

# Clayton, Missouri



Dr. Al Zenger, PhD, St. Louis, Laus, T. Hilling, Kammhuber



**Fiscal Year 2021 Operating Budget  
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 online. The 2020 Saint Louis Art Fair Commemorative Print, *We No Longer Felt So Alone*, is the work of artist Lisa Telling Kattenbraker. Kattenbraker uses batik, an Indonesian technique involving wax-resist dyeing applied to whole cloth and requiring over 100 hours of application per art piece. The figures in her pieces are black stick figures - a combination of all the colors in the piece and in the color spectrum - and serve as an inclusive way of portraying humans in general. Portraying them without facial features, she presents them as an invitation and a challenge for us all to see ourselves in one another. When someone sees themselves in the figures, she feels as if she has done her job. The shape of the figures stays "open" through the dye process to accept all the dyes, thus adding layer upon layer of color. These figures are essentially a product of the combination of the whole background scene.



## **CITY OF CLAYTON, MISSOURI**

# **FISCAL YEAR 2021 OPERATING BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENTS PLAN**

### **PRINCIPAL OFFICIALS**

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

##### **Mayor**

Michelle Harris

##### **Aldermen**

Joanne Boulton

Ira Berkowitz

Bridget McAndrew

Richard Lintz

Susan Bradley Buse

Dan Sokol

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##### **City Manager**

David Gipson

##### **Executive Team**

City Clerk

Finance

Economic Development

Planning & Development

Police

Fire

Public Works

Parks & Recreation

Assistant to the City Manager

June Frazier

Janet Watson

Gary Carter

Susan Istenes

Mark Smith

John Paul Jones

Matt Malick

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, 2019**

*Christopher P. Morill*

Executive Director

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August 7, 2020

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 2021 (FY 2021). This budget includes a one-year operating budget and a five-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 fifteen years.

The City has experienced changing revenues due to the COVID-19 global pandemic over the past several months. The stay-at-home order issued by St. Louis County had a significant effect on business activity in the City and region during mid-March, April and May. Most businesses have begun restricted reopening activity since that time. While it is still early in the reopening process and this changing economic cycle, we believe there will be potential economic effects until there is a national and world-wide solution that restores consumer confidence and public health overall. With that in mind, we have developed a budget for fiscal year 2021 with reduced revenue projections in the areas impacted by the economy and included significant reductions in expenditures without reducing service levels. We intend to utilize a portion of our strong operating reserves to balance the budget for the coming year. And as the next few months provide us more information relative to various revenue types, we will be developing a substantial deficit reduction plan to be implemented in the following year.

Below is a summary of the fiscal year 2021 Budget:

Fund	Revenue	Expenditures	Net Other Financing Sources and Uses	Surplus / (Deficit)	Beginning Fund Balance	Ending Fund Balance	% of Ending Fund Balance to Expenditures*
General	\$25,640,795	\$27,885,156	\$954,007	(\$1,290,354)	\$17,142,205	\$15,851,851	57%
Special Revenue	630,781	78,000	(535,556)	17,225	147,893	165,118	27%
Equipment Replacement	409,908	1,969,724	2,161,947	602,131	5,826,057	6,428,188	326%
Capital Improvement	4,102,753	2,372,352	(3,285,941)	(1,555,540)	8,307,496	6,751,956	285%
Construction Funds (Bonds)	886,535	1,942,503	3,115,932	2,059,964	(1,732,986)	326,978	17%
Debt Service	2,652,553	3,006,601	(2,392,044)	(2,746,092)	4,604,988	1,858,896	62%
TOTAL	\$34,323,325	\$37,254,336	\$18,345	(\$2,912,666)	\$34,295,653	\$31,382,987	83%

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

The City's capital needs have been thoroughly evaluated and a plan for capital projects and equipment replacement is included in this budget. The City's capital and equipment investments preserve important physical assets and provide tools to maximize productivity and effectiveness of the most

costly and important resources of the City, our professional employees. A disciplined program of reinvestment and maintenance of the City-owned capital asset inventory provides cost stability and results in lowered long-term cost of ownership.

There are several large capital projects which will be completed in FY 2020 and others that will begin in FY 2021. The Center of Clayton renovations and expansion project and the street resurfacing of Brentwood Boulevard are substantially complete, and Maryland Avenue street resurfacing with new bike lanes will begin in early 2021. Projects planned for FY 2021 include the Shaw Park South Playground replacement, guttering and crown molding replacement on the 10 S. Brentwood building, conceptual plans for various streetlighting projects and work will also begin on the first phase of the Central Business District street resurfacing project.

Economic development projects are still on-going with the nearly one million square foot US Capital Development project progressing quickly, as well as the Ryan Companies senior housing development (Clarendale) and the Sheraton Hotel renovations and conversion into a Le Meridien Hotel. We continue to receive new development proposals, including the Residence Inn which recently submitted their project plans for review. Based on other preliminary discussions, we anticipate the proposal of additional projects in the coming months.

### **Revenue Analysis**

The three primary sources of revenue for the City's General Fund are property tax, utility tax and sales tax. General Fund sales tax has been significantly impacted in the last few months by the pandemic, and our projection for 2021 is a small increase of 2% over that reduced amount. This overall reduction in sales tax brings total revenue back to lower levels from several years ago. Nearly fifty percent (50%) of Clayton's sales tax revenue is generated by business travel and discretionary retail industries which have been heavily impacted by the pandemic and its subsequent recession. More specifically, receipts from hotels and restaurants have decreased substantially over this period. These industries are expected to have a slow recovery over the next several years. The City has projected sales tax revenue for 2021 to be approximately fifteen percent (15%) below 2019 sales tax receipts, which is the last full year prior to the pandemic.

Property tax revenue is the most stable of our large revenue sources and continues to increase incrementally. Clayton has experienced a tremendous growth in assessed value over the past few years from both residential and commercial properties. State law has specific limitations on the growth of property tax revenue and this year our property tax revenue is allowed to grow 2.3%. New revenue from our recent developments coming onto the tax rolls is added to that amount resulting in an overall total property tax revenue increase of 3.7% over the prior year receipts in the General Fund.

We have seen a downward revenue trend in some of our utility taxes categories, especially those related to telecommunications, as well as reductions in revenue related to decreases in utility rates. The City is projecting a 1.9% increase in this category over the FY 2020 level, but the amount of revenue projected represents a 5% reduction from FY 2019.

Other revenue categories have varied projections for next year. While the level of building permit revenue remains relatively consistent with recent years, many other categories of revenue are negatively impacted by the recessionary economic activity related to the pandemic. These affected revenue streams include parking, fines, interest income, and parks and recreation fees. Together this represents a significant decrease in revenue over previous years.



## Expenditure Analysis

As mentioned before, the City has worked diligently to reduce expenditures for the new fiscal year. City staff has reviewed every line item in every department to determine which areas could be reduced without negatively impacting operations. Two full-time staff positions were eliminated with this budget, one which had offsetting revenue, and vacant positions have been frozen. Four vacant positions will be held open all year, and one vacancy in Public Works will be filled mid-year in time for construction season. If positions become vacant during 2021 the City will plan to hold those open, where possible. The employee compensation increase is the smallest in recent history at one percent (1%) for all full-time employees. In a year with limited ability to provide salary increases due to reduced revenues, this equitable option ensures that no employee experiences a reduction in total compensation as benefit costs increase slightly.

Other expenditure areas were reduced such as training and meetings, supplies and materials, parts, equipment, and service contracts. We are deferring maintenance and new projects, where possible. As will be discussed over the coming months, residential trash service represents the largest single area of our expenditures after personnel costs.

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 non-rolling stock equipment, technology infrastructure and systems, and facility related assets. This ongoing investment ensures that the City will continue to outfit departments with quality equipment and provides stability in an area that is often neglected by municipalities. By keeping these funds healthy, maintaining discipline and identifying the full cost of our facilities, infrastructure and equipment we attain a low cost of ownership and greatly reduce large surprise costs in future years.

In summary, General Fund expenditures have been reduced \$1,096,565, or 3.8% when compared to the 2020 originally approved budget. This is a substantial decrease to achieve without impacting City service levels.

## Conclusion

Through consistent fiscal responsibility, Clayton has accumulated healthy reserves to provide a buffer in the event of an economic downturn. This one-year use of reserves will provide much needed time to gain more information about the pandemic and the subsequent recession's lasting effects on our revenue sources. It also allows the City to responsibly and thoughtfully develop a plan of action for the future. This plan, which will require difficult decisions, will ultimately ensure the long-term financial viability of the City. These are not normal times and we appreciate the ongoing support of the elected officials, citizens, businesses, and employees during this process.

I want to thank our Director of Finance & Administration, Janet Watson, our Assistant Finance Director, Kayla Pacanowski, and our executive team for their ideas and detailed work to create this budget plan. I look forward to our future discussions on this issue.

Sincerely,



David Gipson  
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 Principals 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 2021**

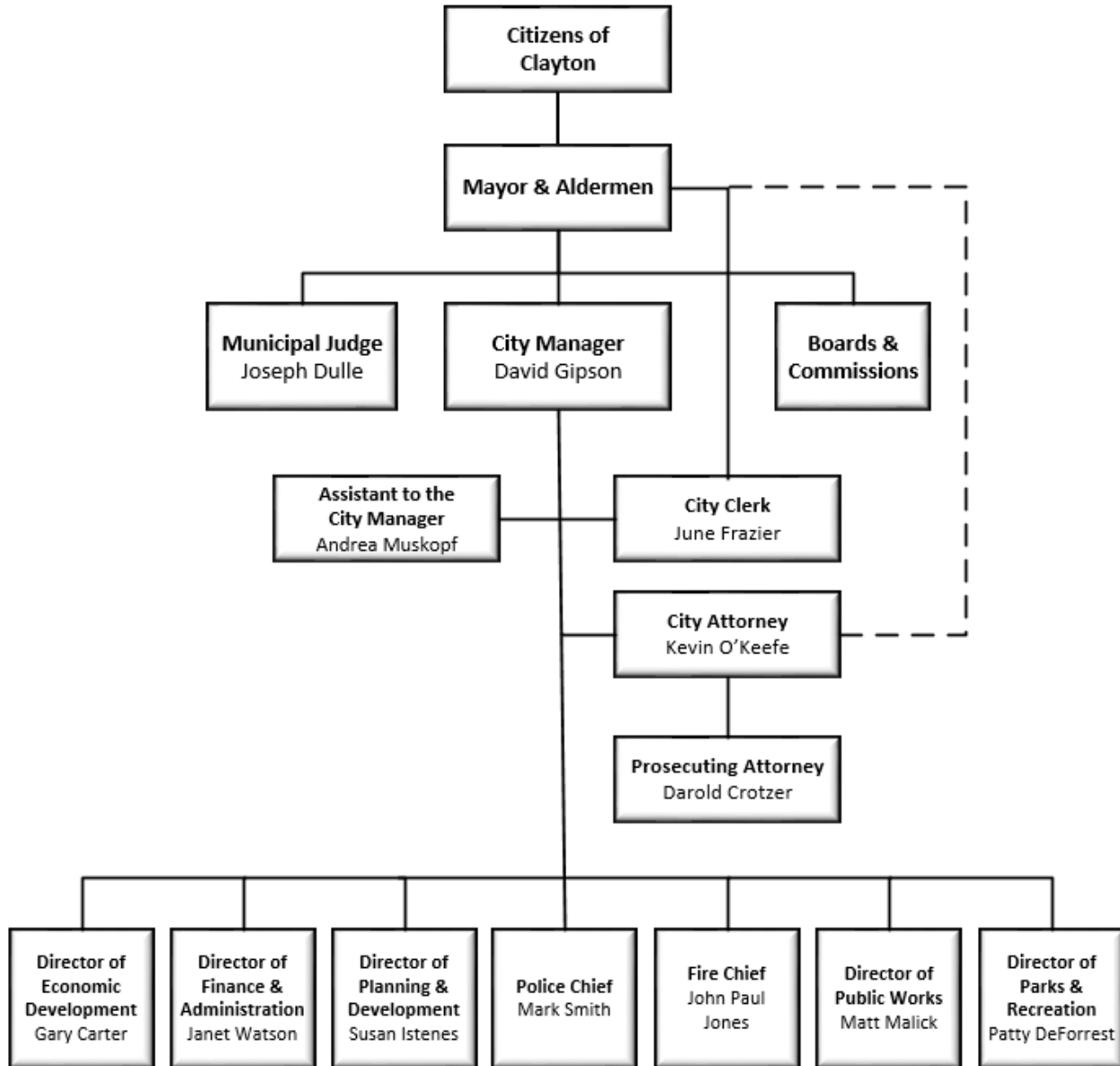
<u>Date</u>	<u>Description</u>
December 2019	- Capital Improvements Program (CIP) department process begins
January - March 2020	- Discuss budget topics at staff meetings
January 24, 2020 February 2020	- Department CIP submissions due - CIP Committee review and recommendations
May 5, 2020	- Department Budget entry for operating budget begins
May 11, 2020	- Department Equipment Replacement updates due
May 20, 2020	- Revenue estimates and part-time & overtime salary projections due
May 27, 2020	- Department Operating Budget submissions due
May 18, 2020 May 29, 2020 June 9, 2020 June 23, 2020	- CIP recommendations finalized - CIP recommendations submitted to Board - Board CIP discussion at public meeting - Board approves CIP to include in Proposed Budget
June 15-26, 2020	- Department management budget discussions with Budget team
June 29- July 3, 2020	- Final Proposed Budget decisions by City Manager
July 6-30, 2020	- Preparation of recommended budget document by Budget team
August 7, 2020	- Distribution of recommended budget document to the Board
August 10-21, 2020	- Board public budget review work sessions
August 11, 2020	- Set and publish Public Notice for September 8, 2020 Public Hearing (15 days required)
September 8, 2020	- Public Hearing and 1 <sup>st</sup> Reading of Proposed Budget Ordinance and Proposed Property Tax Levy
September 22, 2020	- 2 <sup>nd</sup> Reading of Final Budget Ordinance and Property Tax Levy
September 30, 2020	- Property Tax Levy filing

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**Board Meetings:** August 11, 2020 August 25, 2020 September 8, 2020 September 22, 2020



# 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 172 full-time employees and approximately 75 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 approximately 16,000 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 facilitating 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 10% 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, especially in the downtown area. Centene Corporation is in the final stages of completing a new 660,000 square foot office building and supporting garages. This is the second new high-rise office building Centene has built in Clayton since 2010. US Capital Development has also begun construction of two new office towers supported by a parking garage. In addition, the City is currently reviewing applications for a new hotel and a new downtown apartment development with ground floor retail.

A multi-story senior community is under construction, and the former Sheraton Hotel has recently seen major renovations and conversion to a new Le Meridien Hotel. Tony's Restaurant, a luxury dining destination, is in the final stages of relocating to Clayton from downtown St. Louis in the new Centene tower, and additional retail space will be available in the Centene development.



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 and condominiums.

### **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 95% 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.

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 28 years.

In Administrative Services, the Finance Department provides prudent fiscal management and has received the following awards from the Government Finance Officers Association (GFOA): the Certificate of Achievement for Excellence in Financial Reporting (32 years), the Popular Annual Financial Reporting Award (4 years), and the Distinguished Budget Presentation Award (15 years). 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 nine 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\*

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	2018	16,826
2013	15,894	2019	16,747

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

### 2019 Population by Age Group

	<u>Number</u>	<u>Percentage</u>
Under 18 Years	3,065	18.3%
18 to 64 Years	11,304	67.5%
65 Years and Over	2,378	14.2%

Median Age	31.2
Number of Households	6,244
Average Household Size	2.14
Median Household Income	\$97,145
% over 25 with Bachelor's Degree	78.0%
% in Professional Management	71.3%

### Racial Composition

White	77.6%
Black or African American	6.9%
Asian	12.6%
Hispanic or Latino	3.3%
Other	2.8%

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

Source: 2018 American Community Survey

## 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*	15,462
Fontbonne University	1,200
Concordia Seminary	623
Total Enrollment	17,285

\*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	30
Total	1,606

## Sales Tax

As of October 1, 2020

State of Missouri	4.225%
County	3.513%
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	9.238%

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 2019 Sales Price	\$850,000
Median Condo 2019 Sales Price	\$388,975

Source: 2019 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**

Centene Corporation	1,979
St. Louis County Government	1,573
Enterprise Holdings, Inc.	1,252
Caleres (Brown Shoe Co., Inc.)	671
Washington University	670
Commerce Bank NA	553
Clayton School District	466
Husch Blackwell	422
Armstrong Teasdale	355
RubinBrown	350

**Overall Perceptions of Clayton**

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

Quality of life in the City	91%
Image of the City	92%
Overall quality of City services	92%
Appearance of the City	84%
Feeling of safety in the City	88%
Value received for City tax dollars & fees	78%
Quality of new residential development	64%
Quality of special events & cultural opportunities	79%
How well Clayton is planning/managing redevelopment	54%
Recreational opportunities in the City	84%
Quality of new commercial development	61%

Source: 2019 Community Survey conducted by the ETC Institute

**Bond Rating and Debt Outstanding**

Standard & Poor's Rating	AAA
General Obligation Debt	\$12,095,000
Special Obligation Debt	<u>\$18,920,000</u>
Total Debt	\$31,015,000

**2020 Assessed Property Tax Value**

Residential Real Estate	\$641,535,530
Commercial Real Estate	\$450,235,933
Personal Property	<u>\$85,588,846</u>
Total	\$1,177,360,309

**2019 Residential Property Tax Rate**

(per \$100 of assessed valuation)

City of Clayton	\$0.6880
School Tax	\$4.1553
St. Louis County	\$0.5670
Special School District	\$1.1077
Metro Zoo Museum	\$0.2549
St. Louis Community College	\$0.1986
Metropolitan Sewer District	\$0.1077
State of Missouri	\$0.0300
Other	<u>\$0.1630</u>
Total 2019 Residential Tax Rate	\$7.2722

**2019 Commercial Property Tax Rate**

(per \$100 of assessed valuation)

City of Clayton	\$0.8020
Special Business District	\$0.1130
School Tax	\$4.9562
St. Louis County	\$0.6170
County Commercial Surcharge	\$1.7000
Special School District	\$1.1077
Metro Zoo Museum	\$0.2549
St. Louis Community College	\$0.1986
Metropolitan Sewer District	\$0.1077
State of Missouri	\$0.0300
Other	<u>\$0.1770</u>
Total 2019 Commercial Tax Rate	\$10.0641

## 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 \$15,851,851 at September 30, 2021, which is 57% of total expenditures.

### Personnel Position Classification System

The position classification system establishes a hierarchy of the various job descriptions maintained by the City. The system is based on an analysis of the duties and responsibilities for each position, taking into account such factors as education, training and experience needed to perform the job, nature of the work involved, the degree of supervision exercised or received, and other measures of responsibility and complexity. The St. Louis area municipal market is also taken into consideration for determining appropriate salary ranges. This is the second budget year since the most recent compensation study was performed. That study was performed by an outside consultant, McGrath Human Resources Group, and included a full market review of our classification system, as well as compensation and benefits.

The City has two pay systems which are the Step System which covers police and firefighters, and the Open Range System which covers all general employees and the Police and Fire Chiefs. In normal budget years, Step System employees progress through their salary range one step each year based on successful performance; and Open Range employees' progress through their salary range based on their annual performance evaluation and as a result each employee's salary increase will vary. Salary ranges are adjusted based on the market.

*Provisions for FY 2021 Pay Adjustments:* The City's goal is to maintain our place in the competitive market for salaries and benefits. Given the current and projected pandemic financial impact on the City, the compensation increase this year is to provide a 1% across the board increase to all employees with no step increases, merit pool increases or midpoint increases. This small increase should cover benefit cost increases for employees. The ranges for positions in the step system will be adjusted by the 1% and the ranges in the Open Range system will not be adjusted. In addition, all employees will be capped at the maximum of their salary range. Step System employees will not progress to the next step but will receive the 1% adjustment within their current range.

The part-time and seasonal personnel salary schedule includes changes to a few positions to assure compliance with the next Missouri minimum wage increase which will occur in January 2021, but no across the board changes are planned for other positions this year. Individual salary increases for part-time personnel are based on additional responsibilities and experience.

*Personnel Changes:* To reduce the budget deficit, several vacant full-time positions will be held and not filled for next fiscal year. In addition, two full-time positions will be eliminated, with one position being replaced with a part-time position. A Municipal Court Assistant position is being reduced from full-time to part-time and the position will be held open for one-half of the year. One other position will be held open for one-half of the year which is the position of Assistant Director of Public Works – Engineering & Operations. The positions of Planner and Public Works Municipal Service Worker I will be held open all year. In the Police Department, one fully-reimbursed detective is eliminated which results in no net impact to the budget as both the position costs and revenue are reduced, and a police officer position will be held open all year. In the Parks & Recreation Department, the Community Recreation Supervisor position, which is 50% funded from The Center of Clayton, will be held open all year.

*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 \$1,078,842, or 14.2% of compensation, as compared to \$1,141,253 in the prior year. The City's contribution to the Non-uniformed plan is estimated to be \$527,324, or 8.7% of compensation, as compared to \$502,464 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%. The City contributes 90% of the premium for employee-only coverage and 75% of the premium for employee and dependent coverages. The City continues to offer an opt-out option which provides payment to employees who have health care coverage elsewhere, with approximately 9% of employees taking advantage of this benefit.

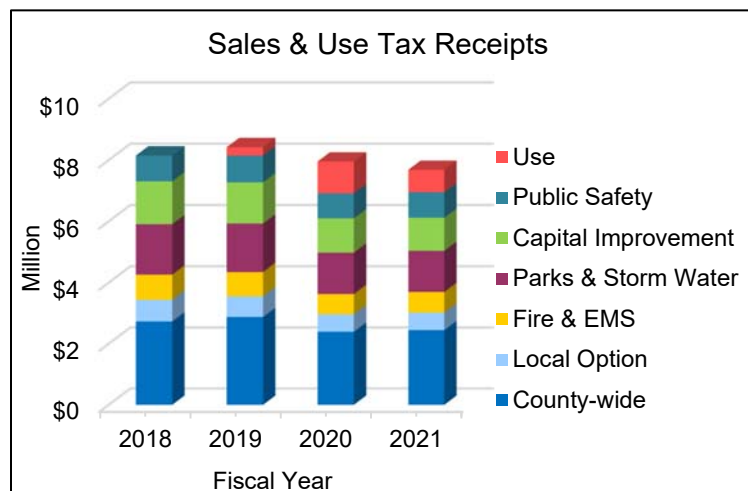
*Other Fringe Benefits:* The City's other major fringe benefit programs will continue, including life insurance, long-term disability insurance, dental insurance, employee assistance program, tuition reimbursement, family membership to the Center of Clayton, and a 25% subsidy for Metro passes. Vision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

### Sales and Use Tax

The City's total sales tax rate as of October 1, 2020 is 9.238%. 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% city tax rate noted in the schedule, a county-wide 1% tax and a portion of a 0.5% county-wide public safety tax.

The schedule below provides a history of the sales and use tax received and expected by the City for fiscal years 2018 through 2021. This schedule demonstrates the pandemic recessionary effect on this revenue category.

City of Clayton Sales Tax Rate As of October 1, 2020	
State	4.225%
County	3.513%
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>9.238%</b>

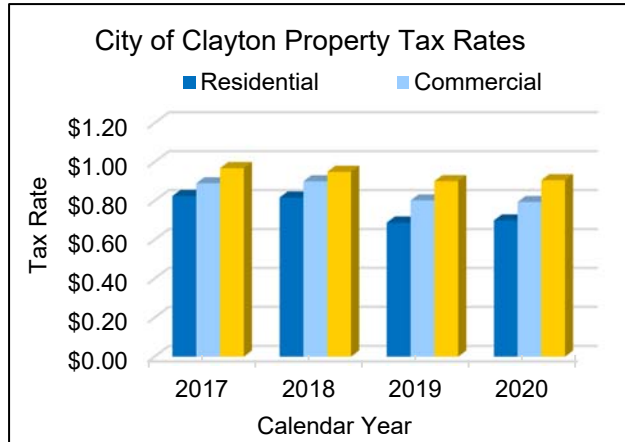


A use tax was passed by City voters and began collection part-way through 2019. The City's use tax rate is 1.5%, and is estimated to add between \$700,000 - \$1,000,000 each year.

In fiscal year 2021, total sales and use tax revenue is projected to be \$7.6 million. Of this amount, \$4.5 million is allocated to the General Fund and another \$3.1 million for capital improvement projects and debt on past capital projects.

## 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 \$9.7 million in this fiscal year.



The Special Business District (SBD) tax is a tax on those properties within the downtown area. For 2020, the approved SBD residential property tax rate remained the same at \$0.084, and the approved commercial tax rate increased to \$0.115.

Historical Property Tax Rates				
	2017 (FY18)	2018 (FY19)	2019 (FY20)	2020 (FY21)
Residential	0.825	0.817	0.688	0.699
Commercial	0.890	0.900	0.802	0.794
Personal Property	0.968	0.949	0.901	0.906

## City of Clayton and Clayton Special Business District Assessed Values

City of Clayton		
	2019 (FY20)	2020 (FY21)
Residential	\$642,994,970	\$641,535,530
Commercial	\$444,375,174	\$450,235,933
Personal Property	\$83,062,200	\$85,588,846

Special Business District		
	2019 (FY20)	2020 (FY21)
Residential	\$85,433,730	\$85,207,640
Commercial	\$391,835,130	\$396,013,730

## City of Clayton and Clayton Special Business District Tax Rate Comparison

City of Clayton			
	2019 (FY20)		
	Residential	Commercial	Personal
General	\$0.515	\$0.624	\$0.707
Police	0.101	0.106	0.122
Debt Service	0.072	0.072	0.072
<b>Total Rate</b>	<b>\$0.688</b>	<b>\$0.802</b>	<b>\$0.901</b>
	2020 (FY21)		
	Residential	Commercial	Personal
General	\$0.520	\$0.610	\$0.707
Police	0.102	0.107	0.122
Debt Service	0.077	0.077	0.077
<b>Total Rate</b>	<b>\$0.699</b>	<b>\$0.794</b>	<b>\$0.906</b>

Special Business District		
	2019 (FY20)	
	Residential	Commercial
Total Rate	\$0.084	\$0.113
	2020 (FY21)	
	Residential	Commercial
Total Rate	\$0.084	\$0.115

## Fee Changes

*Parking Fees:* Fees for parking lots and parking garages will not change this year. Two lots located at 8049 Forsyth have been removed from monthly permit parking fee revenue due to the sale and transfer of maintenance and ownership in December 2019.

*Private Subdivision Fees:* The fee charged to private subdivisions within city limits for snow removal, leaf collection, and street sweeping will increase to \$0.52 per linear foot this year. For private subdivisions that lay outside city limits, fees are based on a 3-year average of the actual costs. Based on actual operating expenses and accounting for the variability in winter storm costs, this year the fee was reduced by \$0.22 per linear foot. The table below summarizes these fees in recent years.

Cost Per Linear Foot			
	2019	2020	2021
Within City Limits	\$0.50	\$0.51	\$0.52
Outside City Limits	\$2.43	\$2.31	\$2.09

## Grants and Donations

The City will receive federal grant funding to support the Maryland Avenue resurfacing project and scheduled replacement of traffic signals, and a local grant to assist in funding the Shaw Park South playground replacement. General Fund grants and donations will be mostly used park maintenance.

## Bonded Indebtedness

For 2020 property taxes, the total assessed valuation for the City of Clayton was \$1,177,360,309. 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 \$117,736,030, if approved by the voters. The City currently only has \$12,095,000 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 was reaffirmed this year at AAA. The City has total debt outstanding of all types in the amount of \$31,015,000 as of September 30, 2020.

Total Outstanding Bonds as of September 30, 2020	
Issuance	Amount
2011 Special Obligation	\$6,490,000
2014 General Obligation	\$12,095,000
2019 Special Obligation Refunding & Improvement	\$12,430,000
<b>Total Outstanding Bonds</b>	<b>\$31,015,000</b>

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.

2019 Special Obligation Refunding and Improvement Bonds – The City issued \$12.430 million of bonds in October 2019. The amount of \$7.6 million of special obligation bonds were issued to refund the 2009 Build America, Series B bonds, which will result in approximately \$600,000 of interest savings. The remaining \$4.83 million bonds were issued to fund the City's portion of the renovation of the Center of Clayton.

## Long-term Financial Planning

The City has various long-term planning processes which guide long-term financial decisions. These plans include broad plans such as a City strategic plan and comprehensive plan, public art, and several plans that guide the replacement of assets and the planning and spending of capital funds. Below is a brief description of these processes and the location of publicly available documents, where available.

