANITORIAL SUPPLIES	11,498	13,005	12,875	12,875	12,875	13,150	2%	2%	13,400	13,660
3160000 CLOTHING & UNIFORMS	906	1,163	1,310	1,310	1,600	1,685	29%	5%	1,745	1,805
3190000 HAND TOOLS	395	3,670	3,410	3,410	3,035	3,450	1%	14%	3,500	3,570
3200000 FIRST AID EQUIPMENT	0	0	0	0	500	500	100%	0%	510	520
3220000 FOOD & BEVERAGE	544	199	400	2,950	2,985	3,000	650%	1%	3,050	3,100
3360000 BUILDING MAINTENANCE PARTS	11,682	19,180	18,000	25,000	25,000	18,870	5%	-25%	19,260	19,640
<b>TOTAL COMMODITIES</b>	<b>28,600</b>	<b>38,429</b>	<b>36,545</b>	<b>47,395</b>	<b>47,440</b>	<b>41,160</b>	<b>13%</b>	<b>-13%</b>	<b>41,975</b>	<b>42,810</b>
<b>CAPITAL OUTLAY</b>										
5020000 BUILDINGS, STRUCTURES & IMP.	841	37,602	26,000	65,700	74,987	0	-100%	-100%	25,000	16,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>841</b>	<b>37,602</b>	<b>26,000</b>	<b>65,700</b>	<b>74,987</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>25,000</b>	<b>16,000</b>
<b>TOTAL EXPENDITURES</b>	<b>670,261</b>	<b>716,896</b>	<b>732,103</b>	<b>766,703</b>	<b>778,385</b>	<b>721,532</b>	<b>-1%</b>	<b>-7%</b>	<b>768,568</b>	<b>781,863</b>
<b>TRANSFERS OUT</b>										
9260000 TRANSFER OUT FOR INTERFUND ADVANCE	10,159	10,159	10,159	10,159	10,159	10,159	0%	0%	7,801	0
9270000 TRANSFER TO EQUIPMENT FUND	3,952	23,440	103,315	103,315	103,315	144,520	40%	40%	149,027	167,315
<b>TOTAL TRANSFERS OUT</b>	<b>14,111</b>	<b>33,599</b>	<b>113,474</b>	<b>113,474</b>	<b>113,474</b>	<b>154,679</b>	<b>36%</b>	<b>36%</b>	<b>156,828</b>	<b>167,315</b>
<b>TOTAL 1404 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$684,372</b>	<b>\$750,495</b>	<b>\$845,577</b>	<b>\$880,177</b>	<b>\$891,859</b>	<b>\$876,211</b>	<b>4%</b>	<b>-2%</b>	<b>\$925,396</b>	<b>\$949,178</b>



# 10 GENERAL FUND - FLEET MAINTENANCE

10X1405 FLEET MAINTENANCE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$164,761	\$171,614	\$181,282	\$181,282	\$178,769	\$185,811	2%	4%	\$193,244	\$200,973
1020000 OVERTIME	1,870	1,829	1,967	1,967	1,900	1,967	0%	4%	2,056	2,148
1140000 FICA - EMPLOYER PORTION	10,990	12,657	14,036	14,036	13,776	14,365	2%	4%	15,011	15,687
1160000 PENSION PLAN	18,205	17,552	18,015	17,078	0	17,540	-3%	100%	18,417	19,338
1180000 GROUP LIFE INS. PREMIUM	531	624	646	646	648	676	5%	4%	690	703
1190000 DENTAL HEALTH INSURANCE	1,631	1,732	1,761	1,761	1,709	1,761	0%	3%	1,814	1,868
1200000 EMPLOYEE HEALTH CARE	20,971	23,324	23,327	23,327	22,314	23,795	2%	7%	25,461	27,498
1220000 REIMB-HRA DEDUCTIBLE	629	598	1,014	1,014	811	810	-20%	0%	810	810
1960000 WORKERS' COMPENSATION	4,644	5,998	6,534	6,534	6,187	6,310	-3%	2%	6,688	7,089
<b>TOTAL PERSONAL SERVICES</b>	<b>224,231</b>	<b>235,928</b>	<b>248,582</b>	<b>247,645</b>	<b>226,114</b>	<b>253,035</b>	<b>2%</b>	<b>12%</b>	<b>264,191</b>	<b>276,114</b>
<b>CONTRACTUAL SERVICES</b>										
2130000 TRAVEL & TRAINING	5,776	1,963	2,500	2,500	2,500	4,500	80%	80%	5,250	5,250
2160000 PRINTING AND PHOTOGRAPHY	224	0	0	0	0	0	0%	0%	0	0
2360000 OUTSIDE REPAIRS	0	0	0	0	0	14,200	100%	100%	14,225	14,770
2370000 MAINTENANCE & REPAIR EQUIPMENT	4,153	1,542	2,575	2,575	2,500	2,600	1%	4%	2,700	2,800
2550000 DUES & MEMBERSHIPS	499	499	525	525	525	1,000	90%	90%	1,000	1,200
2600000 LAUNDRY & DRY CLEANING	1,817	2,535	2,585	2,585	2,585	2,900	12%	12%	2,900	3,200
2700000 CONTRACTUAL SERVICES	39,804	43,262	28,791	28,791	33,337	4,500	-84%	-87%	5,000	5,000
2810000 CERTIFICATIONS	44	4,989	5,726	5,726	5,600	18,665	226%	233%	19,076	19,498
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>52,317</b>	<b>54,790</b>	<b>42,702</b>	<b>42,702</b>	<b>47,047</b>	<b>48,365</b>	<b>13%</b>	<b>3%</b>	<b>50,151</b>	<b>51,718</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	288	88	400	400	400	400	0%	0%	450	450
3020000 PUBLICATIONS	18	0	100	100	100	100	0%	0%	125	150
3070000 OPERATING SUPPLIES & EQUIP.	9,280	5,309	5,500	5,500	5,500	6,925	26%	26%	7,115	7,310
3100000 GAS, OIL & LUBRICANTS	117,419	131,707	150,671	132,131	150,000	157,500	5%	5%	165,375	173,645
3110000 EQUIPMENT PARTS	82,081	114,481	101,713	101,713	115,000	120,000	18%	4%	126,800	133,000
3160000 CLOTHING & UNIFORMS	572	411	800	800	800	850	6%	6%	875	900
3190000 HAND TOOLS	1,663	2,097	2,100	2,100	2,100	3,100	48%	48%	3,250	3,250
3200000 MEDICAL SUPPLIES	5	235	350	350	350	350	0%	0%	375	375
<b>TOTAL COMMODITIES</b>	<b>211,326</b>	<b>254,328</b>	<b>261,634</b>	<b>243,094</b>	<b>274,250</b>	<b>289,225</b>	<b>11%</b>	<b>5%</b>	<b>304,365</b>	<b>319,080</b>
<b>TOTAL EXPENDITURES</b>	<b>487,875</b>	<b>545,046</b>	<b>552,918</b>	<b>533,441</b>	<b>547,411</b>	<b>590,625</b>	<b>7%</b>	<b>8%</b>	<b>618,707</b>	<b>646,912</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	14,702	22,923	17,759	17,759	17,759	45,121	154%	154%	45,646	45,646
<b>TOTAL TRANSFERS OUT</b>	<b>14,702</b>	<b>22,923</b>	<b>17,759</b>	<b>17,759</b>	<b>17,759</b>	<b>45,121</b>	<b>154%</b>	<b>154%</b>	<b>45,646</b>	<b>45,646</b>
<b>TOTAL 1405 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$502,577</b>	<b>\$567,969</b>	<b>\$570,677</b>	<b>\$551,200</b>	<b>\$565,170</b>	<b>\$635,746</b>	<b>11%</b>	<b>12%</b>	<b>\$664,353</b>	<b>\$692,558</b>





# 10 GENERAL FUND - PARKING OPERATIONS & MAINTENANCE

10X1406	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
PARKING OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$60,660	\$62,592	\$64,293	\$64,293	\$65,675	\$66,179	3%	1%	\$68,826	\$71,579
1020000 OVERTIME	890	820	1,900	1,900	1,900	1,965	3%	3%	2,053	2,146
1030000 PART-TIME	2,122	3,799	4,485	4,485	4,485	4,620	3%	3%	4,736	4,854
1040000 SPECIAL PAY	169	169	168	168	168	168	0%	0%	171	175
1140000 FICA - EMPLOYER PORTION	4,587	4,836	5,420	5,420	5,507	5,579	3%	1%	5,830	6,093
1160000 PENSION PLAN	6,584	6,303	6,522	6,057	6,057	6,247	-4%	3%	6,560	6,887
1180000 GROUP LIFE INS. PREMIUM	196	229	238	238	240	245	3%	2%	250	255
1190000 DENTAL HEALTH INSURANCE	891	954	639	639	735	639	0%	-13%	658	678
1200000 EMPLOYEE HEALTH CARE	12,301	12,757	12,783	12,783	9,771	9,442	-26%	-3%	10,103	10,911
1220000 REIMB-HRA DEDUCTIBLE	210	199	338	338	270	270	-20%	0%	270	270
1960000 WORKERS' COMPENSATION	1,897	2,507	2,732	2,732	2,587	2,486	-9%	-4%	2,635	2,793
<b>TOTAL PERSONAL SERVICES</b>	<b>90,508</b>	<b>95,165</b>	<b>99,518</b>	<b>99,053</b>	<b>97,395</b>	<b>97,840</b>	<b>-2%</b>	<b>0%</b>	<b>102,092</b>	<b>106,641</b>
<b>CONTRACTUAL SERVICES</b>										
2130000 TRAVEL AND TRAINING	0	0	3,700	3,700	2,900	3,750	1%	29%	3,800	3,850
2160000 PRINTING AND PHOTOGRAPHY	0	430	1,050	1,050	1,000	1,050	0%	5%	1,100	1,150
2320000 ELECTRICITY	901	977	845	845	845	879	4%	4%	914	950
2340000 SEWER SERVICE CHARGE	451	901	800	800	2,250	2,500	213%	11%	2,750	2,800
2340003 SEWER CHARGES - BONHOMME GARAGE	327	349	330	330	416	460	39%	11%	510	565
2370000 MAINTENANCE & REPAIR EQUIP.	459	0	500	500	500	500	0%	0%	600	600
2450000 RENT FACILITIES	24,000	24,000	24,000	24,000	24,000	24,500	2%	2%	25,000	25,500
2690000 BANKING & CREDIT CARD FEES	53,094	91,045	102,290	102,290	118,652	123,788	21%	4%	129,977	136,475
2700000 CONTRACTUAL SERVICES	16,151	20,322	46,844	42,944	49,544	53,596	14%	8%	57,648	61,700
2700002 ST. LOUIS COUNTY DR/SHAW PARK DR	87,816	66,820	66,600	66,600	66,600	67,950	2%	2%	69,300	70,700
2700003 CONTRACTUAL SERV. - BONHOMME	180,515	168,041	159,250	159,250	202,980	186,170	17%	-8%	189,480	192,800
8100001 SHAW PARK PRINCIPAL	207,579	218,214	132,419	132,419	132,419	0	-100%	-100%	0	0
8100002 SHAW PARK INTEREST	23,229	12,594	2,219	2,219	2,219	0	-100%	-100%	0	0
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>594,521</b>	<b>603,693</b>	<b>540,847</b>	<b>536,947</b>	<b>604,325</b>	<b>465,143</b>	<b>-14%</b>	<b>-23%</b>	<b>481,079</b>	<b>497,090</b>
<b>COMMODITIES</b>										
3010000 OFFICE SUPPLIES	4,259	4,330	4,400	4,400	4,000	600	-86%	-85%	650	700
3070000 OPERATING SUPPLIES & EQUIPMENT	4,879	8,977	10,250	10,250	9,600	14,925	46%	55%	22,885	16,850
3160000 CLOTHING & UNIFORMS	349	406	450	450	425	450	0%	6%	475	500
3170000 AGRICULTURAL SUPPLIES	6,294	3,357	6,000	6,000	6,000	5,500	-8%	-8%	5,500	6,000
3190000 HARDWARE & HAND TOOLS	581	277	750	750	750	750	0%	0%	800	800
3250000 ASPHALT & ASPHALT PRODUCTS	0	700	1,000	1,000	2,000	3,000	200%	50%	3,000	3,000
3260000 ROCK, CEMENT & CONCRETE PRODUCTS	0	0	500	500	500	1,875	275%	275%	1,975	1,975
3270000 LUMBER & WOOD PRODUCTS	153	0	500	500	500	500	0%	0%	500	500
3280000 PAINTS & PAINTING SUPPLIES	2,402	2,802	2,000	2,000	2,000	1,500	-25%	-25%	1,545	1,592

(continued)

10X1406		FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
	<b>PARKING OPERATIONS &amp; MAINTENANCE</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>AMENDED</b>	<b>ESTIMATED</b>	<b>ADOPTED</b>	<b>2018 BUDGET</b>	<b>2018 EST.</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
3300000	STEEL, IRON & METAL PRODUCTS	746	1,676	1,515	1,515	1,456	1,460	-4%	0%	1,475	1,575
3340000	PARKING METER & TRAFFIC COUNTERS	0	1,890	8,200	8,200	8,200	8,200	0%	0%	8,400	7,600
3380000	ELECTRICAL SUPPLIES	368	928	1,250	1,250	1,250	1,250	0%	0%	1,350	1,350
3390000	SIGN FABRICATION & ERECTION	1,922	9,685	2,000	2,000	2,000	2,000	0%	0%	2,500	2,500
3400000	OTHER OPERATING SUPPLIES	0	1,116	0	0	0	0	0%	0%	0	0
	<b>TOTAL COMMODITIES</b>	<b>21,953</b>	<b>36,144</b>	<b>38,815</b>	<b>38,815</b>	<b>38,681</b>	<b>42,010</b>	<b>8%</b>	<b>9%</b>	<b>51,055</b>	<b>44,942</b>
	<b>CAPITAL OUTLAY</b>										
5020000	BUILDINGS, STRUCTURES & IMP.	0	445	4,000	4,000	4,000	4,000	0%	0%	4,500	4,500
5060000	MACHINERY & EQUIPMENT	35,835	0	0	3,900	0	0	0%	0%	0	0
6110000	PARKING LOT RESURFACING	0	3,477	3,000	3,000	3,000	3,000	0%	0%	3,500	3,500
	<b>TOTAL CAPITAL OUTLAY</b>	<b>35,835</b>	<b>3,922</b>	<b>7,000</b>	<b>10,900</b>	<b>7,000</b>	<b>7,000</b>	<b>0%</b>	<b>0%</b>	<b>8,000</b>	<b>8,000</b>
	<b>TOTAL EXPENDITURES</b>	<b>742,817</b>	<b>738,924</b>	<b>686,180</b>	<b>685,715</b>	<b>747,401</b>	<b>611,993</b>	<b>-11%</b>	<b>-18%</b>	<b>642,226</b>	<b>656,673</b>
	<b>TRANSFERS OUT</b>										
9260000	TRANSFER OUT FOR INTERFUND ADVANCE	33,567	33,567	33,567	33,567	33,567	33,567	0%	0%	25,774	0
9270000	TRANSFER TO EQUIPMENT FUND	2,060	31,117	37,238	37,238	37,238	53,305	43%	43%	54,856	55,285
	<b>TOTAL TRANSFERS OUT</b>	<b>35,627</b>	<b>64,684</b>	<b>70,805</b>	<b>70,805</b>	<b>70,805</b>	<b>86,872</b>	<b>23%</b>	<b>23%</b>	<b>80,630</b>	<b>55,285</b>
	<b>TOTAL 1406 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$778,444</b>	<b>\$803,608</b>	<b>\$756,985</b>	<b>\$756,520</b>	<b>\$818,206</b>	<b>\$698,865</b>	<b>-8%</b>	<b>-15%</b>	<b>\$722,856</b>	<b>\$711,958</b>



# 10 GENERAL FUND - STREET LIGHTING

10X1409 STREET LIGHTING	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$100,957	\$101,925	\$111,363	\$111,363	\$97,350	\$95,760	-14%	-2%	\$99,590	\$103,574
1020000 OVERTIME	1,542	1,119	1,600	3,400	4,500	3,500	119%	-22%	3,658	3,822
1040000 SPECIAL PAY	266	265	264	264	102	0	-100%	-100%	0	0
1140000 FICA - EMPLOYER PORTION	7,762	7,990	8,755	8,755	7,774	7,593	-13%	-2%	7,935	8,292
1160000 PENSION PLAN	11,242	10,687	11,024	10,491	10,491	9,040	-18%	-14%	9,492	9,966
1180000 GROUP LIFE INS. PREMIUM	329	381	397	397	396	357	-10%	-10%	364	372
1190000 DENTAL HEALTH INSURANCE	894	955	985	985	1,147	1,373	39%	20%	1,414	1,457
1200000 EMPLOYEE HEALTH CARE	14,210	13,723	14,658	14,658	16,234	18,417	26%	13%	19,706	21,283
1220000 REIMB-HRA DEDUCTIBLE	419	399	676	676	541	540	-20%	0%	540	540
1960000 WORKERS' COMPENSATION	6,729	8,458	9,215	9,215	8,717	7,546	-18%	-13%	7,999	8,478
<b>TOTAL PERSONAL SERVICES</b>	<b>144,350</b>	<b>145,902</b>	<b>158,937</b>	<b>160,204</b>	<b>147,252</b>	<b>144,126</b>	<b>-9%</b>	<b>-2%</b>	<b>150,698</b>	<b>157,784</b>
<b>CONTRACTUAL SERVICES</b>										
2320000 ELECTRICITY - STREET LIGHTING	83,766	88,773	93,972	93,972	93,900	95,780	2%	2%	97,700	99,650
2320001 ELECTRICITY - TRAFFIC SIGNALS	35,011	32,615	33,514	33,514	33,500	34,170	2%	2%	34,855	35,550
2370000 MAINTENANCE & REPAIR EQUIP.	0	818	2,000	2,000	2,000	2,000	0%	0%	2,060	2,122
2700000 CONTRACTUAL SERVICES	15,342	36,865	41,875	41,875	38,519	39,584	-5%	3%	40,414	41,067
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>134,119</b>	<b>159,071</b>	<b>171,361</b>	<b>171,361</b>	<b>167,919</b>	<b>171,534</b>	<b>0%</b>	<b>2%</b>	<b>175,029</b>	<b>178,389</b>
<b>COMMODITIES</b>										
3190000 HARDWARE & HAND TOOLS	591	3,580	1,200	1,200	1,200	1,300	8%	8%	5,900	1,500
3260000 ROCK, CEMENT & CONCRETE PRODUCTS	0	787	1,000	1,000	750	1,000	0%	33%	1,100	1,200
3380000 LIGHTING SYSTEMS PARTS	16,411	35,463	33,338	33,338	31,938	33,480	0%	5%	35,155	36,915
3390000 TRAFFIC SIGNAL REPLACEMENT PARTS	10,625	10,526	16,615	16,615	16,600	17,100	3%	3%	17,613	18,141
3430000 DOWNTOWN AREA HOLIDAY LIGHTING	5,367	4,510	6,870	6,870	6,800	7,004	2%	3%	7,214	7,430
<b>TOTAL COMMODITIES</b>	<b>32,994</b>	<b>54,866</b>	<b>59,023</b>	<b>59,023</b>	<b>57,288</b>	<b>59,884</b>	<b>1%</b>	<b>5%</b>	<b>66,982</b>	<b>65,186</b>
<b>TOTAL EXPENDITURES</b>	<b>311,463</b>	<b>359,839</b>	<b>389,321</b>	<b>390,588</b>	<b>372,459</b>	<b>375,544</b>	<b>-4%</b>	<b>1%</b>	<b>392,709</b>	<b>401,359</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	15,115	14,904	148,760	148,760	148,760	99,188	-33%	-33%	104,483	108,300
<b>TOTAL TRANSFERS OUT</b>	<b>15,115</b>	<b>14,904</b>	<b>148,760</b>	<b>148,760</b>	<b>148,760</b>	<b>99,188</b>	<b>-33%</b>	<b>-33%</b>	<b>104,483</b>	<b>108,300</b>
<b>TOTAL 1409 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$326,578</b>	<b>\$374,743</b>	<b>\$538,081</b>	<b>\$539,348</b>	<b>\$521,219</b>	<b>\$474,732</b>	<b>-12%</b>	<b>-9%</b>	<b>\$497,192</b>	<b>\$509,659</b>

(This page intentionally left blank)



## DEPARTMENT OF PARKS AND RECREATION

<b>Funded Staffing</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Recreation</u></b>			
Director of Parks & Recreation	1	1	1
Recreation Manager	1	1	1
Recreation Supervisor-Athletics & Facilities	1	1	1
Community Recreation Supervisor	0.5	0.5	0.5
Museum & Community Outreach Specialist	0.5	0.5	0.5
Aquatics Supervisor	0.25	0.25	0.25
Inclusion Services Coordinator	1	1	1
Administrative Specialist II	1	1	1
<b>Total Recreation</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>
<b><u>Park Operations</u></b>			
Parks Superintendent	1	1	1
Municipal Service Foreman	1	1	1
Horticulturist	1	1	1
Field Technician	1	1	1
Municipal Service Worker II	0	1	1
Municipal Service Worker I	3	3	3
<b>Total Park Operations</b>	<b>7</b>	<b>8</b>	<b>8</b>
<b><u>Clayton Century Foundation</u></b>			
Museum & Community Outreach Specialist	0.5	0.5	0.5
<b>Total Clayton Century Foundation</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>Total Parks &amp; Recreation</b>	<b>13.75</b>	<b>14.75</b>	<b>14.75</b>

### **Mission**

To improve the quality of life for the citizens of Clayton through the provision of comprehensive leisure services and recreational opportunities to individuals of all ages, abilities, and interests in a safe, healthy, and pleasant environment.

### **Description**

The Department of Parks and Recreation is divided into two programs: Recreation and Parks.

#### **Recreation**

The Recreation program's responsibility is to oversee the development, expansion and implementation of a wide array of programs, events, services and facilities within department operations.

The Recreation program provides all recreational program development and implementation for individuals of all abilities and needs; manages and operates The Center of Clayton, Shaw Park Aquatic Center, Ice Rink and Tennis Center, as well as the Martin Franklin Hanley House; and hires, trains and supervises seasonal and part-time employees as well as volunteers.

#### **Park Operations**

The Parks program is responsible for providing effective and efficient maintenance services for park grounds, recreational facilities, park equipment and vehicles, park landscaping services, construction projects and special event support for the Recreation program.

Staff support for the Clayton Century Foundation, a non-profit private-public partnership working to privately finance initiatives in art, history and parks, is accounted for in the Parks and Recreation Department.

### **Goal**

Encourage widespread participation in a variety of recreational and cultural activities, which are accessible to all community members. Enhance and promote the "Quality of Life" for the citizens of Clayton through enrichment of the environment.

### **Key Intended Outcome**

Recreation and Culture

**Performance Measures (by Fiscal Year):**

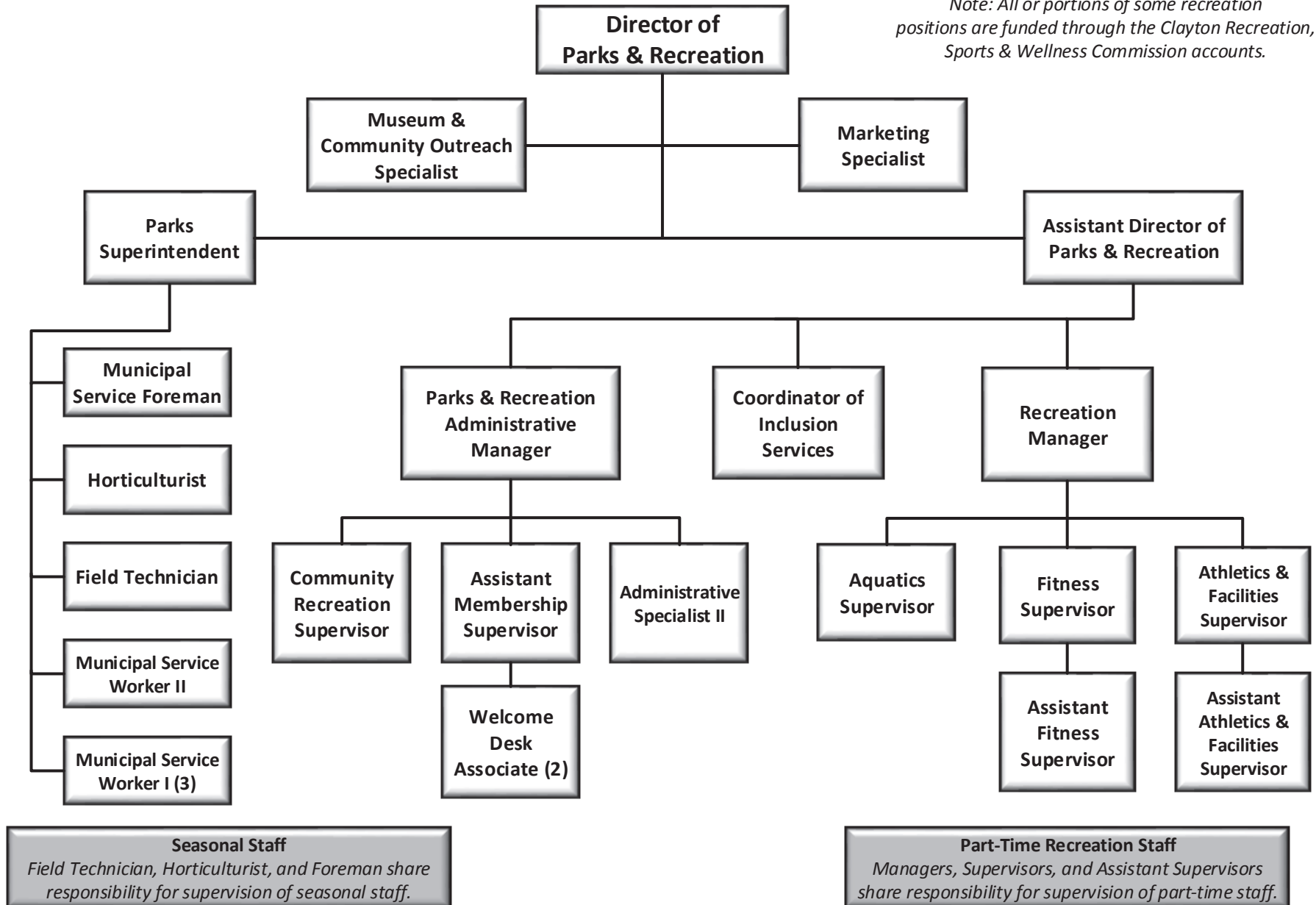
<b>Category</b>	<b>Measure</b>	<b>2016 Actual</b>	<b>2017 Goal</b>	<b>2017 Actual</b>	<b>2018 Goal</b>	<b>2019 Goal</b>
Customer	% of residents rating overall satisfaction as good or better	–	95%	95%	–	95%
Financial	Cost of park maintenance per acre maintained	\$10,213	\$8,400	\$12,555	\$9,000	\$12,000
	% operating cost recovery for recreation facilities	92%	95%	94%	92%	92%
Process	% of registrants per total capacity of recreation programs	72%	75%	70%	75%	75%
	Acres properly maintained (per park inspection index)	83%	85%	84%	85%	85%
	% households with one or more recreation pass holders	35%	35%	36%	35%	35%
People	Average annual training hours per full-time equivalent employee	29	30	31	30	30
	Employee Engagement Index (actual results)	–	4.10	4.14	4.20	4.20

Find more information about the Parks & Recreation Department at <https://www.claytonmo.gov/government/parks-recreation>.



