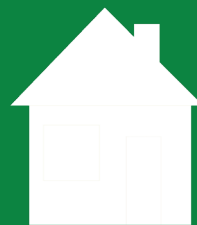
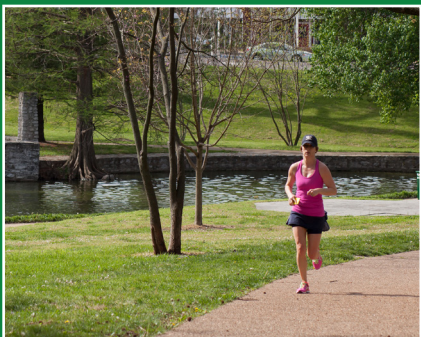


The background of the entire page is a highly textured, abstract painting. It depicts a stage performance with several figures in the center, possibly dancers or musicians, under a canopy of lights. The foreground is filled with a dense, colorful crowd of people, rendered in various shades of green, yellow, red, and blue. The overall style is expressive and celebratory.

2018 ANNUAL REPORT

For the fiscal year ended
September 30, 2018



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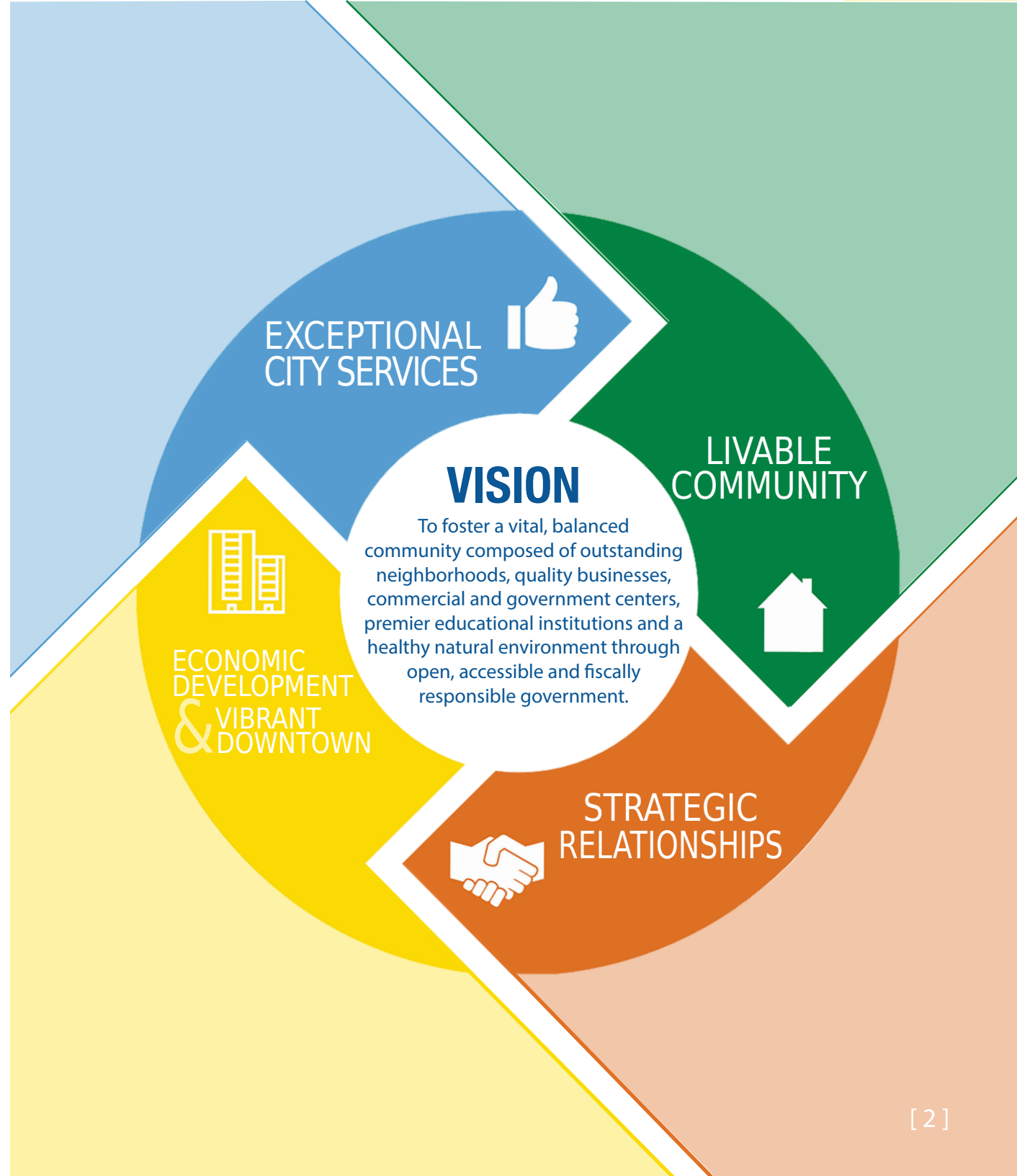
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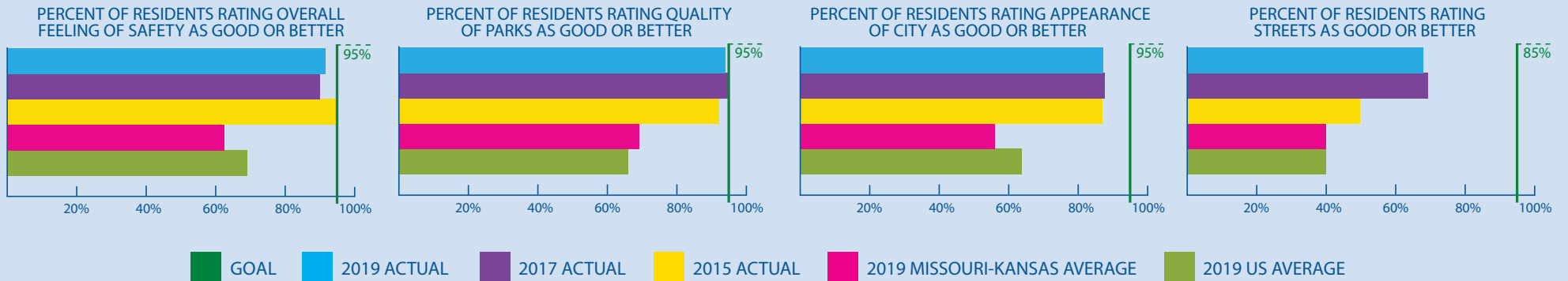
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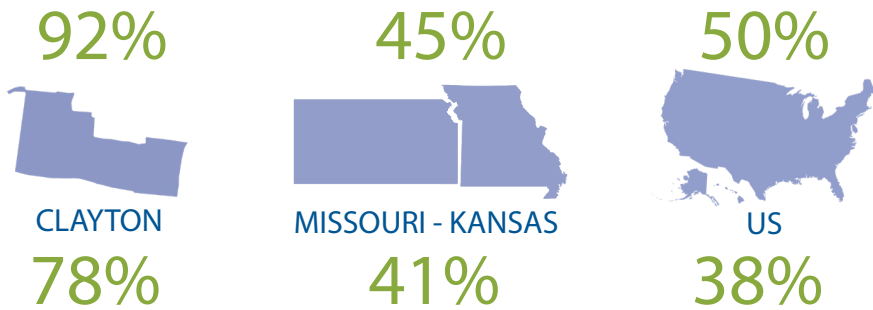
EXCEPTIONAL CITY SERVICES