Plan or Program	Public Input	Description
Strategic Plan	Yes	<p>The City's current strategic plan, "C the Future" was developed in 2012 through a community-based strategic planning process. It includes a vision, key performance areas, strategic initiatives, and action plans for the City. The City intends to update this plan in the near future. Below is a link to the current plan:  <a href="https://www.claytonmo.gov/government/city-manager/c-the-future-clayton-s-strategic-planning-process">https://www.claytonmo.gov/government/city-manager/c-the-future-clayton-s-strategic-planning-process</a></p>
Comprehensive Plan	Yes	<p>The Comprehensive Plan, or City Master Plan, is a land use plan that guides future actions of the community. It includes vision, goals, objectives and policies to guide the City's elected officials, property owners, developers, staff and residents on the appropriate growth and redevelopment for Clayton. The plan was last revised in 1975 with a downtown master plan update in 2010. The City intends to update the master plan next fiscal year. Below is the link to the current plans:  <a href="https://www.claytonmo.gov/government/planning-and-development-services/planning-zoning-and-architectural-review/master-plan">https://www.claytonmo.gov/government/planning-and-development-services/planning-zoning-and-architectural-review/master-plan</a></p>
Equipment Replacement Program	No	<p>This program establishes a "sinking fund" and other processes used to analyze and fund the replacement of various City assets. The City budgets annually for each asset to accumulate funds to be available for these long-term purchases according to the plan. This system has three components which are presented separately below:</p> <ul style="list-style-type: none"> <li>• Vehicle Replacement</li> <li>• Computer Systems and Equipment Replacement</li> <li>• Facilities Equipment Replacement</li> </ul> <p>This is an internal program with no public document, but a detailed description of the planning processes and the upcoming planned purchases can be found beginning on page 147 of this document.</p>
<ul style="list-style-type: none"> <li>• Vehicle Replacement Plan</li> </ul>	No	<p>This plan establishes the policy of replacement cycles for vehicles and other rolling stock. Replacement cycles are reviewed annually to verify replacement analysis. In order to create the most economical replacement policy, this plan considers the total cost of maintenance and depreciation, the environment in which the equipment operates, fuel costs, conditional suitability, safety, downtime, alternative fuels, energy-efficient vehicles and equipment, new technology and a review of repair versus replacement. This plan is funded through the Equipment Replacement Program.</p>

<ul style="list-style-type: none"> <li>• Computer Systems and Equipment</li> </ul>	No	This plan establishes the policies regarding the replacement of computer equipment and both small and large computer systems, including the useful lives, evaluation tools and replacement cycles. This plan is funded through the Equipment Replacement Program.
<ul style="list-style-type: none"> <li>• Facility Equipment Replacement</li> </ul>	No	This plan establishes policy for the replacement cycles for building components, including equipment and systems. This plan has expanded significantly over the last few years as all buildings were inventoried to determine the components to include in the plan. Replacement cycles are reviewed annually. This plan is funded through the Equipment Replacement Program.
Capital Improvements Program and Plan	Yes	This program serves as a plan to maintain the City's capital investment in facilities, infrastructure, parks and the planning and construction of new assets. This program has a specific weighted criteria system for all capital improvement requests across all departments. The resulting ranking for each project determines priority in funding. This results in a five-year capital improvements funding plan. This program is described beginning on page 160 of this document, including the full program description and detailed five-year project funding plan.
Parks and Recreation Master Plan	Yes	This plan establishes the policy regarding new parks and recreation projects in the City. This plan was originally completed in 2007, with an update in 2010. In 2013 a master plan overlay for Shaw Park was approved. A new full master plan is scheduled for Fiscal Year 2022 as part of the comprehensive plan update. The most recent plan is found at: <a href="https://www.claytonmo.gov/government/parks-recreation/about-parks-and-recreation/parks-and-recreation-documents">https://www.claytonmo.gov/government/parks-recreation/about-parks-and-recreation/parks-and-recreation-documents</a>
Bikeable Walkable Communities Plan	Yes	This plan identifies improvements to multi-modal transport that can be completed as standalone projects or as components to projects. The current plan was last updated in 2009 and the City plans for a new update in Fiscal Year 2022 as part of the comprehensive plan update process. The most recent plan is found at: <a href="https://www.claytonmo.gov/government/public-works/projects">https://www.claytonmo.gov/government/public-works/projects</a>
ADA Transition Plan	Yes	In 2014, the City completed an American's with Disabilities Act (ADA) transition plan which identifies all the deficiencies related to ADA in the City and a long-term plan to address them. The annual City budget has annual funding dedicated to these improvements to address these items over thirty years. This plan is found at: <a href="https://www.claytonmo.gov/government/public-works/ada-transition-plan">https://www.claytonmo.gov/government/public-works/ada-transition-plan</a>
Pavement Management Plan	No	This program establishes guidelines to preserve the structural integrity and extend the service life of the City's street network. The goal of the plan is to be proactive regarding pavement repairs and avoid costly reconstructions. The plan establishes interval treatments over a 21-year cycle and these treatments are

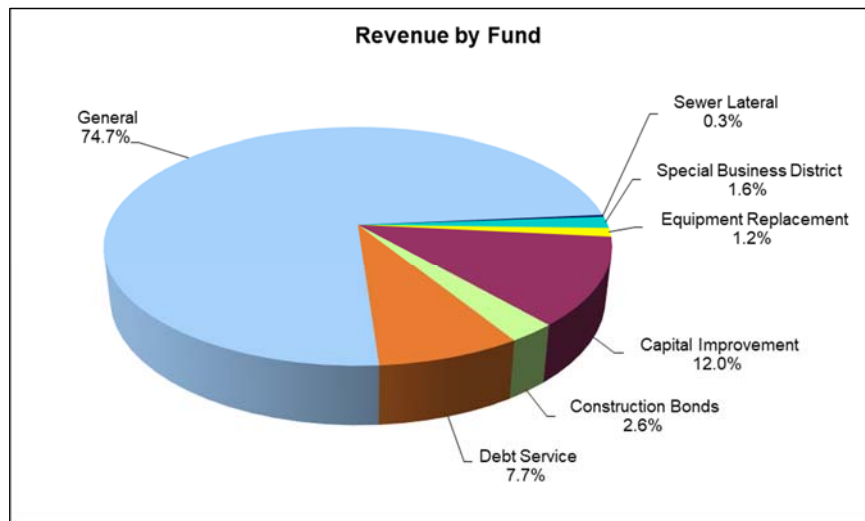
		included in the annual Capital Improvement Program. This plan is found at: <a href="https://www.claytonmo.gov/government/public-works/projects">https://www.claytonmo.gov/government/public-works/projects</a>
Public Art Master Plan	Yes	This plan was established in 2002 to provide a framework and general guidance for accomplishing the goals of the plan in selecting, placing and maintaining public art in the City. It catalogues existing art and establishes the foundations for future art in the City. This plan is found at: <a href="https://www.claytonmo.gov/community/public-art">https://www.claytonmo.gov/community/public-art</a>



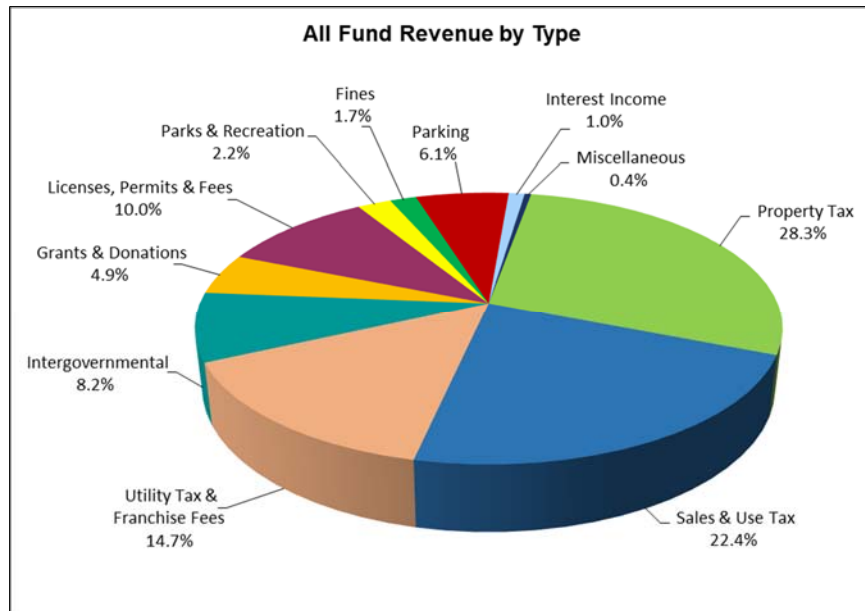
## Budget Highlights - All Funds

### Revenue

Revenue from all funds is projected to increase to \$34,323,325 from the prior year estimated amount of \$33,372,760 which is a 2.8% increase. A portion of that increase is related to higher than normal grant activity in 2021 which is not planned to continue in near future years. Excluding the increased grant activity, the 2021 projected revenue is a 0.6% increase over the prior year. The 2021 budget amount is 1% lower than all funds' revenue in 2019. This change is largely due to the anticipated negative impact of the pandemic on sales tax, parking, parks and recreation activity, and interest income revenue, mostly in the General Fund and Capital Improvement Fund. Excluding the 2021 enhanced grant activity, the 2021 budgeted revenue is 2.7% lower than the 2019 final revenue. The 2021 budget anticipates slow recovery with the diminished economic activity due to the pandemic continuing to result in lower revenue. The graph below illustrates the percentage of revenue that is anticipated to be collected in each fund in 2021. The distribution of revenue between fund types remains similar to the distribution in the 2020 budget.



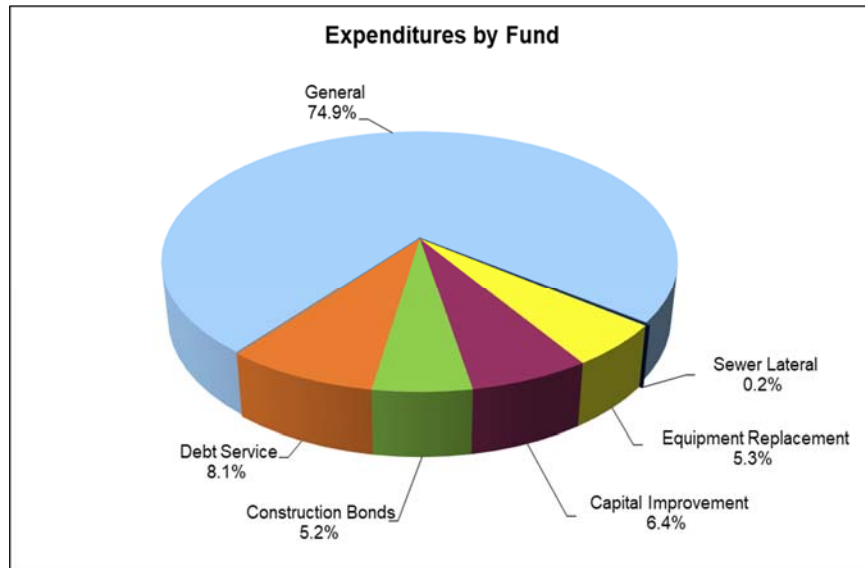
The graph below illustrates the percentage of revenue, by type, that is anticipated to be collected in 2021. Property tax, intergovernmental, and licenses, permits & fees each make up a slightly greater percentage of budgeted revenue than in 2020.



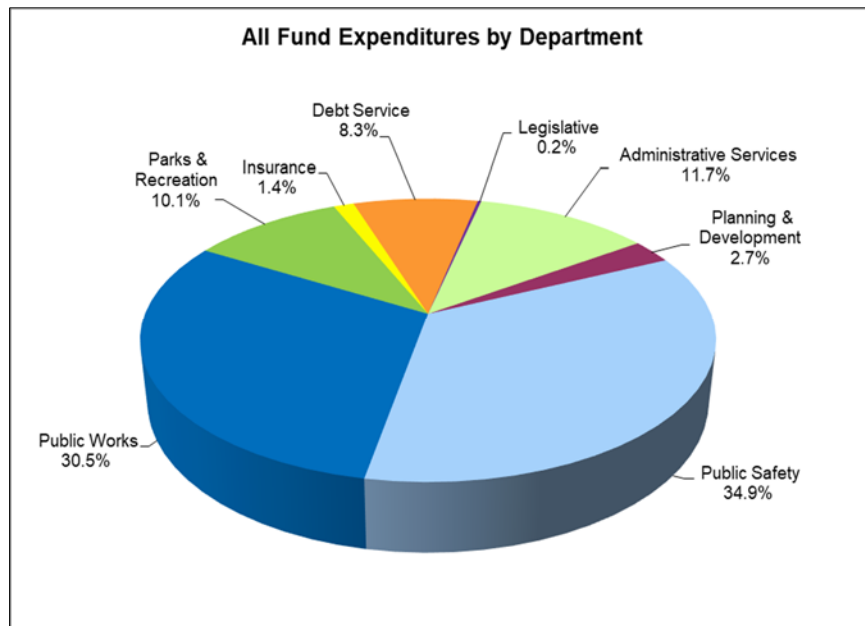
## Expenditures

Expenditures from all funds are projected to decrease to \$37,254,336 from the prior year estimated amount of \$41,972,748 which is an 11.2% decrease, mostly related to a debt refunding in the prior year and the City's diligent reduction in operational expenditures and delayed capital expenditures, where possible.

The graph below illustrates the percentage of expenditures projected to be spent by fund in 2021. General Fund expenditures make up a much larger percentage of the budget in 2021 than in 2020, mostly due to reduced capital fund expenditures which routinely vary from year to year.



The graph below illustrates the percentage of projected expenditures to be spent by each department or function in 2021. Public Safety and Public Works make up a larger percentage of the 2021 budget (65%) compared to the 2020 budget (51%), which is partly due to changes in capital costs from year to year.



## Summary of Revenue and Expenditures All Funds

### Revenue by Fund

Fund	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
<b>Revenue</b>						
General	\$26,545,294	\$24,704,563	\$25,640,795	\$1	\$936,232	3.8%
Sewer Lateral	95,608	96,099	94,774	0.3%	(1,325)	-1.4%
Special Business District	469,450	534,772	536,007	1.6%	1,235	0.2%
Equipment Replacement	191,377	191,887	409,908	1.2%	218,021	113.6%
Capital Improvement	4,610,426	5,415,072	4,102,753	12.0%	(1,312,319)	-24.2%
Construction Bonds	0	42,446	886,535	2.6%	844,089	1988.6%
Debt Service	2,606,568	2,387,921	2,652,553	7.7%	264,632	11.1%
<b>Total Revenue</b>	<b>34,518,723</b>	<b>33,372,760</b>	<b>34,323,325</b>	<b>100.0%</b>	<b>950,565</b>	<b>2.8%</b>
Other Financing Sources	9,536,689	26,295,388	6,880,774		(19,414,614)	-73.8%
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$44,055,411</b>	<b>\$59,668,148</b>	<b>\$41,204,099</b>		<b>(\$18,464,049)</b>	<b>-30.9%</b>

### Expenditures by Fund

Fund	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
<b>Expenditures</b>						
General	\$26,637,471	\$26,695,936	\$27,885,156	74.9%	\$1,189,220	4.5%
Sewer Lateral	146,140	75,000	78,000	0.2%	3,000	4.0%
Special Business District	0	0	0	0.0%	0	0.0%
Equipment Replacement	1,379,947	2,466,126	1,969,724	5.3%	(496,402)	-20.1%
Capital Improvement	3,749,450	5,271,514	2,372,352	6.4%	(2,899,162)	-55.0%
Construction Bonds	2,018,015	4,486,230	1,942,503	5.2%	(2,543,727)	-56.7%
Debt Service	3,539,589	2,977,942	3,006,601	8.1%	28,659	1.0%
<b>Total Expenditures</b>	<b>37,470,611</b>	<b>41,972,748</b>	<b>37,254,336</b>	<b>100.0%</b>	<b>(4,718,412)</b>	<b>-11.2%</b>
Other Financing Uses	7,021,243	18,282,714	6,862,429		(11,420,285)	-62.5%
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$44,491,854</b>	<b>\$60,255,462</b>	<b>\$44,116,765</b>		<b>(\$16,138,697)</b>	<b>-26.8%</b>

## Summary of Revenue and Expenditures All Funds

### Revenue by Type

Type	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
Property Tax	\$8,962,351	\$9,457,100	\$9,699,813	28.3%	\$242,713	2.6%
Sales & Use Tax	8,421,580	7,953,635	7,681,934	22.4%	-271,701	-3.4%
Utility Tax & Franchise Fees	5,322,990	4,946,038	5,040,210	14.7%	94,172	1.9%
Intergovernmental	2,909,862	2,885,272	2,829,024	8.2%	-56,248	-1.9%
Grants & Donations	560,105	953,131	1,678,252	4.9%	725,121	76.1%
Licenses, Permits & Fees	3,392,261	3,545,765	3,442,151	10.0%	(103,614)	-2.9%
Parks & Recreation	971,692	462,580	759,109	2.2%	296,529	64.1%
Fines	659,914	477,549	592,482	1.7%	114,933	24.1%
Parking	2,320,135	1,678,643	2,096,849	6.1%	418,206	24.9%
Interest Income	788,674	745,135	360,284	1.0%	(384,851)	-51.6%
Miscellaneous	209,159	267,912	143,217	0.4%	-124,695	-46.5%
<b>Total Revenue</b>	<b>34,518,723</b>	<b>33,372,760</b>	<b>34,323,325</b>	<b>100.0%</b>	<b>950,565</b>	<b>2.8%</b>
Other Financing Sources	9,536,689	26,295,388	6,880,774		(19,414,614)	-73.8%
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$44,055,411</b>	<b>\$59,668,148</b>	<b>\$41,204,099</b>		<b>-\$18,464,049</b>	<b>-30.9%</b>

### Expenditures by Department

Department	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
Legislative	\$105,633	\$80,200	\$87,149	0.2%	\$6,949	8.7%
Administrative Services**	4,464,713	4,678,753	4,699,440	11.8%	20,687	0.4%
Planning & Development	1,014,128	1,074,432	1,032,949	2.6%	-41,483	-3.9%
Public Safety**	13,520,634	14,119,918	13,800,466	35.0%	-319,452	-2.3%
Public Works	9,678,479	12,710,326	12,200,155	31.0%	(510,171)	-4.0%
Parks & Recreation	6,479,468	7,571,703	3,963,794	10.1%	-3,607,909	-47.6%
Insurance	473,303	477,663	504,966	1.3%	27,303	5.7%
Debt Service	3,643,380	11,786,176	3,109,619	7.9%	(8,676,557)	-73.6%
<b>Total Expenditures</b>	<b>39,379,738</b>	<b>52,499,171</b>	<b>39,398,538</b>	<b>100%</b>	<b>-13,100,633</b>	<b>-25.0%</b>
Other Financing Uses*	5,112,116	7,756,291	4,718,227		(3,038,064)	-39.2%
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$44,491,854</b>	<b>\$60,255,462</b>	<b>\$44,116,765</b>		<b>-\$16,138,697</b>	<b>-26.8%</b>

\* Transfers out to capital funds for future asset replacement and for the repayment of an interfund advance are included in departmental expenditures in this schedule. The interfund advance was repaid in 2020.

\*\* The Parking Control program moved to Administrative Services beginning in 2020. In prior fiscal years, it is included in Public Safety.

## Changes in Fund Balance

The City has several funds which will experience a change in fund balance exceeding 10%. In comparing the estimated FY 2020 ending fund balance with the projected 2021 ending fund balance, seven funds will have a change greater than 10%.

Fund	2020 Estimated Ending Fund Balance	2021 Projected Ending Fund Balance	\$ Change from 2020 to 2021	% Change from 2020 to 2021
Sewer Lateral Fund	\$51,263	\$68,037	\$16,774	33%
Equipment Replacement Fund	\$5,826,057	\$6,428,188	\$602,131	10%
Capital Improvement Fund	\$8,307,496	\$6,751,956	(\$1,555,540)	-19%
2014 General Obligation Bond Projects Construction Fund	\$0	\$2,059,964	\$2,059,964	100%
2011 Special Obligation Bond Issue	\$13,302	\$9,946	(\$3,356)	-25%
2014 General Obligation Bond Issue	\$4,253,568	\$1,142,926	(\$3,110,642)	-73%
2019 Special Obligation Refunding & Improvement Bond Issue	\$338,118	\$706,024	\$367,906	109%

### Sewer Lateral Fund

The 33% increase in this fund balance is the result of a continued surplus for the second year following a reduction in the maximum amount of sewer lateral reimbursement from \$3,000 to \$2,000.

### Equipment Replacement Fund

The 10% increase expected in the Equipment Replacement Fund is the result of annual contributions to the fund exceeding specific equipment being replaced.

### Capital Improvement Fund

The 19% decrease expected in the Capital Improvement Fund is due to a lower sales tax revenue projections and additional projects budgeted for this year.

### 2014 General Obligation Bond Projects Construction Fund

This new fund in 2021 is used to track projects funded by the 2014 General Obligation bond issuance. Prior to this year these projects were recorded in the Capital Improvement Fund with transfers from the 2014 debt fund to cover project costs. A one-time transfer of funds will occur from the 2014 G.O. Bond Debt Service Fund to move the remaining balance reserved for capital projects to this fund.

### 2011 Special Obligation Debt Service Fund

The 25% decrease expected in this small fund balance is a result of debt service expenditures exceeding interest revenues and transfers-in. A small reserve will be maintained for future debt service costs.

### 2014 General Obligation Debt Service Fund

The 73% decrease in the 2014 General Obligation Bond Fund is the result of a one-time transfer-out of the \$3 million reserved for capital projects to the new 2014 General Obligation Bond Projects Construction Fund where future projects will be expended.

### 2019 Special Obligation Refunding & Improvement Bond Issue

The 109% increase in this fund is a result of a combination of growing property tax revenue and lower debt service payments due to refunding of the bonds.

**Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance  
Governmental Funds - FY 2021 Adopted Budget**

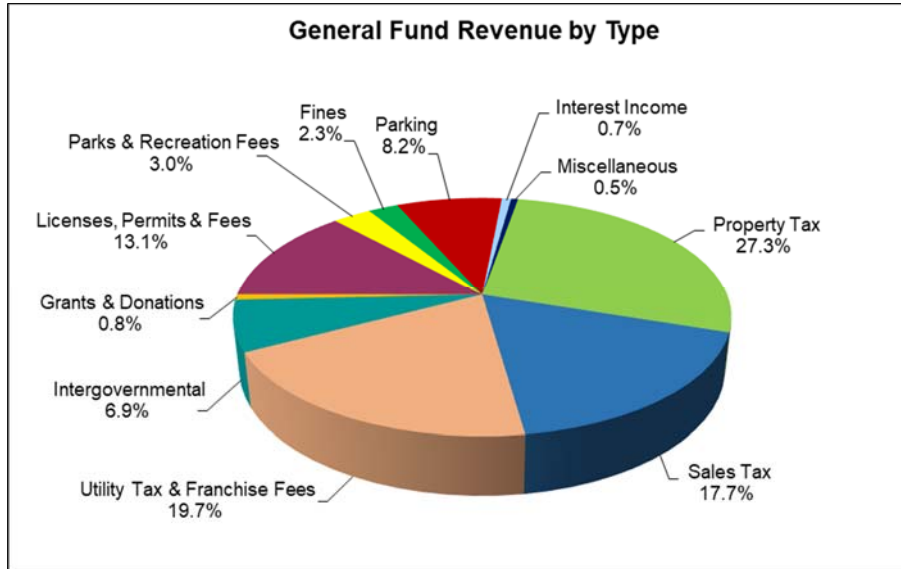
	<b>General</b>	<b>Sewer Lateral</b>	<b>Special Business District</b>	<b>Equipment Replacement</b>	<b>Capital Improvement</b>	<b>Construction Bond</b>	<b>Debt Service</b>
<b>Revenue</b>							
Property Tax	\$6,993,496	-	\$534,751	-	\$3,000	-	\$2,168,566
Sales Tax	4,525,973	-	-	-	2,685,961	-	470,000
Utility Tax & Franchise Fees	5,040,210	-	-	-	-	-	-
Intergovernmental	1,768,791	-	-	-	1,060,233	-	-
Grants & Donations	193,542	-	-	336,000	300,000	848,710	-
Licenses, Permits & Fees	3,348,276	93,875	-	-	-	-	-
Parks & Recreation Fees	759,109	-	-	-	-	-	-
Fines	592,482	-	-	-	-	-	-
Parking	2,096,849	-	-	-	-	-	-
Interest Income	184,845	899	1,256	73,908	47,564	37,825	13,987
Miscellaneous	137,222	-	-	-	5,995	-	-
<b>Total Revenue</b>	<b>25,640,795</b>	<b>94,774</b>	<b>536,007</b>	<b>409,908</b>	<b>4,102,753</b>	<b>886,535</b>	<b>2,652,553</b>
<b>Expenditures</b>							
Legislative	87,149	-	-	-	-	-	-
Administrative Services	4,246,145	-	-	159,010	-	-	-
Planning & Development	997,984	-	-	18,360	-	-	-
Public Safety	12,792,704	-	-	201,523	-	-	-
Public Works	6,719,483	78,000	-	1,368,380	1,247,352	1,942,503	-
Parks & Recreation	2,536,725	-	-	119,433	1,125,000	-	-
Insurance	504,966	-	-	-	-	-	-
Debt Service	-	-	-	103,018	-	-	3,006,601
<b>Total Expenditures</b>	<b>27,885,156</b>	<b>78,000</b>	<b>-</b>	<b>1,969,724</b>	<b>2,372,352</b>	<b>1,942,503</b>	<b>3,006,601</b>
<b>Revenue Over (Under) Expenditures</b>	<b>(2,244,361)</b>	<b>16,774</b>	<b>536,007</b>	<b>(1,559,816)</b>	<b>1,730,401</b>	<b>(1,055,968)</b>	<b>(354,048)</b>
<b>Other Financing Sources (Uses)</b>							
Other Financing Sources	954,007	-	-	2,161,947	-	3,115,932	648,888
Other Financing Uses	-	-	(535,556)	-	(3,285,941)	-	(3,040,932)
<b>Net Other Financing Sources (Uses)</b>	<b>954,007</b>	<b>-</b>	<b>(535,556)</b>	<b>2,161,947</b>	<b>(3,285,941)</b>	<b>3,115,932</b>	<b>(2,392,044)</b>
<b>Net Change In Fund Balance</b>	<b>(1,290,354)</b>	<b>16,774</b>	<b>451</b>	<b>602,131</b>	<b>(1,555,540)</b>	<b>2,059,964</b>	<b>(2,746,092)</b>
<b>Estimated Fund Balance</b>							
<b>October 1, 2020</b>	<b>17,142,205</b>	<b>51,263</b>	<b>96,630</b>	<b>5,826,057</b>	<b>8,307,496</b>	<b>(1,732,986)</b>	<b>4,604,988</b>
<b>September 30, 2021*</b>	<b>\$15,851,851</b>	<b>\$68,037</b>	<b>\$97,081</b>	<b>\$6,428,188</b>	<b>\$6,751,956</b>	<b>\$326,978</b>	<b>\$1,858,896</b>

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

## Budget Highlights - General Fund

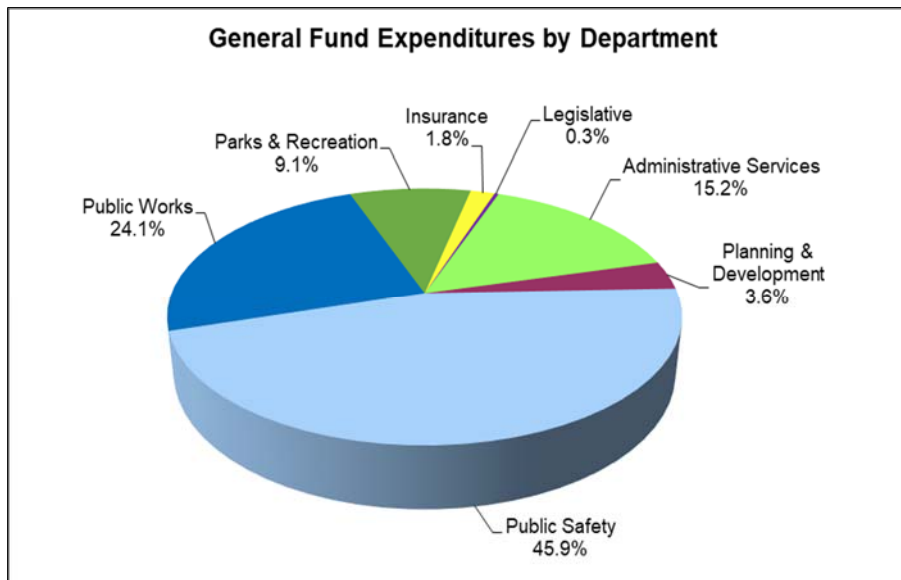
### Revenue

Total revenue for the General Fund, the City's operating fund, will increase to \$25,640,795 from the prior year estimated amount of \$24,704,563, or 3.8%, for an increase of \$936,232. 2020 and 2021 revenue are projected to be lower due to lessened economic activity due to the pandemic. The 2021 revenue is a decrease of 7.8%, or \$2,178,260, when compared to the prior year original budget, and 3.4% or \$904,499 when compared to 2019 revenue, which was the last full year of pre-pandemic activity. The graph below illustrates General Fund revenue projections by type of revenue in 2021.



### Expenditures

General Fund expenditures are projected to increase to \$27,885,156 from the prior year estimated amount of \$26,695,936, or 4.5%, due to a small increase in employee compensation, minor benefit costs, and higher contractual services. The 2021 expenditures are projected to decrease 3.8%, or \$1,096,565 from the prior year original budget. This decrease is due to holding staff positions open during vacancies and other operating expenditure reductions to more closely match lowered revenue projections due to the pandemic. The graph below illustrates projected 2021 expenditures by department.

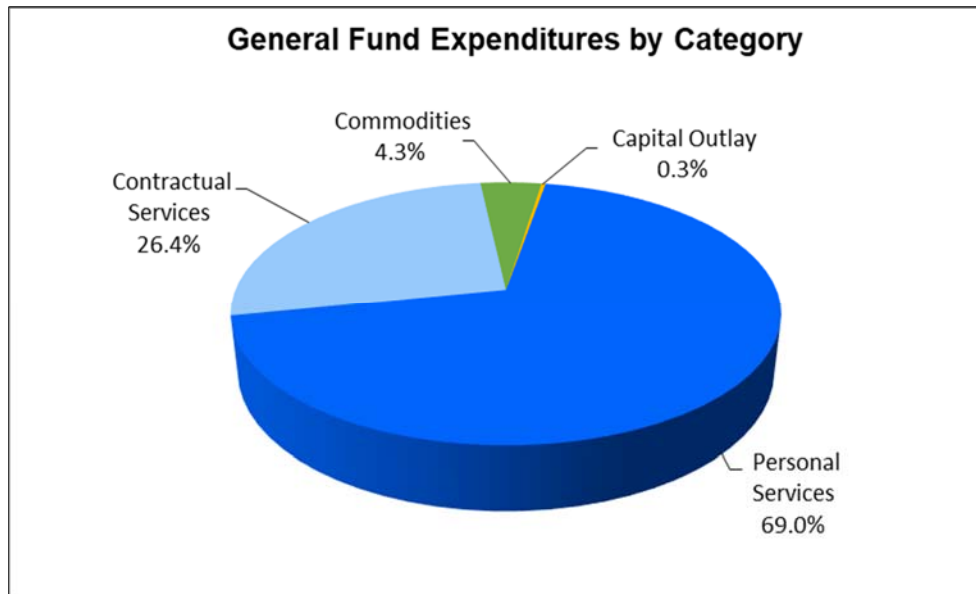


The table and graph below illustrate projected General Fund expenditures by category of expenditure.