# City of Clayton Parks & Recreation Department

*Note: All or portions of some recreation positions are funded through the Clayton Recreation, Sports & Wellness Commission accounts.*





## SUMMARY OF EXPENDITURES BY PROGRAM

**DEPARTMENT: PARKS & RECREATION**

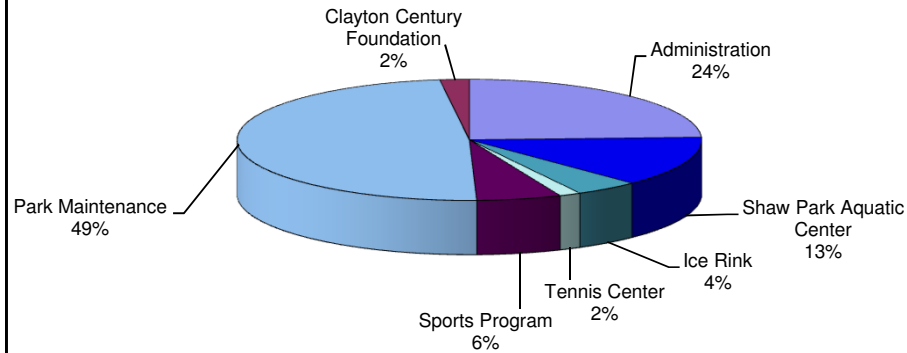
**FUND: GENERAL**

**PROGRAM: ALL**

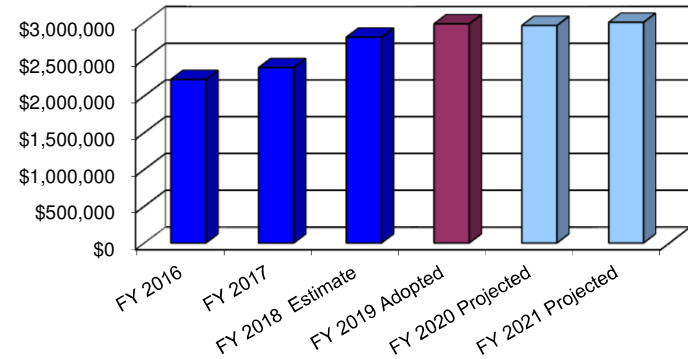
**PROGRAM ACCOUNTS: 1601-1610 & 1503**

PARKS & RECREATION DEPARTMENT - BY PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
P&R ADMINISTRATION	\$565,173	\$652,355	\$678,404	\$675,419	\$689,311	\$724,873	7%	5%	\$736,579	\$770,818
SHAW PARK AQUATIC CENTER	338,701	353,530	439,146	370,746	367,146	398,349	-9%	8%	410,871	388,161
ICE RINK	88,300	95,369	121,659	121,659	120,851	132,247	9%	9%	32,637	189,314
TENNIS CENTER	21,537	24,005	41,305	41,305	42,159	44,765	8%	6%	44,935	45,080
SPORTS PROGRAMS	168,823	159,247	186,285	196,817	178,120	174,897	-6%	-2%	179,337	179,837
PARK OPERATIONS	994,340	1,049,307	1,365,669	1,362,454	1,340,807	1,444,124	6%	8%	1,490,000	1,544,384
CLAYTON CENTURY FOUNDATION	45,210	50,045	58,950	58,743	59,676	60,968	3%	2%	63,303	65,791
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$2,222,084</b>	<b>\$2,383,858</b>	<b>\$2,891,418</b>	<b>\$2,827,143</b>	<b>\$2,798,070</b>	<b>\$2,980,223</b>	<b>3%</b>	<b>7%</b>	<b>\$2,957,662</b>	<b>\$3,183,385</b>

**FY 2019 ADOPTED BUDGET**



**TOTAL EXPENDITURES**

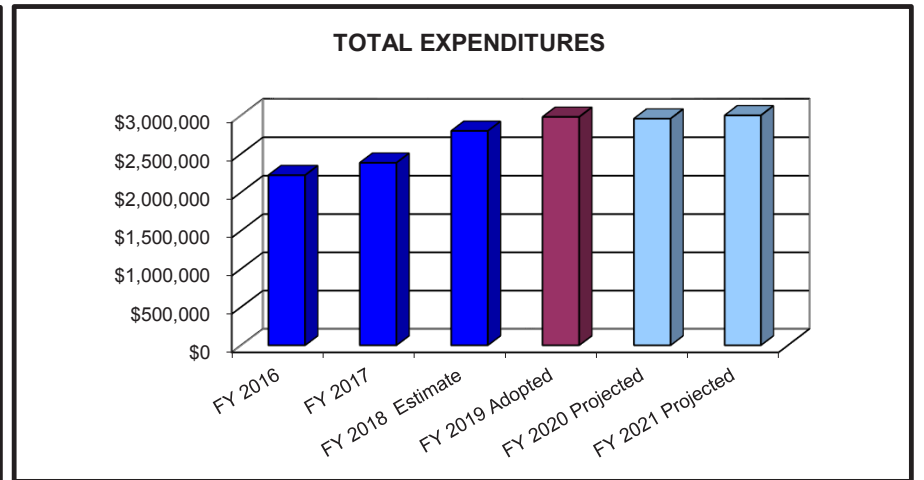
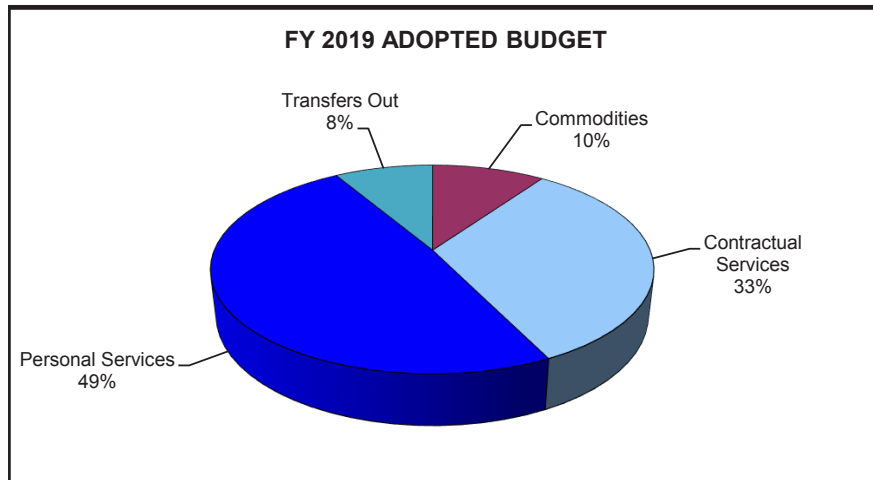






## SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: PARKS & RECREATION						FUND: GENERAL				
CATEGORY: ALL						PROGRAM ACCOUNTS: 1601-1610 & 1503				
PARKS & RECREATION DEPARTMENT - BY CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
PERSONAL SERVICES	\$1,159,818	\$1,243,797	\$1,436,605	\$1,430,198	\$1,386,967	\$1,452,671	1%	5%	\$1,467,831	\$1,577,695
CONTRACTUAL SERVICES	742,831	795,594	921,127	896,759	897,487	980,379	6%	9%	949,388	1,019,353
COMMODITIES	268,285	268,284	304,885	271,385	285,415	292,210	-4%	2%	275,900	318,365
CAPITAL OUTLAY	5,500	0	5,600	5,600	5,000	0	-100%	-100%	5,600	0
<b>TOTAL EXPENDITURES</b>	<b>2,176,433</b>	<b>2,307,675</b>	<b>2,668,217</b>	<b>2,603,942</b>	<b>2,574,869</b>	<b>2,725,260</b>	<b>2%</b>	<b>6%</b>	<b>2,698,719</b>	<b>2,915,413</b>
<b>TRANSFERS OUT</b>	<b>45,651</b>	<b>76,183</b>	<b>223,201</b>	<b>223,201</b>	<b>223,201</b>	<b>254,963</b>	<b>14%</b>	<b>14%</b>	<b>258,943</b>	<b>267,972</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$2,222,084</b>	<b>\$2,383,858</b>	<b>\$2,891,418</b>	<b>\$2,827,143</b>	<b>\$2,798,070</b>	<b>\$2,980,223</b>	<b>3%</b>	<b>7%</b>	<b>\$2,957,662</b>	<b>\$3,183,385</b>





## 10 GENERAL FUND - PARKS & RECREATION ADMINISTRATION

10X1601 P&R ADMINISTRATION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$323,962	\$373,435	\$411,443	\$411,443	\$415,152	\$430,879	5%	4%	\$448,115	\$466,039
1020000 OVERTIME	0	2,923	6,000	6,000	6,000	6,200	3%	3%	6,479	6,771
1030000 PART-TIME	9,842	5,985	8,200	8,200	7,200	8,200	0%	14%	8,405	8,615
1140000 FICA - EMPLOYER PORTION	24,807	28,210	32,944	32,944	32,662	34,064	3%	4%	35,597	37,199
1160000 PENSION PLAN	36,787	40,340	41,747	38,762	38,762	40,674	-3%	5%	42,708	44,843
1180000 GROUP LIFE INS. PREMIUM	1,050	1,404	1,521	1,521	1,524	1,573	3%	3%	1,605	1,637
1190000 DENTAL HEALTH INSURANCE	2,236	2,689	2,775	2,775	3,227	3,207	16%	-1%	3,303	3,403
1200000 EMPLOYEE HEALTH CARE	33,035	37,920	42,543	42,543	41,604	43,295	2%	4%	46,326	50,032
1220000 REIMB-HRA DEDUCTIBLE	1,153	1,295	2,366	2,366	1,893	1,890	-20%	0%	1,890	1,890
1960000 WORKERS' COMPENSATION	7,157	11,710	12,757	12,757	12,036	12,070	-5%	0%	12,795	13,562
<b>TOTAL PERSONAL SERVICES</b>	<b>440,029</b>	<b>505,911</b>	<b>562,296</b>	<b>559,311</b>	<b>560,060</b>	<b>582,052</b>	<b>4%</b>	<b>4%</b>	<b>607,223</b>	<b>633,991</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2100000 POSTAGE - NEWSLETTER	2,496	5,941	6,700	6,700	6,558	7,045	5%	7%	7,116	7,187
2130000 TRAVEL & TRAINING	6,431	11,088	8,300	8,300	12,800	10,800	30%	-16%	9,800	10,800
2150000 ADVERTISING	4,141	3,671	2,700	2,700	2,700	2,700	0%	0%	2,700	2,700
2160000 PRINTING AND PHOTOGRAPHY	1,487	1,305	3,260	3,260	3,292	3,640	12%	11%	3,670	3,690
2170000 PUBLICATIONS	8,249	8,939	9,650	9,650	8,075	8,200	-15%	2%	8,340	8,482
2330000 TELEPHONE	14,363	10,779	16,147	16,147	13,648	14,052	-13%	3%	14,645	15,250
2370000 MAINTENANCE & REPAIR EQUIP.	738	235	500	500	500	500	0%	0%	500	500
2550000 DUES & MEMBERSHIPS	3,277	4,154	2,985	2,985	3,077	2,945	-1%	-4%	3,290	4,815
2690000 BANKING & CREDIT CARD FEES	23,965	31,013	17,000	17,000	18,898	19,843	17%	5%	20,834	21,877
2700000 CONTRACTUAL SERVICES	14,038	20,146	1,500	1,500	4,112	17,600	1073%	328%	2,600	2,600
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>79,185</b>	<b>97,271</b>	<b>68,742</b>	<b>68,742</b>	<b>73,660</b>	<b>87,325</b>	<b>27%</b>	<b>19%</b>	<b>73,495</b>	<b>77,901</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	6,303	8,126	6,545	6,545	6,527	5,325	-19%	-18%	5,490	7,655
3070000 OPERATING SUPPLIES & EQUIP.	37,808	34,868	36,950	36,950	44,937	45,600	23%	1%	46,200	46,700
3160000 CLOTHING & UNIFORMS	110	130	600	600	856	800	33%	-7%	400	800
3220000 FOOD & BEVERAGE	1,738	3,549	2,000	2,000	2,000	2,500	25%	25%	2,500	2,500
<b>TOTAL COMMODITIES</b>	<b>45,959</b>	<b>46,673</b>	<b>46,095</b>	<b>46,095</b>	<b>54,320</b>	<b>54,225</b>	<b>18%</b>	<b>0%</b>	<b>54,590</b>	<b>57,655</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	0	2,500	1,271	1,271	1,271	1,271	0%	0%	1,271	1,271
<b>TOTAL TRANSFERS OUT</b>	<b>0</b>	<b>2,500</b>	<b>1,271</b>	<b>1,271</b>	<b>1,271</b>	<b>1,271</b>	<b>0%</b>	<b>0%</b>	<b>1,271</b>	<b>1,271</b>
<b>TOTAL 1601 EXPENDITURES</b>	<b>\$565,173</b>	<b>\$652,355</b>	<b>\$678,404</b>	<b>\$675,419</b>	<b>\$689,311</b>	<b>\$724,873</b>	<b>7%</b>	<b>5%</b>	<b>\$736,579</b>	<b>\$770,818</b>



## 10 GENERAL FUND - SHAW PARK AQUATIC CENTER

10X1603 SHAW PARK AQUATIC CENTER	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1030000 PART-TIME	\$99	\$0	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
1030150 PART-TIME MANAGER AQUATIC CENTER	228	0	0	0	0	0	0%	0%	0	0
1030250 PART-TIME - AQUATICS	5,781	7,001	7,150	7,150	7,150	7,500	5%	5%	7,687	7,880
1140000 FICA - EMPLOYER PORTION	467	705	547	547	540	574	5%	6%	600	627
1960000 WORKERS' COMPENSATION	2,514	304	331	331	337	306	-8%	-9%	325	344
<b>TOTAL PERSONAL SERVICES</b>	<b>9,089</b>	<b>8,010</b>	<b>8,028</b>	<b>8,028</b>	<b>8,027</b>	<b>8,380</b>	<b>4%</b>	<b>4%</b>	<b>8,612</b>	<b>8,851</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2310000 WATER	10,738	18,355	19,625	19,625	19,625	24,530	25%	25%	25,750	2,705
2340000 SEWER SERVICE CHARGE	15,457	13,765	20,500	20,500	20,500	22,750	11%	11%	25,250	25,750
2350000 MAINT. & REPAIR STRUCTURES	3,681	8,259	5,000	5,000	5,000	7,600	52%	52%	7,800	8,000
2370000 MAINTENANCE & REPAIR EQUIP.	6,805	5,232	8,800	8,800	12,750	22,800	159%	79%	9,900	10,000
2420000 RENTALS	4,306	4,942	6,900	6,900	5,026	5,026	-27%	0%	5,026	5,026
2670000 POOL MANAGEMENT SERVICES	167,445	177,560	185,100	185,100	184,550	189,909	3%	3%	203,515	201,115
2700000 CONTRACTUAL SERVICES-CONCESSIONS	31,306	33,856	34,900	0	0	0	-100%	0%	0	0
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>239,738</b>	<b>261,969</b>	<b>280,825</b>	<b>245,925</b>	<b>247,451</b>	<b>272,615</b>	<b>-3%</b>	<b>10%</b>	<b>277,241</b>	<b>252,596</b>
<b><u>COMMODITIES</u></b>										
3070000 OPERATING SUPPLIES & EQUIP.	39,130	37,833	43,275	43,275	38,750	43,730	1%	13%	45,365	45,450
3230000 CONCESSION FOOD AND SUPPLIES	30,007	27,811	33,500	0	0	0	-100%	0%	0	0
3360000 BUILDING MAINTENANCE PARTS	11,678	8,890	5,000	5,000	5,000	5,200	4%	4%	5,400	5,500
<b>TOTAL COMMODITIES</b>	<b>80,815</b>	<b>74,534</b>	<b>81,775</b>	<b>48,275</b>	<b>43,750</b>	<b>48,930</b>	<b>-40%</b>	<b>12%</b>	<b>50,765</b>	<b>50,950</b>
<b><u>CAPITAL OUTLAY</u></b>										
5130000 RECREATION EQUIPMENT	5,500	0	5,600	5,600	5,000	0	-100%	-100%	5,600	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>5,500</b>	<b>0</b>	<b>5,600</b>	<b>5,600</b>	<b>5,000</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>5,600</b>	<b>0</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	3,559	9,017	62,918	62,918	62,918	68,424	9%	9%	68,653	75,764
<b>TOTAL TRANSFERS OUT</b>	<b>3,559</b>	<b>9,017</b>	<b>62,918</b>	<b>62,918</b>	<b>62,918</b>	<b>68,424</b>	<b>9%</b>	<b>9%</b>	<b>68,653</b>	<b>75,764</b>
<b>TOTAL 1603 EXPENDITURES</b>	<b>\$338,701</b>	<b>\$353,530</b>	<b>\$439,146</b>	<b>\$370,746</b>	<b>\$367,146</b>	<b>\$398,349</b>	<b>-9%</b>	<b>8%</b>	<b>\$410,871</b>	<b>\$388,161</b>



## 10 GENERAL FUND - ICE RINK

10X1604 ICE RINK	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$2,944	\$2,436	\$4,300	\$4,300	\$3,398	\$4,475	4%	32%	\$0	\$4,840
1030000 PART-TIME	16,211	13,443	16,320	16,320	18,556	18,410	13%	-1%	0	19,342
1030150 PART-TIME MANAGER ICE RINK	11,616	10,343	12,300	12,300	12,202	12,850	4%	5%	0	13,501
1030450 PART-TIME - ICE SKATING	2,352	2,121	3,650	3,650	3,449	3,636	0%	5%	0	3,820
1140000 FICA - EMPLOYER PORTION	2,529	2,168	2,798	2,798	2,867	3,012	8%	5%	0	3,289
1960000 WORKERS' COMPENSATION	1,228	1,638	1,785	1,785	1,687	1,609	-10%	-5%	-178	1,807
<b>TOTAL PERSONAL SERVICES</b>	<b>36,880</b>	<b>32,149</b>	<b>41,153</b>	<b>41,153</b>	<b>42,159</b>	<b>43,992</b>	<b>7%</b>	<b>4%</b>	<b>-178</b>	<b>46,599</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2300000 NATURAL GAS	4,934	5,671	8,365	8,365	7,300	7,450	-11%	2%	7,600	20,760
2310000 WATER	58	8,386	10,000	10,000	10,000	12,500	25%	25%	13,125	34,000
2340000 SEWER SERVICE CHARGE	8,378	7,226	9,800	9,800	9,800	10,900	11%	11%	12,090	27,330
2350000 MAINT. & REPAIR STRUCTURES	2,310	2,077	7,500	7,500	6,500	7,800	4%	20%	0	5,000
2370000 MAINTENANCE & REPAIR EQUIP.	25,923	29,279	27,300	27,300	24,300	33,300	22%	37%	0	25,500
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>41,604</b>	<b>52,639</b>	<b>62,965</b>	<b>62,965</b>	<b>57,900</b>	<b>71,950</b>	<b>14%</b>	<b>24%</b>	<b>32,815</b>	<b>112,590</b>
<b><u>COMMODITIES</u></b>										
3070000 OPERATING SUPPLIES & EQUIP.	7,988	8,750	9,110	9,110	12,777	9,145	0%	-28%	0	21,965
3160000 CLOTHING & UNIFORMS	420	714	750	750	529	860	15%	63%	0	860
3200000 MEDICAL SUPPLIES	0	0	250	250	55	300	20%	445%	0	300
3360000 BUILDING MAINTENANCE PARTS	1,409	1,117	5,800	5,800	5,800	6,000	3%	3%	0	7,000
<b>TOTAL COMMODITIES</b>	<b>9,817</b>	<b>10,581</b>	<b>15,910</b>	<b>15,910</b>	<b>19,161</b>	<b>16,305</b>	<b>2%</b>	<b>-15%</b>	<b>0</b>	<b>30,125</b>
<b><u>TRANSFERS OUT</u></b>										
9270000 TRANSFER TO EQUIPMENT FUND	0	0	1,631	1,631	1,631	0	-100%	-100%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>0</b>	<b>0</b>	<b>1,631</b>	<b>1,631</b>	<b>1,631</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>0</b>	<b>0</b>
<b>TOTAL 1604 EXPENDITURES</b>	<b>\$88,300</b>	<b>\$95,369</b>	<b>\$121,659</b>	<b>\$121,659</b>	<b>\$120,851</b>	<b>\$132,247</b>	<b>9%</b>	<b>9%</b>	<b>\$32,637</b>	<b>\$189,314</b>



## 10 GENERAL FUND - TENNIS CENTER

10X1607 TENNIS CENTER	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2350000 BUILDING MAINTENANCE	\$760	\$760	\$500	\$500	\$500	\$550	10%	10%	\$600	\$650
2700000 CONTRACTUAL SERVICES	18,743	21,237	20,000	20,000	20,000	20,000	0%	0%	20,000	20,000
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>19,503</b>	<b>21,997</b>	<b>20,500</b>	<b>20,500</b>	<b>20,500</b>	<b>20,550</b>	<b>0%</b>	<b>0%</b>	<b>20,600</b>	<b>20,650</b>
<b>COMMODITIES</b>										
3070000 OPERATING SUPPLIES & EQUIPMENT	2,034	1,617	1,330	1,330	2,080	2,975	124%	43%	2,945	3,090
3360000 BUILDING MAINTENANCE PARTS	0	391	800	800	904	900	13%	0%	1,050	1,000
<b>TOTAL COMMODITIES</b>	<b>2,034</b>	<b>2,008</b>	<b>2,130</b>	<b>2,130</b>	<b>2,984</b>	<b>3,875</b>	<b>82%</b>	<b>30%</b>	<b>3,995</b>	<b>4,090</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	0	0	18,675	18,675	18,675	20,340	9%	9%	20,340	20,340
<b>TOTAL TRANSFERS OUT</b>	<b>0</b>	<b>0</b>	<b>18,675</b>	<b>18,675</b>	<b>18,675</b>	<b>20,340</b>	<b>9%</b>	<b>9%</b>	<b>20,340</b>	<b>20,340</b>
<b>TOTAL 1607 EXPENDITURES</b>	<b>\$21,537</b>	<b>\$24,005</b>	<b>\$41,305</b>	<b>\$41,305</b>	<b>\$42,159</b>	<b>\$44,765</b>	<b>8%</b>	<b>6%</b>	<b>\$44,935</b>	<b>\$45,080</b>



## 10 GENERAL FUND - SPORTS PROGRAMS

10X1608 SPORTS PROGRAMS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$725	\$0	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
1020000 OVERTIME	587	388	1,070	1,070	920	975	-9%	6%	1,019	1,065
1030200 PART-TIME ADULT OFFICIAL/COORDINATORS	16,912	17,713	24,135	24,135	22,165	24,232	0%	9%	24,838	25,458
1030201 PART-TIME YOUTH OFFICIAL/COORDINATORS	34,633	38,208	38,260	38,260	38,260	39,560	3%	3%	40,549	41,563
1140000 FICA - EMPLOYER PORTION	4,042	4,308	4,855	4,855	4,678	4,955	2%	6%	5,178	5,411
1960000 WORKERS' COMPENSATION	2,411	2,551	2,780	2,780	2,643	2,633	-5%	0%	2,791	2,958
<b>TOTAL PERSONAL SERVICES</b>	<b>59,310</b>	<b>63,168</b>	<b>71,100</b>	<b>71,100</b>	<b>68,666</b>	<b>72,355</b>	<b>2%</b>	<b>5%</b>	<b>74,375</b>	<b>76,455</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2700102 CONTRACTUAL SPORTS CAMPS INST.	20,757	11,477	19,560	19,560	14,372	14,512	-26%	1%	14,652	14,792
2700550 CONTRACTUAL - FITNESS	56,335	54,758	58,300	58,300	48,000	48,000	-18%	0%	48,000	48,000
2900000 CONTRACTUAL - YOUTH SPORTS	2,053	0	150	10,682	10,682	5,150	3333%	-52%	5,150	5,150
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>79,145</b>	<b>66,235</b>	<b>78,010</b>	<b>88,542</b>	<b>73,054</b>	<b>67,662</b>	<b>-13%</b>	<b>-7%</b>	<b>67,802</b>	<b>67,942</b>
<b><u>COMMODITIES</u></b>										
3460200 LEAGUES - ADULT	2,886	3,665	5,410	5,410	5,400	5,570	3%	3%	5,740	5,910
3460201 LEAGUES - YOUTH	27,482	26,179	31,765	31,765	31,000	29,310	-8%	-5%	31,420	29,530
<b>TOTAL COMMODITIES</b>	<b>30,368</b>	<b>29,844</b>	<b>37,175</b>	<b>37,175</b>	<b>36,400</b>	<b>34,880</b>	<b>-6%</b>	<b>-4%</b>	<b>37,160</b>	<b>35,440</b>
<b>TOTAL 1608 EXPENDITURES</b>	<b>\$168,823</b>	<b>\$159,247</b>	<b>\$186,285</b>	<b>\$196,817</b>	<b>\$178,120</b>	<b>\$174,897</b>	<b>-6%</b>	<b>-2%</b>	<b>\$179,337</b>	<b>\$179,837</b>



# 10 GENERAL FUND - PARK OPERATIONS

10X1610 PARK OPERATIONS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>PERSONAL SERVICES</b>										
1010000 FULL-TIME	\$359,035	\$384,088	\$444,149	\$444,149	\$415,475	\$443,580	0%	7%	\$461,524	\$480,184
1020000 OVERTIME	18,152	13,914	20,560	20,560	22,995	24,528	19%	7%	25,632	26,785
1030000 PART-TIME	59,622	44,636	57,620	57,620	56,160	49,080	-15%	-13%	50,307	51,565
1040000 SPECIAL PAY	314	313	312	312	324	312	0%	-4%	318	325
1140000 FICA - EMPLOYER PORTION	31,942	32,630	39,982	39,982	37,740	39,971	0%	6%	41,770	43,650
1160000 PENSION PLAN	39,850	38,663	45,058	41,843	41,843	42,345	-6%	1%	44,463	46,686
1180000 GROUP LIFE INS. PREMIUM	1,216	1,430	1,673	1,673	1,668	1,703	2%	2%	1,737	1,772
1190000 DENTAL HEALTH INSURANCE	3,751	4,125	5,596	5,596	4,904	4,999	-11%	2%	5,149	5,303
1200000 EMPLOYEE HEALTH CARE	40,252	44,107	56,463	56,463	45,310	56,145	-1%	24%	60,075	64,881
1220000 REIMB-HRA DEDUCTIBLE	1,467	1,395	2,704	2,704	2,163	2,160	-20%	0%	2,160	2,160
1960000 WORKERS' COMPENSATION	14,798	20,066	21,861	21,861	20,697	21,001	-4%	1%	22,261	23,597
<b>TOTAL PERSONAL SERVICES</b>	<b>570,399</b>	<b>585,367</b>	<b>695,978</b>	<b>692,763</b>	<b>649,279</b>	<b>685,824</b>	<b>-1%</b>	<b>6%</b>	<b>715,396</b>	<b>746,908</b>
<b>CONTRACTUAL SERVICES</b>										
2130000 TRAVEL & TRAINING	2,762	3,817	3,300	3,300	3,300	4,100	24%	24%	4,300	4,500
2300000 NATURAL GAS	10,367	4,461	8,670	8,670	8,670	8,850	2%	2%	9,000	9,200
2310000 WATER	59,811	49,356	66,650	66,650	66,650	83,300	25%	25%	87,425	91,900
2320001 ELECTRICITY - POOL/RINK/TENNIS	74,170	75,044	94,870	94,870	94,870	96,770	2%	2%	98,705	97,500
2330000 TELEPHONE	579	1,705	1,020	1,020	1,410	1,800	76%	28%	1,800	1,800
2340000 SEWER SERVICE CHARGE	49,081	40,872	50,200	50,200	48,050	53,350	6%	11%	59,210	60,290
2350000 MAINT. & REPAIR STRUCTURES	1,772	7,541	2,800	2,800	2,800	2,800	0%	0%	3,000	3,000
2370000 MAINTENANCE & REPAIR EQUIP.	2,449	957	18,875	18,875	18,883	18,981	1%	1%	19,083	19,184
2420000 RENTALS	1,800	1,249	2,000	2,000	2,000	2,000	0%	0%	2,000	2,000
2700000 CONTRACTUAL SERVICES	80,745	110,271	161,400	161,400	177,989	188,026	16%	6%	192,612	198,000
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>283,536</b>	<b>295,273</b>	<b>409,785</b>	<b>409,785</b>	<b>424,622</b>	<b>459,977</b>	<b>12%</b>	<b>8%</b>	<b>477,135</b>	<b>487,374</b>
<b>COMMODITIES</b>										
3070000 OPERATING SUPPLIES & EQUIPMENT	88,645	90,389	105,400	105,400	112,400	118,200	12%	5%	115,900	126,500
3160000 CLOTHING & UNIFORMS	4,292	6,438	5,400	5,400	5,870	5,895	9%	0%	6,065	6,155
3200000 MEDICAL SUPPLIES	196	0	300	300	406	450	50%	11%	475	500
3220000 FOOD & BEVERAGE	1,378	1,218	1,600	1,600	1,784	1,850	16%	4%	1,850	1,850
3360000 BUILDING MAINTENANCE PARTS	3,802	5,956	8,500	8,500	7,740	7,000	-18%	-10%	4,500	4,500
<b>TOTAL COMMODITIES</b>	<b>98,313</b>	<b>104,001</b>	<b>121,200</b>	<b>121,200</b>	<b>128,200</b>	<b>133,395</b>	<b>10%</b>	<b>4%</b>	<b>128,790</b>	<b>139,505</b>
<b>TOTAL EXPENDITURES</b>	<b>952,248</b>	<b>984,641</b>	<b>1,226,963</b>	<b>1,223,748</b>	<b>1,202,101</b>	<b>1,279,196</b>	<b>4%</b>	<b>6%</b>	<b>1,321,321</b>	<b>1,373,787</b>
<b>TRANSFERS OUT</b>										
9270000 TRANSFER TO EQUIPMENT FUND	42,092	64,666	138,706	138,706	138,706	164,928	19%	19%	168,679	170,597
<b>TOTAL TRANSFERS OUT</b>	<b>42,092</b>	<b>64,666</b>	<b>138,706</b>	<b>138,706</b>	<b>138,706</b>	<b>164,928</b>	<b>19%</b>	<b>19%</b>	<b>168,679</b>	<b>170,597</b>
<b>TOTAL 1610 EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$994,340</b>	<b>\$1,049,307</b>	<b>\$1,365,669</b>	<b>\$1,362,454</b>	<b>\$1,340,807</b>	<b>\$1,444,124</b>	<b>6%</b>	<b>8%</b>	<b>\$1,490,000</b>	<b>\$1,544,384</b>



## 10 GENERAL FUND - CENTURY FOUNDATION

10X1503 CLAYTON CENTURY FOUNDATION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b><u>PERSONAL SERVICES</u></b>										
1010000 FULL-TIME	\$26,828	\$27,881	\$28,526	\$28,526	\$28,672	\$29,447	3%	3%	\$30,625	\$31,850
1020000 OVERTIME	0	493	2,000	2,000	2,000	2,000	0%	0%	2,090	2,184
1030000 PART-TIME	7,420	9,818	15,600	15,600	16,475	16,640	7%	1%	17,056	17,482
1140000 FICA - EMPLOYER PORTION	2,493	2,796	3,529	3,529	3,595	3,679	4%	2%	3,844	4,017
1160000 PENSION PLAN	2,922	2,788	2,894	2,687	2,687	2,780	-4%	3%	2,919	3,065
1180000 GROUP LIFE INS. PREMIUM	83	97	110	110	108	113	3%	5%	115	118
1190000 DENTAL HEALTH INSURANCE	321	348	320	320	347	320	0%	-8%	329	339
1200000 EMPLOYEE HEALTH CARE	3,867	4,777	4,629	4,629	4,510	4,721	2%	5%	5,051	5,456
1220000 REIMB-HRA DEDUCTIBLE	105	100	338	338	270	270	-20%	0%	270	270
1960000 WORKERS' COMPENSATION	72	94	104	104	112	98	-6%	-13%	104	110
<b>TOTAL PERSONAL SERVICES</b>	<b>44,111</b>	<b>49,192</b>	<b>58,050</b>	<b>57,843</b>	<b>58,776</b>	<b>60,068</b>	<b>3%</b>	<b>2%</b>	<b>62,403</b>	<b>64,891</b>
<b><u>CONTRACTUAL SERVICES</u></b>										
2330000 TELEPHONE	120	210	300	300	300	300	0%	0%	300	300
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>120</b>	<b>210</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0%</b>	<b>0%</b>	<b>300</b>	<b>300</b>
<b><u>COMMODITIES</u></b>										
3010000 OFFICE SUPPLIES	534	443	400	400	400	400	0%	0%	400	400
3210000 MEETINGS & RECEPTIONS	445	200	200	200	200	200	0%	0%	200	200
<b>TOTAL COMMODITIES</b>	<b>979</b>	<b>643</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>0%</b>	<b>0%</b>	<b>600</b>	<b>600</b>
<b>TOTAL 1503 EXPENDITURES</b>	<b>\$45,210</b>	<b>\$50,045</b>	<b>\$58,950</b>	<b>\$58,743</b>	<b>\$59,676</b>	<b>\$60,968</b>	<b>3%</b>	<b>2%</b>	<b>\$63,303</b>	<b>\$65,791</b>





## NON-DEPARTMENTAL

The Non-Departmental program includes insurance expenditures and has historically included transfers out to other funds that cannot be specifically associated with any one department within the General Fund.

Insurance expenditures include premium and deductible payments associated with the following types of coverage: property, general liability, network security, unemployment, Public Officials, underground storage tanks, and Directors and Officers. Insurance benefit premiums specifically associated with department employees are shown as personal services expenditures within the departments and are not included in this program. Those benefit premiums include medical, dental, group life, and workers' compensation premiums.

Transfers to debt service funds are for principal and interest debt service payments. Transfers to the Capital Improvement Fund provide funding for capital projects. Because certain transfers are specifically associated with departments or programs, transfers to the Equipment Replacement Fund and to the Capital Improvement Fund for the interfund advance repayments are shown separately in those affected departments or programs. The following table provides an overview of all transfers-out from the General Fund to other funds.

In 2017, a portion of the General Fund year-end surplus was transferred to the Capital Improvement Fund to provide additional funds for capital projects. In 2019, the General

Fund will transfer funds to the Capital Improvement Fund for updates to the bicycle and pedestrian master plan and a parks master plan.

In 2015, the General Fund provided an interfund advance to the Capital Improvement Fund, to provide funding for energy efficiency projects. The energy savings will be realized in the General Fund. A portion of the advance amount, which represents the annual energy savings, will be transferred to the Capital Improvement Fund each year over the course of a 5-year payback to provide the Capital Improvement Fund with the cash needed to repay the advance. This transfer is recorded in departmental program areas.

Transfers to the Equipment Replacement Fund (ERF), recorded in departmental program areas, ensure availability of funds required for future replacement of vehicles, equipment, systems and facilities. Funding for items meeting the definition of a capital project will be passed through General Fund programs by the Capital Improvement Fund. This includes items that cost \$25,000 or more and have a useful life of 5 or more years.

### Summary of General Fund Transfers

Transfers to	2016 Actual	2017 Actual	2018 Estimate	2019 Adopted	2020 Projected	2021 Projected
2014 S.O. Refunding Bond Fund (2005 A Series)	\$215,675	\$112,193	\$0	\$0	\$0	\$0
Capital Improvement Fund	0	225,000	0	170,000	0	0
Interfund Advance*	43,726	43,726	43,726	43,726	33,575	0
Equipment Replacement Fund*	1,345,342	1,351,149	1,820,837	1,865,401	1,892,931	1,949,498
<b>Total Transfers-out</b>	<b>\$1,604,743</b>	<b>\$1,732,068</b>	<b>\$1,864,563</b>	<b>\$2,079,127</b>	<b>\$1,926,506</b>	<b>\$1,949,498</b>

\*General Fund transfers for the Interfund Advance and for Equipment Replacement are not shown in the Non-Departmental section of the budget, but instead are included in departmental expenditures.