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



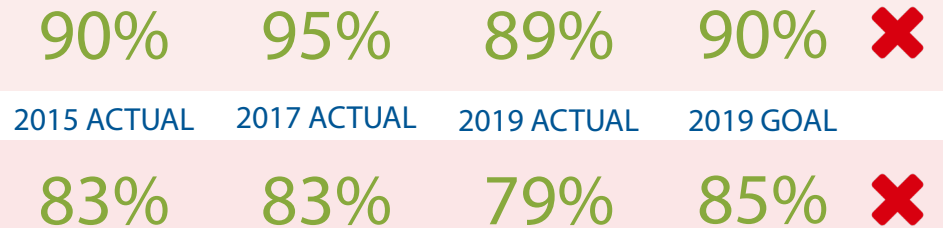
PERCENT OF RESIDENTS RATING THE QUALITY OF SERVICES PROVIDED BY THE CITY AS GOOD OR BETTER



PERCENT OF RESIDENTS RATING THE VALUE RECEIVED FOR TAX DOLLARS AS GOOD OR BETTER



PERCENT OF RESIDENTS RATING THE COMPETENCY OF FIRE/EMS AS GOOD OR BETTER



PERCENT OF RESIDENTS RATING THE CULTURE, DINING, AND SHOPPING ENVIRONMENT GOOD OR BETTER

PERCENT OF FIRES CONTAINED IN ROOM OF ORIGIN					UCR PART I PROPERTY CRIMES CLEARANCE RATES				
64%	94%	100%	✗	-6%	31%	31%	33%	✗	+57%
2018 US AVERAGE	2018 ACTUAL	2018 GOAL		CHANGE SINCE 2013	2018 US AVERAGE	2018 ACTUAL	2018 GOAL		CHANGE SINCE 2013
29%	75%	50%	✓	+8%	50%	52%	85%	✗	-35%
PERCENT OF CARDIAC ARREST PATIENTS WITH PULSE UPON ARRIVAL TO HOSPITAL					UCR PART I VIOLENT CRIMES CLEARANCE RATES				

AVERAGE CALENDAR DAYS FROM INSPECTION TO VOLUNTARY COMPLIANCE	16	34	<h1>AAA</h1> <p>CITY OF CLAYTON GENERAL OBLIGATION BOND RATING</p>	AVERAGE CALENDAR DAYS FROM REQUEST TO COMMERCIAL INSPECTION	2.8	1.3
	2018 US AVERAGE	2018 ACTUAL			2017 US AVERAGE	2017 ACTUAL
AVERAGE CALENDAR DAYS FROM INSPECTION TO FORCED COMPLIANCE	41	155		<h1>15,656</h1> <p>NUMBER OF PARKING SPACES IN DOWNTOWN CLAYTON</p>	AVERAGE CALENDAR DAYS FROM REQUEST TO RESIDENTIAL INSPECTION	2.2

COST PER LINEAR MILE FOR STREETS, SIDEWALKS, AND BIKE LANES OR PATHS				PERCENT OF OPERATING COST RECOVERY FOR RECREATION FACILITIES			
\$248	\$17,200	✓	-98.7%	96%	92%	✓	+2%
2018 ACTUAL	2018 GOAL		CHANGE SINCE 2011	2018 ACTUAL	2018 GOAL		CHANGE SINCE 2011
89%	85%	✓	-2%	34%	35%	✗	+4%
PERCENT OF LANE MILES WITH PAVEMENT CONDITION INDEX RATING OF 3 OR HIGHER				PERCENT OF HOUSEHOLDS WITH ONE OR MORE RECREATION PASS HOLDERS			

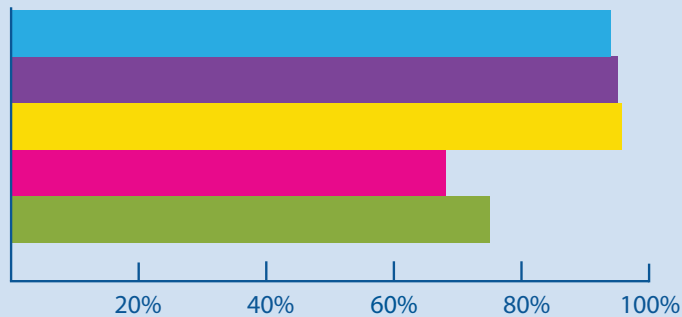
Curious why we didn't meet our goals? Learn about our strategy moving forward on page 8.

LIVABLE COMMUNITY

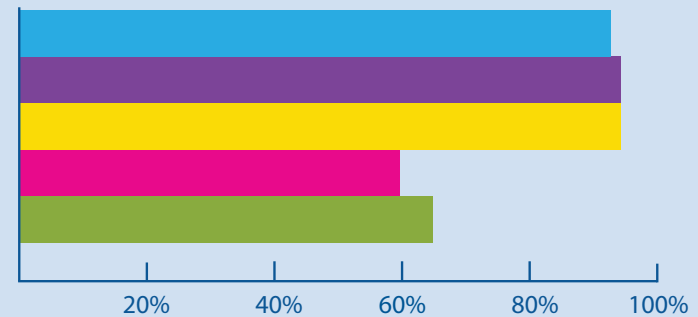


Clayton is a sustainable, welcoming community comprised of desirable neighborhoods, attractive green space, diverse artistic, cultural and recreational opportunities, and a multimodal transportation system — all of which foster a safe, healthy, and enriched quality of life.