### General Fund Expenditures by Category

Category	2020 Estimated	2021 Budget	% of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
Personal Services	\$18,569,672	\$19,256,300	69.0%	\$686,628	3.7%
Contractual Services	6,827,825	7,355,218	26.4%	527,393	7.7%
Commodities	1,236,538	1,194,038	4.3%	(42,500)	-3.4%
Capital Outlay	61,901	79,600	0.3%	17,699	28.6%
<b>Total Expenditures</b>	<b>26,695,936</b>	<b>27,885,156</b>	<b>100.0%</b>	<b>1,189,220</b>	<b>4.5%</b>
Other Financing Uses*	1,821,980	0	0.0%	-1,821,980	-100.0%
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$28,517,916</b>	<b>\$27,885,156</b>	<b>100%</b>	<b>-\$632,760</b>	<b>-2.2%</b>

\* Annual transfers out to capital funds for future asset replacement and for the repayment of an interfund advance are included in this schedule through 2020. The interfund advance was repaid in 2020, and beginning in 2021, contributions for future asset replacement are made directly from the Capital Improvement Fund, reducing the General Fund departmental budgets.





## Summary of Revenue and Expenditures General Fund

### Revenue by Type

Type	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
Property Tax	\$6,203,177	\$6,868,731	\$6,993,496	27.3%	\$124,765	1.8%
Sales Tax	5,221,766	4,446,140	4,525,973	17.7%	79,833	1.8%
Utility Tax & Franchise Fees	5,322,990	4,946,038	5,040,210	19.7%	94,172	1.9%
Intergovernmental	1,784,841	1,754,386	1,768,791	6.9%	14,405	0.8%
Grants & Donations	202,821	200,294	193,542	0.8%	(6,752)	-3.4%
Licenses, Permits & Fees	3,299,026	3,451,063	3,348,276	13.1%	(102,787)	-3.0%
Parks & Recreation Fees	971,692	462,580	759,109	3.0%	296,529	64.1%
Fines	659,914	477,549	592,482	2.3%	114,933	24.1%
Parking	2,320,135	1,678,643	2,096,849	8.2%	418,206	24.9%
Interest Income	395,907	323,537	184,845	0.7%	(138,692)	-42.9%
Miscellaneous	163,025	95,602	137,222	0.5%	41,620	43.5%
<b>Total Revenue</b>	<b>26,545,294</b>	<b>24,704,563</b>	<b>25,640,795</b>	<b>100.0%</b>	<b>936,232</b>	<b>3.8%</b>
Other Financing Sources	2,546,512	2,942,847	954,007		(1,988,840)	-67.6%
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$29,091,805</b>	<b>\$27,647,410</b>	<b>\$26,594,802</b>		<b>(\$1,052,608)</b>	<b>-3.8%</b>

### Expenditures by Department

Department	2019 Actual	2020 Estimated	2021 Budget	2021 % of Total	\$ Change 2020 to 2021	% Change 2020 to 2021
Legislative	\$105,633	\$80,200	\$87,149	0.3%	\$6,949	8.7%
Administrative Services**	4,068,988	4,160,617	4,246,145	15.2%	85,528	2.1%
Planning & Development	1,014,128	1,057,071	997,984	3.6%	(59,087)	-5.6%
Public Safety**	13,230,295	13,254,335	12,792,704	45.9%	(461,631)	-3.5%
Public Works	6,871,919	6,955,656	6,719,483	24.1%	(236,173)	-3.4%
Parks & Recreation	2,782,330	2,532,374	2,536,725	9.1%	4,351	0.2%
Insurance	473,303	477,663	504,966	1.8%	27,303	5.7%
<b>Total Expenditures</b>	<b>28,546,597</b>	<b>28,517,916</b>	<b>27,885,156</b>	<b>100.0%</b>	<b>(632,760)</b>	<b>-2.2%</b>
Other Financing Uses*	0	0	0		0	0.0%
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$28,546,597</b>	<b>\$28,517,916</b>	<b>\$27,885,156</b>		<b>(\$632,760)</b>	<b>-2.2%</b>

\* Annual transfers out to capital funds for future asset replacement and for the repayment of an interfund advance are included in departmental expenditures in this schedule through 2020. The interfund advance was repaid in 2020, and beginning in 2021, contributions for future asset replacement are made directly from the Capital Improvement Fund, reducing the General Fund departmental budgets.

\*\* The Parking Control program moved to Administrative Services beginning in 2020. In prior fiscal years, it is included in Public Safety.

## 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 for economic development activities which includes reimbursement of City staffing expenditures, events, streetscape improvements, holiday lighting, watering, and insurance	\$535,556
2. Capital Improvement Fund to Equipment Replacement Fund*	Fund departmental contributions for future replacement of vehicles and equipment	\$2,144,202
3. Capital Improvement Fund to General Fund*	Utilize a portion of Road and Bridge tax and Parks & Storm Water sales tax revenue to support operational costs in the General Fund, shown net of the General Fund portion of contributions for future replacement of vehicles and equipment not meeting the higher definition of a capital asset**	\$417,851
4. 2014 General Obligation Bond Issue to 2014 G.O. Bond Projects Construction Fund	One-time transfer of remaining bond funds to establish a new fund for the construction of neighborhood street resurfacing, alley improvements and street lighting	\$3,040,932
5. Capital Improvement Fund to 2011 Special Obligation Bond Issue	Debt payments	\$648,888
6. Capital Improvement Fund to 2014 G.O. Bond Projects Construction Fund	Transfer funds to the project construction fund for the City-funded portion of bond-funded projects which do not qualify for use of bond proceeds	\$75,000

\* Annual contributions for the future replacement of vehicles and equipment are shown as a transfer out in each department in the Capital Improvement Fund to the Equipment Replacement Fund beginning in 2021. The Contributions paid by the General Fund were deducted from the amount transferred from the Capital Improvement Fund to the General Fund to support General Fund operational costs in the Public Works and Parks & Recreation Departments.

\*\* Capital assets are defined as those items which have an expected life of more than two (2) years and a cost in excess of \$5,000. Items meeting a higher definition of a capital asset with a life of more than five (5) years and a cost in excess of \$25,000 are funded by the Capital Improvement Fund.



# 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



**\$152**  
2019 ACTUAL

**\$153**  
2019 GOAL

Police cost per capita

**\$157**  
2018 ACTUAL



**\$121**  
2019 ACTUAL

**\$96**  
2019 GOAL

Fire/EMS cost per capita

**\$111**  
2018 ACTUAL



**73%**  
2019 ACTUAL

**87%**  
2019 GOAL

UCR Part I violent crime clearance rate

**52%**  
2018 ACTUAL



**89%\***  
2019 ACTUAL

**90%\***  
2019 GOAL

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

**95%\***  
2017 ACTUAL

## ECONOMIC DEVELOPMENT



**\$8.15**  
2019 ACTUAL

**\$8.40**  
2019 GOAL

Sales tax per square foot of retail space

**\$8.15**  
2018 ACTUAL

## PLANNING AND DEVELOPMENT



**84%\***  
2019 ACTUAL

**95%\***  
2019 GOAL

% of residents rating appearance of Clayton as good or better

**88%\***  
2017 ACTUAL

## PARKS AND RECREATION



**94%\***  
2019 ACTUAL

**95%\***  
2019 GOAL

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

**95%\***  
2017 ACTUAL



**\$14,842**  
2019 ACTUAL

**\$12,000**  
2019 GOAL

Cost of park maintenance per acre

**\$15,072**  
2018 ACTUAL

## TRANSPORTATION



**85%**  
2019 ACTUAL

**85%**  
2019 GOAL

% of lane miles with Pavement Condition Index rating of 3 or higher

**89%**  
2018 ACTUAL

## ORGANIZATIONAL EXCELLENCE



**41**  
2019 ACTUAL

**30**  
2019 GOAL

Annual training hours per employee

**43**  
2018 ACTUAL

\*Based on results of biennial surveys.

## Exceptional City Services Scorecard

Public Safety		2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% residents surveyed who feel safe	-	95%	✗ 88%	-	90%
	% of residents surveyed rating competency of Fire/EMS are good or excellent	-	95%	✗ 89%	-	90%
Financial	Police cost per capita	\$157	\$153	✓ \$152	\$157	\$157
	Fire/EMS cost per capita	\$111	\$96	✗ \$121	\$115	\$115
Process	% of fires contained in room of origin	94%	100%	✓ 100%	100%	100%
	UCR Part I crimes per 1,000 population	18.00	18.00	✓ 15.70	18.00	18.00
	UCR Part I property crime clearance rate	31%	33%	✗ 32%	34%	34%
	UCR Part I violent crime clearance rate	52%	85%	✗ 73%	87%	80%
	% cardiac arrest patients who exhibit a pulse upon delivery to hospital	75%	50%	✓ 57%	100%	100%
People	Average annual training hours per employee	194	120	✓ 188	120	123
	% employees meeting requirements to promote	76%	76%	✗ 62%	85%	82%
	Police Employee Engagement Index	3.98	4.00	✓ 4.25	4.00	4.00
	Fire Employee Engagement Index	4.27	4.20	✓ 4.42	4.30	4.30

Economic Development						
Customer	% residents rating culture, dining and shopping environment as good or better	-	85%	✗ 79%	-	85%
Financial	Sales tax per square foot of retail space	\$8.15	\$8.40	✗ \$8.15	\$8.34	\$6.95
	Commercial property tax per square foot of office and retail space	\$0.48	\$0.49	✓ \$0.49	\$0.50	\$0.52
Process	Number of annual prospect or retention visits	40	50	✓ 67	50	50
People	Average annual training hours per employee	49	26	✓ 31	26	26

Planning and Development						
Customer	% of residents rating appearance of Clayton as good or better	-	95%	✗ 84%	-	90%
Process	% of property maintenance cases brought to compliance prior to referral to court	97%	84%	✓ 98%	95%	98%
	% of projects approved without modification to ARB guidelines	94%	95%	✓ 97%	95%	95%
People	Average annual training hours per employee	42	50	✗ 45	50	45
	Employee Engagement Index	4.39	4.20	✗ 4.19	4.20	4.50

Recreation and Culture						
Customer	% residents rating overall satisfaction as good or better	-	95%	✗ 94%	-	95%
Financial	Cost of park maintenance per acre maintained	\$15,072	\$12,000	✗ \$14,842	\$15,000	\$15,000
	% operating cost recovery for recreation facilities	96%	92%	✓ 97%	94%	94%
Process	% of registrants per total capacity of recreation programs	74%	75%	✓ 76%	75%	75%
	Acres properly maintained (per park inspection index)	86%	85%	✓ 85%	85%	85%
	% households with one or more recreation pass holders	34%	35%	✗ 32%	35%	35%
People	Average annual training hours per full-time equivalent employee	23	30	✗ 19	30	30
	Employee Engagement Index	4.25	4.20	✓ 4.46	4.20	4.20

Transportation		2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents rating streets as good or better	-	80%	✗ 63%	-	80%
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths	\$248	\$22,000	✓ \$10,746	\$24,434	\$60,938
Process	% lane miles with Pavement Condition Index rating of 3 or higher	85%	85%	✓ 85%	85%	89%
	% of linear miles with dedicated/shared bicycle routes	15%	15%	✓ 15%	16%	16%
	Annual sidewalk defects per 1,000 linear feet	0.92	0.88	-	0.86	-
People	Average annual training hours per employee	23	35	✗ 32	35	35
	Employee Engagement Index	4.16	4.20	✗ 4.11	4.20	4.20

Organizational Excellence						
Customer	% of employees rating HR service as good or better	88%	92%	-	92%	92%
	% of employees rating IT service as good or better	-	85%	✓ 95%	85%	90%
	% of employees rating Finance service as good or better	84%	85%	✗ 84%	85%	85%
Financial	IT cost per endpoint (desktops, laptops, tablets)	\$5,867	\$6,747	✓ \$4,449	\$6,195	\$3,508
	HR cost per employee	\$1,376	\$1,701	✗ \$1,747	\$1,500	\$1,500
	Finance cost per \$1M in operating expenditures	\$21,870	\$16,489	✗ \$22,143	\$24,929	\$29,967
Process	Annual % IT system "up" time	99.89%	99.80%	✓ 99.89%	99.80%	99.80%
	Annual number of auditor adjusting entries	1	<2	✓ 0	<2	<2
	Annual \$ of auditor adjusting entries	\$40,000	<\$100,000	✓ \$40,000	<\$100,000	<\$100,000
	City-wide rate of turnover (excluding retirement, disability or death)	3.89%	<5.00%	✓ 3.85%	<5.00%	<5.00%
People	Annual training hours per employee	43	30	✓ 41	30	30
	Employee Engagement Index	4.19	4.10	✓ 4.67	4.10	4.10

Key	
✓	Goal met
✗	Goal not met

## Changes to the Budget Document

The City strives to simplify and enhance the budget document each year for transparency, readability, and enhanced understanding of the information included. Below we have listed the changes in the fiscal year 2021 budget. A few items below also applied to the 2020 budget but were not included in a Changes to the Budget Document at that time.

- **Department Relocation** – In 2020, the Parking Control program moved out of the Police Department and into the Administrative Services area of Economic Development.
- **Projection Years** – Prior budget books have included the budget year and two planning years. Because of the lack of available information related to the full extent of the pandemic, the City decided to not include projections for those future years in the fiscal year 2021 budget. In the future, instead of detailed information on two future years, the City plans to include a long-term planning section in the budget document which should provide a broad, long-term basis for operational planning.
- **Portrait Orientation** – The majority of the budget document has been changed to portrait orientation for ease of reading. Further changes will be made for the adopted budget book for additional consistency.
- **Organizational Charts** – Department Organizational Charts indicate vacancies which will remain open for the 2021 budget year and may be filled in the future.
- **Transfers Between Capital Improvement Fund, General Fund, and Equipment Replacement Fund** – Through 2020, annual contributions for items meeting the higher definition of a capital asset (with a useful life of more than five years and a cost in excess of \$25,000) flowed from the Capital Improvement Fund to the General Fund and ultimately to the Equipment Replacement Fund. This allowed the City to show each departments' capital funding cost for software and equipment items which are ultimately replaced in the Equipment Replacement Fund. In an effort to simplify transfers between funds, in 2021 the transfer will be made directly from the Capital Improvement Fund to the Equipment Replacement Fund. Departmental costs are still captured at the department level within the Capital Improvement Fund. The General Fund contribution for items not meeting the higher definition of a capital asset is still achieved by a corresponding reduction to the amount transferred from the Capital Improvement Fund to the General Fund to offset Public Works and Parks & Recreation operations costs.
- **New Funds – Construction Funds** - The City has created Construction funds, a type of capital improvement fund, to record construction costs for projects funded by issuance of bonds. Bond proceeds and permitted expenditures are recorded within these funds, enhancing the City's ability to track usage of bond funds which is a requirement of continuing disclosure agreements. Construction funds included in the budget document exist for projects funded by (1) the 2014 General Obligation Bonds, (2) the 2019 Refunding & Improvement Special Obligation Bonds (related to the improvement portion of the issuance), and (3) a future Special Obligation Bond issuance for the ice rink and multi-use recreational facility replacing the Shaw Park Ice Rink.
- **New and Revised Funds – Debt Service** - In late 2019 the City issued new Special Obligation Bonds for the purposes of refunding existing debt from a 2009 issue and for funding renovations of the City's share of costs related to the Center of Clayton renovations. While shown differently in the 2020 budget book during planning stages, the 2021 budget now shows separate funds for the 2009 refunded bonds and the 2019 Refunding & Improvement Bonds. Bond proceeds from 2019 are recorded separately within the Construction Fund for the Center Renovation project and the 2019 S.O. Debt Service Fund for the refunding portion. The debt service funds now also include direct revenue which supports principal and interest payments, rather than the prior method of recording a transfer-in from the fund which previously recorded these revenue sources; this change reduces the amount of transfers between funds.

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## Revenue Sources

This section provides a detailed analysis of each major revenue source of the City's governmental funds. In total, approximately 81% of all revenue is covered by this section. Revenue is presented in descending order of projected receipts in the 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

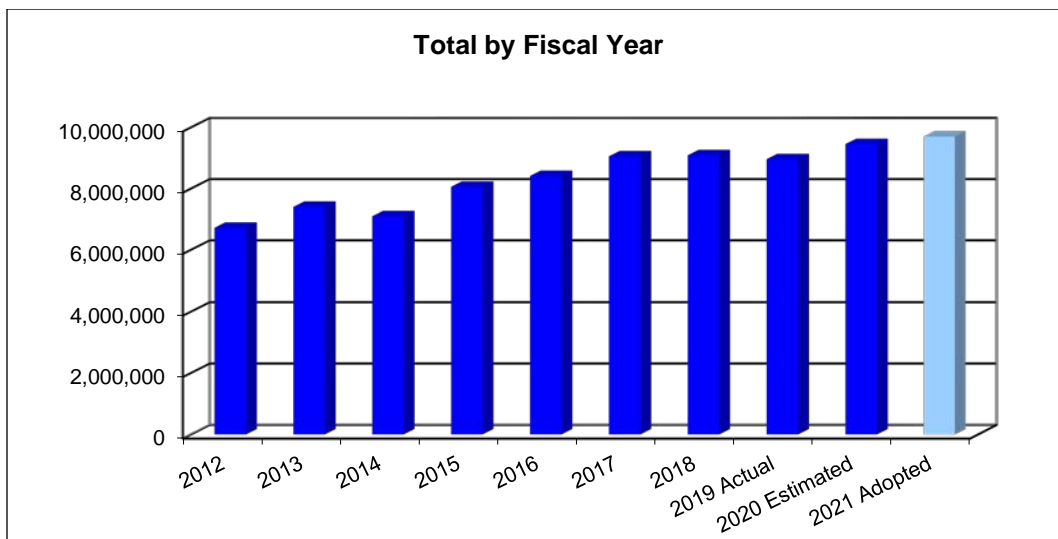
The City levies a property tax on all real and personal property within Clayton. This revenue is deposited primarily into the City's General Fund. In addition, a special levy is allocated to the Special Business District (an overlay of the downtown geographical area), the 2014 General Obligation Bond debt service fund, and the 2019 Special Obligation Refunding debt service fund which refunded the 2009 Bonds.

## Financial Trend

Fiscal Year	General Fund	Special Business District	Capital Impr. Fund	2019 S.O. Debt Service (Refunded 2009)	2014 G.O. Debt Service	2009 G.O. Debt Service	Total All Funds	% Change from Prior Year
2012	5,562,435	398,748	3,147		0	756,757	6,721,087	1.6%
2013	5,901,806	426,763	2,821		0	1,074,809	7,406,199	10.2%
2014	5,584,654	428,244	2,890	1,082,694	0	0	7,098,482	-4.2%
2015	5,568,826	417,427	2,938	1,041,304	1,030,854	0	8,061,349	13.6%
2016	5,778,041	437,183	3,208	1,067,099	1,128,977	0	8,414,509	4.4%
2017	6,404,536	519,513	3,004	1,072,503	1,054,474	0	9,054,030	7.6%
2018	6,164,146	462,515	3,417	1,091,599	1,370,274	0	9,091,952	0.4%
2019 Actual	6,203,177	466,390	2,620	1,116,084	1,174,081	0	8,962,351	-1.4%
2020 Estimated	6,868,731	532,166	2,894	1,210,645	842,664	0	9,457,100	5.5%
2021 Adopted	6,993,496	534,751	3,000	1,238,060	930,506	0	9,699,813	2.6%
% of Funds								
2021 Revenue	26.3%	99.8%	0.1%	72.3%	98.9%	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 2009 Bonds debt service began in 2014 and was timed to replace the levy supporting a maturing bond issue. The City refunded the remainder of the 2009 Bonds in 2019 and the property tax levy transferred to the new bonds (shown together in the schedule above). The voter approved 2014 General Obligation Bond debt service is also supported by a property tax levy which began in 2015. This year there is available CPI growth of 2.3% and the City will also have new property tax revenue from the impact of recent large economic development projects, causing revenue in total to increase by 2.6%.



# 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)  
 144.757 (Use tax)  
 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 of which can be used to provide a broad range of traditional City services; a one-quarter cent Fire & EMS services sales tax (2014), and a one-half cent county-wide public safety sales tax (2017). These sales taxes are recorded in the General Fund.

The City's other sales taxes are recorded in the Capital Improvement Fund which includes a one-half cent sales tax for parks and storm water improvements, and a use tax (2019). The majority of this revenue is used to pay debt on past capital projects, construct new capital projects, and replace large vehicles and equipment.

## Description

The Missouri Department of Revenue collects and administers all sales and use 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.

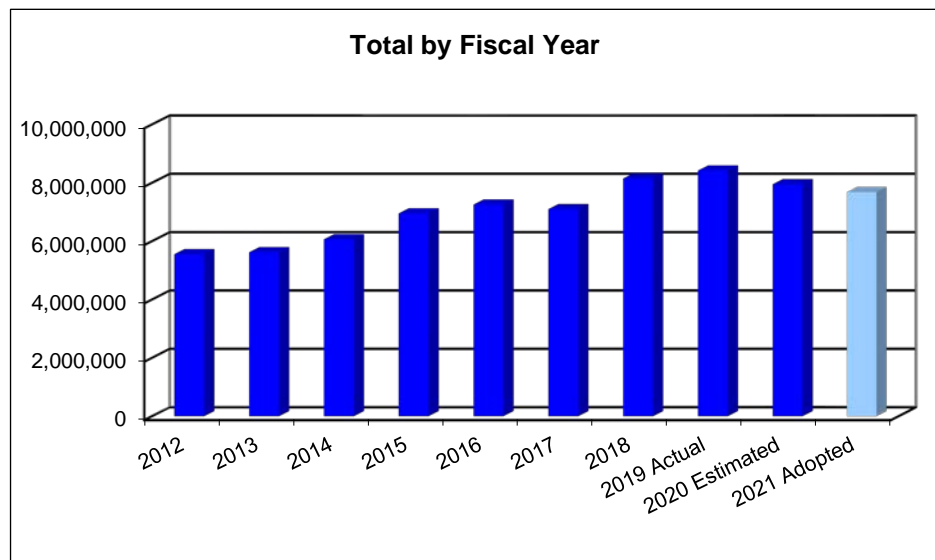
Beginning in 2020 a portion of the sales tax for parks and storm water is recorded in the 2019 Special Obligation Bond debt service fund to repay the debt issued for the City's portion of recreation center improvements.

## Financial Trend

Fiscal Year	General Fund	Capital Improvement Fund	2019 S.O. Debt Service	Total All Funds	% Change from Previous Year
2012	3,092,196	2,462,040	0	5,554,236	3.1%
2013	3,021,776	2,598,292	0	5,620,068	1.2%
2014	3,290,992	2,774,108	0	6,065,100	7.9%
2015	4,077,464	2,876,695	0	6,954,159	14.7%
2016	4,330,748	2,926,607	0	7,257,355	4.4%
2017	4,252,769	2,848,597	0	7,101,367	-2.1%
2018	5,105,173	3,043,147	0	8,148,321	14.7%
2019 Actual	5,221,766	3,199,814	0	8,421,580	3.4%
2020 Estimated	4,446,140	3,379,405	128,090	7,953,635	-5.6%
2021 Adopted	4,525,973	2,685,961	470,000	7,681,934	-3.4%
% of Funds 2021 Revenue	17.0%	65.5%	27.5%		

## Trend Analysis

Sales tax has trended slowly upward in the past few years and additional taxes have been added which further increased revenue. Normal fluctuations in growth occurs and small amounts of sales tax revenue have been received from recent downtown development projects. Due to the pandemic, the 2020 sales tax has declined substantially with a 47% decrease from the 2019 amount at the lowest month to date. The City's assumption for 2020 includes seven months of pandemic-impacted revenue and a slow incline as business activity gradually increases. Revenue for 2021 is projected to decrease further from 2020 by 3.4% due to expected recessionary climate over the full year. The 2021 projection is a 15% decrease from 2019, the last full year of normal activity.



# Gross Receipts (Utility) Tax

## Legal Authorization

State Statute: 94.270  
 City Ordinance: Municipal Code Chapter 9

## Description

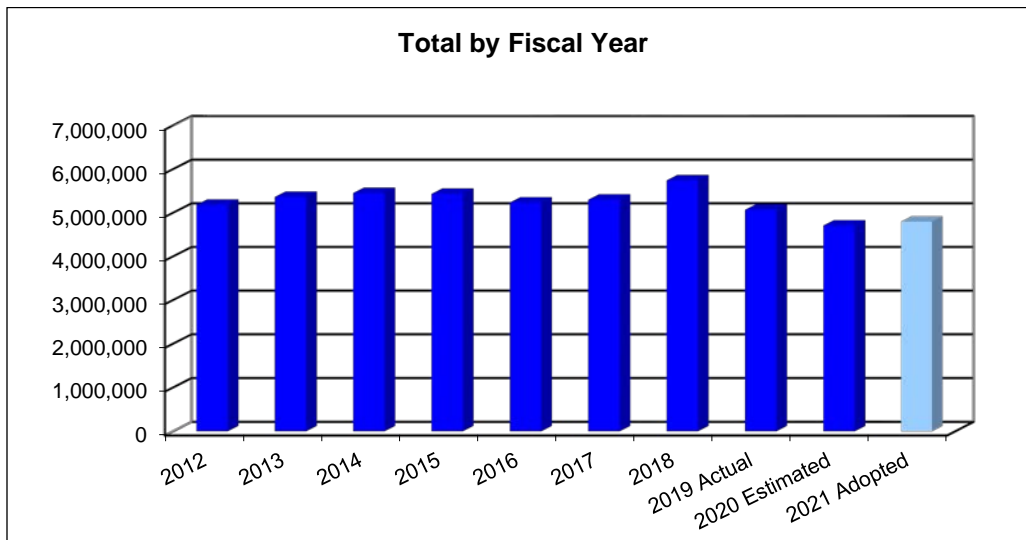
The City levies an 8% gross receipts tax on utilities doing business within the City. This includes electric, telephone, gas and water. This tax is passed through to the customers by the utility companies and remitted to the City each subsequent month. This revenue is recorded in the General Fund.

## Financial Trend

General Fund						
Fiscal Year	Electric	Telephone	Gas	Water	Total Utilities	% Change from Previous Year
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	5,235,919	-3.7%
2017	2,662,297	1,628,930	656,203	354,063	5,301,493	1.3%
2018	3,004,440	1,606,573	739,116	394,589	5,744,717	8.4%
2019 Actual	2,572,400	1,310,801	775,026	412,007	5,070,234	-11.7%
2020 Estimated	2,445,088	1,180,270	667,467	415,792	4,708,617	-7.1%
2021 Adopted	2,493,990	1,199,875	680,816	424,108	4,798,041	2.0%
% of Funds 2021 Revenue	9.4%	4.5%	2.6%	1.6%		

## Trend Analysis

Utility taxes are susceptible to business activity, climatic conditions, commodity prices, changes in technology, and regulated rates. Telephone receipts have fallen in recent years due to fewer landlines and more data services. Lower utility rates and mild weather have caused the last two years' revenue to decline, and the City believes there will be reduced revenue in utility gross receipts in 2020 due to the diminished occupancy in downtown buildings during the pandemic. As buildings gradually resume normal activity the revenue projections for 2021 are expected to slightly increase.



# Parking - On-Street, Lots & Garages

## Legal Authorization

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

## Description

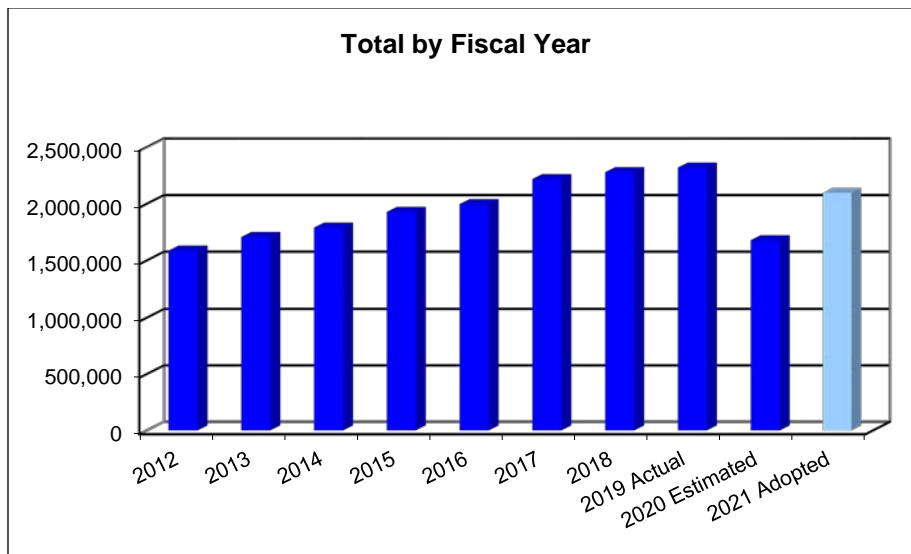
This is revenue from on-street and lot parking, parking permits, and garage parking at the Bonhomme and Shaw Park parking structures. On-street parking spaces are enforced Monday through Friday from 8 a.m. to 5 p.m.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
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	2,219,123	11.1%
2018	2,279,398	2.7%
2019 Actual	2,320,135	1.8%
2020 Estimated	1,678,643	-27.6%
2021 Adopted	2,096,849	24.9%
% of Funds 2021 Revenue	7.9%	

## Trend Analysis

This revenue fluctuates due to parking usage and periodic increases in rates for parking permit and hourly parking. The last increase in hourly rates occurred in 2017 due to an effort to drive longer-term parkers to available lots and garages to free up on-street, convenient parking for local businesses. A portion of this revenue enhancement was offset by increased parking system costs, including the convenience of a mobile application. The City halted parking enforcement during the pandemic in 2020 and revenue was significantly less. Fiscal year 2021 is expected to increase from 2020 but to a lower level than prior years.