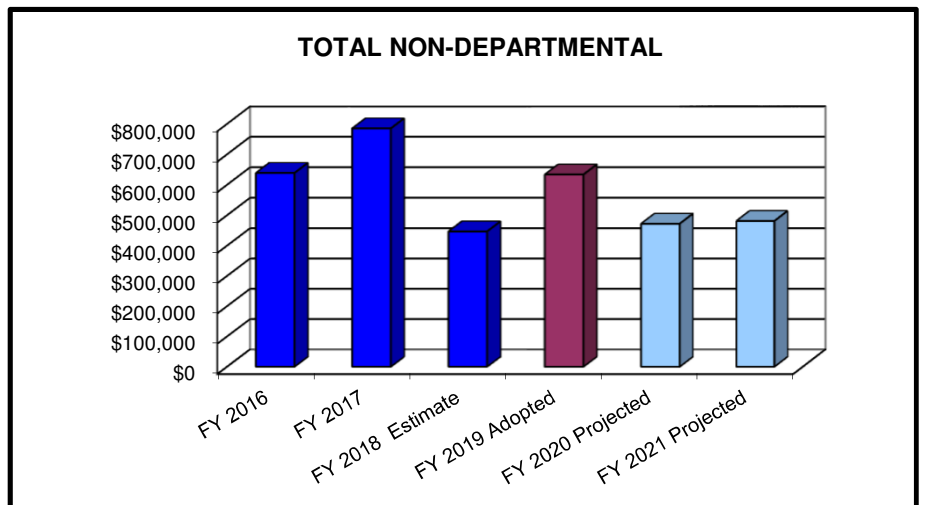
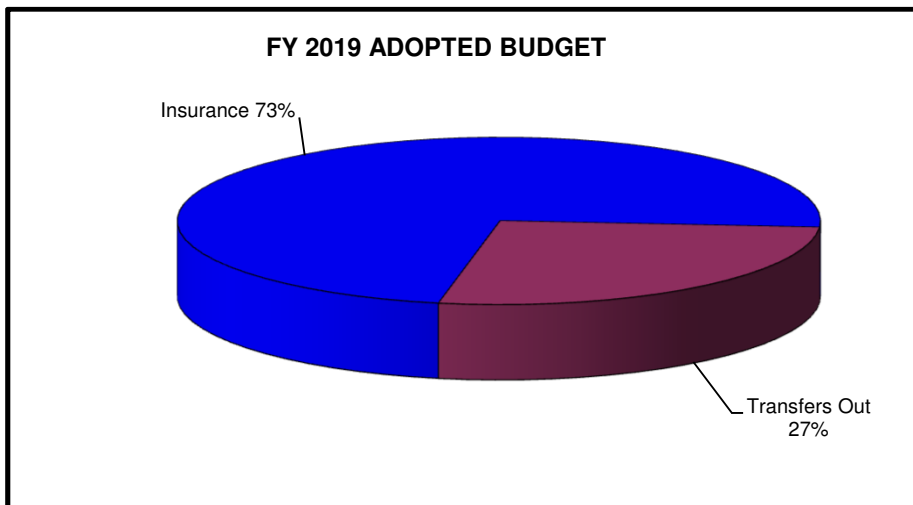
### Performance Measures (by Fiscal Year):

Measure	2016 Goal	2017 Goal	2017 Actual	2018 Goal	2019 Goal
Premium per \$100 of insured property	\$0.18	\$0.18	\$0.16	\$0.18	\$0.18
Loss expenditures per property loss incident	< \$2,000	< \$2,000	\$2,030	< \$2,000	< \$2,000
Number of general liability claims filed	< 12	< 12	12	< 12	< 12
Number of workers' compensation claims filed	< 20	< 20	21	< 20	< 20



## SUMMARY OF EXPENDITURES BY PROGRAM

<b>DEPARTMENT: NON-DEPARTMENTAL</b>						<b>FUND: GENERAL</b>				
<b>PROGRAM: ALL</b>						<b>PROGRAM ACCOUNTS: 1704 &amp; 1900</b>				
NON-DEPARTMENTAL - BY PROGRAM	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
EXPENDITURES										
INSURANCE	\$423,102	\$447,895	\$452,011	\$452,011	\$446,745	\$463,555	3%	4%	\$472,065	\$481,145
TRANSFERS OUT	215,675	337,193	0	0	0	170,000	100%	100%	0	0
<b>TOTAL NON-DEPARTMENTAL</b>	<b>\$638,777</b>	<b>\$785,088</b>	<b>\$452,011</b>	<b>\$452,011</b>	<b>\$446,745</b>	<b>\$633,555</b>	<b>40%</b>	<b>42%</b>	<b>\$472,065</b>	<b>\$481,145</b>





## 10 GENERAL FUND - INSURANCE

10X1704 INSURANCE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2200000 FIRE & EXTENDED COVERAGE PREMIUM	\$159,089	\$154,811	\$162,894	\$162,894	\$154,160	\$157,245	-3%	2%	\$160,395	\$163,605
2210000 AUTO & GENERAL LIAB. PREM.	186,513	190,243	194,967	194,967	193,255	202,655	4%	5%	212,525	222,895
2210010 LIABILITY DEDUCTIBLE	6,311	4,288	6,200	6,200	4,500	6,200	0%	38%	6,200	6,200
2230000 SURETY, FORGERY & BURGLARY BOND PREM.	7,147	7,066	7,147	7,147	7,070	7,070	-1%	0%	7,070	7,070
2580000 UNEMPLOYMENT COMP. PREMIUM	4,411	3,715	5,532	5,532	3,545	4,800	-13%	35%	4,800	4,800
2590000 PUBLIC OFFICIALS LIABILITY INS. PREM.	23,349	23,349	24,049	24,049	23,920	24,400	1%	2%	24,890	25,390
2620000 U.S.T. PREMIUM	650	300	725	725	725	725	0%	0%	725	725
2700000 CONTRACTUAL SERVICES	13,000	13,000	13,000	13,000	13,000	13,000	0%	0%	13,000	13,000
2750000 INS. DEDUCTIBLE - AUTO PHYSICAL DAMAGE	9,991	7,173	16,000	16,000	16,200	16,000	0%	-1%	16,000	16,000
2760000 AUTO LIABILITY DEDUCTIBLE	1,746	500	2,000	2,000	2,000	2,000	0%	0%	2,000	2,000
2770000 INSURANCE DEDUCTIBLE - PROPERTY	6,414	24,084	10,000	10,000	9,000	10,000	0%	11%	10,000	10,000
2780000 INSURANCE DEDUCTIBLE - PUBLIC OFFICIALS	0	15,000	5,000	5,000	15,000	15,000	200%	0%	10,000	5,000
2800000 EMPLOYEE ASSISTANCE PROGRAM	4,481	4,366	4,497	4,497	4,370	4,460	-1%	2%	4,460	4,460
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>423,102</b>	<b>447,895</b>	<b>452,011</b>	<b>452,011</b>	<b>446,745</b>	<b>463,555</b>	<b>3%</b>	<b>4%</b>	<b>472,065</b>	<b>481,145</b>
<b>TOTAL 1704 EXPENDITURES</b>	<b>\$423,102</b>	<b>\$447,895</b>	<b>\$452,011</b>	<b>\$452,011</b>	<b>\$446,745</b>	<b>\$463,555</b>	<b>3%</b>	<b>4%</b>	<b>\$472,065</b>	<b>\$481,145</b>



## 10 GENERAL FUND - TRANSFERS OUT

10X1900 TRANSFERS OUT	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>TRANSFERS OUT</b>										
<u>TRANSFERS OUT</u>										
9250000 TRANSFER TO CAPITAL IMPROV. FUND	\$0	\$225,000	\$0	\$0	\$0	\$170,000	100%	100%	\$0	\$0
9300000 TRANSFER TO DEBT FUNDS	215,675	112,193	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>215,675</b>	<b>337,193</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$170,000</b>	<b>100%</b>	<b>100%</b>	<b>0</b>	<b>0</b>
<b>TOTAL 1900 TRANSFERS OUT</b>	<b>\$215,675</b>	<b>\$337,193</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$170,000</b>	<b>100%</b>	<b>100%</b>	<b>\$0</b>	<b>\$0</b>



## SEWER LATERAL FUND

The Sewer Lateral Fund was established in 2001 by a voter approved fee of \$28 being assessed on certain residential properties.

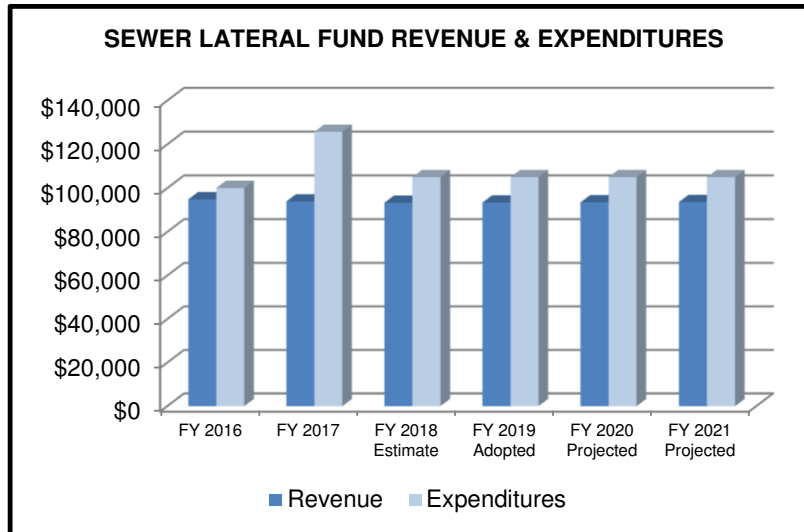
This fund was created to provide funding to residents for all or a portion of the cost of certain repairs of defective sewer lateral lines on all residential properties having six or fewer dwelling units.

<b>Annual Reimbursements to Residents</b>			
	Number	Total Cost	Average Cost
FY 2012	33	\$116,859	\$3,541
FY 2013	45	\$146,485	\$3,255
FY 2014	49	\$156,770	\$3,199
FY 2015	33	\$98,320	\$2,979
FY 2016	34	\$100,061	\$2,943
FY 2017	42	\$125,721	\$3,993
FY 2018 Estimated	35	\$105,000	\$3,000
FY 2019 Adopted	35	\$105,000	\$3,000
FY 2020 Projected	35	\$105,000	\$3,000
FY 2021 Projected	35	\$105,000	\$3,000



## SEWER LATERAL FUND Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 12	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
Beginning Fund Balance	\$130,822	\$125,623	\$93,820	\$82,150	\$70,550	\$59,050
Revenue	94,862	93,918	93,330	93,400	93,500	93,600
Expenditures	100,061	125,721	105,000	105,000	105,000	105,000
Surplus (Deficit)	(5,199)	(31,803)	(11,670)	(11,600)	(11,500)	(11,400)
Ending Fund Balance	\$125,623	\$93,820	\$82,150	\$70,550	\$59,050	\$47,650
% Fund Balance to Expenditures	126%	75%	78%	67%	56%	45%



This fund accounts for the annual fee paid by Clayton residents for properties with six or fewer dwelling units and for reimbursements to residents for sewer lateral repair costs.



## 12 SEWER LATERAL FUND

12R0000 REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>REVENUE</b>										
3570000 SEWER LATERAL FEES	\$94,107	\$93,013	\$93,947	\$93,947	\$92,425	\$92,400	-2%	0%	\$92,400	\$92,400
7100000 INTEREST INCOME	755	905	1,221	1,221	905	1,000	-18%	10%	1,100	1,200
<b>TOTAL REVENUE</b>	<b>\$94,862</b>	<b>\$93,918</b>	<b>\$95,168</b>	<b>\$95,168</b>	<b>\$93,330</b>	<b>\$93,400</b>	<b>-2%</b>	<b>0%</b>	<b>\$93,500</b>	<b>\$93,600</b>

12X0000 EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 AMENDED	FY 2018 ESTIMATED	FY 2019 ADOPTED	% 2019 TO 2018 BUDGET	% 2019 TO 2018 EST.	FY 2020 PROJECTED	FY 2021 PROJECTED
<b>EXPENDITURES</b>										
2650000 SEWER LATERAL EXPENSES	\$100,061	\$125,721	\$105,000	\$105,000	\$105,000	\$105,000	0%	0%	\$105,000	\$105,000
<b>TOTAL EXPENDITURES</b>	<b>\$100,061</b>	<b>\$125,721</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>0%</b>	<b>0%</b>	<b>\$105,000</b>	<b>\$105,000</b>

(This page intentionally left blank)





## SPECIAL BUSINESS DISTRICT FUND

The Special Business District was established in 1981 to provide funding for appropriate economic development activities in the downtown area. The legislation establishing the Special Business District allows funding to be expended for a variety of economic development purposes including capital improvements in the area, promotion of the downtown area through marketing and advertising, and efforts related to attraction and/or retention of businesses. The Economic Advisory Committee has supported these efforts in addition to providing advice and guidance to the Mayor, Board of

Aldermen, and the City's administration on a strategy and action plan for future business growth, retention and revitalization.

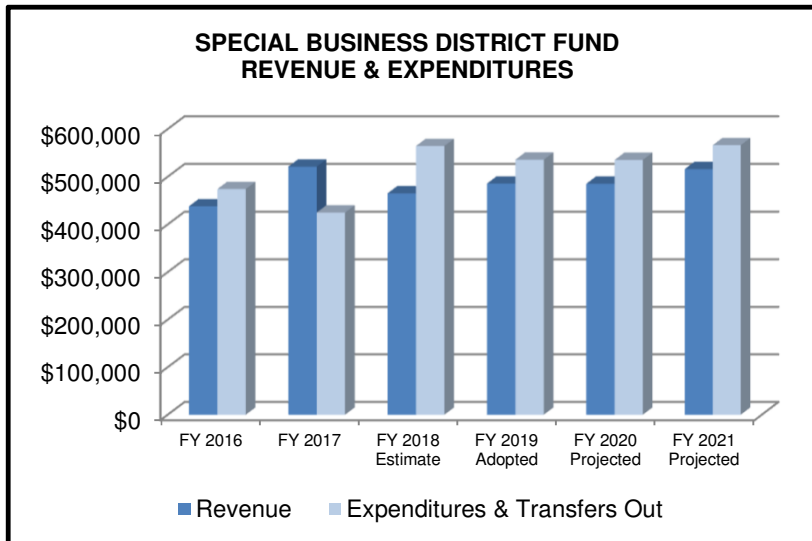
Expenditures related to Economic Development and Events are recorded in the General Fund. Revenue is recorded in the Special Business District Fund, with transfers out to the General Fund supporting these projects.

<b><u>Special Business District Budget</u></b>				
	<b>Estimated FY 2018</b>	<b>Adpoted FY 2019</b>	<b>Projected FY 2020</b>	<b>Projected FY 2021</b>
<b>Revenue</b>				
Property Tax	\$463,475	\$483,461	\$482,930	\$513,638
Interest	\$1,875	\$2,250	\$2,400	\$2,560
<b>Total Revenue</b>	<b>\$465,350</b>	<b>\$485,711</b>	<b>\$485,330</b>	<b>\$516,198</b>
<b>Transfer for Economic Development &amp; Events</b>				
Personnel & Benefits	\$281,163	\$228,077	\$228,036	\$237,722
Travel & Training	\$10,000	\$10,000	\$10,000	\$10,000
Contractual Services	\$0	\$50,000	\$50,000	\$50,000
Professional Studies & Services	\$0	\$0	\$0	\$0
Events	\$182,481	\$156,774	\$156,434	\$177,616
Event Overtime	\$65,110	\$65,110	\$65,110	\$65,110
Advertising	\$22,250	\$22,250	\$22,250	\$22,250
Watering & Insurance	\$3,500	\$3,500	\$3,500	\$3,500
<b>Total Transfer for Economic Development &amp; Events</b>	<b>\$564,504</b>	<b>\$535,711</b>	<b>\$535,330</b>	<b>\$566,198</b>



## SPECIAL BUSINESS DISTRICT FUND Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 45	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
Beginning Fund Balance	\$171,340	\$135,282	\$231,580	\$132,426	\$82,426	\$32,426
Revenue	438,136	521,250	465,350	485,711	485,330	516,198
Transfers Out	474,194	424,952	564,504	535,711	535,330	566,198
<b>Surplus (Deficit)</b>	<b>(36,058)</b>	<b>96,298</b>	<b>(99,154)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
Ending Fund Balance	\$135,282	\$231,580	\$132,426	\$82,426	\$32,426	(\$17,574)
% Fund Balance to Transfers Out	29%	54%	23%	15%	6%	-3%



This fund receives an additional property tax levy from a geographical overlay district comprised of the downtown area. The fund pays for projects and marketing with direct impact to the businesses lying within the geographical boundaries. This fund supports a portion of an Economic Development Director, Events Specialist, and Assistant to the City Manager. These amounts are paid directly from the General Fund Economic Development and Events programs, but are still funded by a transfer from the Special Business District Fund.



## 45 SPECIAL BUSINESS DISTRICT FUND

45R0000		FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE		ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>PROPERTY TAX</b>											
1010000	REAL PROPERTY TAX-CURRENT	\$428,781	\$487,222	\$473,205	\$473,205	\$447,704	\$473,461	0%	6%	\$482,930	\$523,638
1020000	REAL PROPERTY TAX-DELINQUENT	-16,090	-8,076	-25,000	-25,000	-14,720	-15,000	-40%	2%	-20,000	-25,000
1050000	FINANCIAL INSTITUTION TAX	24,493	40,367	35,867	35,867	30,491	25,000	-30%	-18%	20,000	15,000
<b>TOTAL PROPERTY TAX</b>		<b>\$437,184</b>	<b>\$519,513</b>	<b>\$484,072</b>	<b>\$484,072</b>	<b>\$463,475</b>	<b>\$483,461</b>	<b>0%</b>	<b>4%</b>	<b>482,930</b>	<b>513,638</b>
<b>INVESTMENT INCOME</b>											
7100000	INTEREST ON INVESTMENTS	952	1,737	1,875	1,875	1,875	2,250	20%	20%	2,400	2,560
<b>TOTAL INVESTMENT INCOME</b>		<b>952</b>	<b>1,737</b>	<b>1,875</b>	<b>1,875</b>	<b>1,875</b>	<b>2,250</b>	<b>20%</b>	<b>20%</b>	<b>2,400</b>	<b>2,560</b>
<b>TOTAL REVENUE</b>		<b>\$438,136</b>	<b>\$521,250</b>	<b>\$485,947</b>	<b>\$485,947</b>	<b>\$465,350</b>	<b>\$485,711</b>	<b>0%</b>	<b>4%</b>	<b>\$485,330</b>	<b>\$516,198</b>

45X0000		FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES		ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>TRANSFERS OUT</b>											
9290000	TRANSFER TO GENERAL FUND	474,194	424,952	564,504	564,504	564,504	535,711	-5%	-5%	535,330	566,198
<b>TOTAL TRANSFERS OUT</b>		<b>474,194</b>	<b>424,952</b>	<b>564,504</b>	<b>564,504</b>	<b>564,504</b>	<b>535,711</b>	<b>-5%</b>	<b>-5%</b>	<b>535,330</b>	<b>566,198</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS OUT</b>		<b>\$474,194</b>	<b>\$424,952</b>	<b>\$564,504</b>	<b>\$564,504</b>	<b>\$564,504</b>	<b>\$535,711</b>	<b>-5%</b>	<b>-5%</b>	<b>\$535,330</b>	<b>\$566,198</b>

(This page intentionally left blank)



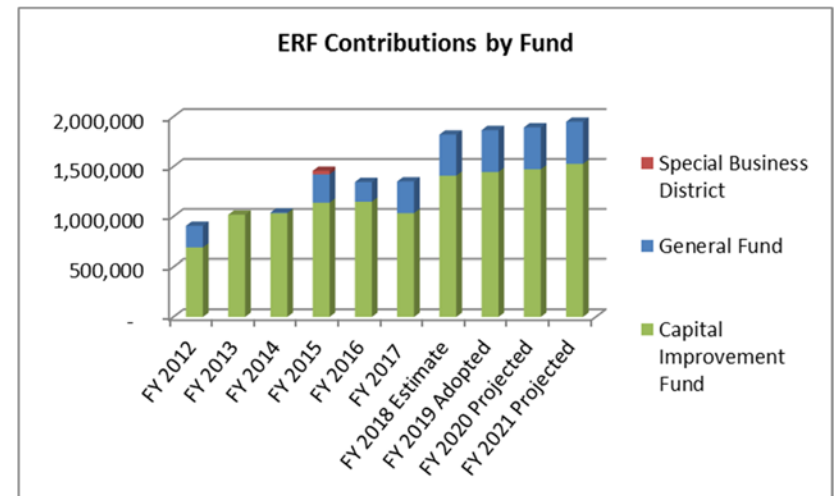
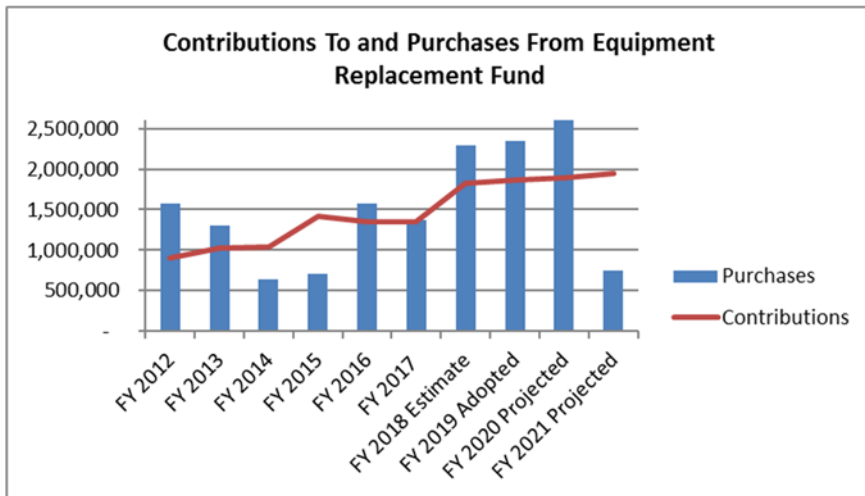
# EQUIPMENT REPLACEMENT FUND

The purpose of the Equipment Replacement Fund (ERF) is to establish a “sinking” or reserve account for the systematic replacement of all vehicles, equipment and software, and facility related items, resulting in the lowest possible lifecycle cost and smoothing spending fluctuations. In developing the ERF budget, an assessment is calculated on each item as to its expected useful life and net replacement cost considering inflation. The net replacement cost for each item is divided by its useful life, resulting in an annual amount of expenditure to be budgeted and transferred to the ERF.

By funding the ERF in this manner, the annual investment required for equipment replacement is stable, rather than being subject to the periodic spikes caused by large purchases.

In recent years, more items have been added to be funded through the ERF, and transfers-in from the General and Capital Improvement Funds have therefore increased. Annual expenditures in the ERF will also increase as these items are replaced. The City expects annual costs and transfers-in to stabilize and we believe this is a best practice to ensure that funds are available for future replacement of larger assets.

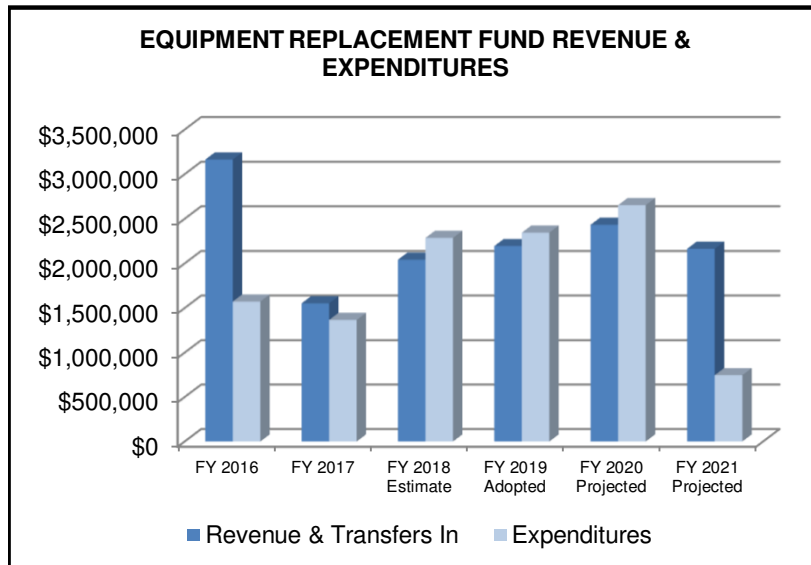
All items included in the Equipment Replacement Fund have a cost in excess of \$5,000 and an expected life of more than two years. The Capital Improvement Fund provides a pass-through contribution into the General Fund for all items meeting a higher definition of a capital asset (cost exceeds \$25,000 and provides at least five years of benefit). All other items are funded by the General Fund.





## EQUIPMENT REPLACEMENT FUND Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 50	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	\$3,458,923	\$5,049,805	\$5,236,670	\$4,992,504	\$4,841,930	\$4,622,082
<b>Revenue</b>	1,818,658	202,322	221,267	329,010	540,644	214,484
<b>Transfers In</b>	1,345,342	1,351,149	1,820,840	1,865,401	1,892,931	1,949,498
<b>Revenue &amp; Transfers In</b>	<b>3,164,000</b>	<b>1,553,471</b>	<b>2,042,107</b>	<b>2,194,411</b>	<b>2,433,575</b>	<b>2,163,982</b>
<b>Expenditures</b>	<b>1,573,118</b>	<b>1,366,606</b>	<b>2,286,273</b>	<b>2,344,985</b>	<b>2,653,423</b>	<b>745,811</b>
<b>Surplus (Deficit)</b>	<b>1,590,882</b>	<b>186,865</b>	<b>(244,166)</b>	<b>(150,574)</b>	<b>(219,848)</b>	<b>1,418,171</b>
<b>Ending Fund Balance</b>	<b>\$5,049,805</b>	<b>\$5,236,670</b>	<b>\$4,992,504</b>	<b>\$4,841,930</b>	<b>\$4,622,082</b>	<b>\$6,040,253</b>
<b>% Fund Balance to Expenditures</b>	<b>321%</b>	<b>383%</b>	<b>218%</b>	<b>206%</b>	<b>174%</b>	<b>810%</b>



Annual contributions are made to support the Equipment Replacement Fund (ERF) by the appropriate department. The City uses the capital asset definition to determine if contributions are made from the Capital Improvement Fund, passing through the General Fund, or directly from the General Fund for those operational items meeting the lesser definition. The City budgeted and will contribute 100% of the normal contribution in 2019 and plans to continue at this level of contribution in the future.



## 50 EQUIPMENT REPLACEMENT FUND

50R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EQUIPMENT REPLACEMENT REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>REVENUE</b>										
3580000 FEDERAL GRANT	\$0	\$0	\$0	\$0	\$0	\$108,000	100%	100%	\$292,000	\$0
3580002 OTHER GRANTS AND DONATIONS	19,298	29,721	0	26,246	0	0	0%	0%	0	0
7030000 GAIN/LOSS ON SALE OF ASSETS	1,776,422	106,700	160,538	204,398	147,067	127,910	-20%	-13%	138,444	87,284
7070000 MISCELLANEOUS REVENUE	1,200	32,774	0	0	0	0	0%	0%	0	0
7100000 INTEREST INCOME	21,738	33,127	50,220	50,220	74,200	93,100	85%	25%	110,200	127,200
<b>TOTAL REVENUE</b>	<b>1,818,658</b>	<b>202,322</b>	<b>210,758</b>	<b>280,864</b>	<b>221,267</b>	<b>329,010</b>	<b>56%</b>	<b>49%</b>	<b>540,644</b>	<b>214,484</b>
<b>TRANSFERS IN</b>										
9310000 TRANSFER FROM GENERAL FUND	1,345,342	1,351,149	1,820,837	1,820,837	1,820,840	1,865,401	2%	2%	1,892,931	1,949,498
<b>TOTAL TRANSFERS IN</b>	<b>1,345,342</b>	<b>1,351,149</b>	<b>1,820,837</b>	<b>1,820,837</b>	<b>1,820,840</b>	<b>1,865,401</b>	<b>2%</b>	<b>2%</b>	<b>1,892,931</b>	<b>1,949,498</b>
<b>TOTAL ERF REVENUE &amp; TRANSFERS IN</b>	<b>\$3,164,000</b>	<b>\$1,553,471</b>	<b>\$2,031,595</b>	<b>\$2,101,701</b>	<b>\$2,042,107</b>	<b>\$2,194,411</b>	<b>8%</b>	<b>7%</b>	<b>\$2,433,575</b>	<b>\$2,163,982</b>



## 50 EQUIPMENT REPLACEMENT FUND

50X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EQUIPMENT REPLACEMENT EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b><u>ROLLING STOCK</u></b>										
5040200 ROLLING STOCK-PKG. CONTROL	\$0	\$35,790	\$0	\$0	\$0	\$35,190	100%	100%	\$35,894	\$0
5041200 ROLLING STOCK-POLICE	129,640	100,831	184,277	206,277	223,316	185,045	0%	-17%	125,896	76,067
5041300 ROLLING STOCK-FIRE	780,847	93,637	52,938	52,938	51,423	273,386	416%	432%	84,823	8,659
5041401 ROLLING STOCK-P.W.ENGINEERING	0	0	54,060	54,060	54,060	26,520	-51%	-51%	0	27,591
5041403 ROLLING STOCK-P.W. STREETS	165,391	403,381	584,297	695,222	586,667	238,680	-59%	-59%	331,367	53,379
5041404 ROLLING STOCK-P.W. BUILDING MAINT.	0	33,436	0	0	0	0	0%	0%	0	0
5041405 ROLLING STOCK-P.W. FLEET	24,752	0	34,680	34,680	34,680	0	-100%	-100%	0	0
5041610 ROLLING STOCK-PARKS&REC./MAINT.	68,003	81,311	30,090	30,090	30,090	73,440	144%	144%	154,492	22,816
5061200 EQUIPMENT-POLICE	0	0	10,155	10,155	10,155	0	-100%	-100%	8,612	0
5061300 EQUIPMENT-FIRE	45,977	135,443	106,461	106,461	34,461	0	-100%	-100%	251,454	0
5061403 EQUIPMENT-P.W. STREETS	14,752	17,911	55,926	55,926	42,944	36,083	-35%	-16%	19,345	45,871
5061405 EQUIPMENT-P.W. FLEET	13,159	28,662	0	0	0	46,204	100%	100%	12,715	21,620
5061406 EQUIPMENT-P.W. PARKING OP. MTCE.	58,395	49,878	0	26,246	53,400	72,288	100%	35%	20,015	30,920
5061409 EQUIPMENT-P.W. STREET LIGHTING	0	0	78,948	78,948	196,515	257,015	226%	31%	165,557	102,717
5061610 EQUIPMENT-PARKS&REC./MAINT.	0	0	15,339	15,339	6,756	15,057	-2%	123%	48,647	5,800
5081300 FACILITIES EQUIPMENT-FIRE	0	116,847	0	0	0	35,200	100%	100%	0	0
5081404 FACILITIES EQUIPMENT-BUILDING MAINT.	0	35,586	39,600	39,600	0	189,466	378%	100%	625,390	0
5081603 FACILITIES EQUIPMENT-AQUATIC CTR	13,300	30,662	70,955	70,955	41,722	10,428	-85%	-75%	310,942	0
5081607 FACILITIES-TENNIS CENTER	0	0	80,000	80,000	80,000	0	-100%	-100%	0	0
5081610 FACILITIES EQUIPMENT-P&R MAINT.	7,994	0	126,306	126,306	126,306	9,451	-93%	-93%	100,000	27,453
8071300 DEBT PAYMENT	103,018	103,018	103,018	103,018	103,018	103,018	0%	0%	103,018	103,018
<b>TOTAL ROLLING STOCK</b>	<b>1,425,228</b>	<b>1,266,393</b>	<b>1,627,050</b>	<b>1,786,221</b>	<b>1,675,513</b>	<b>1,606,471</b>	<b>-1%</b>	<b>-4%</b>	<b>2,448,106</b>	<b>537,491</b>
<b><u>INFORMATION TECHNOLOGY</u></b>										
2700000 CONTRACTUAL SERVICES	115,040	41,059	140,676	140,676	143,270	163,698	16%	14%	20,000	22,000
5030000 FURNITURE & EQUIPMENT	13,552	38,871	442,802	442,802	319,075	549,113	24%	72%	180,317	155,833
5200000 COMPUTER SOFTWARE	19,298	20,283	223,236	223,236	148,415	25,703	-88%	-83%	5,000	30,487
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>147,890</b>	<b>100,213</b>	<b>806,714</b>	<b>806,714</b>	<b>610,760</b>	<b>738,514</b>	<b>-8%</b>	<b>21%</b>	<b>205,317</b>	<b>208,320</b>
<b>TOTAL ERF EXPENDITURES</b>	<b>\$1,573,118</b>	<b>\$1,366,606</b>	<b>\$2,433,764</b>	<b>\$2,592,935</b>	<b>\$2,286,273</b>	<b>\$2,344,985</b>	<b>-4%</b>	<b>3%</b>	<b>\$2,653,423</b>	<b>\$745,811</b>





## Equipment Schedule Fiscal Years 2019-2021

Department	2019 Adopted	2020 Projected	2021 Projected
<b>Police &amp; Parking Control</b>			
Vehicles	\$220,235	\$161,790	\$76,067
Equipment & Systems	\$171,832	\$81,631	\$30,972
	<b>\$392,067</b>	<b>\$243,421</b>	<b>\$107,039</b>
<b>Fire Department</b>			
Vehicles	\$273,386	\$84,823	\$8,659
Equipment & Systems	\$8,832	\$256,960	\$0
Facilities	\$35,200	\$0	\$0
	<b>\$317,418</b>	<b>\$341,783</b>	<b>\$8,659</b>
<b>Parks &amp; Recreation</b>			
Vehicles	\$73,440	\$154,492	\$22,816
Equipment & Systems	\$15,057	\$48,647	\$5,800
Facilities	\$19,879	\$410,942	\$27,453
	<b>\$108,376</b>	<b>\$614,081</b>	<b>\$56,069</b>
<b>Public Works</b>			
Vehicles	\$265,200	\$331,367	\$80,970
Equipment & Systems	\$423,536	\$223,139	\$217,566
Facilities	\$309,466	\$625,390	\$0
	<b>\$998,202</b>	<b>\$1,179,896</b>	<b>\$298,536</b>
<b>Planning and Development</b>			
Vehicles	\$0	\$49,939	\$0
Equipment & Systems	\$0	\$0	\$12,636
	<b>\$0</b>	<b>\$49,939</b>	<b>\$12,636</b>
<b>Administrative Services</b>			
Equipment & Systems	\$425,904	\$121,286	\$159,853
	<b>\$425,904</b>	<b>\$121,286</b>	<b>\$159,853</b>
<b>Grand Total</b>	<b>\$2,241,967</b>	<b>\$2,550,406</b>	<b>\$642,792</b>

(This page intentionally left blank)



## CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund earmarks funds for specific capital improvement and infrastructure needs. The major revenue sources for this fund are a one-half cent sales tax for capital improvements passed by voter approval in 1995 and a one-half cent sales tax for parks and storm water improvements that was passed by voter approval in 1997. Other major revenue sources for this fund include the St. Louis County Road and Bridge Tax, intergovernmental grants, donation, transfers-in from bond funds for construction projects, and periodically the sale of city property.