PERCENT OF RESIDENTS RATING OVERALL QUALITY OF LIFE AS GOOD OR BETTER



PERCENT OF RESIDENTS RATING CITY'S IMAGE AS GOOD OR BETTER



2019 ACTUAL 2017 ACTUAL 2015 ACTUAL 2019 MISSOURI-KANSAS AVERAGE 2019 US AVERAGE

POLICE COST PER CAPITA

\$130	\$135	\$157	\$157	✓
2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2018 GOAL	

PERCENT OF LINEAR MILES WITH DEDICATED/SHARED BICYCLE ROUTES

7%	7%	15%	7%	✓
2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2018 GOAL	

\$94	\$96	\$111	\$96	✗
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FIRE COST PER CAPITA

0.12	33.40	0.92	0.50	✗
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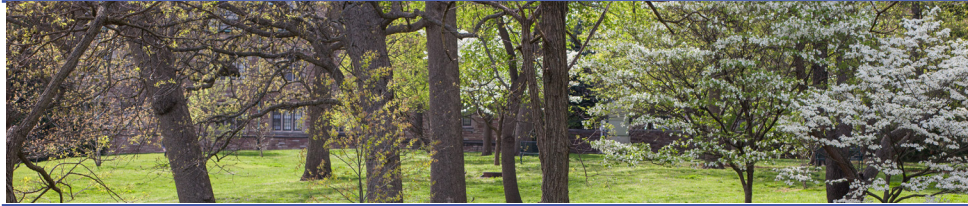
ANNUAL SIDEWALK DEFECTS PER 1,000 LINEAR FEET

10,714
NUMBER OF TREES

21.5
ACRES OF GREEN SPACE

78.42
ACRES OF PARK LAND

11
NUMBER OF PARKS



346,186

NUMBER OF PARK PROGRAMS & COMMUNITY CENTER REGISTRANTS

PERCENT OF RESIDENTS RATING PROXIMITY OF PARKS TO THEIR HOME AS GOOD OR BETTER

88%	91%	91%	+6%
2015 ACTUAL	2017 ACTUAL	2019 ACTUAL	CHANGE SINCE 2011

73%	71%	81%	+10%
------------	------------	------------	-------------

PERCENT OF RESIDENTS RATING THE NUMBER OF WALKING AND BIKING TRAILS AS GOOD OR BETTER

1,272	30%	23	2,300
RECYCLED TONS IN 2017	PERCENT OF RECYCLING DIVERTED	NUMBER OF TRAFFIC SIGNALS	NUMBER OF STREET LIGHTS

98.7
MILES OF PAVED STREETS

62
MILES OF SIDEWALKS

2.2
MILES OF BICYCLE LANES

Curious why we didn't meet our goals? Learn about our strategy moving forward on page 8.

ST. LOUIS COUNTY SEAT

2.5 miles²

46K
DAYTIME POPULATION

169.5
FULL-TIME EMPLOYEES
150.0
PART-TIME EMPLOYEES

[\$1,016,186,476]
ASSESSED PROPERTY VALUE

OFFICE SPACE **7MIL** SQUARE FEET
& RETAIL **1MIL** SQUARE FEET

15,939
RESIDENTS

AVERAGE HOUSEHOLD INCOME **\$169,307**
HOME SALE PRICE **\$767,350**

HUB OF ST. LOUIS METROPOLITAN REGION



✓ GOAL MET

✗ NEEDS IMPROVEMENT

STRATEGIC RELATIONSHIPS



ECONOMIC DEVELOPMENT & VIBRANT DOWNTOWN



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

Clayton recognizes the importance of establishing and cultivating relationships to reach our performance goals to better serve our residents, businesses, and our entire region.

OUR PARTNERS

CLAYTON CENTURY FOUNDATION - SCHOOL DISTRICT OF CLAYTON - CLAYTON CHAMBER OF COMMERCE - CULTURAL FESTIVALS - WASHINGTON UNIVERSITY - FONTBONNE UNIVERSITY - CONCORDIA UNIVERSITY - CLAYTON RECREATION, SPORTS, AND WELLNES COMMISSION - ANTI-DEFAMATION LEAGUE - ST. LOUIS AREA INSURANCE TRUST - ST. LOUIS AREA POLICE CHIEFS ASSOCIATION - EAST CENTRAL DISPATCH CENTER - CITIES OF BALLWIN, BRENTWOOD, RICHMOND HEIGHTS, LADUE, UNIVERSITY CITY, OLIVETTE, ROCK HILL, WEBSTER GROVES, CHESTERFIELD, MAPLEWOOD, KIRKWOOD, BRIDGETON, FRONTENAC, MARYLAND HEIGHTS, ST. ANN, MANCHESTER, WILDWOOD - GREAT RIVERS GREENWAY - MISSOURI DEPARTMENT OF TRANSPORTATION - ST. LOUIS COUNTY - AND MANY, MANY MORE.