# Permits & Fees

## Legal Authorization

State Statute: 79.450  
 City Ordinance: Municipal Code Chapter 5

## Description

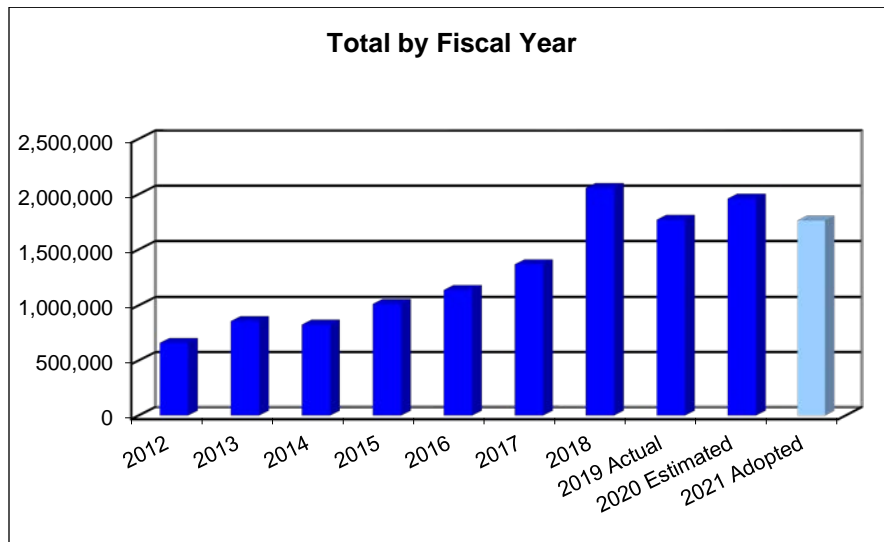
The City issues building and construction permits for activities associated with building and renovation within the City and other various permits. The fees for building permits are calculated on a sliding scale based on the value of construction and are collected by the City at the time of application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

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2012	661,058	-24.1%
2013	859,431	30.0%
2014	827,729	-3.7%
2015	1,014,915	22.6%
2016	1,140,171	12.3%
2017	1,366,620	19.9%
2018	2,057,461	50.6%
2019 Actual	1,770,404	-14.0%
2020 Estimated	1,961,444	10.8%
2021 Adopted	1,762,305	-10.2%
% of Funds 2021 Revenue	6.6%	

## Trend Analysis

Revenue collection from permits and fees have increased in recent years due to growth in economic development activity in the City for both residential and commercial developments. A fee increase also occurred mid-2017 which increased revenue. Fiscal year 2021 will still have development activity but at a slightly lower level than 2020.



# Shared Services & Staff Reimbursements

## Legal Authorization

State Statute: N/A  
 City Ordinance and Agreement

## Description

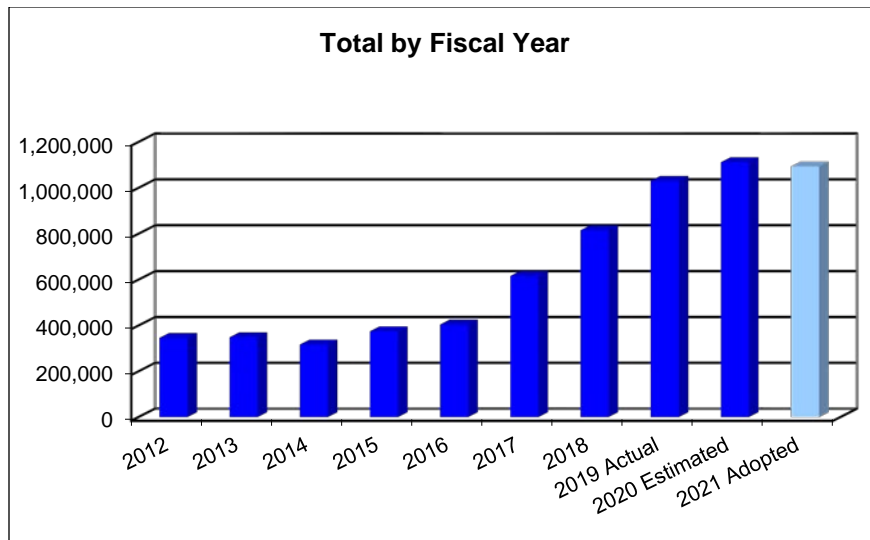
The City participates in several shared service or cooperative agreements between other municipalities, the school district, and various related entities. Each agreement specifies the amount of reimbursement to the City in each area of these staffing costs.

## Financial Trend

General Fund						
Fiscal Year	Technology Services	Police	Fire	Parks & Recreation	Total	% Change from Previous Year
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	136,158	420,336	55,588	4,539	616,622	52.3%
2018	241,020	442,259	86,798	45,674	815,751	32.3%
2019 Actual	438,852	442,419	81,737	67,794	1,030,803	26.4%
2020 Estimated	509,010	402,243	107,930	93,021	1,112,204	7.9%
2021 Adopted	553,057	335,961	112,858	91,692	1,093,568	-1.7%
% of Funds 2021 Revenue	2.1%	1.3%	0.4%	0.3%		

## 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 cities of Brentwood and Richmond Heights. These reimbursements will have steady growth as reimbursed staff costs increase.



# Federal Grants

## Legal Authorization

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

## Description

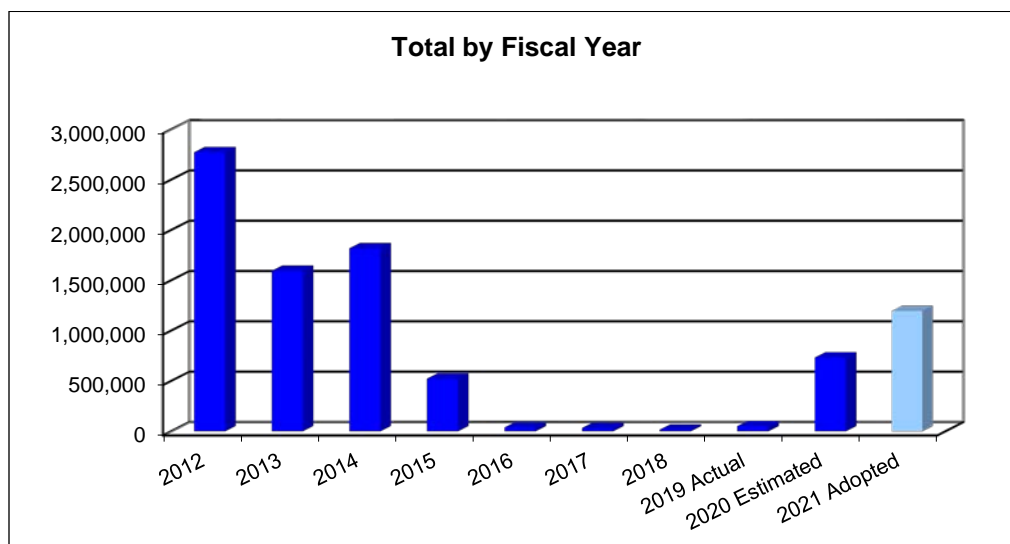
The City utilizes federal grants to partially fund various capital improvement projects and a small amount for operational items such as specific grants for directed police enforcement.

## Financial Trend

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Construction Funds	Total All Funds	% Change from Previous Year
2012	0	0	2,773,626	0	2,773,626	-47.6%
2013	0	0	1,595,257	0	1,595,257	-42.5%
2014	111,269	0	1,707,947	0	1,819,216	14.0%
2015	34,478	0	489,679	0	524,157	-71.2%
2016	16,622	0	22,899	0	39,521	-92.5%
2017	11,528	0	22,700	0	34,228	-13.4%
2018	16,567	0	0	0	16,567	-51.6%
2019 Actual	7,863	0	44,494	0	52,358	216.0%
2020 Estimated	14,142	64,000	656,013	0	734,155	1,302.2%
2021 Adopted	11,400	336,000	0	848,710	1,196,110	62.9%
% of Funds 2021 Revenue	0.0%	2.8%	0.0%	21.2%		

## 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 2012 was significantly higher due to two large one-time projects. Revenue has been at lower levels 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 federal projects are in process and will be spent in 2020 and 2021. No future grants are approved at this time.





# State and Local Grants & Donations

## Legal Authorization

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

## Description

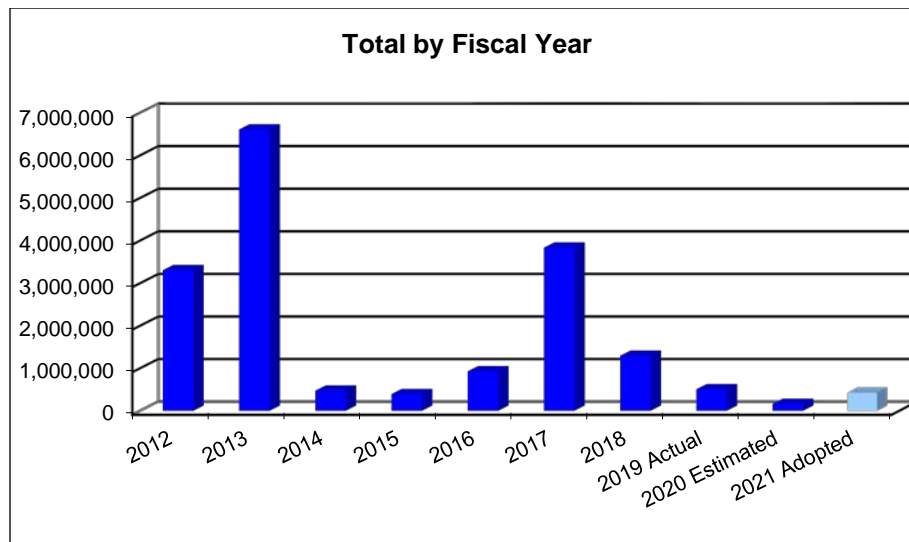
The City utilizes state and local grants to fund portions of capital improvement projects and other smaller projects and reimbursements. The City also receives donations for certain projects.

## Financial Trend

Fiscal Year	General Fund	Special Business District Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
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	83,214	0	29,721	3,722,720	3,835,655	312.8%
2018	235,245	0	119,672	939,365	1,294,282	-66.3%
2019 Actual	194,957	0	50,598	262,192	507,747	-60.8%
2020 Estimated	130,255	0	0	32,824	163,079	-67.9%
2021 Adopted	126,500	0	0	300,000	426,500	161.5%
% of Funds 2021 Revenue	0.5%	0.0%	0.0%	7.3%		

## 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 Community Foundation which has funded park projects and on-going maintenance costs and this has become a significant source of revenue. This revenue source supported \$4 million of construction in 2017/2018 for a single park project. 2021 revenue includes grants and donations for smaller park projects.



# St. Louis County Road & Bridge Tax

**Legal Authorization**

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

**Description**

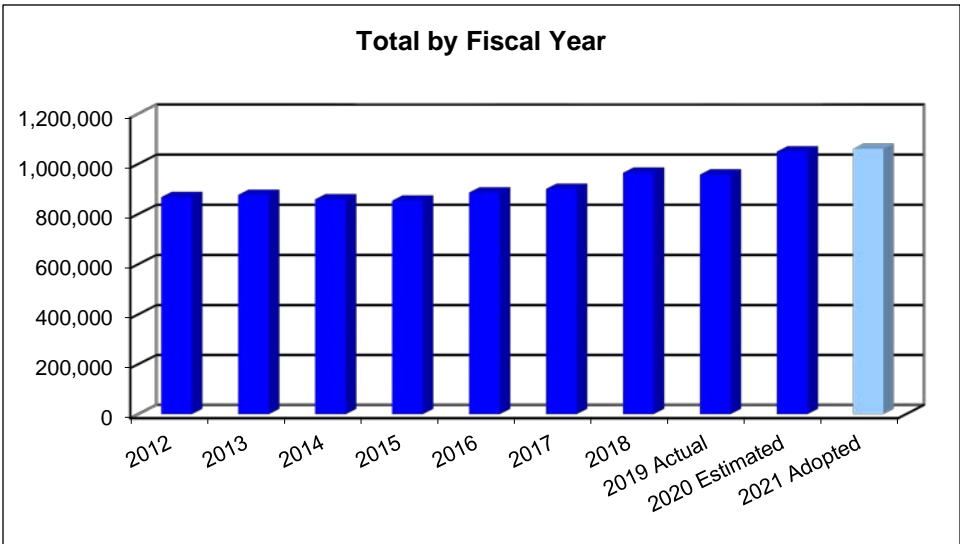
St. Louis County levies a property tax for street and bridge maintenance. The County allocates the proceeds to municipalities based on assessed valuation. The county road revenue allocated to each municipality must be used for road and bridge maintenance.

**Financial Trend**

Fiscal Year	Capital Improvement Fund	% Change from Previous Year
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	900,496	1.6%
2018	964,884	7.2%
2019 Actual	957,829	-0.7%
2020 Estimated	1,049,736	9.6%
2021 Adopted	1,060,233	1.0%
% of Funds 2021 Revenue	25.8%	

**Trend Analysis**

This tax is based on the St. Louis County tax rate and is applied to the City’s assessed valuation. Distributions received from the County closely follow changes in the City’s assessed values, adjusted for the level of delinquent payments and successful protests. The City anticipates the revenue from this source to increase slightly in 2021 due to growth in assessed valuations.



# Parks & Recreation Revenue

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

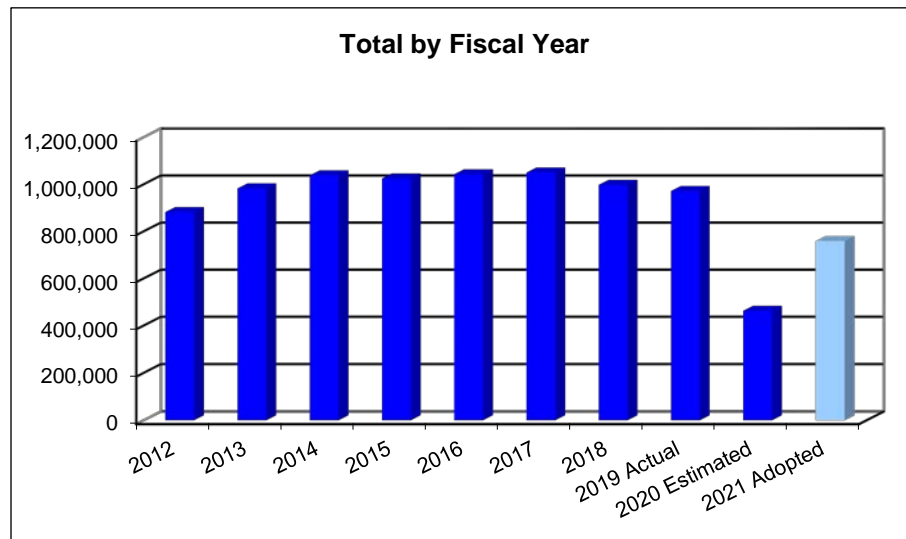
The City collects recreational fees for the Shaw Park Aquatic Center, and Tennis Center, as well as for programs, rentals, facilities and events. Periodic fee surveys are conducted to ensure program charges are in line with surrounding communities. These fees recover a portion of the cost to provide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

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2012	881,987	-3.9%
2013	982,715	11.4%
2014	1,038,084	5.6%
2015	1,024,887	-1.3%
2016	1,042,642	1.7%
2017	1,050,057	0.7%
2018	997,971	-5.0%
2019 Actual	971,692	-2.6%
2020 Estimated	462,580	-52.4%
2021 Adopted	759,109	64.1%
% of Funds 2021 Revenue	2.9%	

## Trend Analysis

Variations in revenue collections from parks and recreation fees occur when the City implements new rates or offers additional or fewer classes, when facilities are unavailable for rental due to renovations, and with weather fluctuations for outdoor activities. This revenue generally has slow but steady growth. The Ice Rink is currently closed pending construction of a newer facility. The 2020 revenue was also impacted by the pandemic. Increased levels of programming are planned for 2021.



# Municipal Court & Parking Fines

## Legal Authorization

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

## Description

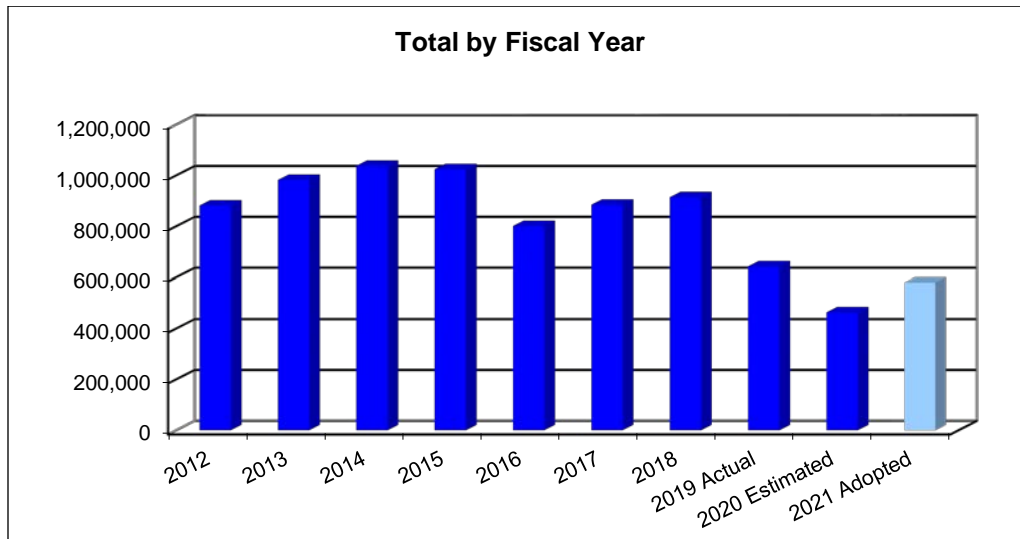
This revenue includes fines levied by the Municipal Court in the adjudication of tickets and citations issued by Clayton police officers. In addition, this revenue includes parking violations and fines issued by the parking enforcement officers.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2012	881,987	-3.9%
2013	982,715	11.4%
2014	1,038,084	5.6%
2015	1,024,887	-1.3%
2016	801,320	-21.8%
2017	885,091	10.5%
2018	914,697	3.3%
2019 Actual	642,880	-29.7%
2020 Estimated	463,949	-27.8%
2021 Adopted	579,982	25.0%
% of Funds 2021 Revenue	2.2%	

## Trend Analysis

Revenue from this source varies depending on the number of traffic and parking violations that occur. Municipal court fines have declined over the last several years due to a lower number of violations and changes in state law and court rules. Revenue from parking violations grew when the fines and delinquent penalties were increased in 2017 to guide parkers to off-street parking. Recent years have shown a reduction in fine revenue due to better parking compliance. 2020 had a significant reduction in revenue related to non-enforcement of parking and limited court activity during the pandemic. This revenue is expected to increase for 2021, but at a lower level than in years prior to 2020.



# Interest Income

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

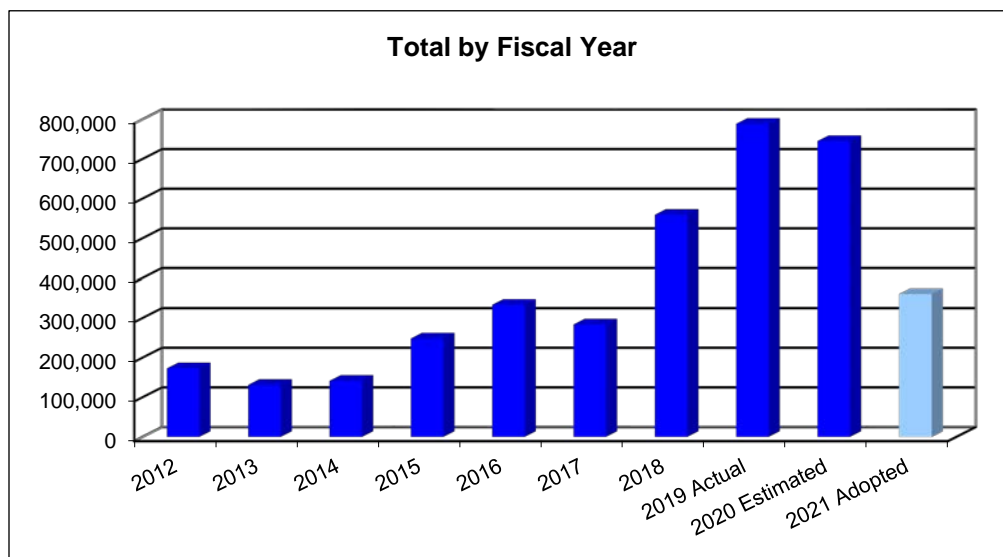
Pursuant to City policy, the City invests in approved instruments in a manner which will provide maximum security, protecting the principal as a primary goal, while meeting the daily cash flow demands of the City. Operating investments are handled internally, and earnings are distributed among all budgeted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

## Financial Trend

Fiscal Year	General Fund	Special Revenue	Equipment Replacement Fund	Capital Improvement Fund	Con-struction Funds	Debt Service Funds	Total All Funds	% Change from Previous Year
2012	107,080	795	8,438	22,939	0	33,868	173,120	-46.8%
2013	89,830	1,099	6,604	7,442	0	26,404	131,379	-24.1%
2014	91,501	1,739	11,771	16,282	0	20,391	141,684	7.8%
2015	103,894	1,403	15,044	28,011	0	100,124	248,476	75.4%
2016	164,738	1,707	21,738	30,426	0	114,772	333,380	34.2%
2017	109,681	2,642	33,127	35,365	0	103,096	283,911	-14.8%
2018	298,807	4,763	80,170	73,998	0	101,430	559,168	97.0%
2019 Actual	395,907	5,433	140,667	98,284	0	148,383	788,674	41.0%
2020 Estimated	323,537	4,003	127,887	121,890	42,446	125,372	745,135	-5.5%
2021 Adopted	184,845	2,155	73,908	47,564	37,825	13,987	360,284	-51.6%
% of Funds 2021 Revenue	0.7%	0.3%	2.9%	1.2%	0.9%	0.4%		

## Trend Analysis

Most City investments are short-term and are often tied to the Federal Fund Rate. Investment rates and fund balances available for investment cause the revenue to fluctuate. Beginning in 2015 and then again in 2019, the City had bond funds on hand increasing the available funds for investment and rates began to increase. However, 2020 saw a significant decrease in interest rates and projections are that those lower rates will continue into 2021. The City's average yield will fall as investments with higher rates mature and then those funds are reinvested at a much lower rate. As an example, the Federal Fund Rate was 2.25% on August 1, 2019 and was 0.25% on August 1, 2020.



# Ambulance Service Charges

## Legal Authorization

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

## Description

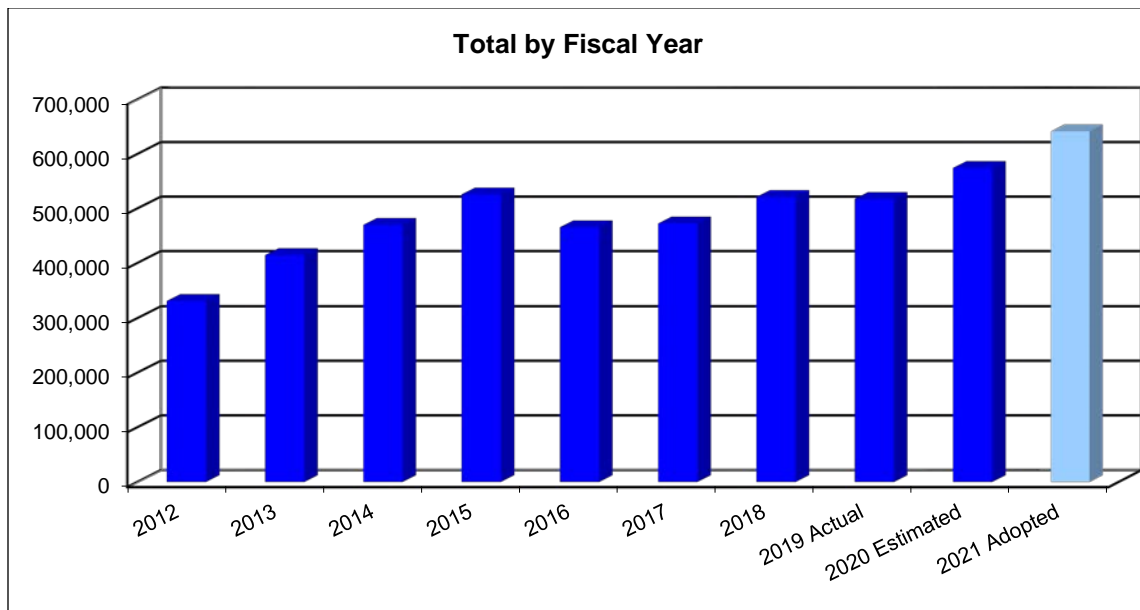
The City collects revenue for ambulance service calls. Fees are charged depending on the type of medical services that are provided on each call, along with a standard fee per mile for transportation.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
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	472,501	1.5%
2018	521,199	10.3%
2019 Actual	517,570	-0.7%
2020 Estimated	574,311	11.0%
2021 Adopted	641,410	11.7%
% of Funds 2021 Revenue	2.4%	

## 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. Fee increases and participation in a new program that allows for additional reimbursement for Medicaid patients resulted in increased revenue beginning in 2020. The City expects this revenue to continue increasing on an annual basis, although this area has experienced decreased activity during the pandemic.



# Business and Liquor License Revenue

## Legal Authorization

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

## Description

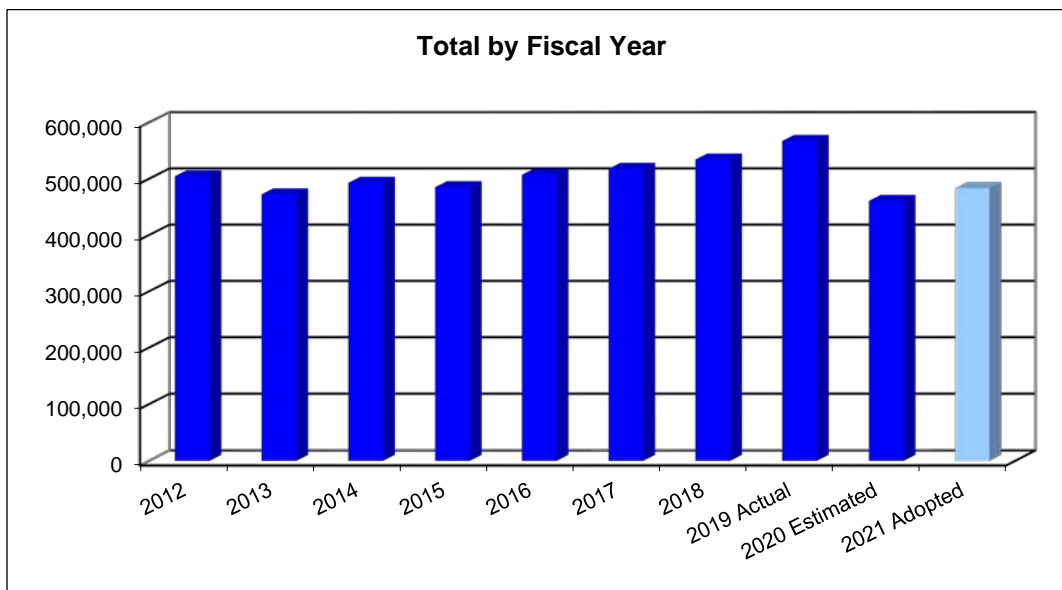
The City charges businesses located within Clayton an annual license fee based on gross sales or a set fee dependent upon license category. The City also collects a fee for liquor sales and vending machines. All fees are collected annually.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
2012	504,629	13.4%
2013	472,507	-6.4%
2014	492,992	4.3%
2015	485,121	-1.6%
2016	507,344	4.6%
2017	517,966	2.1%
2018	534,315	3.2%
2019 Actual	567,437	6.2%
2020 Estimated	460,911	-18.8%
2021 Adopted	483,348	4.9%
% of Funds 2021 Revenue	1.8%	

## Trend Analysis

Change in this revenue source is based on commercial retail growth and occupancy rates. Economic activity has decreased due to the pandemic in 2020 and small, steady growth is expected beginning in 2021.



# Gasoline Tax

## Legal Authorization

State Statute: 142.345  
 City Ordinance: Municipal Code Chapter 9

## Description

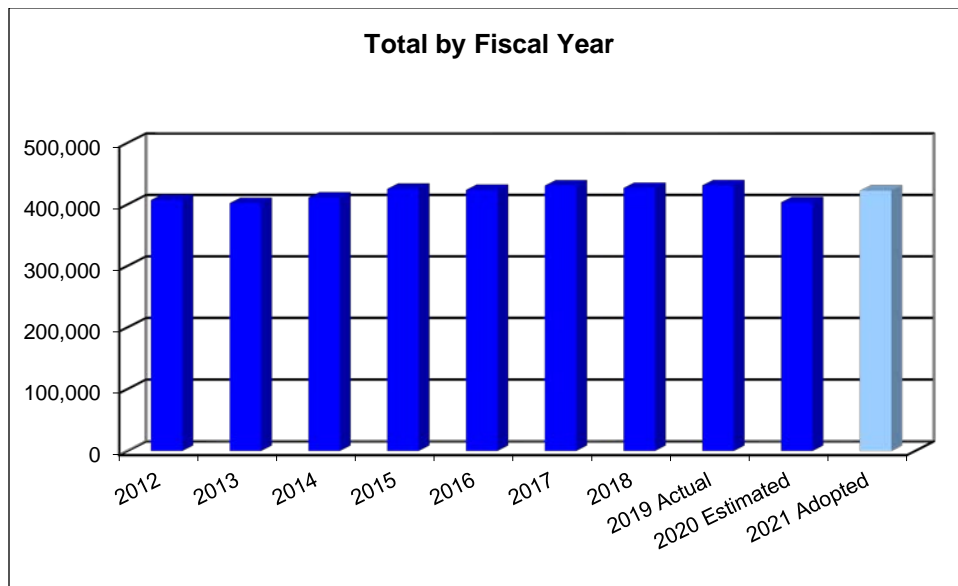
The State of Missouri imposes and collects a seventeen-cent per gallon tax on motor fuel. The state distributes the proceeds to municipalities and counties according to the ratio of the City's population to the total state population. Gasoline tax revenue must be used for road and bridge maintenance.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
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	430,796	1.7%
2018	426,867	-0.9%
2019 Actual	431,088	1.0%
2020 Estimated	403,571	-6.4%
2021 Adopted	422,466	4.7%
% of Funds 2021 Revenue	1.6%	

## 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. This revenue is also based on the City's population in relation to that of the state of Missouri. The 2020 pandemic has caused a reduction in revenue which is expected to begin recovery in 2021.