Project expenditures recorded in this fund are divided into two program areas: Public Works and Parks & Recreation. Public Works projects include sidewalk and streetscape improvements, resurfacing of streets and alleys, facility improvements, and street light and traffic signal improvements. Parks & Recreation projects include improvements to and construction of park facilities, playgrounds, and ball fields.

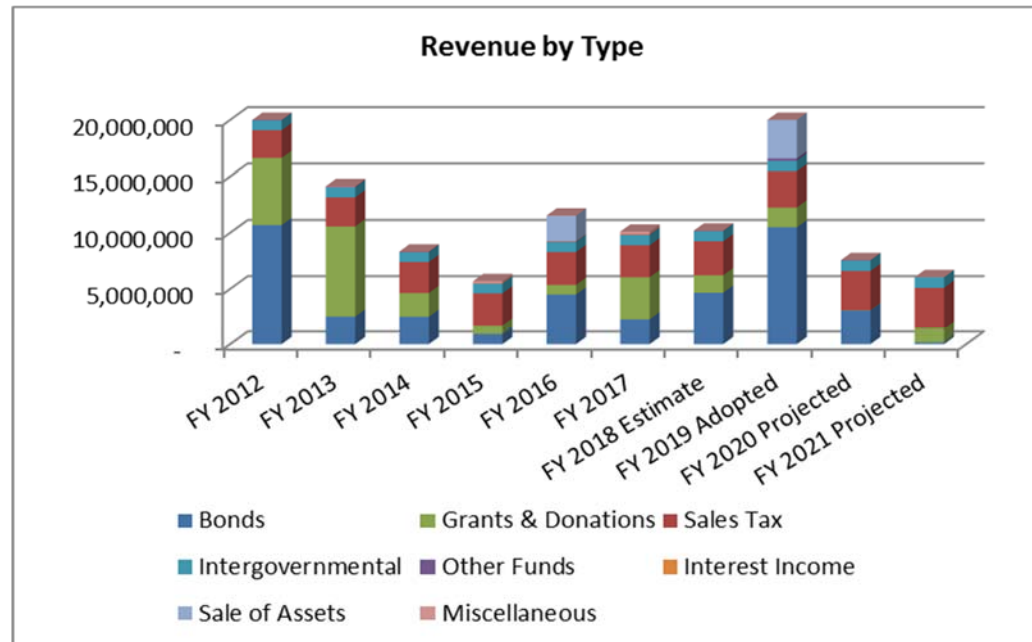
Transfers from the Capital Improvement Fund include transfers to support two debt service funds: the 2011 bond issue for the Police Building and other

city-wide projects, and a 2014 refunding with the only remaining portion being for the construction of a multi-purpose recreation center and other park improvements. The 2014 issuance matures this year.

Funds are also transferred to the General Fund to provide funding for the department and program transfers to the Equipment Replacement Fund for those items meeting the definition of a capital project. By making these transfers through the General Fund rather than directly to the Equipment Replacement Fund, these capital purchases are more closely associated with the departments and programs acquiring the capital assets.

A new transfer-out to the General Fund beginning in 2019 offsets General Fund operations costs for Public Works and the Parks & Recreation departments.

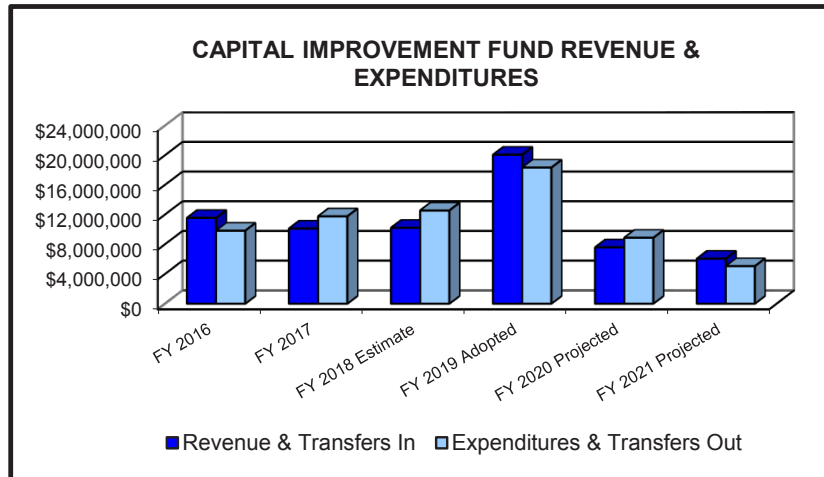
The graph below illustrates changes in the composition of the Capital Improvement Fund revenue and historic and future funding.





## CAPITAL IMPROVEMENT FUND Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 60	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	<b>\$3,534,397</b>	<b>\$5,254,488</b>	<b>\$3,604,502</b>	<b>\$1,269,839</b>	<b>\$3,003,964</b>	<b>\$1,710,115</b>
Revenue	6,996,399	7,538,074	8,247,685	17,818,921	6,457,239	5,893,953
Transfers In	4,541,954	2,562,772	1,952,587	2,241,195	1,113,994	155,508
<b>Revenue &amp; Transfers In</b>	<b>11,538,353</b>	<b>10,100,846</b>	<b>10,200,272</b>	<b>20,060,116</b>	<b>7,571,233</b>	<b>6,049,461</b>
Expenditures	6,608,795	8,427,353	8,984,473	15,011,717	6,085,891	2,197,032
Transfers Out	3,209,467	3,323,479	3,550,462	3,314,274	2,779,191	2,847,100
<b>Expenditures &amp; Transfers Out</b>	<b>9,818,262</b>	<b>11,750,832</b>	<b>12,534,935</b>	<b>18,325,991</b>	<b>8,865,082</b>	<b>5,044,132</b>
<b>Surplus (Deficit)</b>	<b>1,720,091</b>	<b>(1,649,986)</b>	<b>(2,334,663)</b>	<b>1,734,125</b>	<b>(1,293,849)</b>	<b>1,005,329</b>
<b>Ending Fund Balance</b>	<b>\$5,254,488</b>	<b>\$3,604,502</b>	<b>\$1,269,839</b>	<b>\$3,003,964</b>	<b>\$1,710,115</b>	<b>\$2,715,444</b>
<b>% Fund Balance to Expenditures</b>	<b>80%</b>	<b>43%</b>	<b>14%</b>	<b>20%</b>	<b>28%</b>	<b>124%</b>



This is a capital projects fund that has a fluctuating fund balance due to planned projects. Revenue support comes from two half-cent sales taxes; road and bridge property tax; federal, state, and local grants; donations; and bond proceeds. A new revenue source is included in 2019, pending the approval of a November 2018 ballot issue for a Use Tax. The 2019 through 2021 capital plan is funded through a combination of ongoing revenue, grants, donations, general obligation bond funds on hand, a planned bond issue for park and recreation facility improvements, and a one-time sale of two city properties for economic development.

Transfers-out from this fund are used to pay debt on capital and recreation projects, and for contributions toward an equipment replacement sinking fund. In 2019, a new transfer-out was added to offset General Fund operations costs for Public Works and the Parks & Recreation departments.



## 60 CAPITAL IMPROVEMENT FUND

60R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
CAPITAL IMPROVEMENT REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>REVENUE</b>										
1060000 RAILROAD & OTHER UTILITIES	\$3,208	\$3,004	\$3,000	\$3,000	\$3,000	\$3,000	0%	0%	\$3,000	\$3,000
3500001 CAPITAL IMPROVEMENT SALES TAX	1,344,658	1,308,815	1,279,582	1,279,582	1,388,028	1,421,058	11%	2%	1,459,672	1,502,944
3500070 PARKS & STORM WATER SALES TAX	1,581,950	1,539,782	1,505,391	1,505,391	1,634,972	1,673,869	11%	2%	1,719,340	1,770,290
3510000 USE TAX	0	0	0	0	0	107,500	100%	100%	322,500	387,000
3550000 ST. LOUIS COUNTY ROAD & BRIDGE TAX	886,065	900,496	892,784	892,784	901,311	910,324	2%	1%	919,427	928,622
3580000 FEDERAL GRANT	22,899	22,700	536,013	536,013	373,513	1,133,710	112%	204%	22,500	1,286,495
3580001 STATE AND LOCAL GRANT	382,000	-12,439	740,000	740,000	419,880	420,000	-43%	0%	0	0
3580002 OTHER GRANTS AND DONATIONS	458,788	3,735,159	471,396	471,396	762,181	201,660	-57%	-74%	0	0
7070000 MISC. REVENUE	16,590	0	0	0	0	0	0%	0%	0	0
7100000 INTEREST INCOME	30,426	35,365	28,506	28,506	8,000	1,000	-96%	-88%	4,000	8,000
7200000 USE OF BOND PROCEEDS	0	0	4,776,500	1,900,000	2,750,000	8,465,000	77%	208%	2,000,000	0
7480000 PROCEEDS FROM SALE OF ASSETS	2,255,783	0	0	0	0	3,475,000	100%	100%	0	0
9500000 ELLENWOOD N.I.D.	14,032	5,192	6,800	6,800	6,800	6,800	0%	0%	6,800	7,602
<b>TOTAL REVENUE</b>	<b>6,996,399</b>	<b>7,538,074</b>	<b>10,239,972</b>	<b>7,363,472</b>	<b>8,247,685</b>	<b>17,818,921</b>	<b>74%</b>	<b>116%</b>	<b>6,457,239</b>	<b>5,893,953</b>
<b>TRANSFERS IN</b>										
9260000 TRANSFER IN FOR INTERFUND ADVANCE	43,726	43,726	43,726	43,726	43,726	43,726	0%	0%	33,575	0
9290000 TRANSFER FROM 2011 SO BOND	507,450	0	0	0	0	0	0%	0%	0	0
9310000 TRANSFER FROM GENERAL FUND	0	225,000	0	0	0	170,000	100%	100%	0	0
9330000 TRANSFERS FROM 2014 GO BOND-STREETS	3,990,778	2,294,046	1,505,958	2,211,655	1,908,861	2,027,469	35%	6%	1,080,419	155,508
<b>TOTAL TRANSFERS IN</b>	<b>4,541,954</b>	<b>2,562,772</b>	<b>1,549,684</b>	<b>2,255,381</b>	<b>1,952,587</b>	<b>2,241,195</b>	<b>45%</b>	<b>15%</b>	<b>1,113,994</b>	<b>155,508</b>
<b>TOTAL CAPITAL IMPROVEMENT REVENUE &amp; TRANSFERS IN</b>	<b>\$11,538,353</b>	<b>\$10,100,846</b>	<b>\$11,789,656</b>	<b>\$9,618,853</b>	<b>\$10,200,272</b>	<b>\$20,060,116</b>	<b>70%</b>	<b>97%</b>	<b>\$7,571,233</b>	<b>\$6,049,461</b>



## 60 CAPITAL IMPROVEMENT FUND

60X0100, 60X0300, 60X1600	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
CAPITAL IMPROVEMENT EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b><u>PUBLIC WORKS PROJECTS</u></b>										
2700000 CONTRACTUAL SERVICE	\$0	\$0	\$0	\$0	\$0	\$90,000	100%	100%	\$0	\$0
6050000 CURB & SIDEWALKS	96,043	71,266	158,500	161,010	158,500	122,500	-23%	-23%	122,500	122,500
6110000 TRAFFIC SIGNAL/SIGNAGE IMPROVEMENTS	79,207	324,845	0	130,000	130,000	0	0%	-100%	0	0
6140000 STREETSCAPE IMPROVEMENTS	4,744	0	50,000	50,000	40,000	310,000	520%	675%	0	0
6150000 STREET RESURFACING	70,274	0	150,000	150,000	351,013	1,111,210	641%	217%	0	0
6250000 FACILITY IMPROVEMENTS	117,494	611,184	4,447,500	2,052,300	2,179,792	129,391	-97%	-94%	718,500	0
6260000 MICROSURFACING	0	0	40,000	40,000	40,000	525,374	1213%	1213%	859,136	614,024
6090000 STREET LIGHTING - 2014 BONDS	0	1,750	0	33,250	33,250	0	0%	-100%	0	0
6130000 ALLEY IMPROVEMENTS - 2014 BONDS	563,123	235	0	0	0	888,027	100%	100%	979,865	0
6150000 STREET RESURFACING - 2014 BONDS	3,615,982	2,483,966	1,869,471	2,541,918	1,653,566	1,139,442	-39%	-31%	100,554	155,508
8090000 INTEREST EXPENSE	845	2,239	1,237	1,237	1,237	773	-38%	-38%	336	0
<b>TOTAL PUBLIC WORKS PROJECTS</b>	<b>4,547,712</b>	<b>3,495,485</b>	<b>6,716,708</b>	<b>5,159,715</b>	<b>4,587,358</b>	<b>4,316,717</b>	<b>-36%</b>	<b>-6%</b>	<b>2,780,891</b>	<b>892,032</b>
<b><u>PARKS &amp; RECREATION PROJECTS</u></b>										
2700000 CONTRACTUAL SERVICE	0	0	0	0	0	80,000	100%	100%	0	0
6010000 CONTRIBUTION TO CENTER OF CLAYTON	100,000	100,000	150,000	240,000	235,596	500,000	233%	112%	200,000	200,000
6440000 TAYLOR PARK	409,705	9,274	0	0	0	0	0%	0%	0	0
6450000 ICE RINK	48,054	409,670	2,320,000	2,320,000	2,750,000	5,135,000	121%	87%	0	0
6470000 DEMUN PARK	0	0	300,000	300,000	200,000	300,000	0%	50%	0	0
6530000 SHAW PARK	376,646	4,113,575	600,000	190,000	190,863	1,750,000	192%	817%	0	0
6540000 OAK KNOLL PARK	435,707	37,260	636,000	636,000	698,000	600,000	-6%	-14%	0	0
6560001 SHAW PARK AQUATIC CENTER	0	69,032	0	0	0	0	0%	0%	0	0
6570000 BALLFIELDS	0	183,831	320,000	320,000	322,656	0	-100%	-100%	0	0
6600000 HANLEY HOUSE	690,971	9,226	0	0	0	0	0%	0%	0	0
6790000 CENTER OF CLAYTON IMPROVEMENTS	0	0	0	0	0	2,000,000	100%	100%	2,000,000	0
9000000 DEBT SERVICE	0	0	0	0	0	330,000	100%	100%	1,105,000	1,105,000
<b>TOTAL PARKS &amp; RECREATION PROJECTS</b>	<b>2,061,083</b>	<b>4,931,868</b>	<b>4,326,000</b>	<b>4,006,000</b>	<b>4,397,115</b>	<b>10,695,000</b>	<b>147%</b>	<b>143%</b>	<b>3,305,000</b>	<b>1,305,000</b>
<b>TOTAL EXPENDITURES</b>	<b>6,608,795</b>	<b>8,427,353</b>	<b>11,042,708</b>	<b>9,165,715</b>	<b>8,984,473</b>	<b>15,011,717</b>	<b>36%</b>	<b>67%</b>	<b>6,085,891</b>	<b>2,197,032</b>
<b><u>TRANSFERS OUT</u></b>										
9200000 TRANSFER TO GENERAL FUND FOR EQUIP.	1,147,932	1,033,685	1,408,998	1,408,998	1,408,999	1,446,274	3%	3%	1,472,691	1,528,376
9210000 TRANSFER TO GENERAL FUND FOR OPERATIONS	0	0	0	0	0	561,718	100%	100%	651,800	664,836
9250000 TRANSFER TO 2011 BOND ISSUE	658,035	654,704	652,863	652,863	662,863	654,163	0%	-1%	654,700	653,888
9330000 TRANSFER TO 2014 REFUNDING BONDS	1,403,500	1,635,090	1,481,600	1,481,600	1,478,600	652,119	-56%	-56%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>3,209,467</b>	<b>3,323,479</b>	<b>3,543,461</b>	<b>3,543,461</b>	<b>3,550,462</b>	<b>3,314,274</b>	<b>-6%</b>	<b>-7%</b>	<b>2,779,191</b>	<b>2,847,100</b>
<b>TOTAL CAPITAL IMPROVEMENT EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$9,818,262</b>	<b>\$11,750,832</b>	<b>\$14,586,169</b>	<b>\$12,709,176</b>	<b>\$12,534,935</b>	<b>\$18,325,991</b>	<b>26%</b>	<b>46%</b>	<b>\$8,865,082</b>	<b>\$5,044,132</b>



## CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program (CIP) allocates existing funds and anticipated revenue to rehabilitate, restore, improve, and increase the City's capital facilities. This program supports the design and the construction of a wide range of infrastructure improvement projects and other significant capital infrastructure investments. Projects include the development of park land and park amenities; the improvement of recreational facilities; improvement and replacement of City streets and sidewalks; and construction and renovation of City facilities. The resources supporting the program are derived from various sources, including a one-half cent local sales tax for capital improvements; a one-half cent local sales tax for parks and storm water improvements; the St. Louis County road & bridge tax; interest income on investments; federal, state and local grants; donations; transfers from debt service funds; and recently one past and one future sale of land.

The City maintains a Capital Improvements Plan (CIP) Ranking System. The ranking system helps guide City staff and elected officials in capital improvement decision-making and budgeting.

Each fiscal year, City staff will assign a rank to all capital improvement requests across department lines. The system contains eight weighted criteria as summarized in the Capital Improvements Plan.

Staff from each department submitting projects for consideration in the Capital Projects Program score their own projects, and a subcommittee review these scores to assure consistency in ranking. Then a CIP Committee made up of the Department Directors and other staff involved in capital projects meet to review the results, develop various funding scenarios, and finalize funding recommendations. The committee recommendations are then reported to the City Manager for review and inclusion in a final recommendation to the Mayor and Board of Aldermen for ultimate approval.

The City budgets all CIP projects in the Capital Improvement Fund. This allows for a more streamlined capital improvements budgeting process.

The Capital Improvements Program was expanded from three years to five years beginning in FY 2017 to ensure resources are available for future project funding.

### OVERVIEW OF THE FISCAL YEAR 2019 CAPITAL IMPROVEMENTS PLAN

The FY 2019 Capital Improvements Plan totals \$13,980,944 in this year; this is a 32% increase from the prior year's budget. Expenditures and transfers out in the Capital Improvements Fund in FY19 total \$18,325,991 and include the completion of projects already underway, \$1,306,282 transferred out for debt service, \$500,000 used for the annual CRSWC donation and \$1,446,274 transferred to provide the majority of funding for major equipment purchases through the General Fund to the Equipment Replacement Fund.

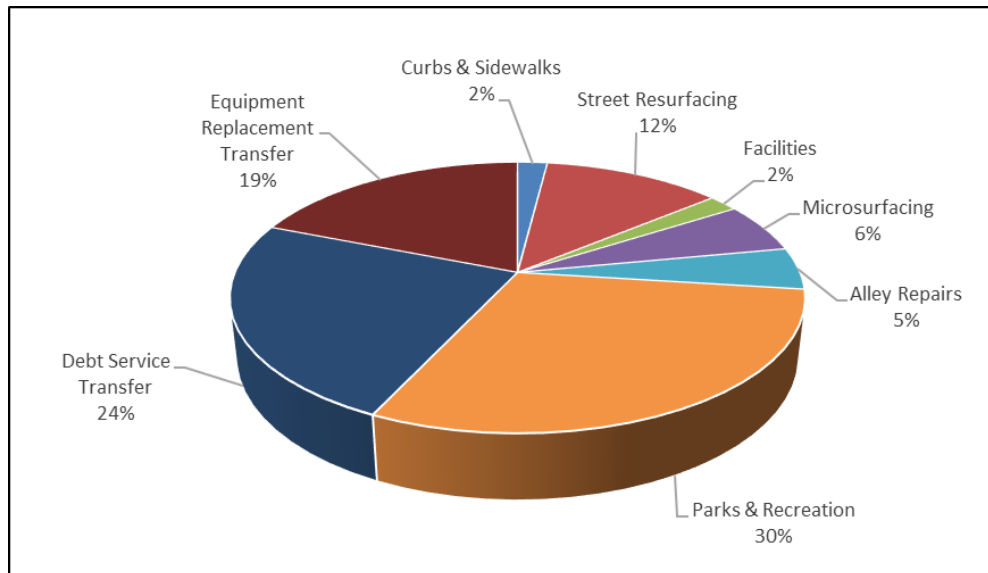
For the last several years, it has not been possible to meet all of the City's capital needs using current revenues, although this is preferred. This constraint was the result of a combination of factors: flattened revenues; ongoing debt payments; competing project needs due to aging infrastructure and the desire for facility enhancements; and completion of the renovation of the Brentwood building. This constraint is lessening now as revenues increase and a portion of the outstanding bonds mature, creating a greater ability to fund projects through current revenues. Two projects in the plan where bonds are planned will be supported by the funding stream from the Parks and Storm Water Sales Tax. These are the Year-Round Multi-Use Facility with Ice Rink and the City's share of renovations to the Center of Clayton recreation facility.

The 2019 budget includes a new source of revenue as well as transfers out to the General Fund to provide funding for operational costs. A ballot issue for a Use Tax will be on the November ballot. If passed, the tax would generate approximately \$215,000 per year (\$100,000 in 2019). This new revenue source in the Capital Improvement Fund will allow the City to utilize a portion of the Road and Bridge tax and Parks and Stormwater sales tax to support operational costs in the General Fund Public Works and Parks and Recreation departments.

The largest projects included in the five-year capital plan are the year-round multi-use recreational facility; the Brentwood Streetscape & Century Garden; Maryland Avenue Resurfacing; Alley Repairs; and the City’s share of renovations at the Center of Clayton.

For additional information on budgeted capital projects, please refer to the funded project list and detailed project descriptions following the Capital Improvements Plan description.

### Five Year Capital Improvement Plan





## **CAPITAL IMPROVEMENTS AND CITY PLANNING**

The City administers residential surveys to identify the issues that matter most to the citizens. By coupling the results of the survey with the City's performance goals and strategic plan, the City has focused on the capital improvement needs that will provide Clayton residents and visitors with their desired level of services and amenities.

A major component of the City's performance goals is maintaining and improving infrastructure to provide residents and visitors with quality streets, sidewalks, parks and public facilities. City facilities and offerings are evaluated to expand appeal to and participation by all citizens. The City also aims to preserve the quality of pavement maintenance and develop specific plans promoting safe, alternative modes of travel such as pedestrian-friendly streets and walking and biking paths throughout the City.

This year's capital improvement projects were reviewed for alignment with the City's strategic plan. As a result, the projects included in the budget are consistent with the organization's guiding principles. The City will continue to evaluate and approve projects on a yearly basis that are consistent with its overall community plan.

### **CAPITAL IMPROVEMENTS PROGRAM GUIDE TO THE BUDGET**

To showcase the funded projects, the Fiscal Year 2019 Capital Improvement Fund (CIF) Budget incorporates project pages for projects with a significant portion of their expenditure activity occurring in FY 2019 through FY 2023.

## **Capital Improvement Fund Budget Data**

Summary of Revenue and Expenditures – This is an overview of the Capital Improvement Fund's revenue and expenditures. This section includes a two-year history, current year estimate, FY 2019 adopted, and two years of planned revenue and expenditures.

Capital Improvement Fund Detail – This is a line item listing of revenue and expenditures including a two-year history, current year estimate, FY 2019 adopted, and two future years of planned revenue and expenditures.

Capital Improvement Project List – This list includes all projects scheduled for the budgeted fiscal year and four planning years. This list provides each project title, CIP ranking system score or project status, total cost, and net cost to the City after reductions from outside funding sources.

Project Pages – Each CIP project page is designed to provide citizens and City officials with accurate and informative financial and logistical information for funded projects. Included in each CIP project page is the project name, total project cost, CIP score or project status, responsible department, account number(s), project description, project justification, financial implications, project location, and project number. Also included is a breakdown of cost and funding source for each year and a picture of the project or a map of its location.

Impact of Capital Investments on Operating Budget – This list summarizes the annual operating and maintenance costs that will be incorporated into the General Fund operating budget as projects are completed. For some projects, ongoing costs are not noticeably different from current costs, and others result in lower costs.



# Capital Improvements Plan Ranking System Summary

## A. DEFINITION

A Capital Improvements Plan (CIP) is a multi-year flexible plan outlining the goals and objectives regarding public facilities for the City of Clayton. The plan includes the development, modernization or replacement of physical infrastructure facilities or specialized equipment. For a project to be defined as a capital project it must exceed \$25,000 in cost, provide at least 5 years of benefit, and be an addition or significant improvement to the City's fixed assets. This process is outlined in the attached CIP Definition Flowchart. Capital improvement projects include: land, buildings, improvements other than buildings, roads, sidewalks, curbs and gutters, alleys, street lights, and traffic lights.

## B. GOAL

The goal from the development of a 5-year CIP is to establish a plan that outlines the projected infrastructure improvement needs of the City to assist in the planning and budgeting process. This plan will include a summary of the improvements, an estimated cost, a schedule for the improvements, and the source of funding for the project. The CIP will prioritize the identified projects into yearly plans based on areas of emphasis and project rankings. Because the City's goals and resources are constantly changing, this plan is designed to be re-evaluated each year to reaffirm or reprioritize the capital improvement projects. Some projects may remain relatively fixed in their prioritization if substantial outside funding commitments have been made to the projects and accepted by the City.

## C. PRIORITIZATION

The prioritization of the eligible projects is completed by staff through use of a CIP Ranking System as outlined in the attached chart. Each potential project must first be classified as a CIP project according to the definition above. If the above criteria are met, the project will be given a CIP score and project ranking. Based on this CIP score and project ranking, the projects will be placed into yearly project groups for the next

five years. The project categories that make up the CIP Ranking Criteria are also attached.

## D. PROJECT TYPES

After the overall CIP score is assigned to each project, the projects will be realigned based on the project type. These types would include: land acquisition, buildings, improvements other than buildings, pavements, street lights, traffic signals and parks.

## E. FUNDING LIMITS

On an annual basis, funds for CIP projects will be limited based on the City's fund balances and bonding capabilities. A level of funding for the different project types will eventually be developed in order to determine the annual scope of the CIP. Projects identified in the CIP may be funded by different sources. General obligation (GO) bonds, revenue bonds, certificates of obligation (COs), direct funding out of existing fund balances, joint cooperative efforts with outside entities, grants and donations are a few of the different options for funding CIP projects. During the City's annual budget process, the projects will be fully analyzed for the source or sources of funding available.

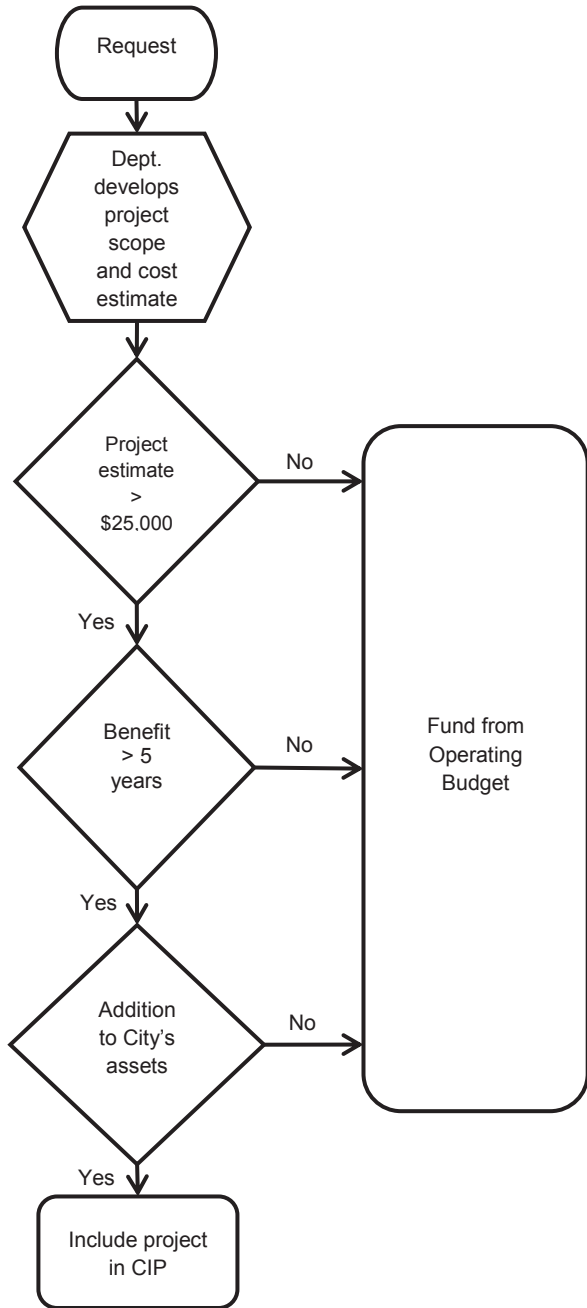
## F. SCHEDULING OF PROJECTS

Project schedules will be developed based on the available funding and project ranking. The schedules will determine where each project fits in the 5-year plan. This will be based on the priority of the project, funding availability and how it correlates with other projects included in and out of the CIP.

## G. PRODUCTION OF CIP PLAN

The final plan will be produced based on the evaluation of the CIP score, project type, funding and schedule. These items will be summarized in a project summary sheet. This will be developed for a 5-year duration. The CIP will be re-evaluated on an annual basis to align growth, needs and budgeting.

### CIP Definition Flow Chart



### City of Clayton CIP Ranking System

Categories	Category Score	Category Weight	Weighted Score	Total Score
Master Plan (1-5)		2		CIP Score (1 - 80)
Health/Public Safety (1-5)		3		
Infrastructure (1-5)		2		
Regulatory Compliance (1-5)		4		
External Funding (1-5)		2		
Impact on Operational Budget (1-5)		1		
Quality of Life (1-5)		1		
Timing/Location (1-5)		1		



## CIP Ranking Criteria

### Project Categories

1) **Master Plans** – Master Plans are prepared to provide the City of Clayton with a valuable aid for continuing efforts to meet and exceed goals set forth by City departments, advisory boards and commissions, and the citizens at-large. Master Plans include those documents that have been prepared internally to assure consistent adherence to industry best practices, as well as those documents that have been created with the assistance of outside consultants. A component of master planning includes public discussion and/or citizen engagement. The score could be based on answers to the following example questions:

- A. Is the proposed project contained in one or more of the City's Master Plans?
- B. Is the proposed project listed as a high priority, or over time, has it become a high priority of staff, a standing advisory board, or the Board of Aldermen due to an expressed need?
- C. Has the proposed project been fully developed and defined in enough detail so that the specifics are known?
- D. Have adequate public discussion and an appropriate level of citizen engagement around the project transpired, and does there appear to be broad community support?