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

COMPARISON SALES TAX RATES

The City's sales tax rate of 9.113% is comparable to surrounding cities.

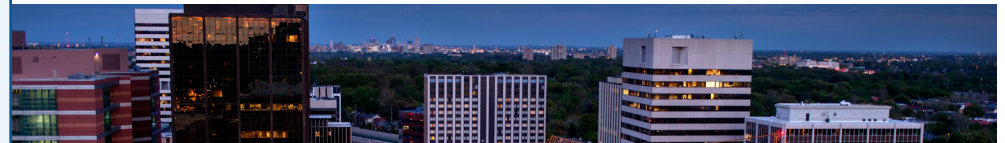
MUNICIPALITY	TAX RATE
St. Louis City	9.679%
Brentwood	9.113%
Clayton	9.113%
Kirkwood	9.113%
Richmond Heights	9.113%
University City.....	9.113%
Ladue	8.863%

52 & 42,650
EVENTS HOSTED & INDIVIDUALS PARTICIPATING

2018
\$151,889,759

CONSTRUCTION VALUE OF PERMITS

\$110,822,397
2017



WHAT'S NEXT?

Clayton's elected officials and employees work hard to provide residents and businesses with exceptional services. In the future, our Strategic Plan, identified four key performance areas including **Exceptional City Services, Livable Community, Strategic Relationships, and Economic Development and Vibrant Downtown**. Our performance measures are shaped to achieve the best outcome for each of these areas.

GOAL	OUTCOME & ANALYSIS	NEXT STEPS
The goal is for 90% of survey participants to rate their perception of the competency of Fire/EMS as good or better.	Residents' perception of overall safety in the City had decreased in 2019 after seeing consistently high ratings and steady increases from 2011. Though the overall rating was the lowest since 2015, the rating remains equal to the 2011 rating.	The Fire Department continues to work toward increasing their overall community outreach efforts by developing social media and community outreach strategies.
The goal is for 85% of survey participants to rate the culture, dining, and shopping environment of the City as good or better.	Residents' perception of overall satisfaction with the culture, dining, and shopping environment in the City dropped by 4% since 2017. Though, the overall rating remains 10% higher than 2011.	Clayton is continuously reviewing its efforts to improve the vibrancy of our downtown environment.
The goal is to contain 100% of fires to their room of origin.	The Fire Department sets high expectations to contain all fires to their room of origin, which can be impacted greatly by the timing of calls. Though the City fell short of the goal at 94%, this average remains 30% higher than the national average.	The Fire Department continues to analyze how we can continue to improve community outreach and education as well working with East Central Dispatch to help shorten call times.
The goal is to clear 33% of annual UCR Part I property crimes and 85% of UCR Part I violent crimes.	The Police Department fell short of their goal with a clearance rate of 31% for property crimes, which remains on par with the national average, and 52% for violent crimes, which is 2% higher than the national average.	The Clayton Police Department continues to analyze processes and building connections with other agencies to improve clearance rates, as well as provide training for its staff.
The goal is for 35% of households to have one or more recreation pass holders.	This year's goal fell short with 34% of households having one or more recreation pass holders. Though, the overall percentage remains 4% higher than 2011.	The Parks and Recreation Department continues to analyze and address ways to attract more pass holders, including a renovation of the facility, which is set to begin in June 2019.
The goal is to keep Fire operations costs to \$96 per capita.	The Fire Department experienced an increase in their operations and was higher than in previous years.	Last year, the Fire Department hired six new firefighter/paramedics to address on-scene staffing and improve response time.
The goal is to keep annual sidewalk defects per 1,000 linear feet to 0.50 to ensure accessibility for all users.	This year's annual sidewalk defects per 1,000 linear feet is higher than our goal at 0.92 per 1,000 linear feet. Though, there was a significant decrease from 2017 at 33.40 per 1,000 linear	The Public Works Department used more advanced technology to determine defects in 2017. This allowed us to make significant improvements from 2017 and moving forward.

MAYOR & BOARD OF ALDERMAN



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