# Cable Franchise Fees

## Legal Authorization

State Statute: 94.270  
 City Ordinance: Municipal Code Chapter 9

## Description

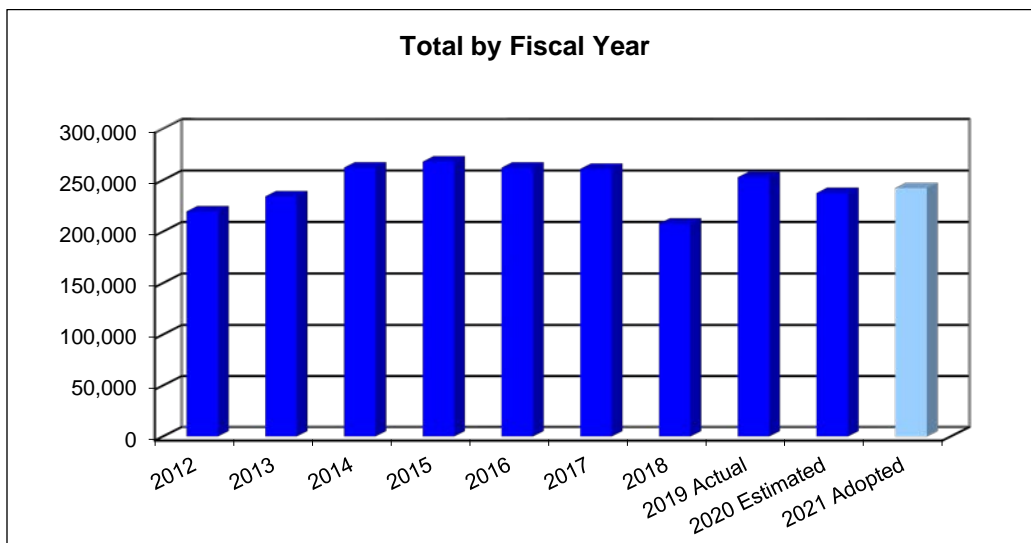
All cable companies are required to remit 5% of their gross receipts to the City within 45 days following the end of the quarter for which payment is owed. Charter Communications and AT&T are the major providers of these services to the residents of Clayton.

## Financial Trend

Fiscal Year	General Fund	% Change from Previous Year
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	260,866	-0.5%
2018	207,722	-20.4%
2019 Actual	252,756	21.7%
2020 Estimated	237,421	-6.1%
2021 Adopted	242,169	2.0%
% of Funds 2021 Revenue	0.9%	

## Trend Analysis

This revenue source is dependent on cable television usage and rates. This revenue source experienced significant growth several years ago. In more recent years, this growth has lessened due to changing lifestyle choices related to television service subscriptions. This revenue remains stable in 2021.



# Sewer Lateral Fees

## Legal Authorization

State Statute: 249.422  
 City Ordinance: Municipal Code Chapter 5

## Description

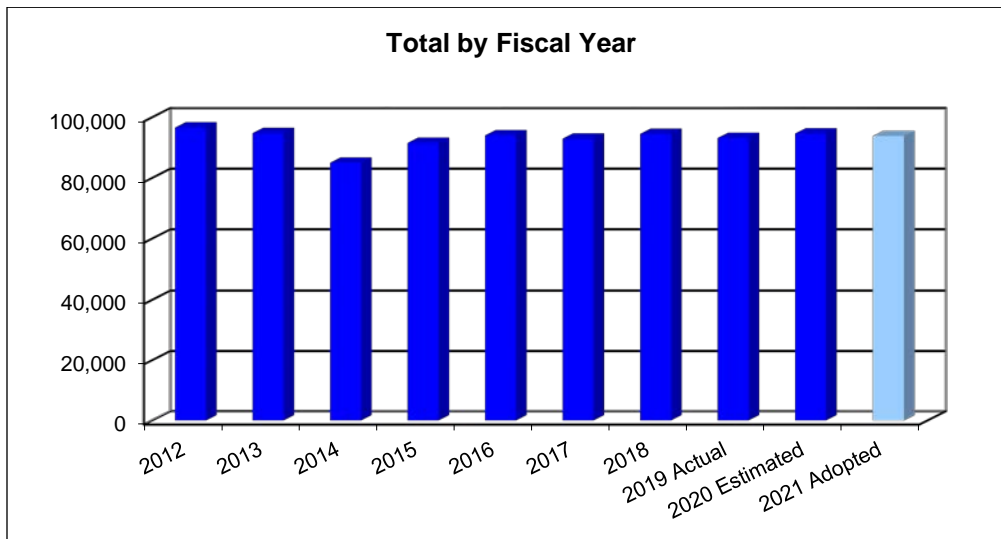
Clayton residents approved an annual fee of \$28.00 per covered property to create a fund to reimburse property owners for qualified sewer lateral repairs. These residential properties must have six or fewer dwelling units to be eligible for this program.

## Financial Trend

Fiscal Year	Sewer Lateral Fund	% Change from Previous Year
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	93,013	-1.2%
2018	94,572	1.7%
2019 Actual	93,235	-1.4%
2020 Estimated	94,702	1.6%
2021 Adopted	93,875	-0.9%
% of Funds 2021 Revenue	99.1%	

## Trend Analysis

This revenue has fluctuated slightly in the past due to condominium associations being determined to not be eligible for the sewer lateral repair program. This resulted in refunds, fewer eligible properties paying the fee and slightly lower revenue received from this source. Revenue for 2021 is projected to remain stable.



# Sale of Assets

## Legal Authorization

State Statute: N/A  
 City Ordinance: City Charter

## Description

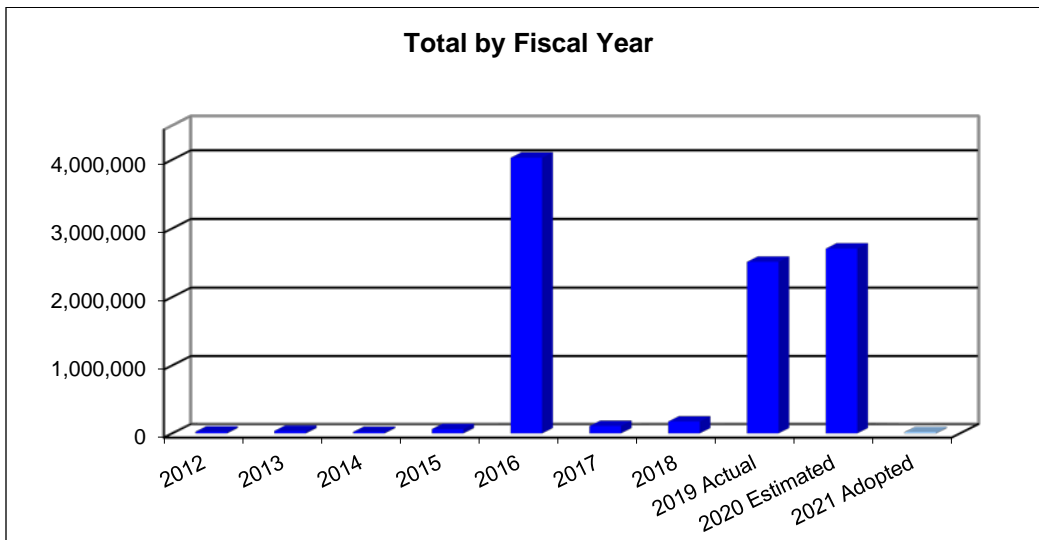
The City of Clayton routinely receives funds for the disposal of vehicles and equipment as these items are replaced. On an infrequent basis, larger assets such as buildings or land are sold.

## Financial Trend

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
2012	0	26,308	0	26,308	-63.0%
2013	4,302	34,106	0	38,408	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	4,032,231	6136.5%
2017	3,309	106,700	0	110,009	-97.3%
2018	1,121	175,459	0	176,580	60.5%
2019 Actual	2,809	138,130	2,374,507	2,515,446	1324.5%
2020 Estimated	1,698	82,600	2,624,575	2,708,873	7.7%
2021 Adopted	600	17,745	0	18,345	-99.3%
% of Funds 2021 Revenue	0.0%	0.7%	0.0%		

## 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. The Capital Improvement Fund includes this source of revenue only when large capital assets such as land or buildings are sold. Three downtown properties have been sold in the last few years for development projects which are a parking lot in 2016 where the proceeds were split between the Capital Improvement Fund and the Equipment Replacement Fund, the prior police headquarters in 2019, and a parking lot in 2020. The City owns few underutilized properties at this time therefore this trend is unlikely to continue.



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## Personnel Full-Time Positions

PERSONNEL	2019 Budgeted	2020 Budgeted	2021 Adopted
<b>ADMINISTRATIVE SERVICES</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><sup>1</sup> <u>Parking Control</u></b>			
Parking Control Supervisor	-	1.00	1.00
Parking Ambassador	-	2.00	2.00
<b>Total Parking Control</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>
<b><u>Finance</u></b>			
Director of Finance and Administration	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Accountant	2.00	2.00	2.00
Fiscal Specialist	2.00	2.00	2.00
<b>Total Finance</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>Human Resources</u></b>			
Human Resources Manager	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00
<b>Total Human Resources</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><u>Technology Services</u></b>			
Director of Technology Services	1.00	1.00	1.00
Asst. Director of Technology Services	1.00	1.00	1.00
Associate Network Engineer	2.00	2.00	-
Network Engineer	-	-	2.00
Applications Specialist	0.75	0.75	0.75
IT Support Supervisor	-	-	1.00
IT Support Specialist	3.00	3.00	2.00
Administrative Specialist I	0.15	0.15	0.25
<b>Total Technology Services</b>	<b>7.90</b>	<b>7.90</b>	<b>8.00</b>
<b><u>Municipal Court</u></b>			
Court Administrator	1.00	1.00	1.00
Court Assistant	2.00	2.00	1.00
<b>Total Municipal Court</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>23.90</b>	<b>26.90</b>	<b>26.00</b>

PERSONNEL	2019 Budgeted	2020 Budgeted	2021 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	1.00
Building Inspector II	1.00	1.00	1.00
Planner	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>11.00</b>	<b>11.00</b>	<b>10.00</b>
<b>POLICE</b>			
<u>Police Operations</u>			
Chief of Police	1.00	1.00	1.00
Captain	1.00	1.00	1.00
Lieutenant	4.00	4.00	4.00
Sergeant	5.00	5.00	5.00
Detective	6.00	6.00	5.00
Police Officer	33.00	33.00	32.00
Police Administrative Supervisor	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Administrative Specialist I	0.85	0.85	0.75
Prosecutor Assistant/Police Clerk	1.00	1.00	1.00
Data Analyst	1.00	1.00	1.00
<b>Total Police Operations</b>	<b>54.85</b>	<b>54.85</b>	<b>52.75</b>
<sup>1</sup> <u>Parking Control</u>			
Parking Controller	3.00	-	-
<b>Total Parking Control</b>	<b>3.00</b>	<b>-</b>	<b>-</b>
<b>TOTAL POLICE</b>	<b>57.85</b>	<b>54.85</b>	<b>52.75</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	1.00
Captain	6.00	6.00	6.00
Lieutenant	3.00	3.00	3.00
Firefighter/Paramedic	26.00	26.00	26.00
Firefighter/EMT	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00
<b>TOTAL FIRE</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>

PERSONNEL	2019 Budgeted	2020 Budgeted	2021 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	1.00	1.00
<sup>2</sup> Assistant Director - PW, Eng & Operations	1.00	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	1.00	1.00
City Forester	1.00	2.00	2.00
Foreman I	2.00	2.00	2.00
Assistant City Forester	1.00	-	-
Municipal Service Worker II	2.00	2.00	2.00
Municipal Service Worker I	5.00	5.00	4.00
<b>Total Street Maintenance</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>
<b><u>Facility Maintenance</u></b>			
Foreman I	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 Facility Maintenance</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>Fleet Maintenance</u></b>			
Foreman II	1.00	1.00	1.00
Mechanic	2.00	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>			
Foreman II	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>			
Foreman I	1.00	1.00	1.00
Municipal Service Worker II	1.00	1.00	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>26.00</b>

<b>PERSONNEL</b>	<b>2019 Budgeted</b>	<b>2020 Budgeted</b>	<b>2021 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	-
Community Outreach Specialist	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>5.75</b>	<b>5.25</b>
<b><u>Park Operations</u></b>			
Parks Superintendent	1.00	1.00	1.00
Foreman I	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	1.00
Municipal Service Worker I	3.00	3.00	3.00
<b>Total Park Operations</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>Clayton Community Foundation</u></b>			
Community Outreach Specialist	0.50	-	-
Foundation Administrator	-	1.00	1.00
<b>Total Clayton Community Foundation</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>14.75</b>	<b>14.75</b>	<b>14.25</b>
<sup>3</sup> <b>TOTAL FULL-TIME EMPLOYEES</b>	<b>177.50</b>	<b>177.50</b>	<b>172.00</b>

<sup>1</sup> Parking Control moved from Police to Administrative Services in 2020.

<sup>2</sup> The Public Works Assistant Director (Engineering & Operations) will be held open for the first six months of 2021.

<sup>3</sup> 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 2021 Full-Time Staffing Summary

Department	2019	2020	Positions Reduced in 2021	Positions Added for 2021	2021	Variance 2021 vs 2020	
Administrative Services:							
City Manager's Office	2.5	2.5	0.0	0.0	2.5	0.0	
Economic Development	1.5	1.5	0.0	0.0	1.5	0.0	
Events	1.0	1.0	0.0	0.0	1.0	0.0	
Parking Control	0.0	3.0	0.0	0.0	3.0	0.0	
Finance	6.0	6.0	0.0	0.0	6.0	0.0	
Human Resources	2.0	2.0	0.0	0.0	2.0	0.0	
Technology Services	7.9	7.9	0.0	0.1	8.0	0.1	a
Municipal Court	3.0	3.0	-1.0	0.0	2.0	-1.0	b
Planning & Development Services	11.0	11.0	-1.0	0.0	10.0	-1.0	c
Police:							
Police Operations	54.9	54.9	-2.1	0.0	52.8	-2.1	a,d
Parking Control	3.0	0.0	0.0	0.0	0.0	0.0	
Fire	43.0	43.0	0.0	0.0	43.0	0.0	
Public Works:							
Engineering	6.0	6.0	0.0	0.0	6.0	0.0	
Street Maintenance	12.0	12.0	-1.0	0.0	11.0	-1.0	e
Facility Maintenance	3.0	3.0	0.0	0.0	3.0	0.0	
Fleet Maintenance	3.0	3.0	0.0	0.0	3.0	0.0	
Parking Operations	1.0	1.0	0.0	0.0	1.0	0.0	
Street Lighting	2.0	2.0	0.0	0.0	2.0	0.0	
Parks & Recreation:							
Recreation	6.3	5.8	-0.5	0.0	5.3	-0.5	f
Park Operations	8.0	8.0	0.0	0.0	8.0	0.0	
Clayton Community Foundation	0.5	1.0	0.0	0.0	1.0	0.0	
<b>Total Full-Time Positions*</b>	<b>177.5</b>	<b>177.5</b>	<b>-5.6</b>	<b>0.1</b>	<b>172.0</b>	<b>-5.5</b>	

**Notes: Variance 2021 vs 2020**

- a Revised allocation of position split between Technology Services and Police.
- b One Full-time Court Assistant position was vacated and will be replaced with a part-time position for the last 6 months of 2021.
- c Planner position was vacated and will not be filled in 2021 but may be filled in the future.
- d One Detective position will be permanently eliminated. One Full-time Police Officer position will not be filled in 2021 but may be filled in the future.
- e One Municipal Service Worker I position was vacated and will not be filled in 2021 but may be filled in the future.
- f Community Recreation Supervisor position was vacated and will not be filled in 2021 but may be filled in the future.

\*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.

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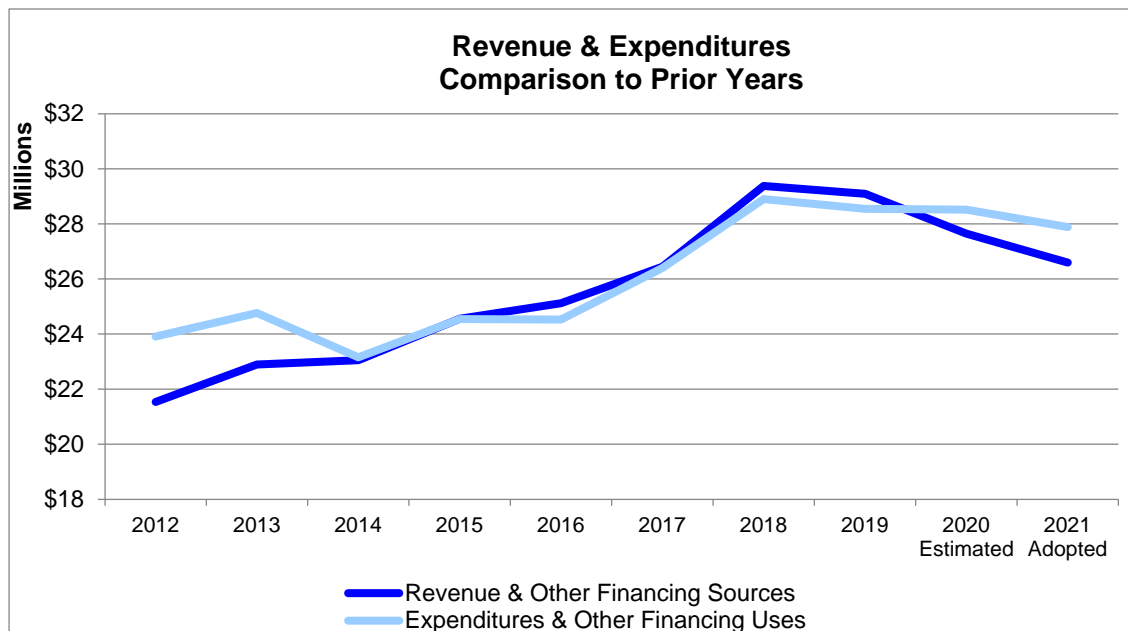
## General Fund

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.

General Fund activity appears to be significantly lower in 2021 than in recent years. This is largely the result of a change in how inter-fund transfers are recorded related to annual contributions into the Equipment Replacement Fund (ERF) for future replacement of vehicles, equipment and systems. Through 2020, General Fund activity showed a transfer-in (included in Other Financing Sources) from the Capital Improvement Fund for contributions related to items meeting the higher definition of a capital asset, and departmental transfers-out (included in Other Financing Uses) to the ERF for total annual contributions. Beginning in 2021, the total contributions no longer flow through the General Fund but instead are recorded in departmental transfer-out accounts within the Capital Improvement Fund and made directly to the ERF. General Fund funding of items meeting the lesser definition of a capital asset is still achieved by a corresponding reduction to the amount transferred from the Capital Improvement Fund to the General Fund to offset Public Works and Parks & Recreation operations costs.

The graph below illustrates the changes in General Fund revenue & other financing sources and expenditures & other financing uses over a ten-year period.

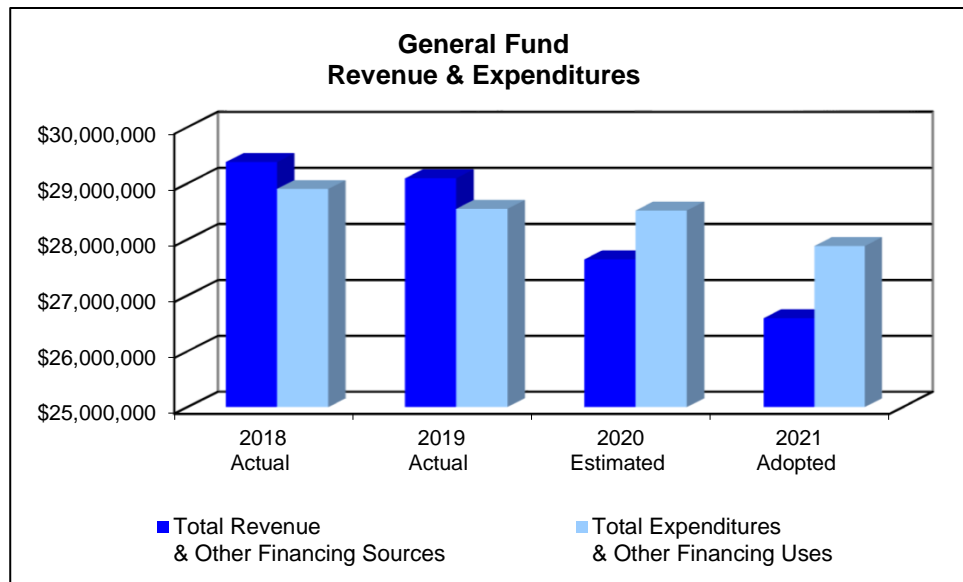




## General Fund Summary of Revenue and Expenditures FY 2018 - FY 2021

Fund 10	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$16,987,517	\$17,467,502	\$18,012,711	\$17,142,205
<b>Revenue</b>	27,406,014	26,545,295	24,704,563	25,640,795
<b>Other Financing Sources</b>	1,974,623	2,546,512	2,942,847	954,007
<b>Total Revenue &amp; Other Financing Sources</b>	29,380,637	29,091,807	27,647,410	26,594,802
<b>Expenditures</b>	25,736,089	26,637,471	26,695,936	27,885,156
<b>Other Financing Uses</b>	3,164,563	1,909,127	1,821,980	0
<b>Total Expenditures &amp; Other Financing Uses</b>	28,900,652	28,546,598	28,517,916	27,885,156
<b>Surplus (Deficit)</b>	479,985	545,209	(870,506)	(1,290,354)
<b>Ending Fund Balance</b>	\$17,467,502	\$18,012,711	\$17,142,205	\$15,851,851
<b>% Fund Balance to Expenditures</b>	68%	68%	64%	57%

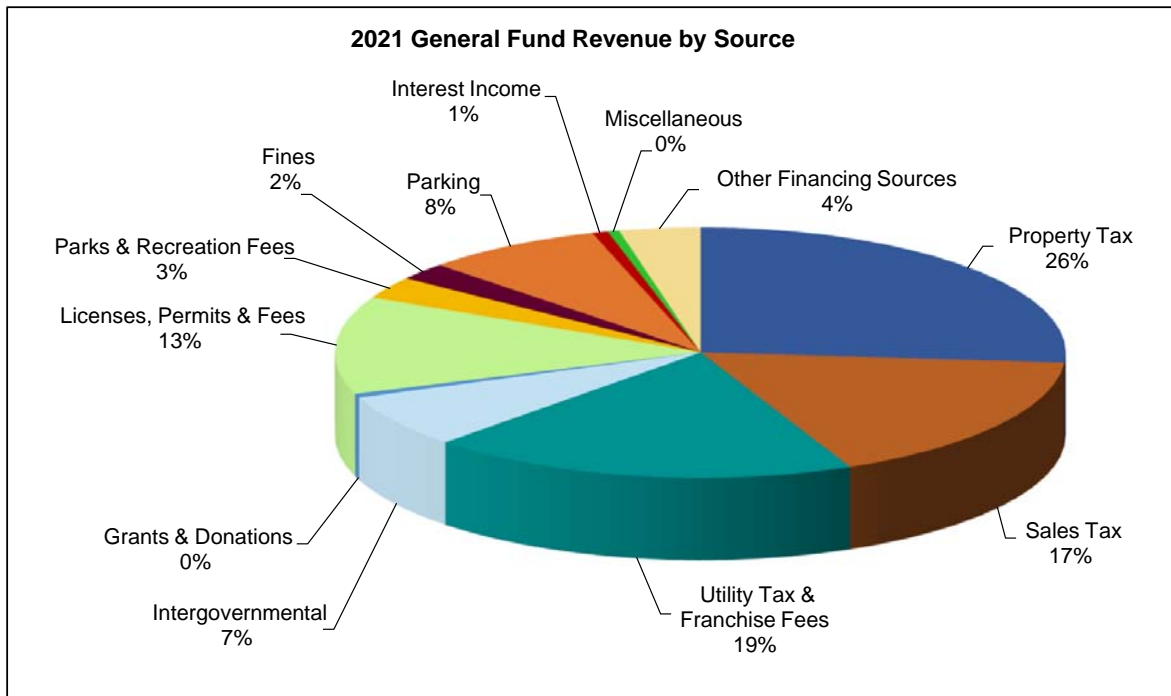
After five years of a General Fund surplus, the City projects a deficit beginning in 2020, mostly due to the impact of the pandemic on economic activity in the City. The City has maintained healthy reserves and has reduced expenditures without affecting City services to address the pandemic in the short-term. Over the next few months the City will analyze the longer-term effects of the pandemic and develop a plan to once again balance the General Fund budget in the near future.





## General Fund Revenue Summary

Fund 10	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
Property Tax	\$6,164,147	\$6,203,177	\$6,642,796	\$6,862,796	\$6,868,731	\$6,993,496	5%	2%
Sales Tax	5,105,173	5,221,765	5,241,650	4,600,908	4,446,140	4,525,973	-14%	2%
Utility Tax & Franchise Fees	5,952,439	5,322,990	5,721,032	5,041,032	4,946,038	5,040,210	-12%	2%
Intergovernmental	1,565,632	1,784,842	1,870,599	1,815,599	1,810,283	1,824,433	-2%	1%
Grants & Donations	251,812	202,820	227,688	167,688	144,397	137,900	-39%	-4%
Licenses, Permits & Fees	3,522,071	3,299,028	3,420,522	3,383,522	3,451,063	3,348,276	-2%	-3%
Parks & Recreation Fees	997,971	971,692	894,096	483,620	462,580	759,109	-15%	64%
Fines	942,963	659,914	859,000	489,000	477,549	592,482	-31%	24%
Parking	2,279,398	2,320,135	2,393,600	1,687,600	1,678,643	2,096,849	-12%	25%
Interest Income	298,807	395,907	380,647	330,647	323,537	184,845	-51%	-43%
Miscellaneous	325,601	163,025	167,425	96,425	95,602	137,222	-18%	44%
<b>Total Revenue</b>	<b>27,406,014</b>	<b>26,545,295</b>	<b>27,819,055</b>	<b>24,958,837</b>	<b>24,704,563</b>	<b>25,640,795</b>	<b>-8%</b>	<b>4%</b>
<b>Other Financing Sources</b>	<b>1,974,623</b>	<b>2,546,512</b>	<b>2,941,749</b>	<b>2,941,749</b>	<b>2,942,847</b>	<b>954,007</b>	<b>-68%</b>	<b>-68%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$29,380,637</b>	<b>\$29,091,807</b>	<b>\$30,760,804</b>	<b>\$27,900,586</b>	<b>\$27,647,410</b>	<b>\$26,594,802</b>	<b>-14%</b>	<b>-100%</b>





## General Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Property Tax</u></b>								
Real Property Tax	\$5,281,975	\$5,497,322	\$5,927,823	\$5,987,823	\$6,024,555	\$6,244,046	5%	4%
Personal Property Tax	591,539	590,888	615,701	615,701	579,473	604,550	-2%	4%
Financial Institutions Tax	259,700	91,171	75,000	235,000	239,769	120,000	60%	-50%
Railroad & Other Utilities	30,933	23,796	24,272	24,272	24,934	24,900	3%	0%
<b>Total Property Tax</b>	<b>6,164,147</b>	<b>6,203,177</b>	<b>6,642,796</b>	<b>6,862,796</b>	<b>6,868,731</b>	<b>6,993,496</b>	<b>5%</b>	<b>2%</b>
<b><u>Sales Tax</u></b>								
City General Sales Tax	2,733,710	2,879,417	2,766,758	2,501,758	2,394,852	2,447,504	-12%	2%
Fire Sales Tax	821,568	790,582	843,975	683,975	660,591	671,995	-20%	2%
Public Safety Sales Tax	841,360	874,717	907,490	822,490	819,050	830,982	-8%	1%
Local Option Sales Tax	708,535	677,049	723,427	592,685	571,647	575,492	-20%	1%
<b>Total Sales Tax</b>	<b>5,105,173</b>	<b>5,221,765</b>	<b>5,241,650</b>	<b>4,600,908</b>	<b>4,446,140</b>	<b>4,525,973</b>	<b>-14%</b>	<b>2%</b>
<b><u>Utility Tax &amp; Franchise Fees</u></b>								
Electric	3,004,440	2,572,400	2,796,500	2,471,500	2,445,088	2,493,990	-11%	2%
Gas	739,116	775,026	754,989	669,989	667,467	680,816	-10%	2%
Water	394,588	412,007	462,828	462,828	415,792	424,108	-8%	2%
Telephone	1,606,573	1,310,801	1,450,715	1,180,715	1,180,270	1,199,127	-17%	2%
Cable Franchise Fees	207,722	252,756	256,000	256,000	237,421	242,169	-5%	2%
<b>Total Utility Tax &amp; Franchise Fees</b>	<b>5,952,439</b>	<b>5,322,990</b>	<b>5,721,032</b>	<b>5,041,032</b>	<b>4,946,038</b>	<b>5,040,210</b>	<b>-12%</b>	<b>2%</b>
<b><u>Intergovernmental</u></b>								
Gas Tax	426,867	431,088	435,148	405,148	403,571	422,466	-3%	5%
Cigarette Tax	100,599	100,488	100,500	100,500	100,779	100,500	0%	0%
Vehicle Fees	218,205	214,630	214,755	194,755	189,802	203,899	-5%	7%
Other Intergovernmental	4,210	7,833	5,500	5,500	3,927	4,000	-27%	2%
Staff Reimbursements	815,751	1,030,803	1,114,696	1,109,696	1,112,204	1,093,568	-2%	-2%
<b>Total Intergovernmental</b>	<b>1,565,632</b>	<b>1,784,842</b>	<b>1,870,599</b>	<b>1,815,599</b>	<b>1,810,283</b>	<b>1,824,433</b>	<b>-2%</b>	<b>1%</b>
<b><u>Grants &amp; Donations</u></b>								
Federal Grants	16,567	7,863	66,550	6,550	14,142	11,400	-83%	-19%
State & Local Grants	9,736	5,000	5,000	5,000	0	5,000	0%	100%
Donations	225,509	189,957	156,138	156,138	130,255	121,500	-22%	-7%
<b>Total Grants &amp; Donations</b>	<b>251,812</b>	<b>202,820</b>	<b>227,688</b>	<b>167,688</b>	<b>144,397</b>	<b>137,900</b>	<b>-39%</b>	<b>-4%</b>
<b><u>Licenses, Permits, &amp; Fees</u></b>								
Business Licenses	490,420	521,624	489,963	419,963	416,962	443,714	-9%	6%
Liquor Licenses	43,295	45,213	44,350	44,350	43,149	38,834	-12%	-10%
Other Licenses	6,270	6,380	5,800	5,800	5,975	6,000	3%	0%
Building Permits	1,828,243	1,416,365	1,599,827	1,599,827	1,634,505	1,536,355	-4%	-6%
Planning & Zoning Permits & Fees	151,339	144,257	131,375	121,375	112,129	116,650	-11%	4%
Degradation Fees	17,458	140,915	20,000	90,000	120,000	50,000	150%	-58%
Other Permits	79,151	87,488	78,650	113,650	114,335	78,800	0%	-31%
Service Fees	905,895	936,786	1,050,557	988,557	1,004,008	1,077,923	3%	7%
<b>Total Licenses, Permits &amp; Fees</b>	<b>3,522,071</b>	<b>3,299,028</b>	<b>3,420,522</b>	<b>3,383,522</b>	<b>3,451,063</b>	<b>3,348,276</b>	<b>-2%</b>	<b>-3%</b>
<b><u>Parks &amp; Recreation Fees</u></b>								
Aquatics	334,502	306,899	339,978	175,871	165,900	293,759	-14%	77%
Ice Rink	115,059	116,086	0	0	3,510	0	0%	-100%
Tennis	50,197	62,349	56,774	41,774	29,780	51,625	-9%	73%
Sports	304,043	287,288	300,369	124,000	124,000	218,650	-27%	76%
Other Parks & Recreation Fees	194,170	199,070	196,975	141,975	139,390	195,075	-1%	40%
<b>Total Parks &amp; Recreation Fees</b>	<b>997,971</b>	<b>971,692</b>	<b>894,096</b>	<b>483,620</b>	<b>462,580</b>	<b>759,109</b>	<b>-15%</b>	<b>64%</b>