#### Scoring Scale

1	2	3	4	5
The project is not part of any Master Plan.	↔	The project is included in a Master Plan, but may not be a high priority or appropriate citizen engagement on the specific proposal has not yet transpired.	↔	The project is included in a Master Plan, is a high priority, and has been well-vetted.

2) **Health/Safety** – This would include items that would improve the overall health and safety of the community such as bike/jogging trails, new recreation facilities, safer roads, and flood control measures, as well as enhancements to police, fire and emergency medical services. Projects to address employee safety issues, and to proactively manage risk, would also be included. The score could be based on answers to the following example questions:

- A. How would the proposed project impact the health and well-being or safety of Clayton residents and/or employees and how widespread is that potential impact?
- B. What is the degree of seriousness of the health/safety issue that is being addressed through the proposed project?
- C. Does the project help assist the City to respond more effectively and efficiently to emergencies throughout the community?
- D. Does the project address a serious risk or liability issue and to what degree?

#### Scoring Scale

1	2	3	4	5
The project does not impact the health/ safety of the citizens.	↔	The project addresses a serious health/safety issue that has a limited impact, or addresses a less-serious issue but serves the health/ safety of the broader community.	↔	The project directly addresses a serious health/public safety issue that has a widespread impact.

**3) Infrastructure** – This item relates to infrastructure needs for the City of Clayton, including sidewalks, streets, lighting, parking facilities, municipal buildings and recreational facilities, to name a few. The score could be based on answers to the following example questions:

- A. Is the infrastructure project needed?
- B. Will the project address an existing facility that is outdated or has exceeded its useful life?
- C. Is the project supported by a life cycle analysis of repair versus replacement?
- D. Does the project extend service to support/promote new growth?
- E. Does the project foster safe and accessible modes of travel?

Scoring Scale

1	2	3	4	5
The level of need for the project is low and it addresses either new or existing infrastructure.	↔	The level of need for the project is moderate and it addresses either new or existing infrastructure. (Maximum score for a new facility.)	↔	The level of need for the project is high; it addresses existing infrastructure; and the ancillary benefits are well-defined.

**4) Regulatory Compliance** – This includes compliance with regulatory mandates such as Environmental Protection Agency (EPA) directives, the Americans With Disabilities Act, the Manual on Uniform Traffic Control Devices and other County, State and Federal laws. This also includes compliance with self-imposed City ordinances, such as Silver LEED certification for municipal facility construction projects. The score could be based on answers to the following example questions:

- A. Does the project address a current regulatory mandate?
- B. Will the project proactively address a foreseeable (within the next 5 years) regulatory mandate?
- C. Does the project have a lasting impact on promoting regulatory compliance over the long term (more than 10 years)?

Scoring Scale

1	2	3	4	5
The project does not address a regulatory compliance issue.	↔	The project provides a short-term fix for an existing regulatory compliance issue or for one anticipated in the near future.	↔	The project resolves a pressing or long-term regulatory compliance issue.

**5) External Funding** – Capital improvement projects may be funded through sources other than City funds. Developer funding, grants through various agencies, and donations can all be sources of external funding for a project. The percentage of total cost funded by an outside source will determine the score in this category.

Scoring Scale

1	2	3	4	5
0% – 20% External Funding	21% - 40% External Funding	41% - 60% External Funding	61% - 80% External Funding	81% - 100% External Funding

**6) Impact on Operational Budget** – Some projects may affect the operating budget for the next few years or for the life of the facility. A new facility will need to be staffed and supplied, therefore having an impact on the operational budget for the life of the facility. Replacing a streetlight with a more energy efficient model may actually decrease operational costs. The score could be based on answers to the following questions:

- A. Will the project require additional personnel to operate?
- B. Will the project require additional annual maintenance?
- C. Will the project require additional equipment not included in the project budget?
- D. Will the project reduce staff time and City resources currently being devoted, and thus have a positive effect on the operational budget?
- E. Will the efficiency of the project save money?

1	2	3	4	5
The project does not affect the quality of life for Clayton community members.	↔	The project has a moderate impact on the quality of life for Clayton community members.	↔	The project greatly impacts the quality of life for a wide range of Clayton community members.

- F. Will the project present a revenue generating opportunity?
- G. Will the project help grow a strong, diversified economic base to help offset any additional costs?

Scoring Scale

1	2	3	4	5
The project will have a negative effect on the budget. It will require additional money to operate.	↔	The project will not affect the operating budget as it is cost/revenue neutral.	↔	The project will have a positive effect on the budget. It will have significant savings in time, materials and/or maintenance or be revenue generating to more than offset costs.

7) **Quality of Life** – Quality of life is a characteristic that makes the City a favorable place to live and work. A large park with amenities to satisfy all community members would greatly impact the quality of life. The score could be based on answers to the following example questions:

- A. Does the project enhance the quality of life for a wide range of community members?
- B. Will the project attract new residents, businesses or visitors to the City?
- C. Does the project serve to preserve the integrity of the City's residential neighborhoods?
- D. Does the project help create a beautiful and clean community?
- E. Does the project specifically promote the responsible use of resources?

- F. Does the project encourage widespread participation in a variety of recreational and cultural activities accessible to all community members?

Scoring Scale

8) **Timing/Location** – The timing and location of the project is an important attribute of the project. If the project is not needed for many years, it would score low in this category. If the project is close in proximity to many other projects and/or if a project is urgent or may need to be completed before another one can be started, it would score high in this category. The score could be based on the answers to the following example questions:

- A. When is the project needed?
- B. Do other projects require this one to be completed first?
- C. Does this project require others to be completed first?
- D. Can this project be done in conjunction with other projects? (example: installation of sidewalks, street lighting and rain gardens all within the same block)
- E. Will it be more economical to build multiple projects together, thus reducing construction costs?
- F. Will it help reduce the overall number of neighborhood disruptions from year to year?
- G. Is this an existing facility at or near the end of its functional life?

Scoring Scale

1	2	3	4	5
The project does not have a critical timing/location component.	↔	The project has either critical timing or location factor.	↔	Both timing and location are critical components of the project.



## Funded Capital Projects

Total Project Costs									
Project Name	CIP Score / Status	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total	Net Cost to City
1 #2 Oak Knoll Park Building Roof	Contract	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000	\$600,000
2 Year Round Multi-Use Facility (Ice Rink)	New Bonds 1	3,159,670	5,135,000	-	-	-	-	8,294,670	409,670
3 Brentwood Streetscape & Century Garden	New Bonds 1	-	1,750,000	-	-	-	-	1,750,000	-
4 The Center of Clayton Renovations	New Bonds 2	-	2,000,000	2,000,000	-	-	-	4,000,000	-
5 Maryland Ave. Resurfacing	Bonds/Grant	191,630	1,750,652	-	-	-	-	1,942,282	-
6 Sidewalks, Curbs & Accessibility Improvements	Active	119,527	122,500	122,500	122,500	122,500	122,500	732,027	597,027
7 Microsurfacing of Davis Place/Hunter/S. Gay/Shaw Park Dr.	Active	40,000	445,374	-	-	-	-	485,374	485,374
8 Public Space Cameras - Phase 1	Active	40,000	310,000	-	-	-	-	350,000	350,000
9 DeMun Playground	Active	200,000	300,000	-	-	-	-	500,000	350,000
10 Central Business District Resurfacing	2014 Bonds (72)	-	-	100,554	155,508	1,324,884	1,531,073	3,112,019	-
11 Alley Repairs	2014 Bonds (51)	-	888,027	979,865	-	-	-	1,867,892	-
12 Microsurfacing of Claverach/Wydown	70	-	-	60,000	587,592	-	-	647,592	349,132
13 Microsurfacing of Forsyth/N. Meramec	66	-	80,000	799,136	-	-	-	879,136	879,136
14 Microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, Northmoor Park	66	-	-	-	26,432	528,640	-	555,072	555,072
15 Center of Clayton Parking Lot Expansion	65	-	300,000	-	-	-	-	300,000	300,000
16 Parks Master Plan	57	-	80,000	-	-	-	-	80,000	80,000
17 Fire Department Kitchen Remodel	48	5,000	65,000	-	-	-	-	70,000	70,000
18 Brentwood Bldg. - Police Dept. Training Room	38	-	-	73,500	-	-	-	73,500	73,500
19 Bike & Pedestrian City Master Plan	38	-	90,000	-	-	-	-	90,000	90,000
20 Bonhomme Garage - Pay Station Upgrade	32	-	64,391	-	-	-	-	64,391	34,127
21 City Hall - Council Chamber Security, AV & Exec. Conf. Rm.	31	-	-	552,000	-	-	-	552,000	552,000
22 City Hall - Planning Dept. & Security	23	-	-	93,000	-	-	-	93,000	93,000
<b>Total</b>		<b>\$3,755,827</b>	<b>\$13,980,944</b>	<b>\$4,780,555</b>	<b>\$892,032</b>	<b>\$1,976,024</b>	<b>\$1,653,573</b>	<b>\$27,038,954</b>	<b>\$5,868,038</b>

This list of capital projects includes new projects budgeted in FY 2019 through FY 2023. It does not include projects that were near completion in FY 2018 and may have remaining expenditures in FY 2019 and beyond.

Projects are included in the funded plan, separate from the scored projects, when the project has significant external funding, and the percentage of funded project cost is noted in the schedule in the Status column on these projects.



**Project: #2 Oak Knoll Park Building Roof**

**Budget: \$600,000**

**Contractual Requirement for City Funding**

**Project Department:** Parks & Recreation

**Account Number:** 60X16006540000

**Project Description:** This project is the replacement of the slate roof on the building at #2 Oak Knoll Park which houses the St. Louis Community Foundation.

**Project Justification:** This roof is nearing the end of its useful life as there have already been required repairs. Per the agreement with the Community Foundation, it is the City's responsibility to fund this project when the roof merits replacement.

**Financial Implications:** Completion of this project is expected to reduce leaks and ongoing maintenance associated with the current roof.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$600,000					\$600,000
<b>Total</b>		\$600,000					\$600,000



**Project Location: #2 Oak Knoll Park**





**Project: Year-Round Multi-Use Facility (Ice Rink)**

**Budget: \$8,294,670**

**Funded by Grant and New Bond Issue**

**Project Department:** Parks & Recreation

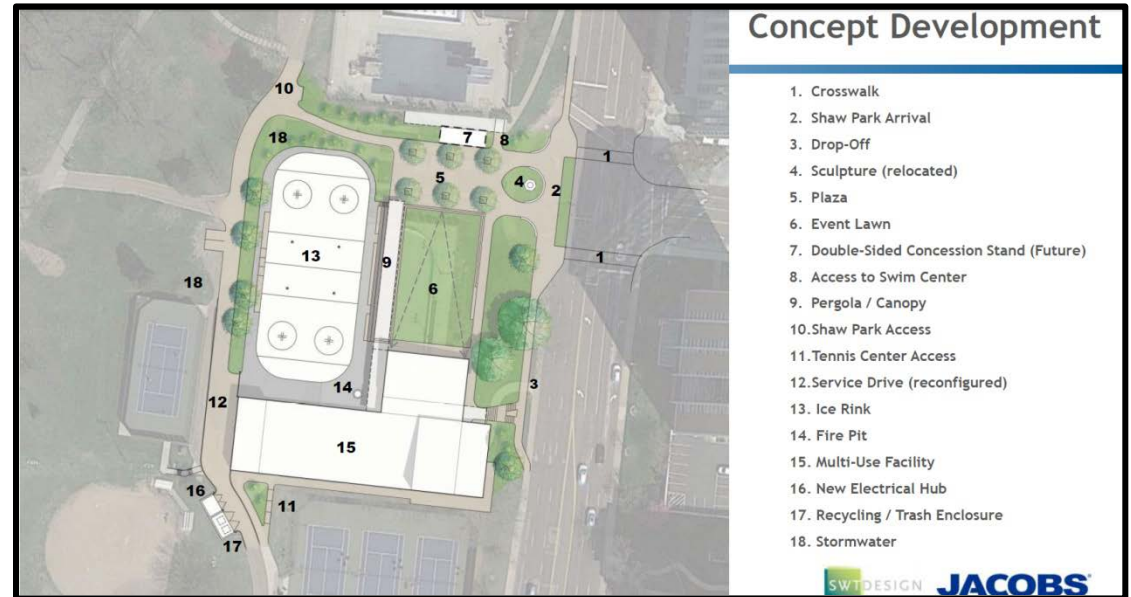
**Account Number:** 60X16006450000

**Project Description:** This project will include the construction of a year-round multi-use facility that will serve as an outdoor ice rink in the winter and a field/event space the remainder of the year. The building itself will service not only the needs of the skaters, but also field users, event attendees and tennis players.

**Project Justification:** The existing ice rink opened in 1961 and, while it has served the community well over these past 57 years, is long past the life expectancy for a facility of this type. The system that operates the rink needs to be replaced; the slab is subject to significant thawing due to cracking during the season; and the building itself has deteriorated, particularly in the rooms that service the ice-making equipment. This project will enable us to address the needs of the rink while expanding the space available for field sports as well as special events, both of which are in need of additional space.

**Financial Implications:** The increase in operating costs will be offset by revenue generation, although staff anticipates an additional operational subsidy of approximately \$100,000 per year will be required.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>State &amp; Local Grants</b>		\$420,000					\$420,000
<b>Proposed Bonds</b>	\$2,750,000	\$4,715,000					\$7,465,000
<b>City Funding</b>	\$409,670						\$409,670
<b>Total</b>	\$3,159,670	\$5,135,000					\$8,294,670



**Project Location:** Shaw Park  
2017.PK.1604.601



**Project: Brentwood Streetscape & Century Garden**

**Budget: \$1,750,000**

**Bond Funded**

**Project Department:** Parks & Recreation

**Account Number:** 60X16006530000

**Project Description:** The Century Garden will be a formal gathering space for visitors of Shaw Park. Located near the new multi-purpose facility this area will serve as a plaza that will include a sculpture, seating areas, shade trees, a central lawn, and dramatic views of the park. The streetscape along Brentwood Boulevard will be revitalized and will continue the motif of the existing streetscape that began with Chapman Plaza.

**Project Justification:** While completing the rink project, the changes to the rink will necessitate the reconstruction of the Century Garden area. The expansion of green space at this location will open up the view into the park and will also enable the City to more prominently showcase James Surls' *Molecular Bloom with Single Flower*, the sculpture commissioned by the Clayton Century Foundation in honor of the City's Centennial. The streetscape along Brentwood Boulevard will be updated to comply with current City Streetscape Standards.

**Financial Implications:** This project should have a small impact on the City's operational and maintenance budget over the next few years.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	Total
Federal Grants						
Other Grants & Donations						
Proposed Bonds		\$1,750,000				\$1,750,000
City Funding						
<b>Total</b>		\$1,750,000				\$1,750,000



**Project Location:** Shaw Park  
2018.PK.1610.601



**Project: The Center of Clayton Renovations**

**Budget: \$4,000,000**

**Bond Funded**

**Project Department:** Parks & Recreation

**Account Number:** 60X16006010000

**Project Description:** This project will include upgrades to the mechanical and electrical systems of the Center of Clayton (the Center) as well as renovations to the building that will achieve the following three objectives:

- 1) Preservation of the facility;
- 2) Enhancement of the member experience; and
- 3) Energy conservation.

This budgeted amount represents 50% of the estimated renovation cost with the School District of Clayton being responsible for the other half of the cost.

**Project Justification:** As the Center nears its twentieth year of operation, mechanical systems including the aquatic center air quality control unit are in need of replacement. These large systems have reached their life expectancy and replacement will enable the Center to continue to handle its large volume of daily visitors. The project will also include enhancements of the member experience such as improved locker rooms, installation of a sauna and/or steam room, an expanded fitness area and other options. As these improvements are made, energy conservation will be a priority.

**Financial Implications:** By investing in the Center, we will ensure that this asset continues to serve the community and, with a strong membership base, is able to continue to recover its operating costs through membership fees, rentals and programming.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>State &amp; Local Grants</b>							
<b>Proposed Bonds</b>		\$2,000,000	\$2,000,000				\$4,000,000
<b>City Funding</b>							
<b>Total</b>		\$2,000,000	\$2,000,000				\$4,000,000



**Project Location:** The Center of Clayton



**Project: Maryland Avenue Resurfacing**

**Budget: \$1,942,282**

**Status: Active**

**Project Department:** Public Works

**Account Number:** 60X01006150000, 60X03006150000

**Project Description:** This project consists of milling off and overlaying with 2 inches of asphalt, and bringing curb ramps into compliance with Americans with Disabilities Act (ADA) standards. The project will also remove the brickprint crosswalks and replace them with brick paver crosswalks. This project has been awarded partial funding through a federal grant and the East-West Gateway Council of Governments has included the project in the Transportation Improvement Program, with construction slated for 2019.

**Project Justification:** This project will improve the pavement condition, which is a performance measurement attribute. This project is part of the Pavement Management Program.

**Financial Implications:** Maintenance of brickprint crosswalks has been an ongoing concern. The concrete paver system has a longer lifespan and will reduce long-term costs. Ongoing maintenance costs of the new surface will be minimal in the first few years following rehabilitation.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants		\$948,710					\$948,710
State & Local Grants							
2014 Bonds	\$191,630	\$801,942					\$993,572
City Funding							
<b>Total</b>	\$191,630	\$1,750,652					\$1,942,282



**Project Location:** Maryland Avenue  
BI.2019.PW.1401.011



**Project: Sidewalks, Curbs & Accessibility Improvements**

**Budget: \$732,027**

**CIP Score: 67**

**Project Department:** Public Works

**Account Number:** 60X01006050000

**Project Description:** This is a multi-year (30 YR+) plan to address barriers identified in the City Americans with Disabilities Act (ADA) Transition Plan. This project will address pedestrian barriers such as curb ramps, island refuges, sidewalks, signals (pedestrian components), transit stops, benches, and parking.

**Project Justification:** This program will provide a more accessible City for handicapped individuals. By implementing a schedule for the transition plan, the City will assure future qualification for federal funds is secure. Federal regulations require the development of a transition plan for all organizations receiving federal funds (Rehabilitation Act of 1973 & Americans with Disabilities Act [ADA] of 1990). A component of that plan is an implementation schedule to correct the issues identified in the self-evaluation portion of the plan.

**Financial Implications:** The project addresses existing regulatory issues and will require less maintenance of the replaced facilities in the immediate years following construction.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$135,000
<b>State &amp; Local Grants</b>							
<b>Bonds</b>							
<b>City Funding</b>	\$97,027	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$597,027
<b>Total</b>	\$119,527	\$122,500	\$122,500	\$122,500	\$122,500	\$122,500	\$732,027



**Project Location:** Public Right-of-Way, City-Wide  
20XX.PW.1401.051& .041



**Project:      Microsurfacing of Davis Place/Hunter/S Gay/  
                  Shaw Park Drive**

**Budget: \$485,374  
CIP Score: 66**

**Project Department:** Public Works

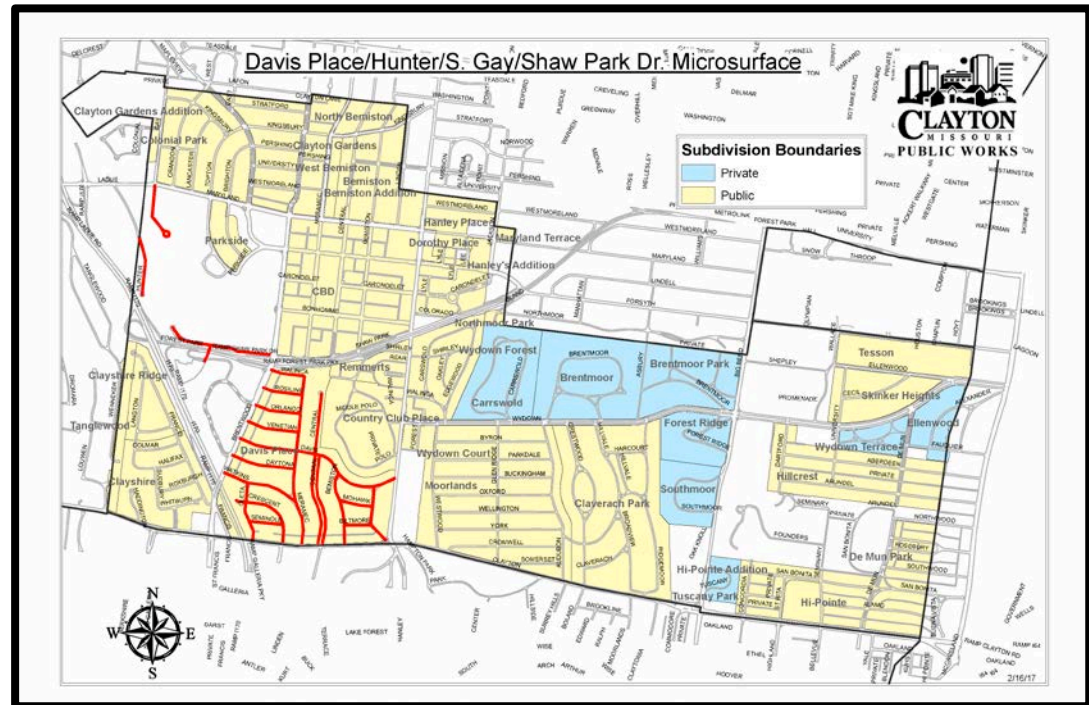
**Account Number:** 60X01006260000

**Project Description:** This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/4”) asphalt wearing surface to protect the underlying pavement, fill ruts, and increase skid resistance.

**Project Justification:** This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City’s Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction.

**Financial Implications:** Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding	\$40,000	\$445,374					\$485,374
<b>Total</b>	<b>\$40,000</b>	<b>\$445,374</b>					<b>\$485,374</b>



**Project Location:** Hunter, S. Gay, and Shaw Park Drive and Davis Place Subdivision  
BI.2018.PW.1401.020



**Project: Public Space Cameras – Phase 1**

**Budget: \$350,000**

**CIP Score: Active**

**Project Department:** Public Safety

**Account Number:** 60X01006140000

**Project Description:** This project consists of the system design for an outdoor security camera system with cameras in various locations throughout the City. Staff is working with a consultant to assist in developing a plan for a camera system for recording and accessing recorded files, and for determining the best means of connection between camera sites. The 1<sup>st</sup> Phase implementation consists of the placement of cameras in the downtown and Shaw Park. Once the Phase 1 is implemented, staff will evaluate the benefit of expansion of the project.

**Project Justification:** A security camera system will provide for the safety of residents, those working in Clayton and other visitors.

**Financial Implications:** Once a system is in place, the operational costs will consist of maintenance of the system hardware and software, including upgrades.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>State &amp; Local Grants</b>							
<b>Bonds</b>							
<b>City Funding</b>	\$40,000	\$310,000					\$350,000
<b>Total</b>	\$40,000	\$310,000					\$350,000



**Project Location:** Downtown & Shaw Park

2016.PS.1200.101

Table of Contents



**Project: DeMun Park Playground Replacement**

**Budget: \$500,000**  
**\$150,000 Donation Funded**

**Project Department:** Parks & Recreation

**Account Number:** 60X16006470000

**Project Description:** This project consists of the replacement of the two playground units and play area surfacing at DeMun Park as well as site amenities and other park enhancements.

**Project Justification:** The two playground structures in DeMun Park were installed over 20 years ago. This is a heavily utilized playground for 2 to 5 year olds from the neighborhood, as well as surrounding communities. Replacement of both playground components will ensure the site meets all current safety standards so the patrons using it can enjoy many more years of safe play in DeMun Park.

**Financial Implications:** The City plans to coordinate with the Clayton Century Foundation to secure private donations to offset a portion of the cost to the City. This project decreases maintenance costs in the first five to ten years as maintenance on the old equipment will no longer be required, including painting, surfacing repairs and equipment repair. The ongoing maintenance cost on the new equipment will be minor.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>Other Grants &amp; Donations</b>	\$150,000						\$150,000
<b>Bonds</b>							
<b>City Funding</b>	\$50,000	\$300,000					\$350,000
<b>Total</b>	\$200,000	\$300,000					\$500,000



**Project Location:** DeMun Park  
 2017.PK.1610.201





**Project: Central Business District Street Resurfacing**

**Budget: \$2,945,000**

**CIP Score: 72 (Funding - Grant & Bonds)**

**Project Department:** Public Works

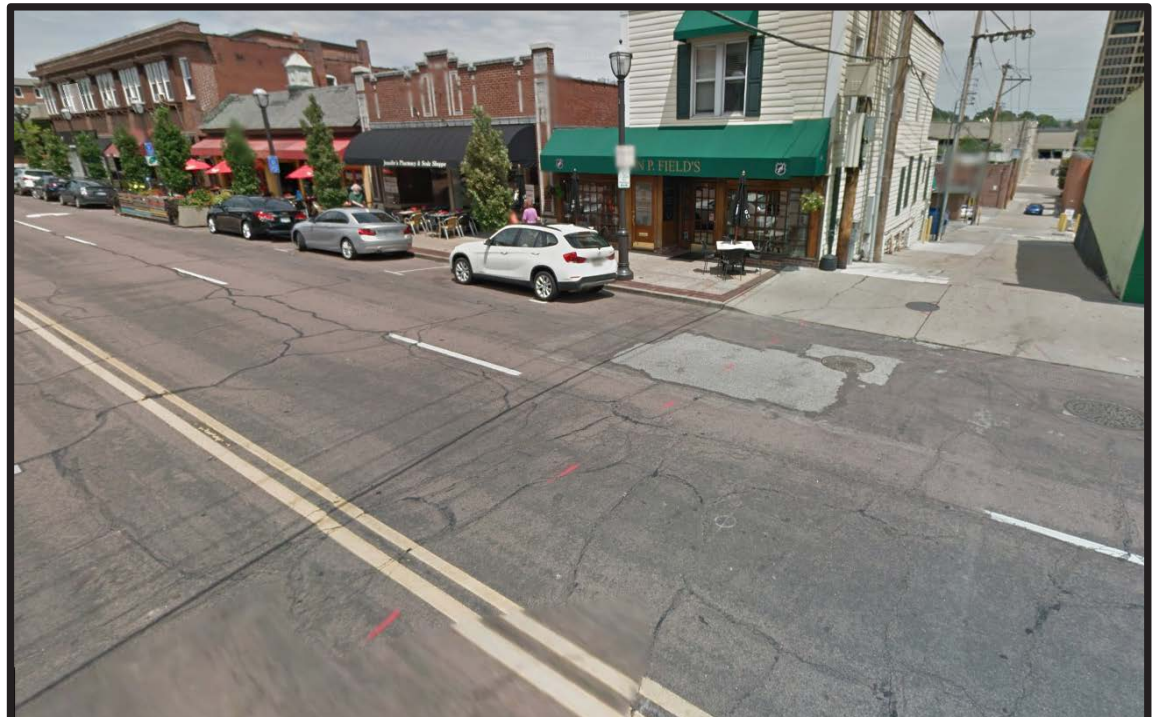
**Account Number:** 60X01006150000, 60X03006150000

**Project Description:** This project consists of the milling off and overlaying of 2 inches of asphalt, and bringing curb ramps into compliance with Americans with Disabilities Act (ADA) standards. The design of the curb ramps will be completed in FY 2019. This project has been submitted for a federal grant through the East West Gateway Council of Governments. The project will be phased over two years with the streets that are federal grant eligible occurring in 2021 (Meramec, Central, and Bonhomme) and the non-grant eligible occurring in 2020 and 2021 (Bemiston, Carondelet, and portion of Central north of Maryland)

**Project Justification:** This project will improve the pavement condition of the entire Central Business District, which is a performance measurement attribute. This project is part of the Pavement Management Program.

**Financial Implications:** A federal grant is being requested for a portion of this project. The remainder will be funded by the 2014 General Obligation Bonds. Resurfacing of these streets will reduce annual maintenance costs as those costs should be minimal in the first few years following construction.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants					\$965,535	\$924,903	\$1,890,438
State & Local Grants							
2014 Bonds			\$100,544	\$155,508	\$359,349	\$606,170	\$1,221,571
City Funding							
<b>Total</b>			\$100,544	\$155,508	\$1,324,884	\$1,531,073	\$3,112,009



**Project Location:** Central Business District  
2019.PW.1401.010



**Project: Alley Repairs**

**Budget: \$1,867,892**

**CIP Score: 51 (Funding – Bonds)**

**Project Department:** Public Works

**Account Number:** 60X03006130000

**Project Description:** This project consists of removing the existing alleys and replacing them with new concrete alleys. Alleys scheduled for replacement include the following sites:

- Central Business District
- Hillcrest
- HiPointe/Demun

**Project Justification:** These alleys have received very low evaluation ratings for several years and were scheduled for replacement as part of the Pavement Management Program. Alley projects were delayed from FY 2010 through FY 2014 due to budgetary constraints. Replacement will increase pavement ratings, which is a performance measure.

**Financial Implications:** This project is funded by remaining 2014 General Obligation bonds. Maintenance costs have increased significantly in recent years due to the increased amount of patching in alleys that were scheduled for replacement. On-going maintenance costs will be minor.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
<b>Federal Grants</b>						
<b>Other Grants &amp; Donations</b>						
<b>2014 General Obligation Bonds</b>		\$888,027	\$979,865			\$1,867,892
<b>City Funding</b>						
<b>Total</b>		\$888,027	\$979,865			\$1,867,892



**Project Location:** Various Alleys  
2019 and 2020.PW.1401.030



**Project: Microsurfacing of Claverach & Wydown**

**Budget: \$647,592**

**CIP Score: 70**

**Project Department:** Public Works

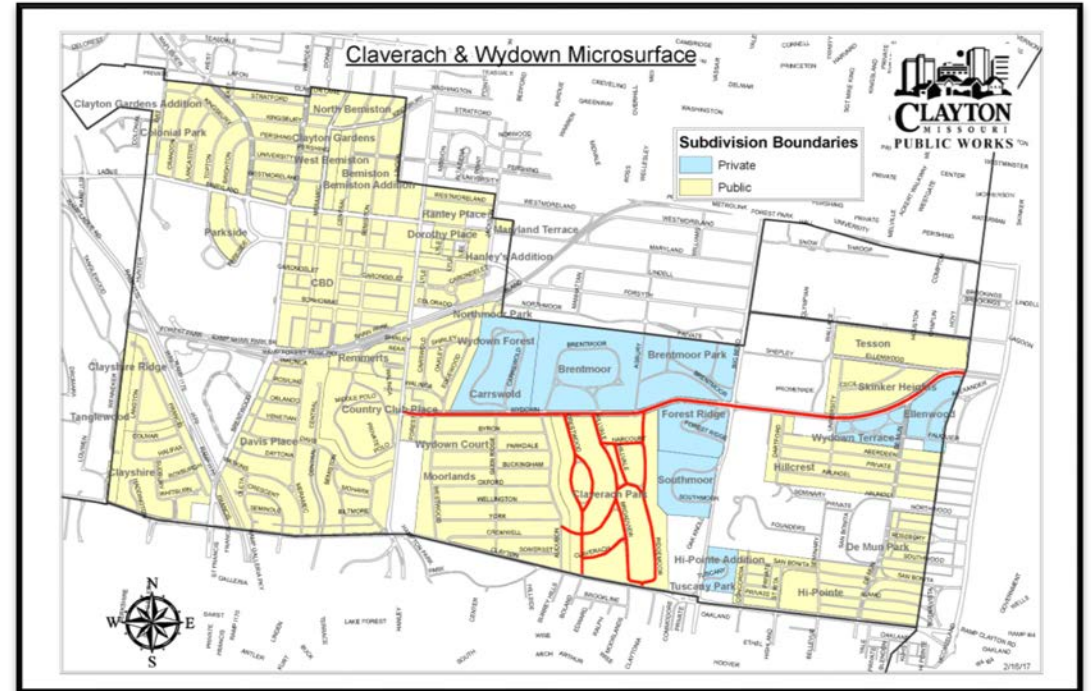
**Account Number:** 60X01006260000

**Project Description:** This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/4") asphalt wearing surface to protect the underlying pavement, fill ruts, and increase skid resistance.