## General Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Fines</u></b>								
Parking Fines	749,387	525,202	700,000	385,000	385,405	472,682	-32%	23%
Municipal Court Fines	146,409	105,576	125,000	70,000	67,464	95,000	-24%	41%
Court Costs	21,467	13,886	16,000	16,000	12,630	13,800	-14%	9%
False Alarms	25,700	15,250	18,000	18,000	12,050	11,000	-39%	-9%
<b>Total Fines</b>	<b>942,963</b>	<b>659,914</b>	<b>859,000</b>	<b>489,000</b>	<b>477,549</b>	<b>592,482</b>	<b>-31%</b>	<b>24%</b>
<b><u>Parking</u></b>								
Parking Meters & Garages	2,039,094	2,058,192	2,124,600	1,438,000	1,407,030	1,800,074	-15%	28%
Parking Agreements	103,674	90,783	139,000	159,600	184,673	169,993	22%	-8%
Parking Space Rentals	136,630	171,160	130,000	90,000	86,940	126,782	-2%	46%
<b>Total Parking</b>	<b>2,279,398</b>	<b>2,320,135</b>	<b>2,393,600</b>	<b>1,687,600</b>	<b>1,678,643</b>	<b>2,096,849</b>	<b>-12%</b>	<b>25%</b>
<b><u>Interest Income</u></b>								
Interest on Investments	298,807	395,907	380,647	330,647	323,537	184,845	-51%	-43%
<b>Total Interest Income</b>	<b>298,807</b>	<b>395,907</b>	<b>380,647</b>	<b>330,647</b>	<b>323,537</b>	<b>184,845</b>	<b>-51%</b>	<b>-43%</b>
<b><u>Miscellaneous</u></b>								
Events	12,182	19,177	31,925	925	1,190	8,675	-73%	629%
Property Leases	24,000	0	0	0	0	0	0%	0%
Other Income	289,419	143,848	135,500	95,500	94,412	128,547	-5%	36%
<b>Total Miscellaneous</b>	<b>325,601</b>	<b>163,025</b>	<b>167,425</b>	<b>96,425</b>	<b>95,602</b>	<b>137,222</b>	<b>-18%</b>	<b>44%</b>
<b>Total Revenue</b>	<b>27,406,014</b>	<b>26,545,295</b>	<b>27,819,055</b>	<b>24,958,837</b>	<b>24,704,563</b>	<b>25,640,795</b>	<b>-8%</b>	<b>4%</b>
<b><u>Other Financing Sources</u></b>								
Sale of Assets General	1,121	2,809	600	600	1,698	600	0%	-65%
Transfers-In	1,973,502	2,543,703	2,941,149	2,941,149	2,941,149	953,407	-68%	-68%
<b>Total Other Financing Sources</b>	<b>1,974,623</b>	<b>2,546,512</b>	<b>2,941,749</b>	<b>2,941,749</b>	<b>2,942,847</b>	<b>954,007</b>	<b>-68%</b>	<b>-68%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$29,380,637</b>	<b>\$29,091,807</b>	<b>\$30,760,804</b>	<b>\$27,900,586</b>	<b>\$27,647,410</b>	<b>\$26,594,802</b>	<b>-14%</b>	<b>-4%</b>

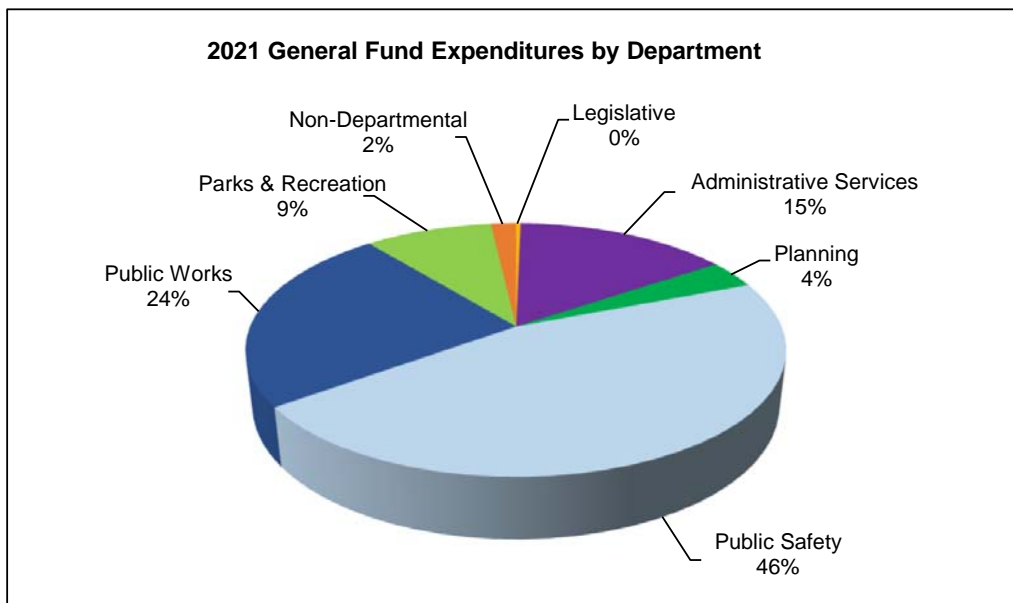
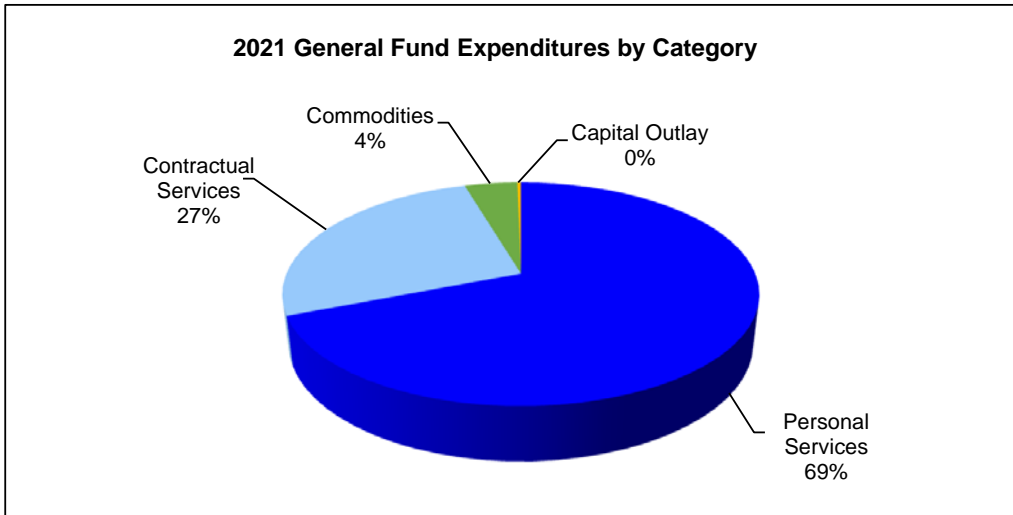
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## General Fund Expenditures Summary - By Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
Expenditures								
Personal Services	\$17,392,219	\$18,287,729	\$19,492,956	\$18,727,577	\$18,569,672	\$19,256,300	-1%	4%
Contractual Services	6,949,201	6,925,974	7,903,777	7,208,586	6,827,825	7,355,218	-7%	8%
Commodities	1,138,012	1,314,278	1,452,138	1,264,306	1,236,538	1,194,038	-18%	-3%
Capital Outlay	122,019	109,490	132,850	139,250	61,901	79,600	-40%	29%
Debt Service	134,638	0	0	0	0	0	0%	0%
<b>Total Expenditures</b>	<b>25,736,089</b>	<b>26,637,471</b>	<b>28,981,721</b>	<b>27,339,719</b>	<b>26,695,936</b>	<b>27,885,156</b>	<b>-4%</b>	<b>4%</b>
<b>Other Financing Uses</b>	<b>3,164,563</b>	<b>1,909,127</b>	<b>2,071,980</b>	<b>1,821,980</b>	<b>1,821,980</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$28,900,652</b>	<b>\$28,546,598</b>	<b>\$31,053,701</b>	<b>\$29,161,699</b>	<b>\$28,517,916</b>	<b>\$27,885,156</b>	<b>-10%</b>	<b>-2%</b>





## General Fund Expenditures Summary - By Program

Program	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Mayor & Board of Aldermen	\$86,007	\$105,633	\$110,472	\$103,582	\$80,200	\$87,149	-21%	9%
City Manager	686,697	709,027	812,839	722,570	676,339	656,470	-19%	-3%
Economic Development	211,653	273,495	265,004	230,510	229,725	234,799	-11%	2%
Events	297,287	303,662	334,822	165,152	140,763	285,544	-15%	103%
Parking Control - Admin	0	0	260,832	254,832	239,051	232,168	-11%	-3%
Finance	695,675	718,692	749,129	732,129	714,901	752,068	0%	5%
Human Resources	247,388	273,278	313,402	273,562	262,711	281,800	-10%	7%
Technology Services	1,230,615	1,416,675	1,752,868	1,630,446	1,533,243	1,441,064	-18%	-6%
Municipal Court	486,129	374,160	453,354	386,654	363,884	362,231	-20%	0%
Planning & Development	1,058,977	1,014,128	1,263,698	1,085,398	1,057,071	997,984	-21%	-6%
Police	6,785,119	6,976,205	7,235,992	6,820,570	6,775,730	6,731,529	-7%	-1%
Parking Control - Police	223,485	220,084	0	0	0	0	0%	0%
Fire	5,439,767	6,034,006	6,521,049	6,434,139	6,478,605	6,061,176	-7%	-6%
Engineering	2,557,621	2,653,335	2,875,214	2,775,534	2,652,723	2,877,969	0%	8%
Street Maintenance	1,593,682	1,660,035	1,891,826	1,781,316	1,697,655	1,499,733	-21%	-12%
Facility Maintenance	868,571	869,587	906,332	880,851	840,729	731,741	-19%	-13%
Fleet Maintenance	553,093	588,701	654,366	634,366	641,752	580,939	-11%	-9%
Parking Operations & Maint.	773,968	664,379	725,269	677,769	698,663	637,653	-12%	-9%
Street Lighting	511,286	435,881	488,880	457,880	424,134	391,448	-20%	-8%
Parks & Recreation Admin.	699,294	668,110	694,318	642,144	633,619	642,877	-7%	1%
Shaw Park Aquatic Center	481,752	422,443	416,465	369,381	330,559	335,862	-19%	2%
Ice Rink	108,039	122,270	39,815	31,600	26,580	24,820	-38%	-7%
Tennis Center	40,067	44,685	45,386	35,386	34,336	23,850	-47%	-31%
Sports Programs	156,883	140,817	177,766	110,866	97,654	134,062	-25%	37%
Park Operations	1,320,673	1,328,800	1,480,392	1,351,840	1,308,921	1,274,177	-14%	-3%
Clayton Community Foundation	56,196	55,206	106,313	105,324	100,705	101,077	-5%	0%
Insurance	430,727	473,303	477,898	467,898	477,663	504,966	6%	6%
<b>Total Expenditures</b>	<b>27,600,652</b>	<b>28,546,597</b>	<b>31,053,701</b>	<b>29,161,699</b>	<b>28,517,916</b>	<b>27,885,156</b>	<b>-10%</b>	<b>-2%</b>
<b>Other Financing Uses</b>								
Transfers-Out*	1,300,000	0	0	0	0	0	0%	0%
<b>Total Other Financing Uses</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total General Fund Expenditures &amp; Other Financing Uses</b>	<b>\$28,900,652</b>	<b>\$28,546,597</b>	<b>\$31,053,701</b>	<b>\$29,161,699</b>	<b>\$28,517,916</b>	<b>\$27,885,156</b>	<b>-10%</b>	<b>-2%</b>

\* Annual transfers out to capital funds for future asset replacement and for the repayment of an interfund advance are included in departmental expenditures in this schedule through 2020. The interfund advance was repaid in 2020, and beginning in 2021, contributions for future asset replacement are made directly from the Capital Improvement Fund, reducing the General Fund departmental budgets.



## General Fund Expenditures Summary - By Type

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$11,609,214	\$12,294,690	\$13,225,226	\$12,767,226	\$12,693,627	\$13,084,738	-1%	3%
Salaries - Part-Time	272,881	264,383	336,938	228,491	197,063	280,387	-17%	42%
Overtime	618,227	710,682	623,382	541,950	628,844	631,379	1%	0%
Other Compensation	169,232	187,846	199,546	199,546	175,056	193,671	-3%	11%
Social Security & Medicare	928,464	974,598	1,108,723	1,061,723	1,008,607	1,071,072	-3%	6%
Medical Benefits	1,446,093	1,587,959	1,653,711	1,583,211	1,551,018	1,590,228	-4%	3%
Pension Benefits	1,628,196	1,546,831	1,594,332	1,594,332	1,595,724	1,557,398	-2%	-2%
Other Fringe Benefits	719,912	720,740	751,098	751,098	719,733	847,427	13%	18%
<b>Total Personal Services</b>	<b>17,392,219</b>	<b>18,287,729</b>	<b>19,492,956</b>	<b>18,727,577</b>	<b>18,569,672</b>	<b>19,256,300</b>	<b>-1%</b>	<b>4%</b>
<b><u>Contractual Services</u></b>								
Postage	32,082	25,172	32,847	29,341	29,749	27,257	-17%	-8%
Utilities	1,005,459	799,693	917,200	881,764	802,161	894,679	-2%	12%
Travel & Training	174,542	181,555	323,439	198,890	154,032	205,688	-36%	34%
Printing & Photography	32,210	28,046	58,268	46,898	27,112	35,710	-39%	32%
Dues & Memberships	40,769	41,036	49,844	45,094	42,604	41,755	-16%	-2%
Advertising	22,731	11,480	27,773	10,868	9,955	16,074	-42%	61%
Maintenance & Repair	302,920	365,078	426,131	419,767	397,766	405,788	-5%	2%
Professional Services	165,397	210,321	427,595	238,943	243,372	123,775	-71%	-49%
Legal Services	173,472	176,604	244,150	244,150	219,491	207,501	-15%	-5%
Service Contracts	2,253,931	2,066,499	2,265,677	2,098,611	1,999,359	2,166,330	-4%	8%
Medical Services	21,994	41,848	37,740	32,740	34,508	41,255	9%	20%
Banking & Credit Card Fees	205,328	233,074	204,681	191,567	206,673	220,102	8%	6%
Rentals	34,327	29,608	29,670	29,670	28,638	28,680	-3%	0%
Education Benefits	30,762	61,239	49,750	49,750	47,826	50,745	2%	6%
Waste & Recycling	1,842,860	1,967,331	2,095,350	2,095,350	2,007,576	2,195,923	5%	9%
Events	163,348	205,417	218,164	116,685	88,930	178,259	-18%	100%
Employee Relations	26,092	28,810	38,100	31,100	30,710	31,250	-18%	2%
Insurance	420,977	453,163	457,398	447,398	457,363	484,447	6%	6%
<b>Total Contractual Services</b>	<b>6,949,201</b>	<b>6,925,974</b>	<b>7,903,777</b>	<b>7,208,586</b>	<b>6,827,825</b>	<b>7,355,218</b>	<b>-7%</b>	<b>8%</b>
<b><u>Commodities</u></b>								
Office Supplies	70,593	61,921	78,595	68,495	60,627	76,145	-3%	26%
Minor Supplies & Equipment	15,352	24,962	28,229	26,229	20,527	22,849	-19%	11%
Agriculture Supplies General	59,058	49,913	84,000	43,971	41,000	40,500	-52%	-1%
Medical Supplies	33,311	37,935	46,610	46,610	73,800	42,438	-9%	-42%
Snow & Ice Control Materials	11,050	31,247	66,000	56,000	56,000	51,000	-23%	-9%
Recreation Supplies	27,564	22,977	34,722	22,000	22,000	17,472	-50%	-21%
Construction Materials	15,978	27,098	45,736	44,821	29,450	37,801	-17%	28%
Traffic Supplies	55,985	42,597	62,988	56,503	44,625	52,876	-16%	18%
Parking Supplies Meters	0	8,253	23,585	15,885	15,950	23,585	0%	48%
Vehicle Parts	93,300	91,818	120,000	105,000	105,000	100,000	-17%	-5%
Fuel and Lubricants	150,507	165,245	165,400	142,900	162,000	162,000	-2%	0%
Other Supplies & Materials	455,919	494,678	504,837	463,562	440,871	404,521	-20%	-8%
Uniforms and Clothing	104,509	201,611	130,856	121,856	122,575	118,170	-10%	-4%
Meetings and Receptions	44,886	54,023	60,580	50,474	42,113	44,681	-26%	6%
<b>Total Commodities</b>	<b>1,138,012</b>	<b>1,314,278</b>	<b>1,452,138</b>	<b>1,264,306</b>	<b>1,236,538</b>	<b>1,194,038</b>	<b>-18%</b>	<b>-3%</b>



## General Fund Expenditures Summary - By Type

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Capital Outlay</u></b>								
Equipment	23,003	74,690	5,600	0	0	5,600	0%	100%
Technology Projects	0	0	80,000	80,000	0	23,000	-71%	100%
Roadways and Parking Lots	24,148	3,000	42,250	42,250	38,391	48,000	14%	25%
Facility Improvements	74,868	31,800	5,000	17,000	23,510	3,000	-40%	-87%
<b>Total Capital Outlay</b>	<b>122,019</b>	<b>109,490</b>	<b>132,850</b>	<b>139,250</b>	<b>61,901</b>	<b>79,600</b>	<b>-40%</b>	<b>29%</b>
<b><u>Debt Service</u></b>								
Debt Service Principal	132,419	0	0	0	0	0	0%	0%
Debt Service Interest	2,219	0	0	0	0	0	0%	0%
<b>Total Debt Service</b>	<b>134,638</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>25,736,089</b>	<b>26,637,471</b>	<b>28,981,721</b>	<b>27,339,719</b>	<b>26,695,936</b>	<b>27,885,156</b>	<b>-4%</b>	<b>4%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	3,164,563	1,909,127	2,071,980	1,821,980	1,821,980	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>3,164,563</b>	<b>1,909,127</b>	<b>2,071,980</b>	<b>1,821,980</b>	<b>1,821,980</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$28,900,652</b>	<b>\$28,546,598</b>	<b>\$31,053,701</b>	<b>\$29,161,699</b>	<b>\$28,517,916</b>	<b>\$27,885,156</b>	<b>-10%</b>	<b>-2%</b>



## LEGISLATIVE

### **Mission**

To foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions, and a healthy, natural environment through an open, accessible and fiscally-responsible government.

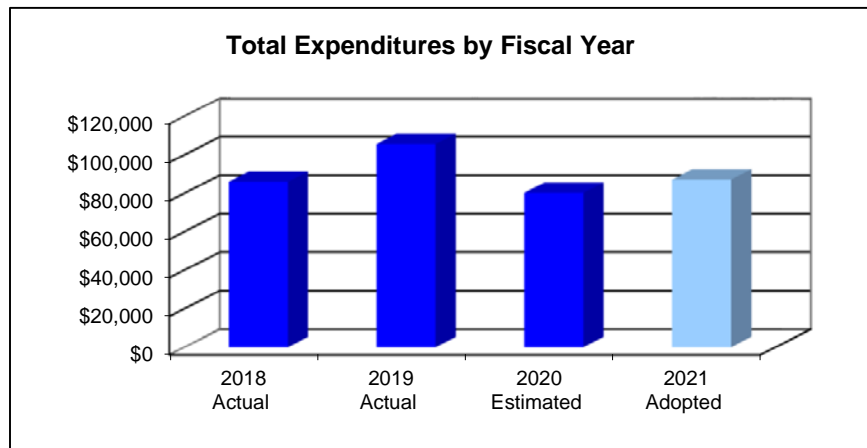
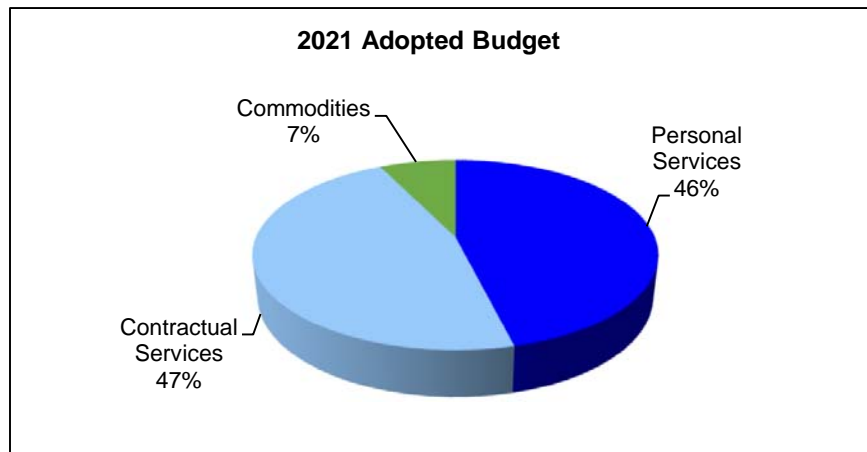
### **Description**

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.



## Legislative Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$31,746	\$31,181	\$44,802	\$44,802	\$34,497	\$40,196	-10%	17%
Contractual Services	45,518	58,492	52,220	46,530	38,313	40,613	-22%	6%
Commodities	8,743	15,960	13,450	12,250	7,390	6,340	-53%	-14%
<b>Total Expenditures</b>	<b>\$86,007</b>	<b>\$105,633</b>	<b>\$110,472</b>	<b>\$103,582</b>	<b>\$80,200</b>	<b>\$87,149</b>	<b>-21%</b>	<b>9%</b>





## General Fund - Mayor & Board of Aldermen

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Part-Time	\$29,264	\$28,739	\$41,400	\$41,400	\$30,700	\$37,200	-10%	21%
Social Security & Medicare	2,239	2,199	3,167	3,167	3,657	2,846	-10%	-22%
Other Fringe Benefits	243	243	235	235	140	150	-36%	7%
<b>Total Personal Services</b>	<b>31,746</b>	<b>31,181</b>	<b>44,802</b>	<b>44,802</b>	<b>34,497</b>	<b>40,196</b>	<b>-10%</b>	<b>17%</b>
<b><u>Contractual Services</u></b>								
Postage	1,306	1,383	323	323	286	136	-58%	-52%
Utilities	5,541	4,421	5,946	5,946	5,946	5,565	-6%	-6%
Travel & Training	4,353	630	4,878	3,188	1,778	2,548	-48%	43%
Printing & Photography	588	566	800	800	400	440	-45%	10%
Dues & Memberships	10,049	7,949	10,200	10,200	10,200	10,050	-1%	-1%
Advertising	1,571	413	1,323	1,323	1,100	1,274	-4%	16%
Professional Services	18,083	29,228	22,000	18,000	14,403	16,500	-25%	15%
Legal Services	0	7,250	0	0	0	0	0%	0%
Service Contracts	4,027	6,652	6,750	6,750	4,200	4,100	-39%	-2%
<b>Total Contractual Services</b>	<b>45,518</b>	<b>58,492</b>	<b>52,220</b>	<b>46,530</b>	<b>38,313</b>	<b>40,613</b>	<b>-22%</b>	<b>6%</b>
<b><u>Commodities</u></b>								
Office Supplies	785	3,733	720	720	620	520	-28%	-16%
Other Supplies and Materials	885	471	3,450	3,450	370	350	-90%	-5%
Meetings and Receptions	7,073	11,756	9,280	8,080	6,400	5,470	-41%	-15%
<b>Total Commodities</b>	<b>8,743</b>	<b>15,960</b>	<b>13,450</b>	<b>12,250</b>	<b>7,390</b>	<b>6,340</b>	<b>-53%</b>	<b>-14%</b>
<b>Total Expenditures</b>	<b>\$86,007</b>	<b>\$105,633</b>	<b>\$110,472</b>	<b>\$103,582</b>	<b>\$80,200</b>	<b>\$87,149</b>	<b>-21%</b>	<b>9%</b>

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## ADMINISTRATIVE SERVICES

Funded Staffing			
	2019	2020	2021
<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>Parking Control</u></b>			
Parking Control Supervisor	0	1	1
Parking Ambassador	0	2	2
<b>Total Parking Control</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b><u>Finance</u></b>			
Director of Finance & Administration	1	1	1
Assistant Finance Director	1	1	1
Accountant	2	2	2
Fiscal Specialist	2	2	2
<b>Total Finance</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><u>Human Resources</u></b>			
Human Resources Manager	1	1	1
Human Resources Assistant	1	1	1
<b>Total Human Resources</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b><u>Technology Services</u></b>			
Director of Technology Services	1	1	1
Asst. Director of Technology Services	1	1	1
Associate Network Engineer	2	2	0
Network Engineer	0	0	2
Applications Specialist	0.75	0.75	0.75
IT Support Supervisor	0	0	1
IT Support Specialist	3	3	2
Administrative Specialist I	0.15	0.15	0.25
<b>Total Technology Services</b>	<b>7.9</b>	<b>7.9</b>	<b>8</b>
<b><u>Municipal Court</u></b>			
Court Administrator	1	1	1
Court Assistant	2	2	1
<b>Total Municipal Court</b>	<b>3</b>	<b>3</b>	<b>2</b>
<b>Total Administrative Services</b>	<b>23.9</b>	<b>26.9</b>	<b>26.0</b>

### **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, Parking Control, Finance, Human Resources, Technology Services, 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 and Parking Control

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. Beginning in 2020, Parking Control is positioned under Economic Development and helps with enforcement related to the provision of parking around 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; policy maintenance and revision; and various employment reporting requirements.

#### Technology Services

Technology Services 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. Two positions were added in this work group when the City entered into a second agreement to provide technology services to the City of Richmond Heights, in addition to the City of Brentwood. 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

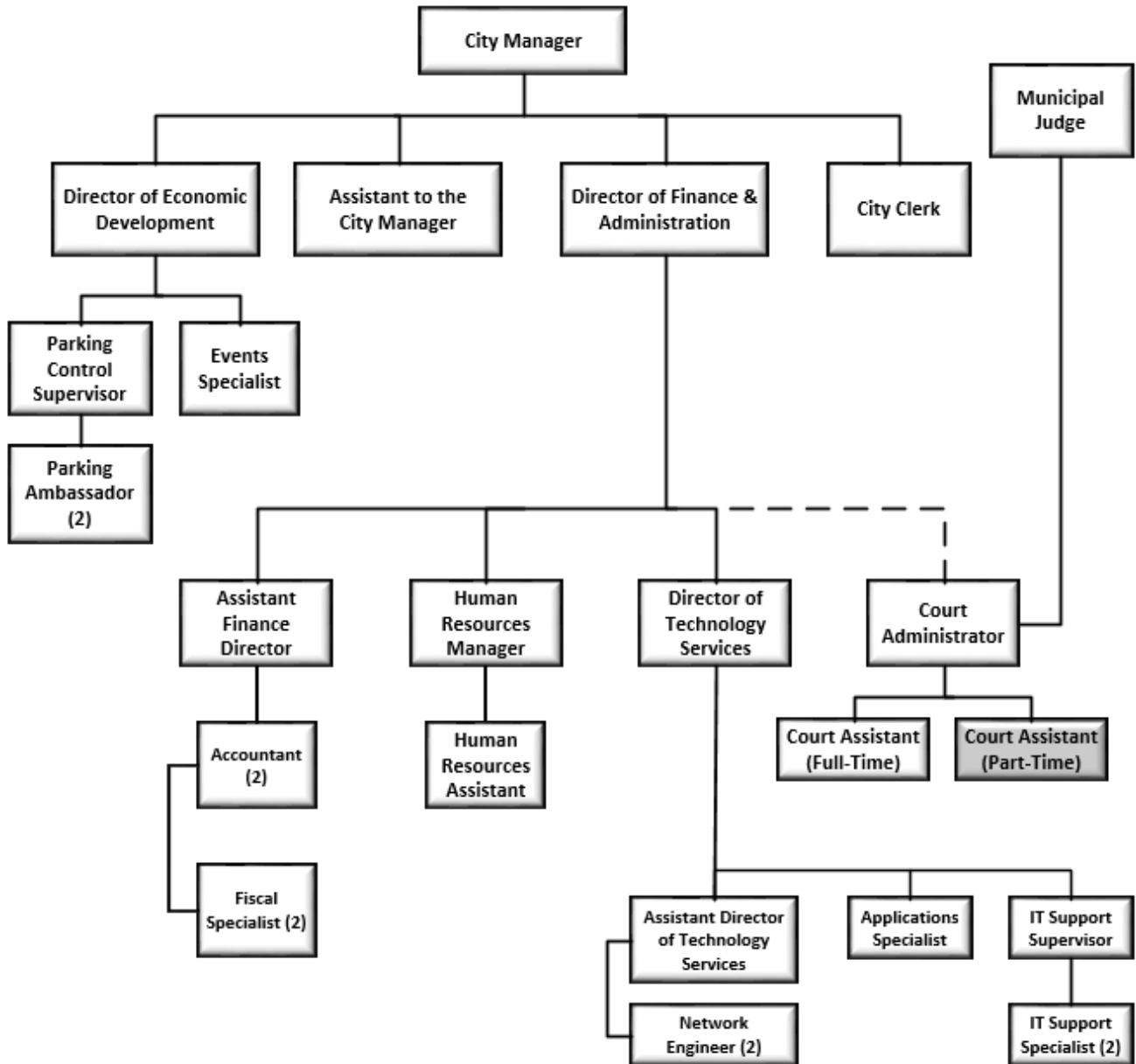
**Performance Measures (by Fiscal Year):**

Category	Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents rating culture, dining and shopping environment as good or better	–	85%	79%	–	85%
	% of employees rating HR service as good or better	88%	92%	–	92%	92%
	% of employees rating IT service as good or better	–	85%	95%	85%	90%
	% of employees rating Finance service as good or better	84%	85%	84%	85%	85%
Financial	Sales tax per square foot of retail space	\$8.15	\$8.40	\$8.15	\$8.34	\$6.95
	Commercial property tax per square foot of office and retail space	\$0.48	\$0.49	\$0.49	\$0.50	\$0.52
	HR cost per employee	\$1,376	\$1,701	\$1,747	\$1,650	\$1,550
	IT cost per endpoint (desktops, laptops, tablets, virtual desktop clients)	\$5,867	\$6,747	\$4,449	\$6,195	\$3,763
	Finance cost per \$1 million in operating expenditures	\$21,870	\$16,489	\$22,143	\$24,929	\$29,967
Process	Number of annual business prospect or retention visits	40	50	67	50	50
	Annual City-wide rate of turnover (excluding retirement, disability or death)	3.89%	<5.00%	3.85%	<5.00%	<5.00%
	Annual % IT system “up” time	99.89%	99.80%	99.98%	99.80%	99.80%
	Annual number of auditor adjusting entries	1	<2	0	<2	<2
	Annual \$ of auditor adjusting entries	\$40,000	<\$100,000	\$0	<100,000	<\$100,000
People	Annual training hours per employee	43	30	41	30	30
	Employee Engagement Index	4.19	4.10	4.67	4.10	4.10

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



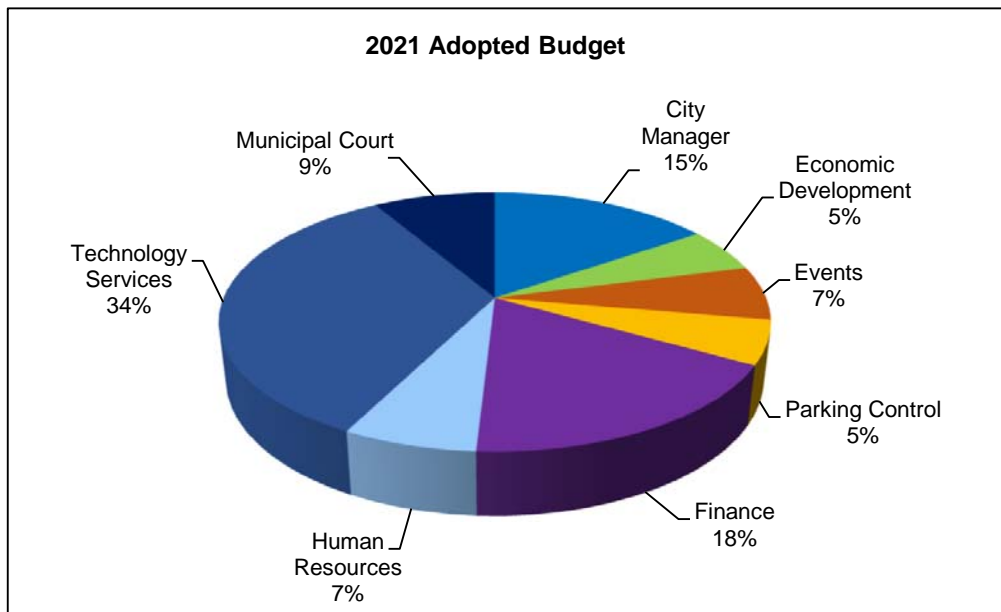
# Administrative Services





## Administrative Services Summary of Expenditures by Program

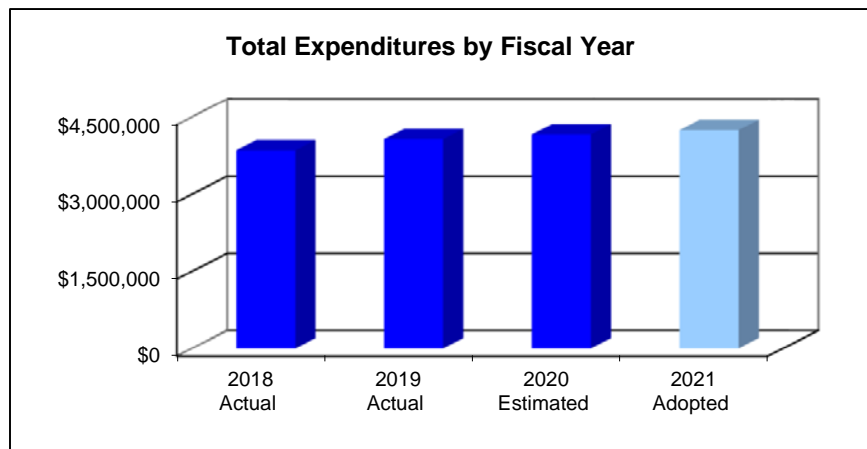
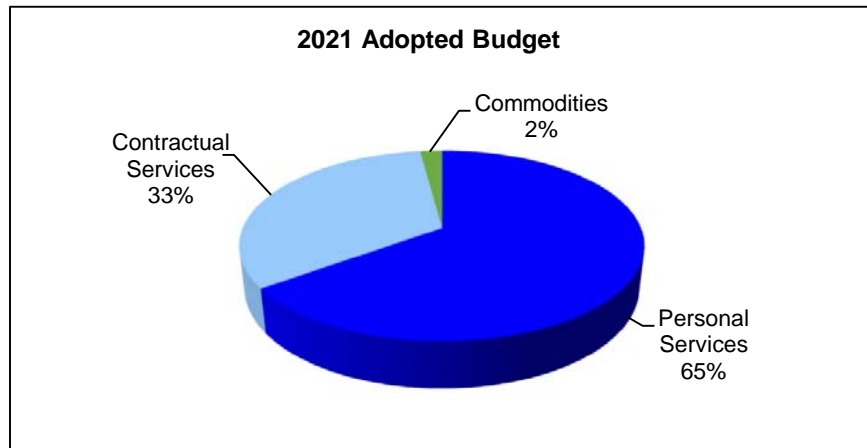
	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
City Manager	\$686,697	\$709,027	\$812,839	\$722,570	\$676,339	\$656,470	-19%	-3%
Economic Development	211,653	273,495	265,004	230,510	229,725	234,799	-11%	2%
Events	297,287	303,662	334,822	165,152	140,763	285,544	-15%	103%
Parking Control	0	0	260,832	254,832	239,051	232,168	-11%	-3%
Finance	695,675	718,692	749,129	732,129	714,901	752,068	0%	5%
Human Resources	247,388	273,278	313,402	273,562	262,711	281,800	-10%	7%
Technology Services	1,230,615	1,416,675	1,752,868	1,630,446	1,533,243	1,441,064	-18%	-6%
Municipal Court	486,129	374,160	453,354	386,654	363,884	362,231	-20%	0%
<b>Total Administrative Services</b>	<b>\$3,855,444</b>	<b>\$4,068,989</b>	<b>\$4,942,250</b>	<b>\$4,395,855</b>	<b>\$4,160,617</b>	<b>\$4,246,145</b>	<b>-14%</b>	<b>2%</b>





## Administrative Services Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$2,173,878	\$2,318,650	\$2,736,534	\$2,628,318	\$2,579,424	\$2,745,379	0%	6%
Contractual Services	1,363,812	1,433,798	1,714,549	1,336,768	1,238,372	1,389,551	-19%	12%
Commodities	80,655	92,780	122,205	97,999	90,051	88,215	-28%	-2%
Capital Outlay	0	0	80,000	80,000	0	23,000	-71%	100%
<b>Total Expenditures</b>	<b>3,618,345</b>	<b>3,845,228</b>	<b>4,653,288</b>	<b>4,143,085</b>	<b>3,907,847</b>	<b>4,246,145</b>	<b>-9%</b>	<b>9%</b>
<b>Other Financing Uses</b>	<b>237,099</b>	<b>223,761</b>	<b>288,962</b>	<b>252,770</b>	<b>252,770</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Administrative Services</b>	<b>\$3,855,444</b>	<b>\$4,068,989</b>	<b>\$4,942,250</b>	<b>\$4,395,855</b>	<b>\$4,160,617</b>	<b>\$4,246,145</b>	<b>-14%</b>	<b>2%</b>





## General Fund - City Manager

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$270,602	\$235,518	\$285,101	\$267,101	\$266,539	\$291,625	2%	9%
Overtime	2,808	5,703	3,100	3,100	0	0	-100%	0%
Other Compensation	28,303	22,889	27,883	27,883	13,178	21,806	-22%	65%
Social Security & Medicare	18,019	15,894	24,945	24,945	19,140	19,645	-21%	3%
Medical Benefits	23,005	22,727	25,999	20,999	20,774	26,270	1%	26%
Pension Benefits	25,764	22,475	23,522	23,522	23,577	25,466	8%	8%
Other Fringe Benefits	3,160	2,984	2,985	2,985	2,240	3,120	5%	39%
<b>Total Personal Services</b>	<b>371,661</b>	<b>328,190</b>	<b>393,535</b>	<b>370,535</b>	<b>345,448</b>	<b>387,932</b>	<b>-1%</b>	<b>12%</b>
<b><u>Contractual Services</u></b>								
Postage	10,138	10,584	10,799	7,293	9,122	7,575	-30%	-17%
Utilities	1,980	1,533	2,197	2,197	2,197	2,213	1%	1%
Travel & Training	15,115	4,789	20,706	11,755	11,005	13,011	-37%	18%
Printing & Photography	14,976	13,179	15,848	10,548	9,165	8,500	-46%	-7%
Dues & Memberships	3,528	3,199	5,274	3,424	3,424	2,590	-51%	-24%
Maintenance & Repair	943	978	693	693	661	767	11%	16%
Professional Services	0	22,131	92,500	64,118	64,118	3,900	-96%	-94%
Legal Services	173,472	169,353	244,150	244,150	219,491	207,501	-15%	-5%
Service Contracts	88,610	145,900	17,235	-445	4,355	17,866	4%	310%
<b>Total Contractual Services</b>	<b>308,762</b>	<b>371,646</b>	<b>409,402</b>	<b>343,733</b>	<b>323,538</b>	<b>263,923</b>	<b>-36%</b>	<b>-18%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,439	1,709	2,365	2,365	1,416	815	-66%	-42%
Meetings and Receptions	4,048	6,695	6,750	5,150	5,150	3,800	-44%	-26%
<b>Total Commodities</b>	<b>5,487</b>	<b>8,404</b>	<b>9,115</b>	<b>7,515</b>	<b>6,566</b>	<b>4,615</b>	<b>-49%</b>	<b>-30%</b>
<b>Total Expenditures</b>	<b>685,910</b>	<b>708,240</b>	<b>812,052</b>	<b>721,783</b>	<b>675,552</b>	<b>656,470</b>	<b>-19%</b>	<b>-3%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	787	787	787	787	787	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$686,697</b>	<b>\$709,027</b>	<b>\$812,839</b>	<b>\$722,570</b>	<b>\$676,339</b>	<b>\$656,470</b>	<b>-19%</b>	<b>-3%</b>



## General Fund - Economic Development

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$143,769	\$153,826	\$156,868	\$156,868	\$158,178	\$159,739	2%	1%
Salaries - Part-Time	0	3,433	0	0	0	0	0%	0%
Social Security & Medicare	10,178	11,037	12,000	12,000	11,116	12,220	2%	10%
Medical Benefits	17,212	20,749	20,295	20,295	20,095	20,146	-1%	0%
Pension Benefits	14,066	12,152	12,760	12,760	12,789	13,949	9%	9%
Other Fringe Benefits	2,035	2,107	1,888	1,888	1,602	2,142	13%	34%
<b>Total Personal Services</b>	<b>187,260</b>	<b>203,304</b>	<b>203,811</b>	<b>203,811</b>	<b>203,780</b>	<b>208,196</b>	<b>2%</b>	<b>2%</b>
<b><u>Contractual Services</u></b>								
Postage	537	79	401	401	1,740	106	-74%	-94%
Utilities	1,924	1,524	2,756	2,756	2,300	2,300	-17%	0%
Travel & Training	8,161	10,353	14,700	3,887	6,387	3,800	-74%	-41%
Printing & Photography	5	700	4,000	1,500	1,500	500	-88%	-67%
Dues & Memberships	4,260	6,555	4,222	4,222	2,400	3,497	-17%	46%
Advertising	975	2,658	9,000	3,595	3,595	9,000	0%	150%
Maintenance & Repair	316	205	262	262	250	300	15%	20%
Professional Services	0	43,000	11,220	2,500	0	0	-100%	0%
<b>Total Contractual Services</b>	<b>16,178</b>	<b>65,074</b>	<b>46,561</b>	<b>19,123</b>	<b>18,172</b>	<b>19,503</b>	<b>-58%</b>	<b>7%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,304	809	2,495	2,495	600	1,295	-48%	116%
Uniforms and Clothing	0	45	500	500	92	0	-100%	-100%
Meetings and Receptions	6,124	3,476	10,850	3,794	6,294	5,805	-46%	-8%
<b>Total Commodities</b>	<b>7,428</b>	<b>4,330</b>	<b>13,845</b>	<b>6,789</b>	<b>6,986</b>	<b>7,100</b>	<b>-49%</b>	<b>2%</b>
<b>Total Expenditures</b>	<b>210,866</b>	<b>272,708</b>	<b>264,217</b>	<b>229,723</b>	<b>228,938</b>	<b>234,799</b>	<b>-11%</b>	<b>3%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	787	787	787	787	787	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>787</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$211,653</b>	<b>\$273,495</b>	<b>\$265,004</b>	<b>\$230,510</b>	<b>\$229,725</b>	<b>\$234,799</b>	<b>-11%</b>	<b>2%</b>





## General Fund - Events

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$45,498	\$49,477	\$53,576	\$53,576	\$53,649	\$54,821	2%	2%
Overtime	49,715	54,539	68,716	0	0	67,167	-2%	100%
Social Security & Medicare	7,226	7,835	9,355	9,355	3,873	9,333	0%	141%
Medical Benefits	7,561	7,994	5,705	5,705	5,665	5,794	2%	2%
Pension Benefits	4,605	3,950	4,236	4,236	4,245	4,787	13%	13%
Other Fringe Benefits	3,328	3,805	3,497	3,497	3,195	3,899	11%	22%
<b>Total Personal Services</b>	<b>117,933</b>	<b>127,600</b>	<b>145,085</b>	<b>76,369</b>	<b>70,627</b>	<b>145,800</b>	<b>0%</b>	<b>106%</b>
<b><u>Contractual Services</u></b>								
Utilities	200	0	0	0	0	0	0%	0%
Travel & Training	2,137	3,969	4,000	1,100	1,100	2,800	-30%	155%
Dues & Memberships	540	92	535	535	600	610	14%	2%
Advertising	12,081	1,590	8,500	0	0	0	-100%	0%
Events	163,348	169,155	174,239	84,685	67,482	135,334	-22%	101%
<b>Total Contractual Services</b>	<b>178,306</b>	<b>174,805</b>	<b>187,274</b>	<b>86,320</b>	<b>69,182</b>	<b>138,744</b>	<b>-26%</b>	<b>101%</b>
<b><u>Commodities</u></b>								
Office Supplies	327	310	500	500	191	500	0%	162%
Uniforms and Clothing	0	0	200	200	0	0	-100%	0%
Meetings and Receptions	3	183	1,000	1,000	0	500	-50%	100%
<b>Total Commodities</b>	<b>330</b>	<b>493</b>	<b>1,700</b>	<b>1,700</b>	<b>191</b>	<b>1,000</b>	<b>-41%</b>	<b>424%</b>
<b>Total Expenditures</b>	<b>296,569</b>	<b>302,899</b>	<b>334,059</b>	<b>164,389</b>	<b>140,000</b>	<b>285,544</b>	<b>-15%</b>	<b>104%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	718	763	763	763	763	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>718</b>	<b>763</b>	<b>763</b>	<b>763</b>	<b>763</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$297,287</b>	<b>\$303,662</b>	<b>\$334,822</b>	<b>\$165,152</b>	<b>\$140,763</b>	<b>\$285,544</b>	<b>-15%</b>	<b>103%</b>



## General Fund - Parking Control

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$0	\$0	\$145,881	\$145,881	\$147,444	\$150,441	3%	2%
Overtime	0	0	3,000	3,000	500	500	-83%	0%
Other Compensation	0	0	312	312	388	385	23%	-1%
Social Security & Medicare	0	0	11,413	11,413	9,939	11,577	1%	16%
Medical Benefits	0	0	36,686	36,686	32,725	33,333	-9%	2%
Pension Benefits	0	0	11,630	11,630	11,656	13,137	13%	13%
Other Fringe Benefits	0	0	8,971	8,971	8,460	10,120	13%	20%
<b>Total Personal Services</b>	<b>0</b>	<b>0</b>	<b>217,893</b>	<b>217,893</b>	<b>211,112</b>	<b>219,493</b>	<b>1%</b>	<b>4%</b>
<b><u>Contractual Services</u></b>								
Utilities	0	0	1,500	1,500	1,500	2,475	65%	65%
Travel & Training	0	0	6,000	0	0	0	-100%	0%
Printing & Photography	0	0	9,000	9,000	0	6,500	-28%	100%
<b>Total Contractual Services</b>	<b>0</b>	<b>0</b>	<b>16,500</b>	<b>10,500</b>	<b>1,500</b>	<b>8,975</b>	<b>-46%</b>	<b>498%</b>
<b><u>Commodities</u></b>								
Office Supplies	0	0	700	700	700	700	0%	0%
Other Supplies and Materials	0	0	1,000	1,000	1,000	1,000	0%	0%
Uniforms and Clothing	0	0	2,000	2,000	2,000	2,000	0%	0%
<b>Total Commodities</b>	<b>0</b>	<b>0</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>238,093</b>	<b>232,093</b>	<b>216,312</b>	<b>232,168</b>	<b>-2%</b>	<b>7%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	0	0	22,739	22,739	22,739	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>0</b>	<b>0</b>	<b>22,739</b>	<b>22,739</b>	<b>22,739</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260,832</b>	<b>\$254,832</b>	<b>\$239,051</b>	<b>\$232,168</b>	<b>-11%</b>	<b>-3%</b>

Note: This program is moved within Administrative Services beginning in 2020. It was previously located under Police.



## General Fund - Finance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$416,930	\$433,861	\$450,505	\$450,505	\$452,405	\$458,867	2%	1%
Salaries - Part-Time	315	10,289	0	0	0	0	0%	0%
Overtime	1,412	1,651	2,000	2,000	2,200	2,000	0%	-9%
Other Compensation	4,011	4,011	4,000	4,000	4,000	4,001	0%	0%
Social Security & Medicare	31,019	32,727	34,923	34,923	33,105	35,072	0%	6%
Medical Benefits	49,252	55,119	53,801	53,801	52,380	54,359	1%	4%
Pension Benefits	39,611	34,261	36,024	36,024	36,108	40,070	11%	11%
Other Fringe Benefits	6,368	6,659	5,756	5,756	4,990	6,449	12%	29%
<b>Total Personal Services</b>	<b>548,918</b>	<b>578,578</b>	<b>587,009</b>	<b>587,009</b>	<b>585,188</b>	<b>600,818</b>	<b>2%</b>	<b>3%</b>
<b><u>Contractual Services</u></b>								
Postage	4,254	2,924	4,984	4,984	4,192	4,429	-11%	6%
Utilities	3,368	2,012	2,645	2,645	2,583	2,450	-7%	-5%
Travel & Training	7,652	4,751	13,301	4,301	2,415	11,743	-12%	386%
Printing & Photography	4,156	3,589	5,550	4,050	3,095	4,960	-11%	60%
Dues & Memberships	3,557	2,655	2,790	2,790	1,370	1,420	-49%	4%
Maintenance & Repair	3,627	4,974	4,811	4,811	4,488	5,028	5%	12%
Professional Services	48,551	41,277	42,225	42,225	40,205	43,325	3%	8%
Service Contracts	33,283	44,848	41,740	38,740	35,773	48,250	16%	35%
Banking and Credit Card Fees	18,269	16,367	17,838	17,838	16,280	17,265	-3%	6%
Rentals	408	408	570	570	538	580	2%	8%
<b>Total Contractual Services</b>	<b>127,125</b>	<b>123,805</b>	<b>136,454</b>	<b>122,954</b>	<b>110,939</b>	<b>139,450</b>	<b>2%</b>	<b>26%</b>
<b><u>Commodities</u></b>								
Office Supplies	9,875	6,727	11,500	8,000	7,468	10,800	-6%	45%
Other Supplies and Materials	0	0	2,000	2,000	0	0	-100%	0%
Uniforms and Clothing	324	228	360	360	0	0	-100%	0%
Meetings and Receptions	1,189	1,067	1,000	1,000	500	1,000	0%	100%
<b>Total Commodities</b>	<b>11,388</b>	<b>8,022</b>	<b>14,860</b>	<b>11,360</b>	<b>7,968</b>	<b>11,800</b>	<b>-21%</b>	<b>48%</b>
<b>Total Expenditures</b>	<b>687,431</b>	<b>710,405</b>	<b>738,323</b>	<b>721,323</b>	<b>704,095</b>	<b>752,068</b>	<b>2%</b>	<b>7%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	8,244	8,287	10,806	10,806	10,806	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>8,244</b>	<b>8,287</b>	<b>10,806</b>	<b>10,806</b>	<b>10,806</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$695,675</b>	<b>\$718,692</b>	<b>\$749,129</b>	<b>\$732,129</b>	<b>\$714,901</b>	<b>\$752,068</b>	<b>0%</b>	<b>5%</b>



## General Fund - Human Resources

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$121,151	\$95,204	\$125,130	\$125,130	\$125,520	\$127,517	2%	2%
Overtime	20	29	300	300	100	300	0%	200%
Social Security & Medicare	9,415	7,004	9,595	9,595	9,590	9,779	2%	2%
Medical Benefits	9,115	11,075	14,149	14,149	14,025	14,323	1%	2%
Pension Benefits	11,307	10,636	10,104	10,104	10,128	11,135	10%	10%
Other Fringe Benefits	1,492	1,884	1,865	1,865	1,624	2,147	15%	32%
<b>Total Personal Services</b>	<b>152,500</b>	<b>125,832</b>	<b>161,143</b>	<b>161,143</b>	<b>160,987</b>	<b>165,201</b>	<b>3%</b>	<b>3%</b>
<b><u>Contractual Services</u></b>								
Postage	651	504	459	459	493	639	39%	30%
Utilities	1,348	788	1,238	1,238	1,098	1,272	3%	16%
Travel & Training	2,459	3,197	6,600	1,700	1,999	6,850	4%	243%
Printing & Photography	561	813	740	0	0	280	-62%	100%
Dues & Memberships	1,796	2,119	2,315	1,915	2,189	2,265	-2%	3%
Advertising	3,109	3,752	3,000	1,800	2,335	2,500	-17%	7%
Maintenance & Repair	293	812	463	463	435	585	26%	34%
Professional Services	10,135	28,466	29,250	5,000	0	10,250	-65%	100%
Service Contracts	11,323	11,636	13,322	13,322	9,112	9,113	-32%	0%
Education Benefits	30,762	61,239	49,750	49,750	47,826	50,745	2%	6%
Employee Relations	26,092	28,810	38,100	31,100	30,710	31,250	-18%	2%
<b>Total Contractual Services</b>	<b>88,529</b>	<b>142,136</b>	<b>145,237</b>	<b>106,747</b>	<b>96,197</b>	<b>115,749</b>	<b>-20%</b>	<b>20%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,351	635	665	65	123	400	-40%	225%
Uniforms and Clothing	0	164	120	120	0	0	-100%	0%
Meetings and Receptions	431	1,224	950	200	117	450	-53%	285%
<b>Total Commodities</b>	<b>1,782</b>	<b>2,023</b>	<b>1,735</b>	<b>385</b>	<b>240</b>	<b>850</b>	<b>-51%</b>	<b>254%</b>
<b>Total Expenditures</b>	<b>242,811</b>	<b>269,991</b>	<b>308,115</b>	<b>268,275</b>	<b>257,424</b>	<b>281,800</b>	<b>-9%</b>	<b>9%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	4,577	3,287	5,287	5,287	5,287	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>4,577</b>	<b>3,287</b>	<b>5,287</b>	<b>5,287</b>	<b>5,287</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$247,388</b>	<b>\$273,278</b>	<b>\$313,402</b>	<b>\$273,562</b>	<b>\$262,711</b>	<b>\$281,800</b>	<b>-10%</b>	<b>7%</b>



## General Fund - Technology Services

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$418,087	\$529,878	\$581,524	\$581,524	\$581,298	\$609,045	5%	5%
Overtime	40	603	1,000	1,000	400	600	-40%	50%
Social Security & Medicare	30,110	38,251	44,563	44,563	41,789	46,782	5%	12%
Medical Benefits	63,047	83,901	87,430	87,430	88,513	88,674	1%	0%
Pension Benefits	38,570	45,769	46,949	46,949	46,454	53,184	13%	14%
Other Fringe Benefits	7,256	9,711	8,872	8,872	7,603	10,156	14%	34%
<b>Total Personal Services</b>	<b>557,110</b>	<b>708,113</b>	<b>770,338</b>	<b>770,338</b>	<b>766,057</b>	<b>808,441</b>	<b>5%</b>	<b>6%</b>
<b><u>Contractual Services</u></b>								
Utilities	14,535	15,131	16,549	16,549	15,457	15,494	-6%	0%
Travel & Training	23,213	17,385	30,550	20,550	20,100	22,100	-28%	10%
Printing & Photography	44	102	100	100	0	0	-100%	0%
Maintenance & Repair	154,991	160,116	175,062	169,798	165,146	179,026	2%	8%
Professional Services	0	2,508	0	0	0	0	0%	0%
Service Contracts	206,234	235,824	358,326	297,060	291,482	335,753	-6%	15%
<b>Total Contractual Services</b>	<b>399,017</b>	<b>431,066</b>	<b>580,587</b>	<b>504,057</b>	<b>492,185</b>	<b>552,373</b>	<b>-5%</b>	<b>12%</b>
<b><u>Commodities</u></b>								
Office Supplies	2,441	153	1,100	1,100	1,100	1,100	0%	0%
Other Supplies and Materials	50,045	65,421	70,000	60,300	59,550	53,900	-23%	-9%
Uniforms and Clothing	0	1,608	2,250	2,250	2,250	1,450	-36%	-36%
Meetings and Receptions	16	464	800	800	500	800	0%	60%
<b>Total Commodities</b>	<b>52,502</b>	<b>67,646</b>	<b>74,150</b>	<b>64,450</b>	<b>63,400</b>	<b>57,250</b>	<b>-23%</b>	<b>-10%</b>
<b><u>Capital Outlay</u></b>								
Technology Projects	0	0	80,000	80,000	0	23,000	-71%	100%
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>	<b>23,000</b>	<b>-71%</b>	<b>100%</b>
<b>Total Expenditures</b>	<b>1,008,629</b>	<b>1,206,825</b>	<b>1,505,075</b>	<b>1,418,845</b>	<b>1,321,642</b>	<b>1,441,064</b>	<b>-4%</b>	<b>9%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	221,986	209,850	247,793	211,601	211,601	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>221,986</b>	<b>209,850</b>	<b>247,793</b>	<b>211,601</b>	<b>211,601</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$1,230,615</b>	<b>\$1,416,675</b>	<b>\$1,752,868</b>	<b>\$1,630,446</b>	<b>\$1,533,243</b>	<b>\$1,441,064</b>	<b>-18%</b>	<b>-6%</b>



## General Fund - Municipal Court

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$150,326	\$155,515	\$162,544	\$147,544	\$147,446	\$111,870	-31%	-24%
Salaries - Part-Time	20,486	21,686	21,600	21,600	21,600	32,000	48%	48%
Overtime	12,284	15,460	17,250	17,250	12,500	17,610	2%	41%
Social Security & Medicare	12,824	13,269	15,407	13,907	14,018	12,353	-20%	-12%
Medical Benefits	25,731	25,959	25,392	25,392	25,500	23,437	-8%	-8%
Pension Benefits	14,104	12,381	13,058	13,058	13,088	9,769	-25%	-25%
Other Fringe Benefits	2,741	2,762	2,469	2,469	2,073	2,458	0%	19%
<b>Total Personal Services</b>	<b>238,496</b>	<b>247,032</b>	<b>257,720</b>	<b>241,220</b>	<b>236,225</b>	<b>209,497</b>	<b>-19%</b>	<b>-11%</b>
<b><u>Contractual Services</u></b>								
Postage	2,412	1,114	1,993	1,993	1,661	1,081	-46%	-35%
Utilities	2,241	1,605	1,911	1,911	2,014	2,015	5%	0%
Travel & Training	2,859	2,848	6,000	2,500	800	3,950	-34%	394%
Printing & Photography	1,849	120	2,250	2,250	1,000	900	-60%	-10%
Dues & Memberships	256	1,020	1,110	610	1,110	1,045	-6%	-6%
Professional Services	30,455	2,400	7,200	1,000	900	1,300	-82%	44%
Service Contracts	184,487	99,862	148,874	113,874	100,863	121,455	-18%	20%
Banking and Credit Card Fees	21,336	16,297	23,196	19,196	18,311	19,088	-18%	4%
<b>Total Contractual Services</b>	<b>245,895</b>	<b>125,266</b>	<b>192,534</b>	<b>143,334</b>	<b>126,659</b>	<b>150,834</b>	<b>-22%</b>	<b>19%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,508	1,678	2,500	1,500	750	1,500	-40%	100%
Uniforms and Clothing	0	0	150	150	100	150	0%	50%
Meetings and Receptions	230	184	450	450	150	250	-44%	67%
<b>Total Commodities</b>	<b>1,738</b>	<b>1,862</b>	<b>3,100</b>	<b>2,100</b>	<b>1,000</b>	<b>1,900</b>	<b>-39%</b>	<b>90%</b>
<b>Total Expenditures</b>	<b>\$486,129</b>	<b>\$374,160</b>	<b>\$453,354</b>	<b>\$386,654</b>	<b>\$363,884</b>	<b>\$362,231</b>	<b>-20%</b>	<b>0%</b>



## DEPARTMENT OF PLANNING AND DEVELOPMENT SERVICES

<b>Funded Staffing</b>			
	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b><u>Planning &amp; Development Services</u></b>			
Director of Planning & Development	1	1	1
Building Official	1	1	1
Plans Examiner	1	1	1
Building Inspector II	1	1	1
Planner	1	1	0
Building Inspector I	3	3	3
Planning Technician	1	1	1
Permit Technician	1	1	1
Administrative Specialist	1	1	1
<b>Total Planning &amp; Development Services</b>	<b>11</b>	<b>11</b>	<b>10</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 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