**Project Justification:** This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City's Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction.

**Financial Implications:** The City will apply for a federal grant to assist in funding this project for the portions which are grant eligible. Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>				\$298,460			\$298,460
<b>State &amp; Local Grants</b>							
<b>Bonds</b>							
<b>City Funding</b>			\$60,000	\$289,132			\$349,132
<b>Total</b>			\$60,000	\$587,592			\$647,592



**Project Location:** Claverach and Wydown  
PW.2021.PW.1401.020



**Project: Microsurfacing of Forsyth & N. Meramec**

**Budget: \$879,136**

**CIP Score: 66**

**Project Department:** Public Works

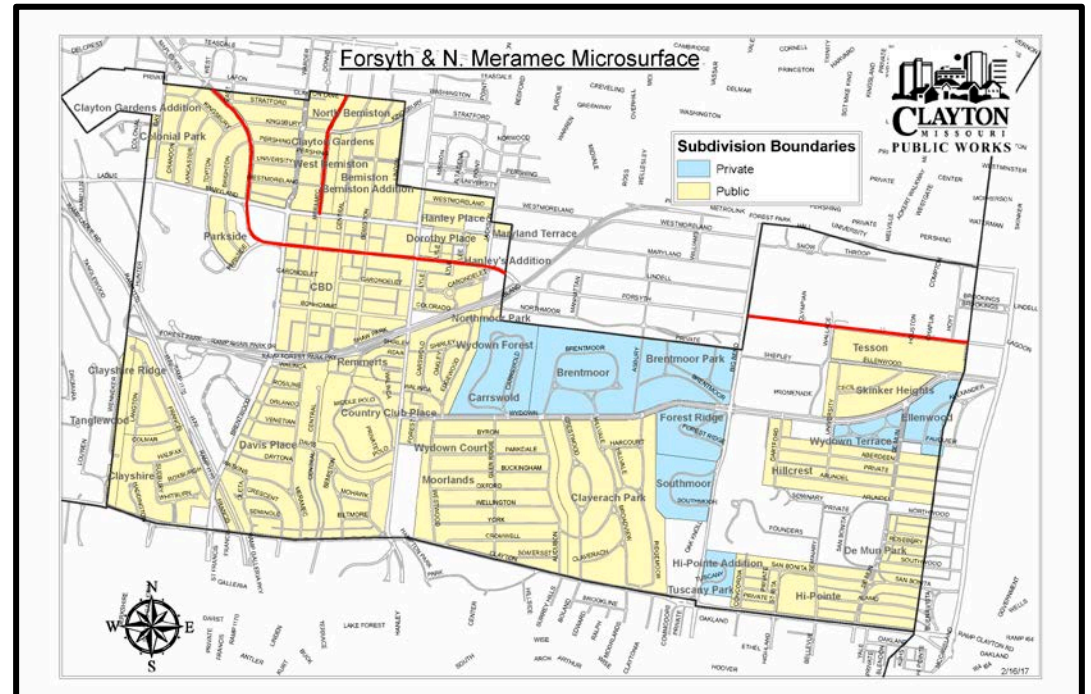
**Account Number:** 60X01006260000

**Project Description:** This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/4”) asphalt wearing surface to protect the underlying pavement, fill ruts, and increase skid resistance.

**Project Justification:** This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City’s Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction.

**Financial Implications:** Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>State &amp; Local Grants</b>							
<b>Bonds</b>							
<b>City Funding</b>		\$80,000	\$799,136				\$879,136
<b>Total</b>		\$80,000	\$799,136				\$879,136



**Project Location:** Forsyth and N. Meramec  
PW.2019.PW.1401.020



**Project: Microsurfacing of Old Town/Skinker Heights/  
Hi-Pointe/DeMun/Northmoor Park**

**Budget: \$555,072  
CIP Score: 66**

**Project Department:** Public Works

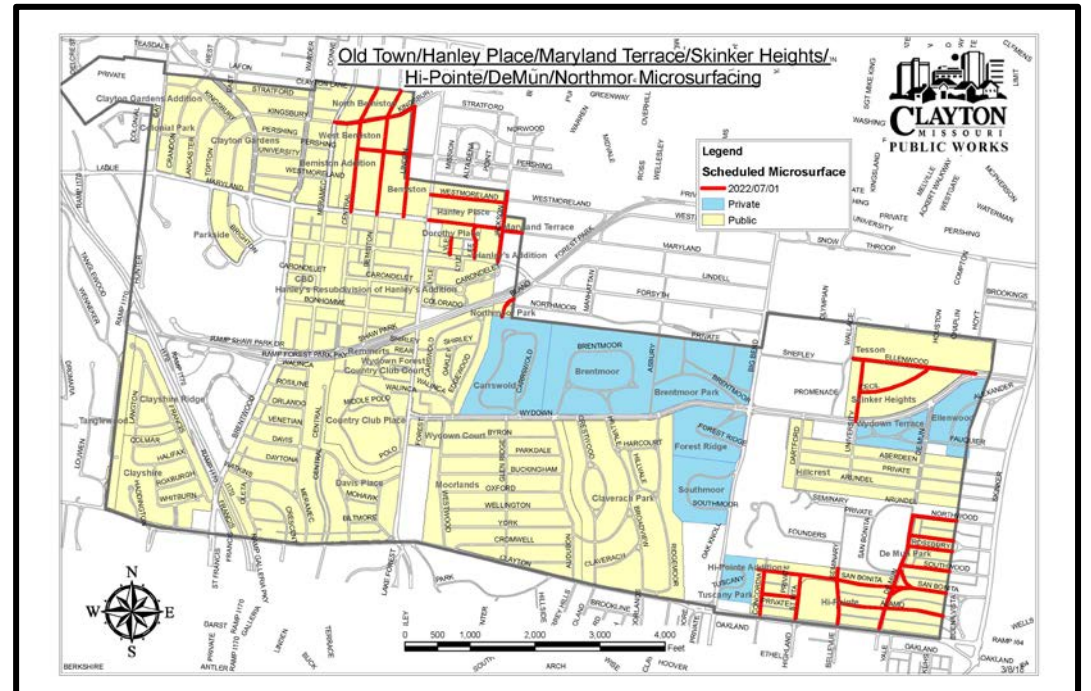
**Account Number:** 60X01006260000

**Project Description:** This project consists of spot milling the concrete surface around utility structures and curb ramps, repairing concrete and replacing curbs and gutters as necessary, and installing a thin (3/4") asphalt wearing surface to protect the underlying pavement, fill ruts, and increase skid resistance.

**Project Justification:** This project will improve the pavement condition of these areas, which is a performance measurement attribute. This project is part of the City's Pavement Management Program and serves to extend the life of pavements and minimize costly repairs/reconstruction.

**Financial Implications:** Microsurfacing of these streets will reduce annual maintenance costs as those costs will be minimal in the first few years following construction. Microsurfacing will also provide a wearing/protective surface to extend the life of the underlying pavement structure.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
<b>Federal Grants</b>							
<b>State &amp; Local Grants</b>							
<b>Bonds</b>							
<b>City Funding</b>				\$26,432	\$528,640		\$555,072
<b>Total</b>				\$26,432	\$528,640		\$555,072



**Project Location:** Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park  
2022.PW.1401.020



**Project: Center of Clayton Parking Lot Expansion**

**Budget: \$300,000 Agreement**

**Project Department:** Parks & Recreation

**Account Number:** 60X16006790000

**Project Description:** This project includes the mitigation of the site and construction of a parking lot with 150 spaces which will add to the existing parking.

**Project Justification:** This site is being vacated and the need for additional parking for Shaw Park, the Center of Clayton and Clayton High School is high particularly during the daytime hours while school is in session.

**Financial Implications:** The City's contribution towards this project could generate an increased opportunity for revenue at the Center of Clayton due to additional parking.

Sources	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Federal Grants							
Other Grants & Donations (School District)							
Bonds							
City Funding		\$300,000					\$300,000
<b>Total</b>		\$300,000					\$300,000



**Project Location:** Center of Clayton  
2018.PK.1610.603



**Project: Parks and Recreation Master Plan**

**Budget: \$80,000**

**CIP Score: 57**

**Project Department:** Parks & Recreation

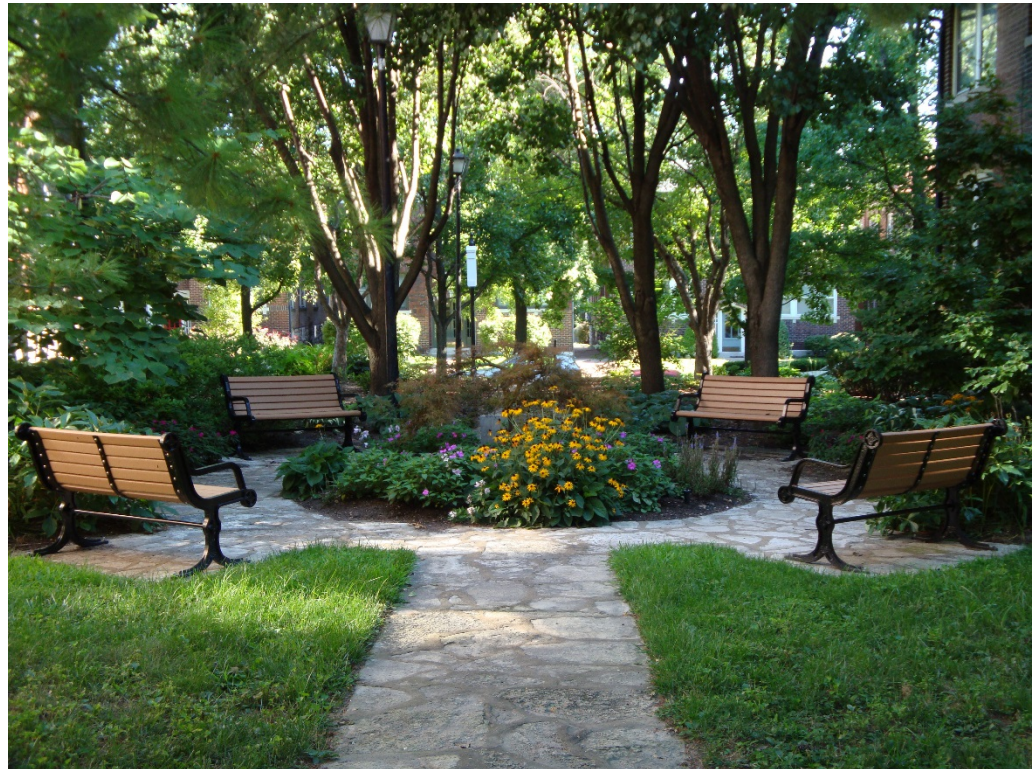
**Account Number:** 60X16002700000

**Project Description:** This project will result in a new Parks & Recreation Master Plan for the City. It will include an evaluation of park land, recreation facilities, programming and events. The City will hire a Consultant who will complete surveys as well as conduct public outreach. This process is anticipated to take ten to twelve months to complete.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$80,000					\$80,000
<b>Total</b>		\$80,000					\$80,000

**Project Justification:** The last Parks & Recreation Master Plan was completed in 2007. While the City has done updates to several components of that plan, it is time to conduct a new study to ensure that the Department is continuing to serve the needs of the community. Over the course of the past twelve years the City has completed much of the work contained within the 2007 plan and this study will help lay the foundation for the Department’s focus over the next ten to fifteen years.

**Financial Implications:** Completion of this project will result in the city being able to secure grants to help fund priority projects and programs for the community. The St. Louis County Municipal Park Grant Commission requires a current Master Plan for consideration of grant applications and, as a primary funding source for capital needs for the parks, this will help offset the City’s investment. This will also serve as a useful fundraising tool for the Clayton Century Foundation.



**Project Location:** City of Clayton



**Project: Fire Department Kitchen Remodel**

**Budget: \$70,000**

**CIP Score: 48**

**Project Department:** Public Works

**Account Number:** 60X01006250000

**Project Description:** The current space is being evaluated for remodeling/reconfiguration by a design professional. The cabinetry, flooring, countertops and some appliances also need to be replaced.

**Project Justification:** The kitchen is 15 years old and in need of upgrading. Over the past few years the City has dealt with serious plumbing issues due to high daily usage. The kitchen was designed at a typical residential level but is being used at nearly a commercial level. The fire department also hosts many special events throughout the year and the kitchen is utilized at its fullest for food preparation. The kitchen serves as a multipurpose room for meetings, training and morning and afternoon role call, along with three meals per day. It serves as the nucleus of the department.

**Financial Implications:** This project is estimated to cost \$100,000. The Equipment Replacement Fund will cover \$30,000 for the replacement of appliances. This project will reduce the yearly maintenance costs in future years.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 GO Bonds						
City Funding	\$5,000	\$65,000				\$70,000
<b>Total</b>	<b>\$5,000</b>	<b>\$65,000</b>				<b>\$70,000</b>



**Project Location:** 10 N Bemiston Ave





## Project: Police Department Training Room

**Budget: \$73,500**

**CIP Score: 38**

**Project Department:** Police

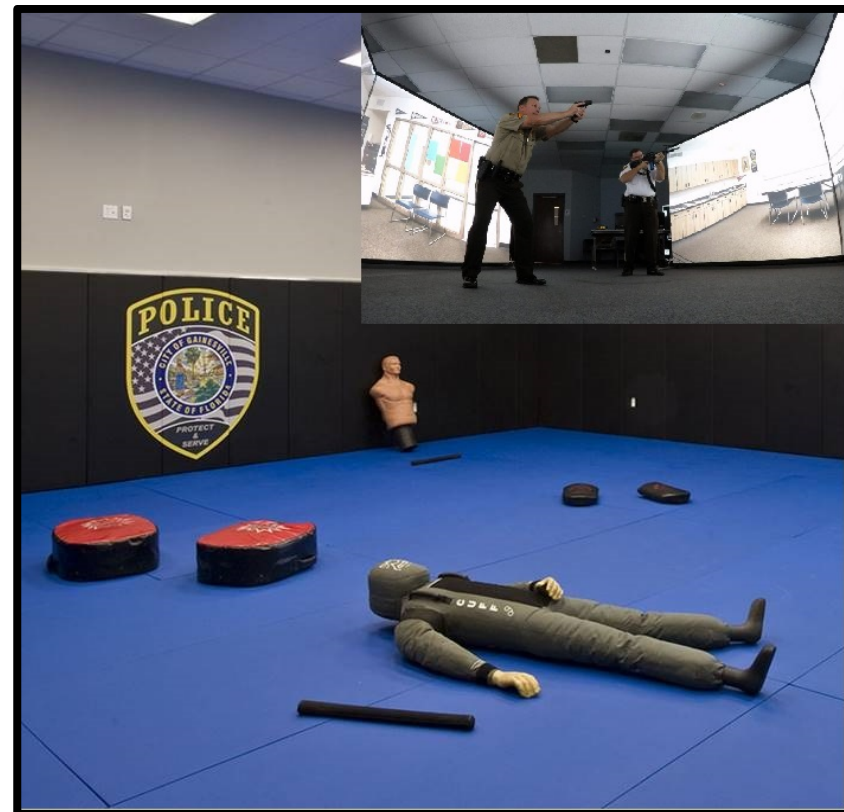
**Account Number:** 60X01006250000

**Project Description:** This project will construct a permanent onsite training space for the Police Department to conduct training exercises.

**Project Justification:** The Police Department has created an improvised training space on the second floor of the Brentwood building. With the location of this temporary space, training activity noise encroaches into adjacent office space. There is space on the lower level with high ceilings that can be repurposed to provide the appropriate space and house the training equipment by the Police Department to conduct training exercises.

**Financial Implications:** The equipment needed for the training room will be purchased from the Equipment Replacement Fund. Operation and maintenance costs will increase slightly due to the modifications of building systems including HVAC and providing custodial services for the finished space.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
<b>Federal Grants</b>						
<b>Other Grants &amp; Donations</b>						
<b>2014 Bonds</b>						
<b>City Funding</b>			\$73,500			\$73,500
<b>Total</b>			\$73,500			\$73,500



**Project Location:** 10 S Brentwood



**Project: Bike & Pedestrian City Master Plan Update**

**Budget: \$90,000**

**CIP Score: 38**

**Project Department:** Public Works

**Account Number:** 60X01002700000

**Project Description:** This project is a master plan update to the 2009 City Bikeable Walkable Communities Plan. The goal of the plan is to update the current master plan to identify proposed improvements/routes and how these areas will be connected to create a network within the City, as well as identify connections to trailheads and at the City boundaries.

**Project Justification:** This plan would be a valuable reference for future projects. This plan could identify the type and location of the bike/pedestrian facilities as a network at the City level, rather than evaluating them individually on projects.

**Financial Implications:** Establishment of a plan can help better identify projects, and improve chances for approval of grant requests. It also has the potential to save time and money during the development of roadway projects.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Federal Grants							
State & Local Grants							
Bonds							
City Funding		\$90,000					\$90,000
<b>Total</b>		\$90,000					\$90,000



**Project Location:** City of Clayton



**Project: Bonhomme Garage Pay Station Upgrade**

**Budget: \$64,391**

**CIP Score: 32**

**Project Department:** Public Works

**Account Number:** 60X01006250000

**Project Description:** This project consists of installing an automatic pay station at the Bonhomme Garage to be used by parkers. This addition will add credit card capability to the gate entry.

**Project Justification:** This project will reduce staffing needed for the Bonhomme garage and will allow the City to capture lost revenue from hourly parkers. Currently, when contracted contract staff leave for the day, the gates must be left open for parkers to exit. With the addition of the automatic pay station the parkers will be required to pay upon leaving.

**Financial Implications:** St. Louis County will reimburse 47% of the costs of the project. General fund contracted staffing is likely to be reduced by \$9,500 annually. Revenue from hourly parking is expected to increase approximately \$1,700 per year.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
<b>Federal Grants</b>						
<b>Other Grants &amp; Donations</b>		\$30,264				\$30,264
<b>2014 Bonds</b>						
<b>City Funding</b>		\$34,127				\$34,128
<b>Total</b>		\$64,391				\$64,391



**Project Location:** Bonhomme Garage



**Project: City Hall - Council Chamber Security, Audio Visual Upgrade & Executive Conference Room**

**Budget: \$552,000  
CIP Score: 31**

**Project Department:** Public Works

**Account Number:** 60X01006250000

**Project Description:** This project consists of improving security aspects of the council chambers, upgrading the audio visual functionality, converting space behind the council chambers into one large conference room, and upgrading audience chairs.

**Project Justification:** This project will provide a large conference room for Board of Aldermen executive meetings and other meeting space needs. Space could also serve as a safe room as part of the improved security of hardening of the dais. This project will also replace antiquated, analog A/V with a digital system to address ongoing audio issues and to enhance video presentations. The audience wooden chairs will also be replaced with stackable chairs to improve the flexibility for use of the space.

**Financial Implications:** Replacing the A/V equipment that is past its anticipated life cycle will reduce the operation and maintenance costs. There will only be minor maintenance on the other improvements.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
Federal Grants						
Other Grants & Donations						
2014 Bonds						
City Funding			\$552,000			\$552,000
<b>Total</b>			\$552,000			\$552,000



**Project Location:** 10 N Bemiston Avenue



**Project: City Hall - Planning and Development Department  
Lobby Renovation and Security Upgrade**

**Budget: \$93,000  
CIP Score: 23**

**Project Department:** Public Works

**Account Number:** 60X01006250000

**Project Description:** This project consists of renovating and expanding the Planning & Development Services Department work area and improving building lobby security.

**Project Justification:** Planning has added two new positions in the past two years and the space is limited for expansion. This space will also ensure customers have adequate space to discuss their project needs.

**Financial Implications:** Maintenance costs will not increase related to this project.

Sources	Prior Years	FY 2019	FY 2020	FY 2021	Future Years	Total
Federal Grants						
Other Grants & Donations						
Bonds						
City Funding			\$93,000			\$93,000
<b>Total</b>			\$93,000			\$93,000



**Project Location: City Hall**



## Capital Improvements Plan FY 2019 - 2023

### Impact of Capital Investments on Operating Budget

The table below shows the estimated ongoing operating impact associated with projects included in the adopted Capital Improvements Plan. Annual operating and maintenance costs are incorporated into the General Fund operating budget as projects are completed. For some projects, ongoing costs are not noticeably different from current costs, and others result in lower costs.

Project Name	Revenue or Cost Category (Categories)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
#2 Oak Knoll Park Building Roof	Contractual	\$0	\$0	\$0	\$0	\$0
Year-Round Multi-Use Facility (Ice Rink)	Revenue, Personnel, Contractual, Commodities	\$25,000	\$100,000	\$152,000	\$155,000	\$170,000
Century Garden	Personnel, Contractual, Commodities	\$0	\$0	\$15,500	\$15,800	\$16,800
Center of Clayton Renovations - City Share	No Impact	\$0	\$0	\$0	\$0	\$0
Maryland Avenue Resurfacing	Commodities	\$0	\$45	\$135	\$280	\$580
Community Development Block Grant Sidewalks	No Impact	\$0	\$0	\$0	\$0	\$0
Microsurfacing of Davis Place/Hunter/S. Gay/Shaw Park Drive	Commodities	\$0	\$95	\$295	\$610	\$1,250
Public Space Cameras - Phase 1	Contractual	\$0	\$10,000	\$10,500	\$11,000	\$11,500
DeMun Park Playground Replacement	Personnel, Contractual, Commodities	\$7,000	\$4,000	\$9,500	\$11,000	\$11,500
Central Business District Street Resurfacing	Commodities	\$0	\$0	\$0	\$95	\$285
Alley Repairs	Commodities	\$582	\$484	\$429	\$330	\$447
Microsurfacing of Claverach/Wydown	Commodities	\$0	\$0	\$0	\$132	\$410
Microsurfacing of Forsyth, N. Meramec	Commodities	\$0	\$0	\$93	\$286	\$589
Microsurfacing of Old Town, Skinker Heights, Hi-Pointe, Demun, Northmoor Park	Commodities	\$0	\$0	\$0	\$0	\$168
Center of Clayton Parking Lot Expansion	No Impact	\$0	\$0	\$0	\$0	\$0
Parks Master Plan	No Impact	\$0	\$0	\$0	\$0	\$0
Fire Department Kitchen Remodel	No Impact	\$0	\$0	\$0	\$0	\$0
Police Department Training Room	Contractual	\$0	\$500	\$1,000	\$1,000	\$1,000
Bike Ped Master Plan	No Impact	\$0	\$0	\$0	\$0	\$0
Bonhomme Garage	No Impact	\$0	\$0	\$0	\$0	\$0
Council Chambers and Executive Conference Room	No Impact	\$0	\$0	\$0	\$0	\$0
Planning and Development Department Expansion	No Impact	\$0	\$0	\$0	\$0	\$0
<b>Net Operating Budget - Expenditures (Revenue)</b>		<b>\$32,582</b>	<b>\$115,124</b>	<b>\$189,452</b>	<b>\$195,533</b>	<b>\$214,529</b>



## Unfunded Capital Projects

Project Name	Score	Expenditures	Revenue	Net Cost to City
Shaw Park Service Road Repairs	58	\$200,000	\$0	\$200,000
10 S Brentwood - Exterior Impr. Phase II	58	750,000	-	750,000
10 S Brentwood - Exterior Imp. Phase III	56	750,000	-	750,000
Shaw Park Lighting System Upgrades	53	900,000	420,000	480,000
Central Ave. Road Narrowing and Sidewalk Enhancement	54	1,136,764	-	1,136,764
South Shelter Enhancements	51	80,000	-	80,000
North Shelter Enhancements	51	50,000	-	50,000
Oak Knoll Comfort Station Enhancements	51	50,000	-	50,000
Shaw Park Athletic Complex Playground	50	200,000	-	200,000
Microsurfacing of Clayton Gardens, Clayshire, Parkside, Polo	50	484,101	-	484,101
Central Business District Streetscape (S. Brentwood, S. Meramec, S. Central, Bonhomme, S. Bemiston)	49	1,725,650	-	1,725,650
Shaw Park South Playground	49	300,000	250,000	50,000
Streetlight Replacement - Wydown	48	3,357,800	-	3,357,800
Street Lighting Upgrades - Hi-Pointe/DeMun	49	95,790	-	95,790
Oak Knoll Pavilion & Picnic Pad	49	200,000	-	200,000
Maryland Streetscape (8100 Block, North Side)	45	615,000	-	615,000
Shaw Park Tennis Center Lighting	44	200,000	-	200,000
DeMun Streetscape	43	420,000	-	420,000
Hanley House Fire Suppression System & Interior Restoration	43	400,000	-	400,000
Oak Knoll Carriage House Site Improvements	43	100,000	-	100,000
Roof at #1 Oak Knoll Park	42	450,000	-	450,000
Sand Volleyball Improvements	40	100,000	-	100,000
Shaw Park Fields 1 & 2	40	300,000	-	300,000
Oak Knoll Lighting Upgrades	39	400,000	-	400,000
Oak Knoll Pond Improvements	36	200,000	-	200,000
Sensory Garden Water Feature	35	100,000	-	100,000
Shaw Park Sports Complex Renovations	35	100,000	-	100,000
Shaw Park South Entrance	31	500,000	-	500,000
Picnic Hill in Shaw Park	30	200,000	-	200,000
Hanley Park Improvements	29	200,000	-	200,000
Climbing Wall At Shaw Park Aquatic Center	29	260,000	-	260,000
City Hall/Fire Dept Painting	29	80,000	-	80,000
Oak Knoll Park Sculptures	28	100,000	-	100,000
Bike Plan Trail Project (Kingsbury , N Polo-Central, & Gay- Metro Connectors)	25	87,550	-	87,550
<b>Total</b>		<b>\$ 19,092,655</b>	<b>\$ 670,000</b>	<b>\$ 18,422,655</b>

(This page intentionally left blank)





## DEBT SERVICE FUNDS

The City currently utilizes two types of bonds for the acquisition and construction of major capital projects. These are General Obligation Bonds and Special Obligation Bonds.

This section presents budgeted revenues and expenditures for the City's one (1) General Obligation Bond and three (3) Special Obligation Bond issuances. The total debt repayments for all bonds are shown in the next two pages by funding source and by bond issue.

### General Obligation Bonds

General Obligation Bonds are backed by the full faith and credit of the City. These bonds are payable from ad valorem property taxes.

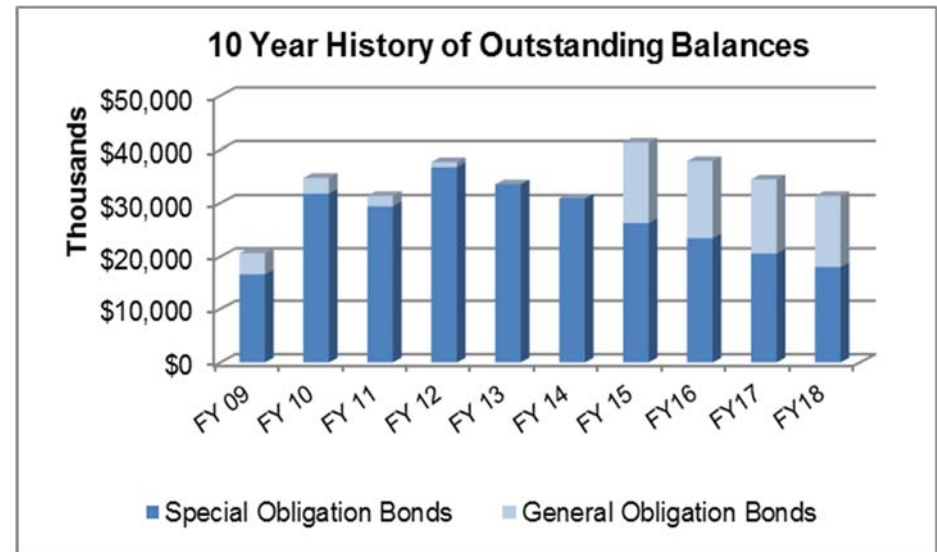
The City's outstanding General Obligation debt as of September 30, 2018 is \$13,310,000.

### Special Obligation Bonds

Special Obligation Bonds principal and interest are payable solely from annual appropriations of funds by the City for such purpose. These obligations are not considered debt under state law and are subject to annual appropriations by the Board of Aldermen.

The City's outstanding special obligation debt as of September 30, 2018, is \$18,040,000.

Bond Issue by Issuance Date Order	Total Outstanding Bonds	Fiscal Year Payoff Date
2014 General Obligation Bonds - \$15,000,000 issued in October 2014	\$13,310,000	FY 2034
2014 Special Obligation Refunding Bonds - \$6,735,000 issued in October 2014	\$670,000	FY 2019
2011 Special Obligation Bonds – \$9,845,000 issued in November 2011	\$7,380,000	FY 2032
2009A & B Special Obligation Taxable Build America Bonds – \$15,000,000 issued in November 2009	\$9,990,000	FY 2030
<b>Total Outstanding Bonds as of 9/30/18</b>	<b>\$31,350,000</b>	





**DEBT SERVICE  
DEBT REPAYMENT BY FUNDING SOURCE**

Debt Repayment by Funding Source from FY 2019 to FY 2034							
		-----Funding Sources-----					
Fiscal Year	Total Debt	General	Property Tax *	Capital Improvement	Federal Rebate **	Special Assessment	Interest
FY 2019	3,537,601	-	2,042,356	1,250,151	166,033	872	78,190
FY 2020	2,853,535	-	2,048,003	588,440	155,832		61,260
FY 2021	2,837,935	-	2,044,522	586,598	144,526	-	62,290
FY 2022	2,822,023	-	2,043,080	646,675	132,267	-	-
FY 2023	2,808,771	-	2,041,386	647,938	119,448	-	-
FY 2024	2,809,948	-	2,055,829	648,163	105,956	-	-
FY 2025	2,799,068	-	2,059,304	647,938	91,826	-	-
FY 2026	2,794,684	-	2,070,605	647,263	76,816	-	-
FY 2027	2,786,806	-	2,079,389	646,138	61,279	-	-
FY 2028	2,789,610	-	2,100,177	644,563	44,870	-	-
Future Years FY29-FY34	11,406,081	-	8,786,363	2,582,799	36,920	-	-
<b>Grand Total</b>	<b>40,246,061</b>	<b>-</b>	<b>29,371,014</b>	<b>9,536,662</b>	<b>1,135,773</b>	<b>872</b>	<b>201,740</b>

\* Note: Property tax sources are from approval of the 2009 Special Obligation Bond and the 2014 General Obligation Bonds. A property tax was approved in 2010 by the residents of Clayton to support the debt service on the 2009 bonds related to the new Police Building. In 2014, a \$15 million bond proposal to improve neighborhood streets, alleys and street lights was approved by residents, supported by a property tax levy.

\*\* Note: Due to federal sequestration, the Federal Rebates to offset interest payments are based on a current reduction of 6.6% but may be subject to change in the future. The Capital Improvement Fund will fund the reduction as needed.



**DEBT SERVICE  
DEBT REPAYMENT BY BOND ISSUE**

<b>Debt Repayment by Bond Issue from FY 2019 to FY 2034</b>					
Fiscal Year	<b>BOND ISSUES</b>				<b>Totals</b>
	<b>2009 A&amp;B</b>	<b>2011</b>	<b>2014 S.O.</b>	<b>2014 G.O.</b>	
	<b>Principal &amp; Interest</b>	<b>Principal &amp; Interest</b>	<b>Principal &amp; Interest *</b>	<b>Principal &amp; Interest</b>	
FY 2019	1,202,901	649,163	680,050	1,005,488	3,537,601
FY 2020	1,191,698	649,700		1,012,138	2,853,535
FY 2021	1,182,110	648,888		1,006,938	2,837,935
FY 2022	1,164,610	646,675		1,010,738	2,822,023
FY 2023	1,150,396	647,938		1,010,438	2,808,771
FY 2024	1,134,123	648,163		1,027,663	2,809,948
FY 2025	1,120,593	647,938		1,030,538	2,799,068
FY 2026	1,099,984	647,263		1,047,438	2,794,684
FY 2027	1,082,456	646,138		1,058,213	2,786,806
FY 2028	1,067,260	644,563		1,077,788	2,789,610
Future Years FY29-FY34	2,067,939	2,582,799		6,755,344	11,406,081
<b>Grand Total</b>	<b>13,464,069</b>	<b>9,059,224</b>	<b>680,050</b>	<b>17,042,719</b>	<b>40,246,061</b>

\* Note: The Special Obligation Refunding Bonds, Series 2014 were a refunding of the outstanding balances of the 2005A Special Obligation Bond and 2007 Special Obligation Bond issuances.



## 2014 GENERAL OBLIGATION BOND ISSUE DEBT SERVICE FUND

This fund accounts for the general obligation debt in the amount of \$15,000,000 issued by the City in October 2014. The debt paid for updates to street lighting; replacement of alleys; and resurfacing and repaving of more than fifty percent (50%) of the City's neighborhood streets. This bond issue is scheduled to mature in 2034.

Areas resurfaced using bond proceeds from this debt issue include:

- Carondelet Plaza
- Clayton Gardens
- Claverach Park
- Clayshire
- Country Club Court
- Country Club Place
- DeMun Park
- Hanley Place
- Hi Pointe
- Hillcrest Subdivision
- Maryland Terrace
- Moorlands
- Northmoor
- Old Town
- Parkside
- Skinker Heights
- Wydown Forest

Areas to be resurfaced using a combination of grants and bond proceeds for the required grant match include:

- Brentwood Blvd
- Maryland Ave
- Central Business District Resurfacing

### 2014 General Obligation Bonds – Street Lighting, Alleys and Neighborhood Streets - \$15,000,000

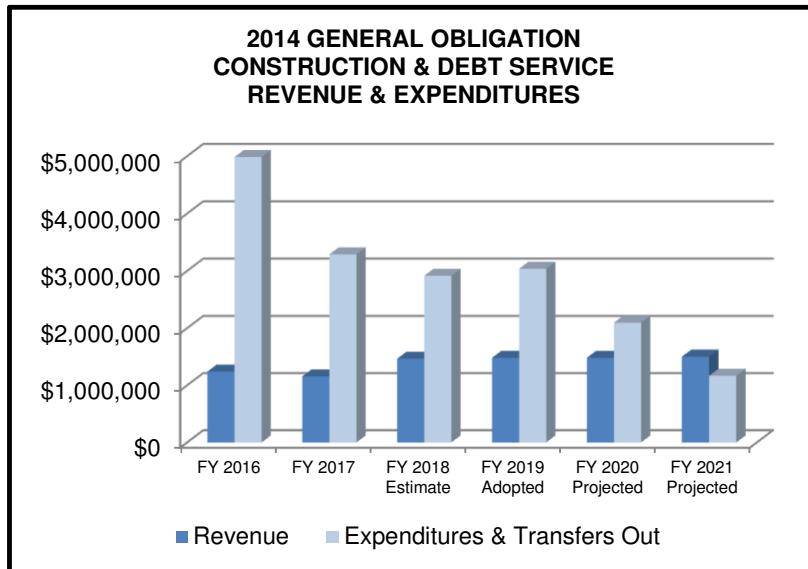
Interest rate range: 2.0% to 3.25%

	Principal	Interest	Total Debt Service
FY 2019	595,000	410,488	1,005,488
FY 2020	620,000	392,138	1,012,138
FY 2021	640,000	366,938	1,005,938
FY 2022	670,000	340,738	1,010,738
FY 2023	690,000	320,438	1,010,438
FY 2024	725,000	302,663	1,027,663
FY 2025	750,000	280,538	1,030,538
FY 2026	790,000	257,438	1,047,438
FY 2027	825,000	233,213	1,058,213
FY 2028	870,000	207,788	1,077,787
FY 2029- 2034	6,135,000	620,344	6,755,344
Outstanding Principal Balance at 9/30/18:			\$13,310,000



## 2014 GENERAL OBLIGATION BOND ISSUE Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 55	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	\$14,385,159	\$10,639,998	\$8,507,283	\$7,056,677	\$5,499,241	\$4,884,509
<b>Revenue</b>	<u>1,240,673</u>	<u>1,155,446</u>	<u>1,463,993</u>	<u>1,479,821</u>	<u>1,481,325</u>	<u>1,501,204</u>
<b>Expenditures</b>	995,056	994,115	1,005,738	1,009,788	1,015,638	1,010,438
<b>Transfers Out</b>	<u>3,990,778</u>	<u>2,294,046</u>	<u>1,908,861</u>	<u>2,027,469</u>	<u>1,080,419</u>	<u>155,508</u>
<b>Expenditures &amp; Transfers Out</b>	<u>4,985,834</u>	<u>3,288,161</u>	<u>2,914,599</u>	<u>3,037,257</u>	<u>2,096,057</u>	<u>1,165,946</u>
<b>Surplus (Deficit)</b>	<b>(3,745,161)</b>	<b>(2,132,715)</b>	<b>(1,450,606)</b>	<b>(1,557,436)</b>	<b>(614,732)</b>	<b>335,258</b>
<b>Ending Fund Balance</b>	\$10,639,998	\$8,507,283	\$7,056,677	\$5,499,241	\$4,884,509	\$5,219,767
<b>% Fund Balance to Expenditures</b>	1069%	856%	702%	545%	481%	517%



The City issued General Obligation Bonds totaling \$15,000,000 in October 2014 to provide funding to resurface and repave more than 50% of residential streets in the City, replace outdated street lighting, and repair and replace alleys. The debt service payments are supported by property tax revenue recorded in this fund.



## 2014 GENERAL OBLIGATION BOND ISSUE

55R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>PROPERTY TAX</b>										
1010000 REAL PROPERTY TAX - CURRENT	\$1,032,327	\$959,103	\$973,144	\$973,144	\$1,275,375	\$1,300,883	34%	2%	\$1,326,900	\$1,353,438
1020000 REAL PROPERTY TAX - DELINQUENT	-4,647	-5,410	-4,981	-4,981	-15,085	-20,000	302%	33%	-30,000	-40,000
1030000 PERS. PROP. TAX - CURRENT	100,393	99,404	98,776	98,776	119,197	121,581	23%	2%	124,013	126,493
1040000 PERS. PROP. TAX - DELINQUENT	903	1378	1474	1474	506	557	-62%	10%	612	673
<b>TOTAL PROPERTY TAX</b>	<b>1,128,976</b>	<b>1,054,475</b>	<b>1,068,413</b>	<b>1,068,413</b>	<b>1,379,993</b>	<b>1,403,021</b>	<b>31%</b>	<b>2%</b>	<b>1,421,525</b>	<b>1,440,604</b>
<b>MISCELLANEOUS</b>										
7100000 INTEREST INCOME	111,697	100,971	50,984	50,984	84,000	76,800	51%	-9%	59,800	60,600
<b>TOTAL MISCELLANEOUS</b>	<b>111,697</b>	<b>100,971</b>	<b>50,984</b>	<b>50,984</b>	<b>84,000</b>	<b>76,800</b>	<b>51%</b>	<b>-9%</b>	<b>59,800</b>	<b>60,600</b>
<b>TOTAL REVENUE</b>	<b>\$1,240,673</b>	<b>\$1,155,446</b>	<b>\$1,119,397</b>	<b>\$1,119,397</b>	<b>\$1,463,993</b>	<b>\$1,479,821</b>	<b>32%</b>	<b>1%</b>	<b>\$1,481,325</b>	<b>\$1,501,204</b>

55X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2700000 PROFESSIONAL SERVICES	\$318	\$477	\$3,500	\$3,500	\$3,500	\$4,300	23%	23%	\$3,500	\$3,500
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>318</b>	<b>477</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>4,300</b>	<b>23%</b>	<b>23%</b>	<b>3,500</b>	<b>3,500</b>
<b>DEBT</b>										
8080000 PRINCIPAL PAYMENT	550,000	560,000	580,000	580,000	580,000	595,000	3%	3%	620,000	640,000
8090000 INTEREST EXPENSE	444,738	433,638	422,238	422,238	422,238	410,488	-3%	-3%	392,138	366,938
<b>TOTAL DEBT</b>	<b>994,738</b>	<b>993,638</b>	<b>1,002,238</b>	<b>1,002,238</b>	<b>1,002,238</b>	<b>1,005,488</b>	<b>0%</b>	<b>0%</b>	<b>1,012,138</b>	<b>1,006,938</b>
<b>TOTAL EXPENDITURES</b>	<b>995,056</b>	<b>994,115</b>	<b>1,005,738</b>	<b>1,005,738</b>	<b>1,005,738</b>	<b>1,009,788</b>	<b>0%</b>	<b>0%</b>	<b>1,015,638</b>	<b>1,010,438</b>
<b>TRANSFERS OUT</b>										
9250000 TRANSFER TO CAPITAL IMPROV. FUND	3,990,778	2,294,046	1,505,958	2,211,655	1,908,861	2,027,469	35%	6%	1,080,419	155,508
<b>TOTAL TRANSFERS OUT</b>	<b>3,990,778</b>	<b>2,294,046</b>	<b>1,505,958</b>	<b>2,211,655</b>	<b>1,908,861</b>	<b>2,027,469</b>	<b>35%</b>	<b>6%</b>	<b>1,080,419</b>	<b>155,508</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$4,985,834</b>	<b>\$3,288,161</b>	<b>\$2,511,696</b>	<b>\$3,217,393</b>	<b>\$2,914,599</b>	<b>\$3,037,257</b>	<b>21%</b>	<b>4%</b>	<b>\$2,096,057</b>	<b>\$1,165,946</b>



## 2014 SPECIAL OBLIGATION BOND ISSUE DEBT SERVICE FUND

This bond refinanced the 2007 Special Obligation Bond and the 2005A Series Special Obligation Bond. City savings as the result of this refunding totaled \$438,000, net of issuance costs. This bond issue is scheduled to mature in 2019.

### 2007 Series

The 2007 Series, originally issued for \$9.5 million, was used to refinance the 2002 bond issue which was for a new Fire Station and significant renovation to City Hall and the Shaw Park Aquatic Center.

### 2005A Series

The 2005A Series, originally issued for \$12,165,000, was used to refinance the 1997 and 1998A Bond Issues which were for the following purposes: joint use recreation center; ice rink and tennis court renovations; purchase of fifty (50) parking spaces in a garage constructed by St. Louis County; and infrastructure improvements in two private neighborhoods.

### 2014 Special Obligation Bond – Refunding – \$6,735,000

Interest rate range: 3.0% to 4.0%

	Principal	Interest	Total Debt Service
FY 2019	670,000	10,050	680,050
Outstanding Principal Balance at 9/30/18:			\$670,000

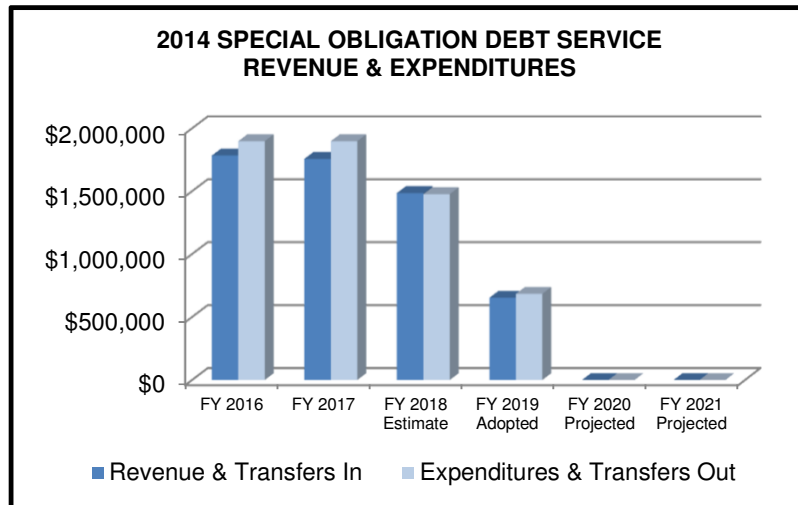


## 2014 SPECIAL OBLIGATION REFUNDING BOND ISSUE

### Summary of Revenue and Expenditures

#### FY 2016 - FY 2021

Fund 56	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	\$10,235	\$163,345	\$22,456	\$30,909	\$0	\$0
<b>Revenue</b>	20,311	10,105	6,953	1,022	0	0
<b>Transfers In</b>	1,763,586	1,747,283	1,478,600	652,119	0	0
<b>Revenue &amp; Transfers In</b>	<b>1,783,897</b>	<b>1,757,388</b>	<b>1,485,553</b>	<b>653,141</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>	<b>1,630,787</b>	<b>1,898,277</b>	<b>1,477,100</b>	<b>684,050</b>	<b>0</b>	<b>0</b>
<b>Surplus (Deficit)</b>	153,110	(140,889)	8,453	(30,909)	0	0
<b>Ending Fund Balance</b>	\$163,345	\$22,456	\$30,909	\$0	\$0	\$0
<b>% Fund Balance to Expenditures</b>	10%	1%	2%	0%	0%	0%



The City issued special obligation refunding bonds totaling \$6,735,000 in October 2014. This bond refinanced the 2007 and 2005 A Series Special Obligation Bonds. Savings as a result of this refunding totaled \$438,000, net of issuance costs. The debt service payments are supported by transfers from the General Fund and Capital Improvement Fund.





## 2014 SPECIAL OBLIGATION REFUNDING BOND ISSUE

56R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>REVENUE</b>										
7070000 OTHER INCOME	\$10	\$0	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
7100000 INTEREST INCOME	106	588	205	205	300	150	-27%	-50%	0	0
7220010 ASSESS. INC. PRINCIPAL SOUTHMOOR	9,971	2,482	834	834	834	656	-21%	-21%	0	0
7220020 ASSESS. INC. PRINCIPAL WYDOWN TERRACE	8,407	6,269	6,115	6,115	5,450	173	-97%	-97%	0	0
7230010 ASSESS. INC. INTEREST SOUTHMOOR	725	207	78	78	77	34	-56%	-56%	0	0
7230020 ASSESS. INC. INTEREST WYDOWN	1,092	559	327	327	292	9	-97%	-97%	0	0
<b>TOTAL REVENUE</b>	<b>20,311</b>	<b>10,105</b>	<b>7,559</b>	<b>7,559</b>	<b>6,953</b>	<b>1,022</b>	<b>-86%</b>	<b>-85%</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS IN</b>										
9230000 TRANSFER FROM CAPITAL IMPROV. FUND	1,403,500	1,635,090	1,481,600	1,481,600	1,478,600	652,119	-56%	-56%	0	0
9260000 TRANSFER FROM GENERAL FUND	215,675	112,193	0	0	0	0	0%	0%	0	0
9280000 TRANSFER FROM 2005B SPECIAL OBLIG. BOND	144,411	0	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS IN</b>	<b>1,763,586</b>	<b>1,747,283</b>	<b>1,481,600</b>	<b>1,481,600</b>	<b>1,478,600</b>	<b>652,119</b>	<b>-56%</b>	<b>-56%</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE &amp; TRANSFERS IN</b>	<b>\$1,783,897</b>	<b>\$1,757,388</b>	<b>\$1,489,159</b>	<b>\$1,489,159</b>	<b>\$1,485,553</b>	<b>\$653,141</b>	<b>-56%</b>	<b>-56%</b>	<b>\$0</b>	<b>\$0</b>

56X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2700000 PROFESSIONAL SERVICES	\$3,287	\$477	\$5,000	\$5,000	\$3,500	\$4,000	-20%	14%	\$0	\$0
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>3,287</b>	<b>477</b>	<b>5,000</b>	<b>5,000</b>	<b>3,500</b>	<b>4,000</b>	<b>-20%</b>	<b>14%</b>	<b>0</b>	<b>0</b>
<b>DEBT</b>										
8080000 PRINCIPAL PAYMENT	1,450,000	1,785,000	1,425,000	1,425,000	1,425,000	670,000	-53%	-53%	0	0
8090000 INTEREST EXPENSE	177,500	112,800	48,600	48,600	48,600	10,050	-79%	-79%	0	0
<b>TOTAL DEBT</b>	<b>1,627,500</b>	<b>1,897,800</b>	<b>1,473,600</b>	<b>1,473,600</b>	<b>1,473,600</b>	<b>680,050</b>	<b>-54%</b>	<b>-54%</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,630,787</b>	<b>\$1,898,277</b>	<b>\$1,478,600</b>	<b>\$1,478,600</b>	<b>\$1,477,100</b>	<b>\$684,050</b>	<b>-54%</b>	<b>-54%</b>	<b>\$0</b>	<b>\$0</b>



## 2011 SPECIAL OBLIGATION BOND ISSUE DEBT SERVICE FUND

This fund accounts for the Special Obligation debt in the amount of \$9,845,000 issued by the City in November 2011. This debt was issued to pay for \$5 million of the reconstruction and renovation of the new police headquarters which opened in February 2013. The balance of the bond issue was used to construct or pay the grant match for the following capital improvements: traffic signals and signage; street lighting; street resurfacing, curbs and sidewalks; municipal garage roof replacement; Shaw Park tennis court renovation; Shaw Park ice rink and Shaw Park aquatic center improvements; historic Hanley House improvements; Shaw Park ball field improvements; and a walking trail in Shaw Park.

This bond issue is scheduled to mature in 2032.

### 2011 Special Obligation Bond – Police Facility and Other Capital Projects - \$9,845,000

Interest rate range: 2.0% to 3.25%

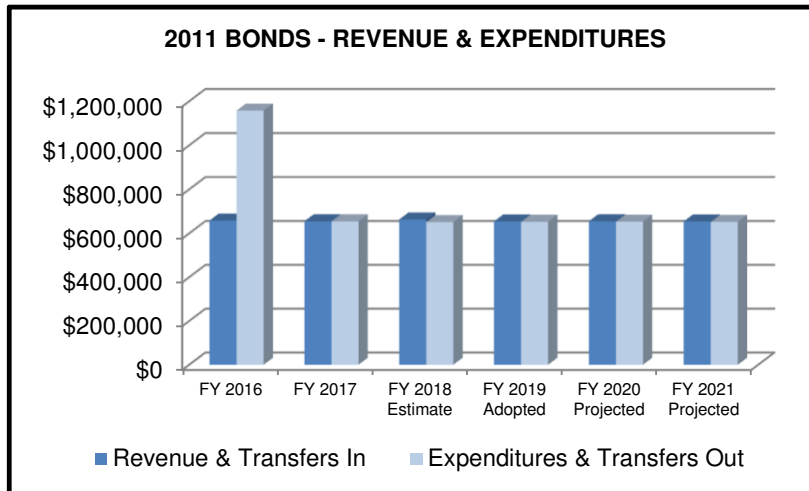
	Principal	Interest	Total Debt Service
FY 2019	440,000	209,163	649,163
FY 2020	450,000	199,700	649,700
FY 2021	460,000	188,888	648,888
FY 2022	470,000	176,675	646,675
FY 2023	485,000	162,938	647,938
FY 2024	500,000	148,163	648,163
FY 2025	515,000	132,938	647,938
FY 2026	530,000	117,263	647,263
FY 2027	545,000	101,138	646,138
FY 2028	560,000	84,563	644,563
FY 2029-2032	2,425,000	157,799	2,582,799

Outstanding Principal Balance at 9/30/18: \$7,380,000



## 2011 SPECIAL OBLIGATION BOND ISSUE Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 59	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
<b>Beginning Fund Balance</b>	\$507,578	\$8,349	\$8,369	\$19,979	\$21,619	\$23,279
<b>Revenue</b>	291	21	110	140	160	190
<b>Transfers In</b>	658,035	654,704	662,863	654,163	654,700	653,888
<b>Revenue &amp; Transfers In</b>	<b>658,326</b>	<b>654,725</b>	<b>662,973</b>	<b>654,303</b>	<b>654,860</b>	<b>654,078</b>
<b>Expenditures</b>	650,105	654,705	651,363	652,663	653,200	652,388
<b>Transfers Out</b>	507,450	0	0	0	0	0
<b>Expenditures &amp; Transfers Out</b>	<b>1,157,555</b>	<b>654,705</b>	<b>651,363</b>	<b>652,663</b>	<b>653,200</b>	<b>652,388</b>
<b>Surplus (Deficit)</b>	<b>(499,229)</b>	20	11,610	1,640	1,660	1,690
<b>Ending Fund Balance</b>	<b>\$8,349</b>	<b>\$8,369</b>	<b>\$19,979</b>	<b>\$21,619</b>	<b>\$23,279</b>	<b>\$24,969</b>
<b>% Fund Balance to Expenditures</b>	1%	1%	3%	3%	4%	4%



This fund pays for the Special Obligation debt issued for the construction or renovation of the following: Shaw Park tennis center, curb and sidewalk programs, street lighting, traffic signal and signage improvements, general street resurfacing, facility improvements, police building improvements, ice rink projects, Shaw Park projects, Oak Knoll Park, Shaw Park aquatic center, ballfields, and Hanley House and park. All bond proceeds were spent as of 2016.



## 2011 SPECIAL OBLIGATION BOND ISSUE

59R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>REVENUE</b>										
7100000 INTEREST INCOME	\$291	\$21	\$90	\$90	\$110	\$140	56%	27%	\$160	\$190
<b>TOTAL REVENUE</b>	<b>291</b>	<b>21</b>	<b>90</b>	<b>90</b>	<b>110</b>	<b>140</b>	<b>56%</b>	<b>27%</b>	<b>160</b>	<b>190</b>
<b>TRANSFERS IN</b>										
9230000 TRANSFER FROM CAPITAL IMPROV. FUND	658,035	654,704	652,863	652,863	662,863	654,163	0%	-1%	654,700	653,888
<b>TOTAL TRANSFERS IN</b>	<b>658,035</b>	<b>654,704</b>	<b>652,863</b>	<b>652,863</b>	<b>662,863</b>	<b>654,163</b>	<b>0%</b>	<b>-1%</b>	<b>654,700</b>	<b>653,888</b>
<b>TOTAL REVENUE &amp; TRANSFERS IN</b>	<b>\$658,326</b>	<b>\$654,725</b>	<b>\$652,953</b>	<b>\$652,953</b>	<b>\$662,973</b>	<b>\$654,303</b>	<b>0%</b>	<b>-1%</b>	<b>\$654,860</b>	<b>\$654,078</b>

59X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2700000 PROFESSIONAL SERVICES	\$292	\$3,292	\$5,000	\$5,000	\$3,500	\$3,500	-30%	0%	\$3,500	\$3,500
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>292</b>	<b>3,292</b>	<b>5,000</b>	<b>5,000</b>	<b>3,500</b>	<b>3,500</b>	<b>-30%</b>	<b>0%</b>	<b>3,500</b>	<b>3,500</b>
<b>DEBT</b>										
8080000 PRINCIPAL PAYMENT	415,000	425,000	430,000	430,000	430,000	440,000	2%	2%	450,000	460,000
8090000 INTEREST EXPENSE	234,813	226,413	217,863	217,863	217,863	209,163	-4%	-4%	199,700	188,888
<b>TOTAL DEBT</b>	<b>649,813</b>	<b>651,413</b>	<b>647,863</b>	<b>647,863</b>	<b>647,863</b>	<b>649,163</b>	<b>0%</b>	<b>0%</b>	<b>649,700</b>	<b>648,888</b>
<b>TOTAL EXPENDITURES</b>	<b>650,105</b>	<b>654,705</b>	<b>652,863</b>	<b>652,863</b>	<b>651,363</b>	<b>652,663</b>	<b>0%</b>	<b>0%</b>	<b>653,200</b>	<b>652,388</b>
<b>TRANSFERS OUT</b>										
9250000 TRANSFER TO CAPITAL IMPROV. FUND	507,450	0	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>507,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$1,157,555</b>	<b>\$654,705</b>	<b>\$652,863</b>	<b>\$652,863</b>	<b>\$651,363</b>	<b>\$652,663</b>	<b>0%</b>	<b>0%</b>	<b>\$653,200</b>	<b>\$652,388</b>



## 2009 BUILD AMERICA BOND ISSUE DEBT SERVICE FUND

The \$15,000,000 Build America Taxable Bonds were sold in November 2009 in two series: Series A - \$6,420,000 and Series B - \$8,580,000. The bonds were issued to purchase and renovate the Clayton police facility. The Series A bond issue matures in 2020 and the Series B bond issue matures in 2030. The City received resident approval in August 2010 to levy a general property tax to pay for the debt service starting in 2014, coinciding with the expiration of a general obligation bond issue. During 2012 and 2013, the General Fund supported the debt payments on these bonds until the new levy went into effect.

Build America Bonds are taxable bonds for which the federal government will rebate 35% of the interest the City will pay. However, beginning in 2013 the federal government began withholding a portion of the interest rebate due to sequestration. The current percentage of interest rebate sequestered is 6.6%, and this amount is subject to change.

### 2009 Build America Bonds - Police Facility - \$15,000,000

Combined Series A and B

Series A interest rate range: 1.0% to 4.5%

Series B interest rate range: 5.0% to 5.75%

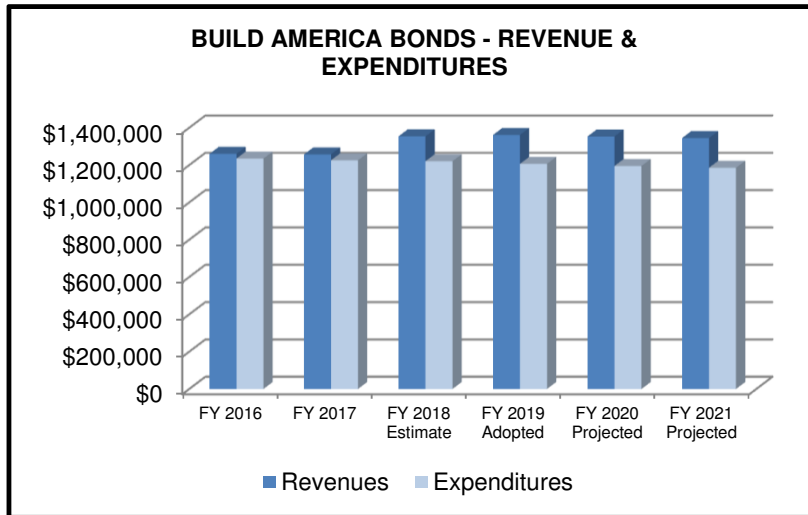
	Principal	Interest	Rebate	Net Debt Service
FY 2019	695,000	507,901	(166,033)	1,036,868
FY 2020	715,000	476,698	(155,833)	1,035,865
FY 2021	740,000	442,110	(144,526)	1,037,584
FY 2022	760,000	404,610	(132,267)	1,032,343
FY 2023	785,000	365,396	(119,448)	1,030,948
FY 2024	810,000	324,123	(105,956)	1,028,167
FY 2025	840,000	280,593	(91,726)	1,028,867
FY 2026	865,000	234,984	(76,816)	1,023,168
FY 2027	895,000	187,456	(61,280)	1,021,177
FY 2028	930,000	137,260	(44,870)	1,022,390
FY 2029	960,000	84,333	(27,468)	1,016,764
FY 2030	995,000	28,607	(9,351)	1,014,255

Outstanding Principal Balance at 9/30/18: \$9,990,000



## 2009 BUILD AMERICA BOND ISSUE Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 91	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
Beginning Fund Balance	\$34,107	\$59,298	\$90,984	\$224,179	\$378,945	\$537,047
Revenue	1,260,117	1,257,120	1,353,738	1,361,167	1,353,300	1,344,448
Expenditures	1,234,926	1,225,434	1,220,543	1,206,401	1,195,198	1,185,610
Surplus (Deficit)	25,191	31,686	133,195	154,766	158,102	158,838
Ending Fund Balance	\$59,298	\$90,984	\$224,179	\$378,945	\$537,047	\$695,885
% Fund Balance to Expenditures	5%	7%	18%	31%	45%	59%



This fund pays for the debt related to bonds issued for the new police facility. The Build America Bonds offered the bond holders a higher taxable interest rate on their investment, while the federal government provides the City a rebate to offset the higher interest costs. A property tax levy approved by voters in 2010 began in 2014 to support the debt service on these bonds. This new levy coincided with a reduction in property tax levy due to the retirement of prior General Obligation Bonds.



## 2009 BUILD AMERICA BOND ISSUE

91R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>PROPERTY TAX</b>										
1010000 REAL PROPERTY TAX - CURRENT	\$979,643	\$978,215	\$992,389	\$992,389	\$1,089,040	\$1,110,821	12%	2%	\$1,121,929	\$1,133,148
1020000 REAL PROP. TAX - DELINQUENT	-9,214	-5,585	-9,321	-9,321	-12,899	-20,000	115%	55%	-30,000	-40,000
1030000 PERSONAL PROP. TAX - CURRENT	95,718	98,584	97,901	97,901	100,503	102,513	5%	2%	103,538	104,574
1040000 PERSONAL PROP. TAX - DELINQUENT	952	1,289	600	600	650	700	17%	8%	700	700
<b>TOTAL PROPERTY TAX</b>	<b>1,067,099</b>	<b>1,072,503</b>	<b>1,081,569</b>	<b>1,081,569</b>	<b>1,177,294</b>	<b>1,194,034</b>	<b>10%</b>	<b>1%</b>	<b>1,196,167</b>	<b>1,198,422</b>
<b>MISCELLANEOUS</b>										
7100000 INTEREST INCOME	861	751	799	799	885	1,100	38%	24%	1,300	1,500
7300000 FEDERAL REBATE	192,157	183,866	175,995	175,995	175,559	166,033	-6%	-5%	155,833	144,526
<b>TOTAL MISCELLANEOUS</b>	<b>193,018</b>	<b>184,617</b>	<b>176,794</b>	<b>176,794</b>	<b>176,444</b>	<b>167,133</b>	<b>-5%</b>	<b>-5%</b>	<b>157,133</b>	<b>146,026</b>
<b>TOTAL REVENUE</b>	<b>\$1,260,117</b>	<b>\$1,257,120</b>	<b>\$1,258,363</b>	<b>\$1,258,363</b>	<b>\$1,353,738</b>	<b>\$1,361,167</b>	<b>8%</b>	<b>1%</b>	<b>\$1,353,300</b>	<b>\$1,344,448</b>

91X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2010000 PROFESSIONAL SERVICES	\$848	\$1,166	\$3,500	\$3,500	\$3,500	\$3,500	0%	0%	\$3,500	\$3,500
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>848</b>	<b>1,166</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0%</b>	<b>0%</b>	<b>3,500</b>	<b>3,500</b>
<b>DEBT</b>										
8080000 PRINCIPAL PAYMENT	645,000	660,000	680,000	680,000	680,000	695,000	2%	2%	715,000	740,000
8090000 INTEREST EXPENSE	589,078	564,268	537,043	573,043	537,043	507,901	-5%	-5%	476,698	442,110
<b>TOTAL DEBT</b>	<b>1,234,078</b>	<b>1,224,268</b>	<b>1,217,043</b>	<b>1,253,043</b>	<b>1,217,043</b>	<b>1,202,901</b>	<b>-1%</b>	<b>-1%</b>	<b>1,191,698</b>	<b>1,182,110</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,234,926</b>	<b>\$1,225,434</b>	<b>\$1,220,543</b>	<b>\$1,256,543</b>	<b>\$1,220,543</b>	<b>\$1,206,401</b>	<b>-1%</b>	<b>-1%</b>	<b>\$1,195,198</b>	<b>\$1,185,610</b>



## **2005 B SPECIAL OBLIGATION BOND ISSUE DEBT SERVICE FUND**

In FY 1998, the City issued 1998B Series debt for the construction of a 530-space parking garage located on Bonhomme Avenue in the amount of \$3,315,000. This was later refinanced by the 2005B Series Special Obligation Bond for \$2,655,000.

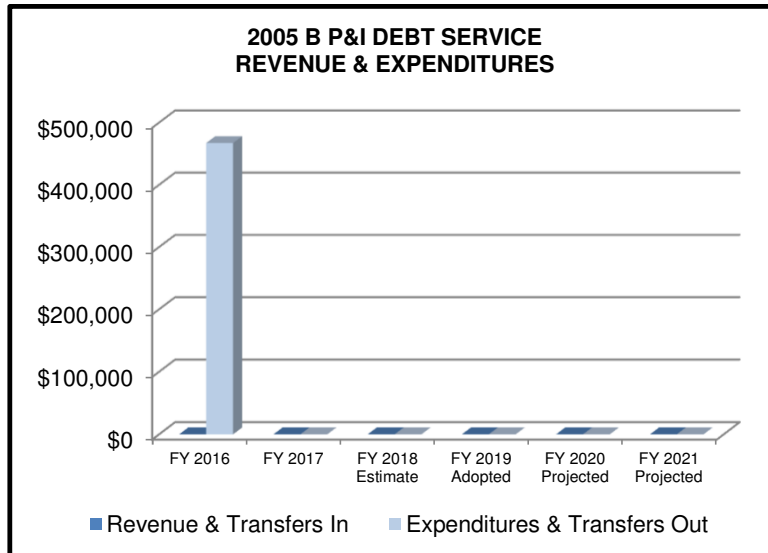
The 2005B bond issue matured in 2016.





## 2005 B SPECIAL OBLIGATION BOND ISSUE Summary of Revenue and Expenditures FY 2016 - FY 2021

Fund 58	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Adopted FY 2019	Projected FY 2020	Projected FY 2021
Beginning Fund Balance	\$466,936	\$0	\$0	\$0	\$0	\$0
Revenue	158	0	0	0	0	0
Transfers In	0	0	0	0	0	0
<b>Revenue &amp; Transfers In</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditures	322,683	0	0	0	0	0
Transfers Out	144,411	0	0	0	0	0
<b>Expenditures &amp; Transfers Out</b>	<b>467,094</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Surplus (Deficit)	<b>(\$466,936)</b>	0	0	0	0	0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
% Fund Balance to Expenditures	0%	-	-	-	-	-



This fund paid for the debt issued in 1998 for the Bonhomme Garage. A cash reserve balance was used for the final payment of the Series B issue in 2016 and the remaining fund balance was transferred to the 2014 Special Obligation Refunding Bond fund.



## 2005B SPECIAL OBLIGATION BOND ISSUE

58R0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
REVENUE	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>REVENUE</b>										
7100000 INTEREST INCOME	\$158	\$0	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
<b>TOTAL REVENUE</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS IN</b>										
9260000 TRANSFER FROM GENERAL FUND	0	0	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS IN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE &amp; TRANSFERS IN</b>	<b>\$158</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>

58X0000	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	% 2019 TO	% 2019 TO	FY 2020	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2018 BUDGET	2018 EST.	PROJECTED	PROJECTED
<b>CONTRACTUAL SERVICES</b>										
2700000 PROFESSIONAL SERVICES	\$44	\$0	\$0	\$0	\$0	\$0	0%	0%	\$0	\$0
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>DEBT</b>										
8080000 PRINCIPAL PAYMENT	315,000	0	0	0	0	0	0%	0%	0	0
8090000 INTEREST EXPENSE	7,639	0	0	0	0	0	0%	0%	0	0
<b>TOTAL DEBT</b>	<b>322,639</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>322,683</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS OUT</b>										
9220000 TRANSFER TO FUND 56	144,411	0	0	0	0	0	0%	0%	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>144,411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS OUT</b>	<b>\$467,094</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>

## **SUMMARY OF FINANCIAL POLICIES**

Written and adopted financial policies have many benefits, such as assisting the Mayor, Board of Aldermen, and Administration in the financial management of the City, instilling public confidence and providing continuity over time as Council and staff changes occur.

Current and long-range financial stability is essential to enable the City to maintain a position of integrity and to meet identified budget goals. The Finance Department, in conjunction with the City Manager's Office, maintain these fiscal policies by careful and frequent monitoring of expenditures and revenue sources. New revenue sources will be examined, and existing revenue sources will be periodically reviewed to determine the need for adjustment to cover the costs of providing services.

In order to continue to provide a high level of municipal services to residents and businesses and to maintain the desired level of financial stability, the City's financial policies shall guide fiscal decision making, including the development of the City's budget. The following summaries of the policy statements reflect the principles and priorities the City uses in preparing the budget: Please refer to the City's website or the Finance Department for the full set of financial policies.

### **Fund Balance Policy**

The City desires to maintain the proper level of financial resources to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures.

- The City has established the following categories of fund balance.
  - Nonspendable fund balance
  - Restricted fund balance
  - Committed fund balance
  - Assigned fund balance
  - Unassigned fund balance
- The City will maintain an unassigned fund balance in the General Fund equivalent to 25% of projected annual expenditures, with a goal of 33%.
- The City will spend the most restricted dollars before less restricted in the following order: nonspendable (if funds become spendable), restricted, committed, assigned and then unassigned.

### **Debt Management Policy**

- The City will limit long-term debt to only those capital improvements or projects that cannot be financed from current revenues, with maturities not exceeding the expected useful life of the projects. Retirement structures are planned to provide for retirement of a minimum of 60% of the principle within ten years.
- The City will plan and direct the use of debt so that debt service payments will be predictable and manageable.
- The City will not issue long-term debt to finance current operations and will always consider alternative funding sources.
- The City, by vote of 2/3 of the qualified voters, may incur general obligation bonded indebtedness in an amount not to exceed 10% of the assessed valuation.
- Capital will be raised at the lowest possible cost through maintenance of a high credit rating and a fiscally conservative approach in the credit markets.

### **General Operating Budget Policies**

- Ongoing operations of the City shall be funded from ongoing revenues.
- Actual revenues and expenditures shall be monitored monthly against budget estimates and appropriations.

- Both revenues and expenses will be recognized as they occur.
- The City will pay for all current expenditures with current revenues.
- A three-year projection of revenues and expenditures for all funds shall be prepared and updated annually.

***Revenue Policies***

- The City will estimate its annual revenue by an objective, analytical process.
- The City will establish all user charges and fees at a level related to the cost of providing the services, as well as the benefit of the service, to the user and the public.
- The City will maintain a broad-based, well-diversified portfolio of revenue, with a continued diminishing reliance on property taxes. Whenever appropriate, the revenue burden shall be focused on sales tax, utility fees, or user fees.
- The City’s general policy is to use major one-time revenues to fund capital improvements or reserves.

***Expenditure Policies***

- Planning and budgeting of major expenditures will be based upon financially feasible expenditures.
- Long-range financial planning shall include a special emphasis on maintaining and improving the physical assets of the City, including public facilities and equipment.
- In an effort to reduce the cost of capital expenditures, Federal, State and other intergovernmental and private funding sources shall be applied for and used as available.

**Financial Reporting Policies**

- The City’s accounting and financial reporting systems shall be maintained in conformance with the current accepted principles and standards of the Governmental Accounting Standards Board and Government Finance Officers Association.
- The City Manager shall report at least quarterly to the Board of Aldermen comparing the current status to the budget projections, with unusual variances reported promptly.
- Within thirty days of the close of the fiscal year, the City Manager shall submit a report to the Board of Aldermen summarizing the accomplishments of the past year with respect to the goals and objectives outlined in the Budget.

**Financial Structure and Basis of Budgeting**

***Financial Structure***

The City of Clayton’s accounts are organized on the basis of fund and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its cash (fund balance), revenues and expenditures or expenses. Below are the types of budgeted City funds.

***Governmental Funds***

The following are the City’s budgeted governmental funds, including a matrix of funds, departments and functional units.

- General Fund (1)
- Special Revenue Funds (2) - Sewer Lateral Fund and Special Business District Fund
- Debt Service Funds (4) - 2009 Build America Bonds, 2011 Special Obligation Bonds, 2014 General Obligation Bonds, and 2014 Special Obligation Refunding Bonds
- Capital Improvement Funds (2) - Equipment Replacement Fund and Capital Improvement Fund

**Fiduciary Funds**

The City has two fiduciary funds, pension trust funds, which are not included as budgeted funds.

- Pension Trust Funds (2) - Uniformed Employees Retirement Fund and Non-Uniformed Employees Retirement Fund

**Funds, Departments and Functional Unit Relationships**

DEPARTMENT AND FUNCTIONAL UNIT	FUNDS						
	General	Sewer Lateral	Special Business District	Equipment Replacement	Capital Improvement	All Debt Service	All Pension
Mayor & Board of Aldermen	X						
Administrative Services Department							
City Manager	X						
Economic Development	X						
Events	X						
Finance	X						
Human Resources	X						
Information Technology	X			X			
Municipal Court	X						
Planning & Development Department							
Planning & Development	X						
Police Department							
Police Operations	X						
Parking Control	X						
Fire Department							
Fire Operations	X						
Public Works Department					X		
Engineering	X	X					
Street Maintenance	X						
Building Maintenance	X						
Fleet Maintenance	X			X			
Parking Operations & Maintenance	X						
Street Lighting	X						
Parks & Recreation Department					X		
Parks & Recreation Administration	X						
Shaw Park Aquatic Center	X						
Shaw Park Ice Rink	X						
Shaw Park Tennis Center	X						
Sports Programs	X						
Park Maintenance	X			X			
Clayton Century Foundation	X						
Non-Departmental Insurance	X						
Debt Service						X	
Pension Administration & Benefits							X

## ***Basis of Budgeting***

The budgets of governmental funds are prepared on a modified accrual basis of accounting. The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the manner the City prepares its budget, except for a long-term lease.

## **Budget Administration Policies**

The City prepares its annual budget under the guidance of the principles established in the City's strategic plan. The City strives to achieve a 'balanced budget,' defined as appropriating funds no more than the total of all resources (revenues and fund balance). The City Code stipulates the City Manager is the Budget Officer for the City with responsibility for preparing a Proposed Budget for the consideration of and approval by the Board of Aldermen. In developing and administering the Annual Budget, the following policies shall be followed:

- Each spring the City Manager submits a Budget Calendar to the Board of Aldermen.
- The Board of Aldermen identifies goals and priorities.
- The Budget is developed and administered in accordance with sound financial management principles and governmental accounting standards.
- The Mayor and Board of Aldermen adopt appropriations at the fund level. Department directors are responsible for managing budgets within the total appropriated budget under their control.
- Expenditure levels are tied to the accomplishment of goals and objectives, and the provision of municipal services. When it is necessary to shift resources from one area to another, the following procedures are to be followed:
  - Transferring funds from one line item to another line item within or between a group of accounts within a department requires approval of the City Manager.
  - Transfers of funds between departments within the general fund or between funds require Board of Aldermen approval.
  - Increasing a department or office budget requires approval by the Board of Aldermen.
- In authorizing or approving expenditures from the adopted Budget, the City's purchasing policy is to be followed in all respects.
- The City Manager has authority to grant salary adjustments within established pay grades and to reclassify positions within authorized levels, and may authorize employment of part-time or temporary employees as needed.

## **Capital Improvement and Equipment Replacement Policy**

The City shall coordinate the development of the Capital Improvement Program with the priorities established through the City's strategic planning processes. Future operating expenditures and revenues associated with new capital improvements will be projected and included in the annual three-year budget.

### ***Capital Improvement Plan***

City staff will analyze the total capital improvement needs of the City for no less than three fiscal years forward and rank those projects on the basis of an established ranking system. The schedule for major capital maintenance and replacement will be applied based on maintaining a high level of service and lowest possible lifecycle cost.

### ***Equipment Replacement Fund***

City staff will analyze the Equipment Replacement Fund (ERF) related to the rolling stock and large capital needs of the City for no less than one complete replacement cycle or approximately fifteen years. This system will be maintained by the Public Works Department and overseen by the Director of Public Works. Funding has been established on a pay-as-you-go basis but borrowing to pay for one-time large capital is allowable if and when the need arises. The Capital Improvement Plan funds

the ERF at a level that is sufficient to pay for all rolling stock and capital at its scheduled replacement time.

### **Investment Policy**

It is the policy of the City of Clayton to invest public funds in a manner which will provide maximum security and the highest investment return, while meeting the daily cash flow demands of the City and conforming to all state, federal, and local laws governing the investment of public funds. This investment policy applies to all financial assets of the City of Clayton, except retirement funds, which are administered by pension boards.

### **Prudence**

The standard of prudence to be used by investment officials shall be the "prudent person" standard. The investment officer, acting in accordance with the investment policy and exercising due diligence, shall not be held personally responsible for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate actions are taken to control adverse developments.

### **Objectives**

The primary objectives, in priority order, of the City's investment activities shall be:

- *Legality*
- *Safety*
- *Liquidity*
- *Return on Investment*

### **Delegation of Authority**

Article VII, Section 2 of the City Charter vests authority and management responsibility for the investment program with the Director of Finance & Administration.

### **Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial decisions.

### **Authorized Financial Dealers and Institutions**

Financial institutions shall be restricted to banks that are members of the Federal Deposit Insurance Corporation (FDIC).

### **Authorized and Suitable Investments**

The City may invest in the following types of securities:

- Bonds, bills or notes of the United States or an agency of the United States;
- Negotiable or non-negotiable certificates of deposit, savings accounts, and other interest-earning deposit accounts of financial institutions as defined in this policy; and Repurchase Agreements against eligible collateral, the market value of which must be maintained during the life of the agreements at a level greater than the amount advanced, plus the accrued interest.

Loan leveraging or investment in financial derivatives is expressly prohibited by this policy.

### **Collateralization**

All investments which exceed the financial institution's insurance limits shall be secured through eligible collateral.

***Safekeeping and Custody***

All securities purchased will be held by a third party custodian designated by the Director of Finance and Administration and evidenced by safekeeping receipts.

***Diversification***

The City will diversify its investments by institution.

***Maximum Maturities***

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not invest in securities maturing more than 3 years from the date of purchase, unless circumstances warrant other consideration, as approved by the City Manager. However, the City may collateralize its repurchase agreements using longer-dated investments not to exceed 7 years to maturity.

***Internal Control***

The Director of Finance and Administration shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with laws, policies and procedures. The auditors shall report their findings to the City Manager and Board of Aldermen.

***Performance Standards***

The investment portfolio will be designed to obtain no less than the annualized yield of a 90-day Treasury bill for the budgetary cycle being evaluated, taking into account the City's investment risk constraints and cash flow needs.

***Reporting Requirements***

The Director of Finance & Administration is also charged with the responsibility of including a year-end summary on investment activity and returns in the City's Comprehensive Annual Financial Report.





## FIDUCIARY FUNDS OF THE CITY

Fiduciary funds are used to account for assets held by the City in a trustee capacity. The City is the trustee, or fiduciary, for two defined benefit pension plans: the City of Clayton Uniformed Employees' Pension Fund and Non-Uniformed Employees' Retirement Fund.

The pension plans are funded through mandatory member contributions, City contributions and investment earnings. The City contribution is determined by an annual actuarial valuation and the City fully contributes the amounts required. A pension board for each plan has the fiduciary responsibility for the funds. The pension board works with an investment consultant to assist with recommending appropriate investment policies to the Board of Aldermen and for evaluating investment managers. The City is responsible for ensuring that the assets are used for their intended purposes. These assets are not considered City funds and cannot be used to finance the City's operations.

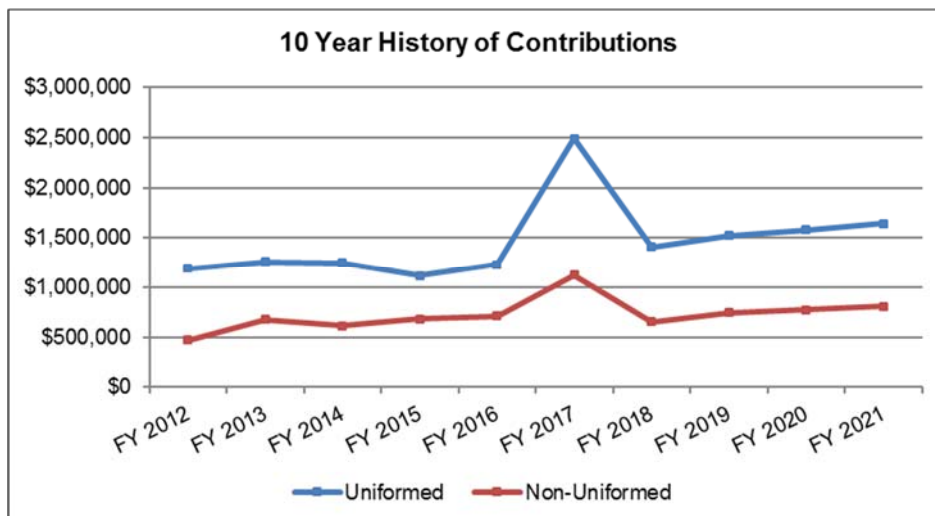
Revenue and expenditure outcomes are highly dependent on factors outside the City's control, such as market conditions, employees' retirement decisions, and the number of years that retirees and/or their beneficiaries receive benefits. The two pension plans have not been budgeted funds of the City since FY 2017, although plan activity is recorded within fiduciary funds and information about each plan is reported in the City's Comprehensive Annual Financial Report.

Select information on the pension funds can be viewed below.

### City and Employee Pension Contributions

	City Contributions	Employee Contributions	Total Contributions
FY 2018 Estimated	\$1,614,703	\$448,137	\$2,062,840
FY 2019 Projected	1,720,900	546,973	2,267,873
FY 2020 Projected	1,789,736	568,851	2,358,588
FY 2021 Projected	1,861,326	591,606	2,452,931

### Ten Year History of Contributions





**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF SEPTEMBER 30, 2018**

**2014 General Obligation Bond - \$15,000,000**

**Interest rate range: 2.0% to 3.25%**

		Principal	Interest	Total	Total Interest
	3/15/2019	595,000.00	208,218.75		
FY 2019	9/15/2019	-	202,268.75	1,005,487.50	410,487.50
	3/15/2020	620,000.00	202,268.75		
FY 2020	9/15/2020	-	189,868.75	1,012,137.50	392,137.50
	3/15/2021	640,000.00	189,868.75		
FY 2021	9/15/2021	-	177,068.75	1,006,937.50	366,937.50
	3/15/2022	670,000.00	177,068.75		
FY 2022	9/15/2022	-	163,668.75	1,010,737.50	340,737.50
	3/15/2023	690,000.00	163,668.75		
FY 2023	9/15/2023	-	156,768.75	1,010,437.50	320,437.50
	3/15/2024	725,000.00	156,768.75		
FY 2024	9/15/2024	-	145,893.75	1,027,662.50	302,662.50
	3/15/2025	750,000.00	145,893.75		
FY 2025	9/15/2025	-	134,643.75	1,030,537.50	280,537.50
	3/15/2026	790,000.00	134,643.75		
FY 2026	9/15/2026		122,793.75	1,047,437.50	257,437.50
	3/15/2027	825,000.00	122,793.75		
FY 2027	9/15/2027	-	110,418.75	1,058,212.50	233,212.50
FY 2028- 2034		7,005,000.00	828,131.25	7,833,131.25	
Outstanding at 9/30/18:		13,310,000.00	3,732,718.75		

**2014 Special Obligation Bond - \$6,735,000**

**Interest rate range: 3.0% to 4.0%**

		Principal	Interest	Total	Total Interest
FY 2019	3/15/2019	670,000.00	10,050.00	680,050.00	10,050.00
Outstanding at 9/30/18:		670,000.00	10,050.00		



**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF SEPTEMBER 30, 2018**

**2011 Special Obligation Bond - \$9,845,000**

**Interest rate range: 2.0% to 3.25%**

		Principal	Interest	Total	Total Interest
	12/1/2018	440,000.00	106,781.25		
FY 2019	6/1/2019	-	102,381.25	649,162.50	209,162.50
	12/1/2019	450,000.00	102,381.25		
FY 2020	6/1/2020	-	97,318.75	649,700.00	199,700.00
	12/1/2020	460,000.00	97,318.75		
FY 2021	6/1/2021	-	91,568.75	648,887.50	188,887.50
	12/1/2021	470,000.00	91,568.75		
FY 2022	6/1/2022	-	85,106.25	646,675.00	176,675.00
	12/1/2022	485,000.00	85,106.25		
FY 2023	6/1/2023	-	77,831.25	647,937.50	162,937.50
	12/1/2023	500,000.00	77,831.25		
FY 2024	6/1/2024	-	70,331.25	648,162.50	148,162.50
	12/1/2024	515,000.00	70,331.25		
FY 2025	6/1/2025	-	62,606.25	647,937.50	132,937.50
	12/1/2025	530,000.00	62,606.25		
FY 2026	6/1/2026	-	54,656.25	647,262.50	117,262.50
	12/1/2025	545,000.00	54,656.25		
FY 2027	6/1/2026	-	46,481.25	646,137.50	101,137.50
	12/1/2027	560,000.00	46,481.25		
FY 2028	6/1/2028		38,081.25	644,562.50	84,562.50
FY 2029- 2032		2,425,000.00	157,798.75	2,582,798.75	
Outstanding at 9/30/18:		7,380,000.00	1,679,223.75		



**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF SEPTEMBER 30, 2018**

**2009 Build America Bonds - Police Facility - \$15,000,000**

**Series A - \$6,420,000**

**Interest rate range: 1.0% to 4.5%**

		Principal	Interest	Total	Build America Credit	Net Debt Service
	12/1/2018	695,000.00	31,203.75			
FY 2019	6/1/2019	-	16,087.50	742,291.25	(15,459.51)	726,831.74
	12/1/2019	715,000.00	16,087.50			
FY 2020	6/1/2020	-	-	731,087.50	(5,253.94)	725,833.56
Outstanding at 9/30/18:		1,410,000.00	63,378.75			

**Series B - \$8,580,000**

**Interest rate range: 5.0% to 5.75%**

		Principal	Interest	Total	Build America Credit	Net Debt Service
	12/1/2018	-	230,305.00			
FY 2019	6/1/2019	-	230,305.00	460,610.00	(150,573.41)	310,036.59
	12/1/2019	-	230,305.00			
FY 2020	6/1/2020	-	230,305.00	460,610.00	(150,573.41)	310,036.59
	12/1/2020	740,000.00	230,305.00			
FY 2021	6/1/2021	-	211,805.00	1,182,110.00	(144,525.76)	1,037,584.24
	12/1/2021	760,000.00	211,805.00			
FY 2022	6/1/2022	-	192,805.00	1,164,610.00	(132,267.01)	1,032,342.99
	12/1/2022	785,000.00	192,805.00			
FY 2023	6/1/2023	-	172,591.25	1,150,396.25	(119,448.04)	1,030,948.21
	12/1/2023	810,000.00	172,591.25			
FY 2024	6/1/2024	-	151,531.25	1,134,122.50	(105,955.65)	1,028,166.85
	12/1/2024	840,000.00	151,531.25			
FY 2025	6/1/2025	-	129,061.25	1,120,592.50	(91,725.69)	1,028,866.81
	12/1/2025	865,000.00	129,061.25			
FY 2026	6/1/2026	-	105,922.50	1,099,983.75	(76,816.19)	1,023,167.56
	12/1/2026	895,000.00	105,922.50			
FY 2027	6/1/2027	-	81,533.75	1,082,456.25	(61,279.45)	1,021,176.80
	12/1/2027	930,000.00	81,533.75			
FY 2028	6/1/2028	-	55,726.25	1,067,260.00	(44,870.29)	1,022,389.71
	12/1/2028	960,000.00	55,726.25			
FY 2029	6/1/2029	-	28,606.25	1,044,332.50	(27,568.30)	1,016,764.20
	12/1/2029	995,000.00	28,606.25			
FY 2030				1,023,606.25	(9,351.39)	1,014,254.86
Outstanding at 9/30/18:		8,580,000.00	3,410,690.00			

BILL NO. 6687

ORDINANCE NO. 6552

---

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET  
FOR FISCAL YEAR 2019 COMMENCING ON OCTOBER 1, 2018  
AND APPROPRIATING FUNDS PURSUANT THERETO**

---

WHEREAS, the City Manager has presented to the Board of Aldermen an annual budget for the Fiscal Year 2019 commencing on October 1, 2018; and

WHEREAS, a public hearing on the budget was conducted on August 28, 2018, pursuant to notice as provided by law, at which hearing interested persons were given an opportunity to be heard;

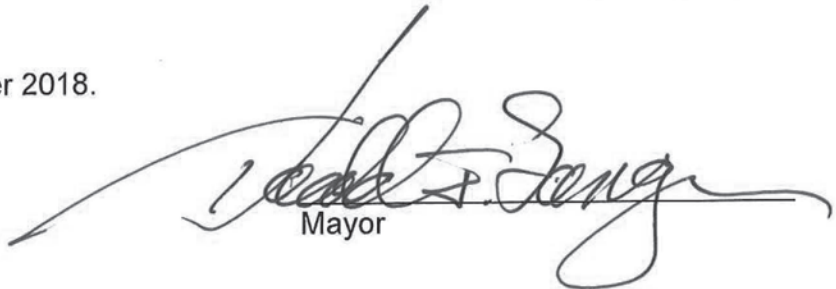
NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF CLAYTON, MISSOURI, AS FOLLOWS:

Section 1. The annual budget for the City of Clayton, Missouri, for the Fiscal Year 2019 commencing on October 1, 2018, a copy of which is attached hereto and made a part hereof as fully set forth herein, having been submitted by the City Manager, is hereby adopted.


Section 2. Funds are hereby appropriated for the objects and purposes of expenditures set forth in said budget. The expenditures of the funds so appropriated shall be subject to the control of the City Manager.

Section 3. This ordinance shall be in full force and effect from and after its passage by the Board of Aldermen.

Passed this 12th day of September 2018.

  
Mayor

ATTEST:

  
City Clerk

## GLOSSARY

**Account Number** – A numerical code identifying Revenue and Expenditures by Fund, Type, Department, and Object.

**Accrual** – An accounting method that measures the performance and position of an organization by recognizing economic events for a specific period regardless of when the cash transaction(s) occur. This method improves the accuracy of an organization's current financial condition.

**Activity** – A distinguishable service or effort of a departmental Program.

**Amortization** – The deduction of capital expenses over a specific period of time (usually over the asset's life).

**Appropriation** – An authorization granted by the Board of Aldermen to make Expenditures and to incur obligations for purposes specified in the Budget.

**Assessed Valuation** – The taxable value set on real estate or other property as a basis for levying a tax.

**Asset** – A resource owned or held by the City which has a monetary value.

**Assigned Fund Balance** – Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

**Audit** – An examination made to determine whether the City's financial statements are presented fairly in accordance with GAAP.

**Balanced Budget** – A financial plan that appropriates funds no more than the total of all resources that are expected to be available.

**Bond** – A contract to pay a specified sum of money (the principal or face value) at a specified future date or dates (maturity) plus interest paid at an agreed percentage of the principal. Maturity is usually longer than one year.

**Bond Refunding** – The process of refinancing outstanding bonds by issuing new bonds for the purpose of reducing interest costs or removing burdensome or restrictive bond covenants. The new bonds are referred to as the "refunding bonds," and the outstanding bonds being refinanced are referred to as the "refunded bonds" or the "prior issue." Refunded bonds are not part of outstanding debt.

**Budget** – A comprehensive plan or financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**C the Future** – Long-term strategic plan developed by the City through public engagement.

**CAFR** – The City compiles a Certified Annual Financial Report, which is audited by an independent auditor after each fiscal year end. This document, including the audit report, is then available to the public.

**Capital** – An expenditure for a good that has an expected life of more than two (2) years and the cost of which is in excess of \$5,000. Capital items include real property, office equipment, furnishings, and vehicles.

**Cash Reserves** – The unreserved, unassigned fund balances representing expendable available financial resources.

**CIP** – Capital Improvements Plan, a multi-year flexible plan outlining the goals and objectives regarding public facilities for the City of Clayton.

**CIF** – Capital Improvements Fund, a governmental fund used to record revenue, expenditures and transfers related to capital improvement and infrastructure needs.

**Committed Fund Balance** – Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

**Commodities** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

**Contractual Services** – An expenditure for services performed by private firms or other governmental agencies. Examples include legal services, utilities, and insurance.

**Debt** – An obligation to the City resulting from borrowing of money, including Bonds and Notes.

**Deficit** – The amount of a specific fund's expenditures, including outgoing operating transfers, exceeding revenues in a given year.

**Department** – The Department is the primary administrative unit in City operations. Each is administered by a department director. Departments are generally composed of divisions and programs that share a common purpose.

**Debt Service Funds** – The Debt Service Funds are used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

**Detail** – Explanations and/or calculations used to justify the budget request.

**Eligible Collateral** – Securities authorized for purchase under the City's Investment Policy, preferably U.S. Government securities, and the State Treasurer's list of Securities Acceptable as Collateral to Secure State Deposits.

**Encumbrance** – Budget authority that is set aside when a purchase order or contract is approved.

**Equipment Replacement Fund (ERF)** – A governmental fund used to record revenue, expenditures and transfers related to the replacement of all-capital vehicles and equipment.

**Expenditure** – Current operating expenses requiring the present or future use of current assets or the incurrence of debt.

**Fiduciary Funds** – Funds used to account for assets held in trust by the City for the benefit of individuals or other entities.

**Full-Time Equivalent (FTE)** – An employee position converted to the decimal equivalent of a full-time position based on 2080 hours per year.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** – The equity in a fund. Often times incorrectly referred to as a “surplus.” Each fund begins the fiscal year with a positive or negative fund balance.

**Fund Type** – Fund Accounting allows organizations to separate income and expenses by class, which gives the reviewer of the financial statements a proper accounting of all like activities – a fund type. The fund accounting system helps track the flow of monetary resources rather than tracking the profit or income generated from tax revenue. Some examples of fund types would be special revenue (restricted funds for a specific purpose); capital (funds restricted to paying for capital projects); general (on-going operating expenses).

**FY** – Fiscal Year, for the City of Clayton, the full operating cycle beginning October 1 and ending the following September 30.

**GAAP** – Generally Accepted Accounting Principles, uniform minimum standards of state and local governmental accounting and financial reporting set by the Government Accounting Standard Board (GASB).

**General Fund** – The General Fund is the operating fund of the City. This fund is used to account for all financial resources except those required to be accounted for by a separate fund.

**GFOA** – Government Finance Officer’s Association, professional association of state/provincial and local finance officers in the United States and Canada.

**GO** – General Obligation, a type of municipal bond that is backed by the credit and “taxing power” of the issuing jurisdiction rather than revenue from a given project.

**Governmental Funds** – Funds through which most governmental functions are financed.

**Grant** – A payment of money from one governmental or other entity to another for a specific service or program.

**HRA** – Health Reimbursement Account, an employer-funded plan that reimburses employees for a portion of incurred medical expenses that are not covered by the City’s insurance plan.

**LEED** – Leadership in Energy and Environmental Design, standard for Green Building Design.

**Line Item** – The uniform identifications of goods or services purchased; sub-unit of objects of Expenditure, for example, salaries, postage, equipment rental.

**Modified Accrual** – An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and recognizes expenditures when liabilities are incurred. This system divides available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

**Nonspendable Fund Balance** – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

**Note** – A written promise to pay a specified amount to a specific person at a specified time, usually less than one year.

**Object of Expenditure** – Category of items to be purchased. The unit of the budgetary accountability and control. (Personnel Services, Contractual Services, Commodities, Program and Capital).



**Pension Trust Funds** – The Pension Trust Funds are used to account for resources required to be held in trust for the members and beneficiaries of the City’s defined benefit pension plans.

**Personnel Services** – All costs associated with employee compensation, for example, salaries, pension, health, and other insurance.

**Position** – A job title authorized by the City’s classification plan and approved for funding by the budget.

**Program** – A budgetary unit that encompasses specific and distinguishable lines of work performed by an organization unit, for example: Public Works Street Maintenance and Parks & Recreation Administration.

**Prudent Person Standard** – A standard which states: “investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence would use in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income derived.”

**Reserves** – See ‘Fund Balance.’

**Restricted Fund Balance** – Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.

**Revenue** – Sources of income financing the operations of the City. An increase in Fund Balance caused by an inflow of assets, usually cash.

**Sewer Lateral Fund** – This fund is used for the recording of Sewer Lateral fees imposed on all residential property located within the City limits having six or less dwelling units, to fund repairs on defective lateral sewer lines.

**Special Business District Fund (SBD)** – A governmental fund used to provide funding for appropriate economic development activities in the downtown area special taxing district.

**Special Revenue Funds** – Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

**Transfer** – A movement of monies from one Fund, Department, Activity, or Account to another. This includes budgetary funds and/or movement of assets.

**Unassigned Fund Balance** – Amounts that are available for any purpose; these amounts are reported only in the General Fund.

**Unencumbered Funds** – That portion of a budgeted Fund which is not expended or encumbered.

**User Charge** – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

(This page intentionally left blank)