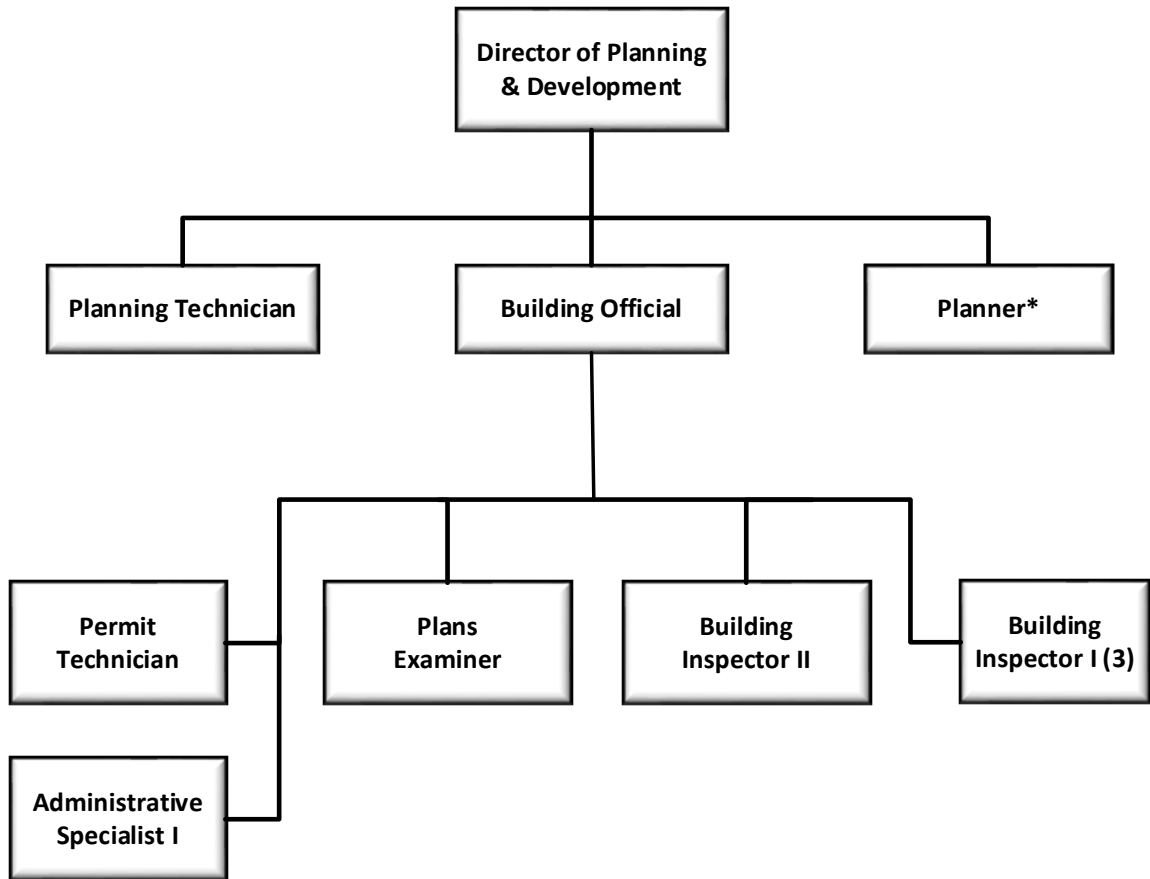
### **Performance Measures (by Fiscal Year):**

<b>Category</b>	<b>Measure</b>	<b>2018 Actual</b>	<b>2019 Goal</b>	<b>2019 Actual</b>	<b>2020 Goal</b>	<b>2021 Goal</b>
Customer	% of residents rating appearance of Clayton as good or better	-	95%	84%	-	90%
Process	% of property maintenance cases brought to compliance prior to referral to court	97%	95%	98%	95%	98%
	% of projects approved without modification to ARB guidelines	94%	95%	97%	95%	95%
People	Average Annual hours of training per employee	42	50	45	50	45
	Employee Engagement Index (actual results)	4.39	4.20	4.19	4.20	4.50

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



# Planning & Development Services Department



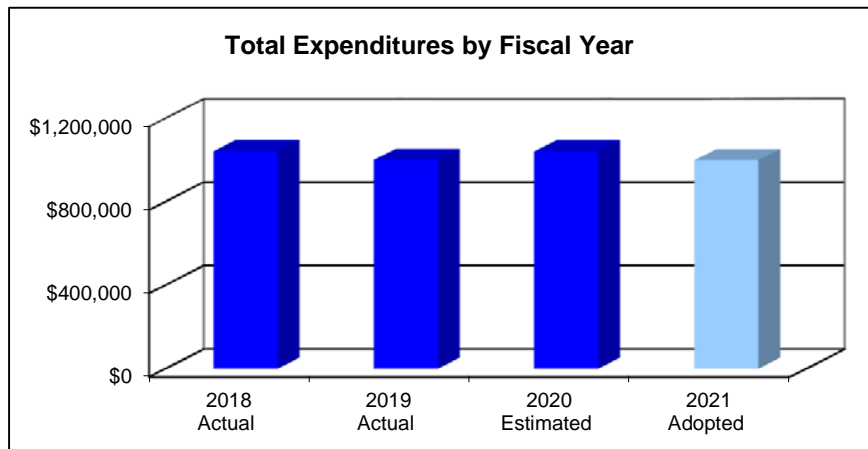
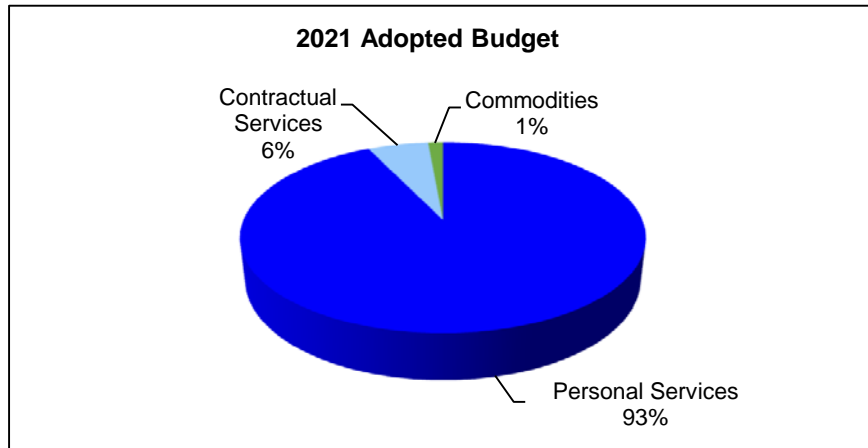
*\*This position is vacant and will not be filled in 2021 but may be filled in the future.*





## Planning & Development Services Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$889,850	\$945,525	\$1,006,772	\$948,772	\$922,996	\$926,234	-8%	0%
Contractual Services	140,878	43,764	229,498	110,698	109,116	57,650	-75%	-47%
Commodities	10,526	9,920	10,600	9,100	8,131	14,100	33%	73%
<b>Total Expenditures</b>	<b>1,041,254</b>	<b>999,209</b>	<b>1,246,870</b>	<b>1,068,570</b>	<b>1,040,243</b>	<b>997,984</b>	<b>-20%</b>	<b>-4%</b>
<b>Other Financing Uses</b>	<b>17,723</b>	<b>14,919</b>	<b>16,828</b>	<b>16,828</b>	<b>16,828</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Planning &amp; Development</b>	<b>\$1,058,977</b>	<b>\$1,014,128</b>	<b>\$1,263,698</b>	<b>\$1,085,398</b>	<b>\$1,057,071</b>	<b>\$997,984</b>	<b>-21%</b>	<b>-6%</b>





## General Fund - Planning & Development Services

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$591,913	\$681,083	\$737,621	\$687,621	\$675,741	\$680,399	-8%	1%
Salaries - Part-Time	55,199	734	8,500	8,500	0	0	-100%	0%
Overtime	12,139	21,818	10,000	10,000	13,162	12,000	20%	-9%
Other Compensation	1,180	1,204	1,200	1,200	1,206	1,201	0%	0%
Social Security & Medicare	47,912	51,414	57,935	53,935	49,329	53,061	-8%	8%
Medical Benefits	89,696	102,470	103,274	99,274	96,693	90,628	-12%	-6%
Pension Benefits	67,453	56,885	59,389	59,389	59,526	59,415	0%	0%
Other Fringe Benefits	24,357	29,917	28,853	28,853	27,339	29,529	2%	8%
<b>Total Personal Services</b>	<b>889,850</b>	<b>945,525</b>	<b>1,006,772</b>	<b>948,772</b>	<b>922,996</b>	<b>926,234</b>	<b>-8%</b>	<b>0%</b>
<b><u>Contractual Services</u></b>								
Postage	4,212	2,632	5,150	5,150	4,292	4,358	-15%	2%
Utilities	8,242	8,567	9,211	9,211	9,211	9,700	5%	5%
Travel & Training	4,960	6,521	18,000	6,000	5,500	7,550	-58%	37%
Printing & Photography	296	1,124	2,000	2,000	1,500	1,500	-25%	0%
Dues & Memberships	1,539	1,679	1,800	1,800	1,800	1,800	0%	0%
Advertising	907	1,275	3,000	1,200	750	1,250	-58%	67%
Maintenance & Repair	1,669	1,964	1,890	1,890	2,394	2,367	25%	-1%
Professional Services	7,207	2,918	175,000	75,000	75,000	17,500	-90%	-77%
Service Contracts	103,174	7,322	5,000	0	0	2,500	-50%	100%
Banking and Credit Card Fees	8,672	9,762	8,447	8,447	8,669	9,125	8%	5%
<b>Total Contractual Services</b>	<b>140,878</b>	<b>43,764</b>	<b>229,498</b>	<b>110,698</b>	<b>109,116</b>	<b>57,650</b>	<b>-75%</b>	<b>-47%</b>
<b><u>Commodities</u></b>								
Office Supplies	7,432	6,765	6,700	6,700	6,731	11,700	75%	74%
Uniforms and Clothing	869	1,653	1,200	1,200	400	1,200	0%	200%
Meetings and Receptions	2,225	1,502	2,700	1,200	1,000	1,200	-56%	20%
<b>Total Commodities</b>	<b>10,526</b>	<b>9,920</b>	<b>10,600</b>	<b>9,100</b>	<b>8,131</b>	<b>14,100</b>	<b>33%</b>	<b>73%</b>
<b>Total Expenditures</b>	<b>1,041,254</b>	<b>999,209</b>	<b>1,246,870</b>	<b>1,068,570</b>	<b>1,040,243</b>	<b>997,984</b>	<b>-20%</b>	<b>-4%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	17,723	14,919	16,828	16,828	16,828	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>17,723</b>	<b>14,919</b>	<b>16,828</b>	<b>16,828</b>	<b>16,828</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$1,058,977</b>	<b>\$1,014,128</b>	<b>\$1,263,698</b>	<b>\$1,085,398</b>	<b>\$1,057,071</b>	<b>\$997,984</b>	<b>-21%</b>	<b>-6%</b>



## DEPARTMENT OF POLICE

<b>Funded Staffing</b>			
	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b><u>Police Operations</u></b>			
Chief of Police	1	1	1
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	5	5	5
Detective	6	6	5
Police Officer	33	33	32
Police Administrative Supervisor	1	1	1
Administrative Specialist II	1	1	1
Administrative Specialist I	0.85	0.85	0.75
Prosecutor Assist/Police Clerk	1	1	1
Data Analyst	1	1	1
<b>Total Police Operations</b>	<b>54.85</b>	<b>54.85</b>	<b>52.75</b>
<b><u>Parking Control</u></b>			
Parking Controller	3	0	0
<b>Total Parking Control</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Total Police</b>	<b>57.85</b>	<b>54.85</b>	<b>52.75</b>

### 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, 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

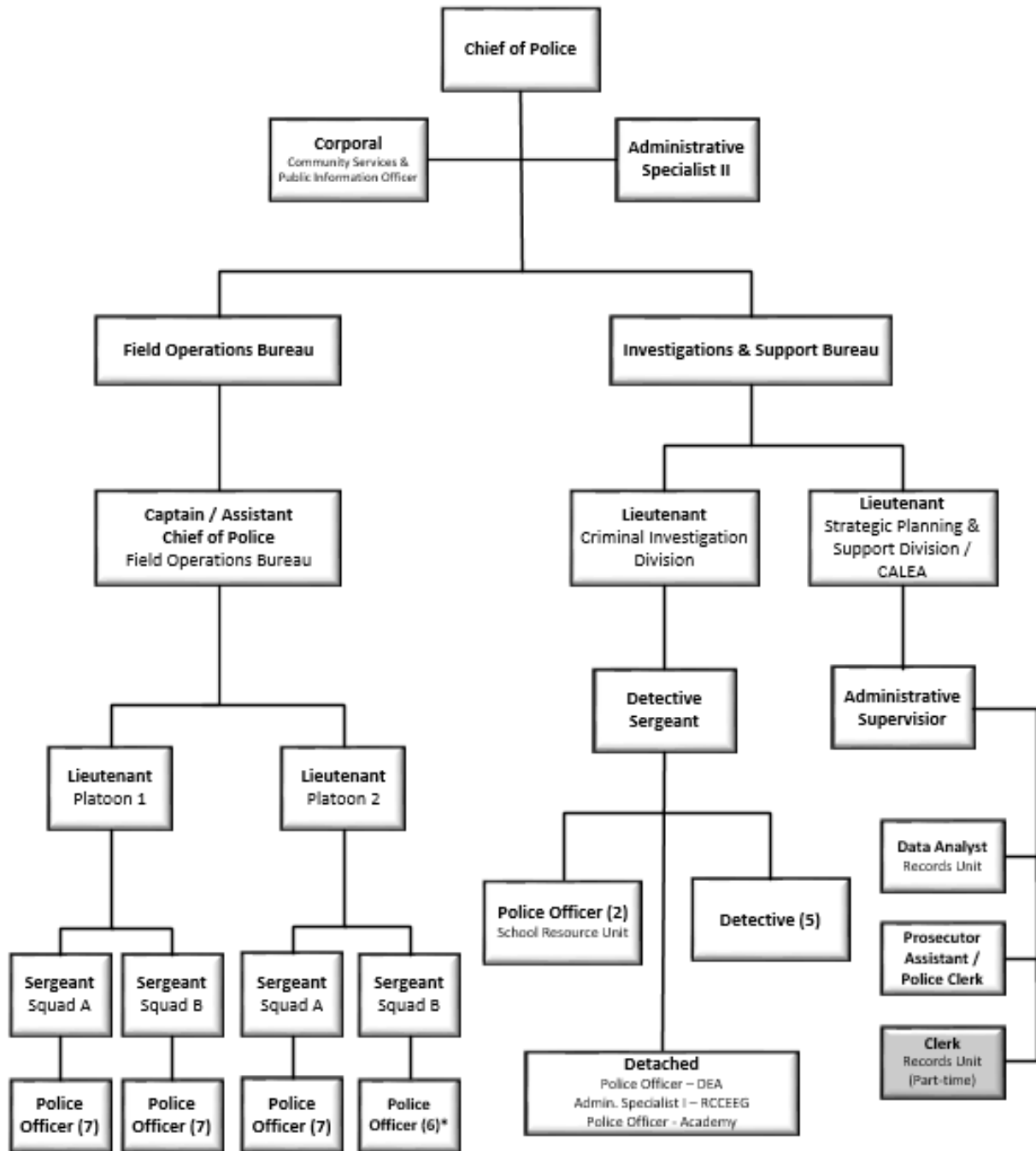
### Performance Measures (by Fiscal Year):

Category	Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents who feel safe	–	95%	88%	–	90%
Financial	Police cost per capita	\$157	\$153	\$152	\$157	\$157
Process	UCR Part I crimes per 1,000 population	18.10	18.00	15.70	18.00	18.00
	UCR Part I property crime clearance rate	31%	33%	32%	34%	34%
	UCR Part I violent crime clearance rate	52%	85%	73%	87%	80%
People	Annual training hours per employee	67	40	60	40	45
	% of employees meeting requirements to promote	78%	72%	74%	78%	74%
	Employee Engagement Index (actual results)	3.98	4.00	4.25	4.00	4.00

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



# Police Department

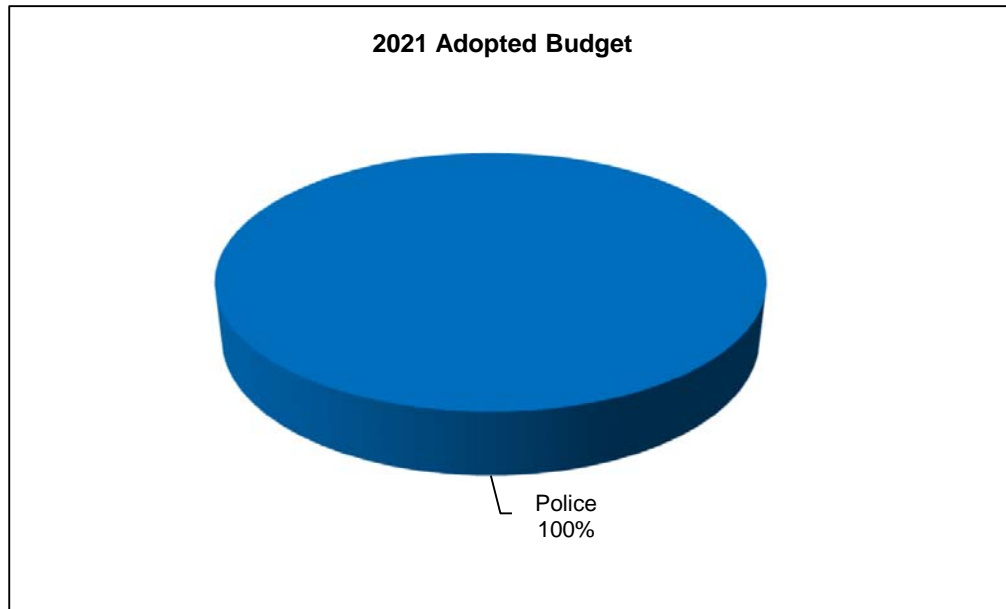


*\*One Police Officer position is vacant and will not be filled in 2021 but may be filled in the future.*



## Police Department Summary of Expenditures by Program

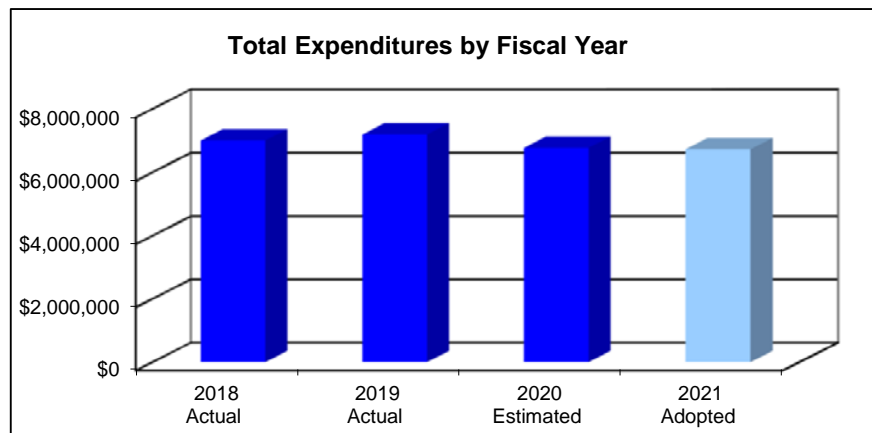
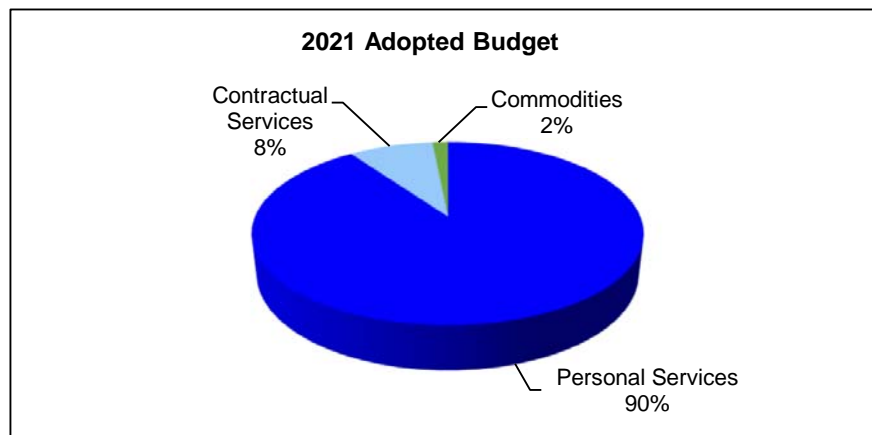
	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
Expenditures								
Police	\$6,785,119	\$6,976,205	\$7,235,992	\$6,820,570	\$6,775,730	\$6,731,529	-7%	-1%
Parking Control	223,485	220,084	0	0	0	0	0%	0%
<b>Total Police Department</b>	<b>\$7,008,604</b>	<b>\$7,196,289</b>	<b>\$7,235,992</b>	<b>\$6,820,570</b>	<b>\$6,775,730</b>	<b>\$6,731,529</b>	<b>-7%</b>	<b>-1%</b>





## Police Department Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
Expenditures								
Personal Services	\$6,131,737	\$6,243,836	\$6,280,360	\$5,950,360	\$5,898,271	\$6,070,388	-3%	3%
Contractual Services	601,774	556,293	599,797	558,797	580,286	558,217	-7%	-4%
Commodities	107,566	160,189	133,440	121,240	107,000	102,924	-23%	-4%
<b>Total Expenditures</b>	<b>6,841,077</b>	<b>6,960,318</b>	<b>7,013,597</b>	<b>6,630,397</b>	<b>6,585,557</b>	<b>6,731,529</b>	<b>-4%</b>	<b>2%</b>
<b>Other Financing Uses</b>	<b>167,527</b>	<b>235,971</b>	<b>222,395</b>	<b>190,173</b>	<b>190,173</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Police Department</b>	<b>\$7,008,604</b>	<b>\$7,196,289</b>	<b>\$7,235,992</b>	<b>\$6,820,570</b>	<b>\$6,775,730</b>	<b>\$6,731,529</b>	<b>-7%</b>	<b>-1%</b>





## General Fund - Police

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$4,012,335	\$4,157,786	\$4,325,608	\$4,065,608	\$4,040,633	\$4,187,451	-3%	4%
Salaries - Part-Time	19,574	11,826	20,085	20,085	20,378	20,345	1%	0%
Overtime	161,751	141,827	132,000	132,000	145,200	142,001	8%	-2%
Other Compensation	64,693	64,443	69,557	69,557	61,173	70,115	1%	15%
Social Security & Medicare	314,500	313,297	350,160	320,160	311,084	338,428	-3%	9%
Medical Benefits	489,657	521,445	530,880	490,880	479,388	482,718	-9%	1%
Pension Benefits	659,903	620,973	626,780	626,780	627,785	580,721	-7%	-7%
Other Fringe Benefits	216,206	223,069	225,290	225,290	212,630	248,609	10%	17%
<b>Total Personal Services</b>	<b>5,938,619</b>	<b>6,054,666</b>	<b>6,280,360</b>	<b>5,950,360</b>	<b>5,898,271</b>	<b>6,070,388</b>	<b>-3%</b>	<b>3%</b>
<b><u>Contractual Services</u></b>								
Postage	1,100	1,537	2,743	2,743	2,286	2,362	-14%	3%
Utilities	34,132	29,906	34,335	34,335	32,000	34,764	1%	9%
Travel & Training	29,881	29,678	46,818	31,818	33,500	35,035	-25%	5%
Printing & Photography	2,471	945	2,450	2,450	2,100	2,500	2%	19%
Dues & Memberships	3,760	4,579	5,045	4,045	4,000	4,950	-2%	24%
Maintenance & Repair	3,405	8,141	12,021	5,021	8,000	10,006	-17%	25%
Professional Services	0	23,636	6,000	6,000	14,500	0	-100%	-100%
Service Contracts	517,231	451,428	481,795	468,795	479,500	462,620	-4%	-4%
Medical Services	2,151	3,249	8,590	3,590	4,400	5,980	-30%	36%
<b>Total Contractual Services</b>	<b>594,131</b>	<b>553,099</b>	<b>599,797</b>	<b>558,797</b>	<b>580,286</b>	<b>558,217</b>	<b>-7%</b>	<b>-4%</b>
<b><u>Commodities</u></b>								
Office Supplies	16,757	16,624	19,500	14,500	13,000	15,000	-23%	15%
Medical Supplies	0	1,800	0	0	0	0	0%	0%
Other Supplies and Materials	40,838	62,822	55,690	57,490	46,000	40,649	-27%	-12%
Uniforms and Clothing	38,716	64,601	48,050	39,050	39,000	37,975	-21%	-3%
Meetings and Receptions	9,566	10,008	10,200	10,200	9,000	9,300	-9%	3%
<b>Total Commodities</b>	<b>105,877</b>	<b>155,855</b>	<b>133,440</b>	<b>121,240</b>	<b>107,000</b>	<b>102,924</b>	<b>-23%</b>	<b>-4%</b>
<b>Total Expenditures</b>	<b>6,638,627</b>	<b>6,763,620</b>	<b>7,013,597</b>	<b>6,630,397</b>	<b>6,585,557</b>	<b>6,731,529</b>	<b>-4%</b>	<b>2%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	146,492	212,585	222,395	190,173	190,173	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>146,492</b>	<b>212,585</b>	<b>222,395</b>	<b>190,173</b>	<b>190,173</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$6,785,119</b>	<b>\$6,976,205</b>	<b>\$7,235,992</b>	<b>\$6,820,570</b>	<b>\$6,775,730</b>	<b>\$6,731,529</b>	<b>-7%</b>	<b>-1%</b>



## General Fund - Parking Control

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$127,874	\$126,574	\$0	\$0	\$0	\$0	0%	0%
Overtime	188	191	0	0	0	0	0%	0%
Other Compensation	505	444	0	0	0	0	0%	0%
Social Security & Medicare	8,612	8,794	0	0	0	0	0%	0%
Medical Benefits	35,360	33,884	0	0	0	0	0%	0%
Pension Benefits	12,089	10,691	0	0	0	0	0%	0%
Other Fringe Benefits	8,490	8,592	0	0	0	0	0%	0%
<b>Total Personal Services</b>	<b>193,118</b>	<b>189,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b><u>Contractual Services</u></b>								
Utilities	1,148	1,936	0	0	0	0	0%	0%
Travel & Training	4,845	1,214	0	0	0	0	0%	0%
Printing & Photography	1,650	44	0	0	0	0	0%	0%
<b>Total Contractual Services</b>	<b>7,643</b>	<b>3,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b><u>Commodities</u></b>								
Office Supplies	733	2,185	0	0	0	0	0%	0%
Other Supplies and Materials	221	166	0	0	0	0	0%	0%
Uniforms and Clothing	735	1,983	0	0	0	0	0%	0%
<b>Total Commodities</b>	<b>1,689</b>	<b>4,334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>202,450</b>	<b>196,698</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	21,035	23,386	0	0	0	0	0%	0%
<b>Total Other Financing Uses</b>	<b>21,035</b>	<b>23,386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$223,485</b>	<b>\$220,084</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>

Note: This program moved within Administrative Services beginning in 2020.





## DEPARTMENT OF FIRE

<b>Funded Staffing</b>			
	<b>2019</b>	<b>2020</b>	<b>2021</b>
Fire Chief	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	3	3	3
Battalion Chief/Shared Training Officer	1	1	1
Captain	6	6	6
Lieutenant	3	3	3
Firefighter/Paramedic	26	26	26
Firefighter/EMT	1	1	1
Administrative Specialist III	1	1	1
<b>Total Fire</b>	<b>43</b>	<b>43</b>	<b>43</b>

### **Mission**

Devoted to preserving life and property through teamwork, exceptional performance and professionalism.

### **Core Values**

- Service: Put the welfare of the community, the department and our members before your own.
- Duty: Fulfill your obligations.
- Honor: Live up to the values of the Clayton Fire tradition.
- Pride: Remember those who went before you and ensure the future of the organization.
- Humility: Develop a modest view of one’s own importance.
- Discipline: Habituate the virtue, knowledge and skill necessary for the job.
- Ownership: Be responsible and answerable for your actions or inactions.
- Integrity: Do what’s right – legally, ethically and morally.
- Professionalism: Dress, communicate and conduct oneself becoming of the Clayton Fire Department and mission.
- Respect: Treat people as they should be treated... especially one another.

### **Description**

The Clayton Fire Department provides fire protection, fire prevention, code enforcement, all hazards emergency response, and advanced life support (ALS) emergency medical treatment and EMS transport services for the community. In addition to these duties and responsibilities, Clayton Fire Department personnel also teach life safety and prevention to residents, the business community and City of Clayton employees. The Fire Department’s immediate jurisdiction encompasses all governmental boundaries of the City, (an additional contractual service area) along with multi-jurisdictional mutual aid/automatic aid response coverage for the East Central area.

Services are provided from the Clayton Headquarters Fire Station with a fleet of apparatus including: 1 fire/rescue engine (3217), 1 quint/platform ladder truck (3212), 1 primary ambulance (3217), 1 reserve ambulance (3297), and 1 multi-purpose UTV rescue unit (3288) along with several Command Staff Units: 3200-Fire Chief, 3201-Assistant Chief/Fire Marshal, and 3203-Battalion Chief.

The East Central Dispatch Center (ECDC) serves as the public safety answering point (PSAP) and dispatch communications center from a multi-jurisdictional “Standards of Cover” approach for a coverage area encompassing eight different municipalities.

Staffing for the Fire Department consists of 43 personnel, 42 uniformed members and 1 civilian administrative staff: The Fire Chief, Assistant Chief/Fire Marshal, Training Chief, Administrative Specialist, and the three 13-person crews complete the staffing for the 24-hrs a day, 7-days a week operation. The Training Chief is shared by two other neighboring cities (Brentwood and Maplewood) who reimburse the City of Clayton for their portion of the associated costs for the position.

**Goal**

To ensure a high level of public safety by providing effective and efficient response to all Fire Suppression and Fire-Based EMS emergencies. Fire prevention is of paramount importance as the Clayton Fire Department looks at fire inspection and fire code enforcement as key goals while continuously educating the public on safety and prevention.

**Key Intended Outcome**

The safety and welfare of those who we serve.

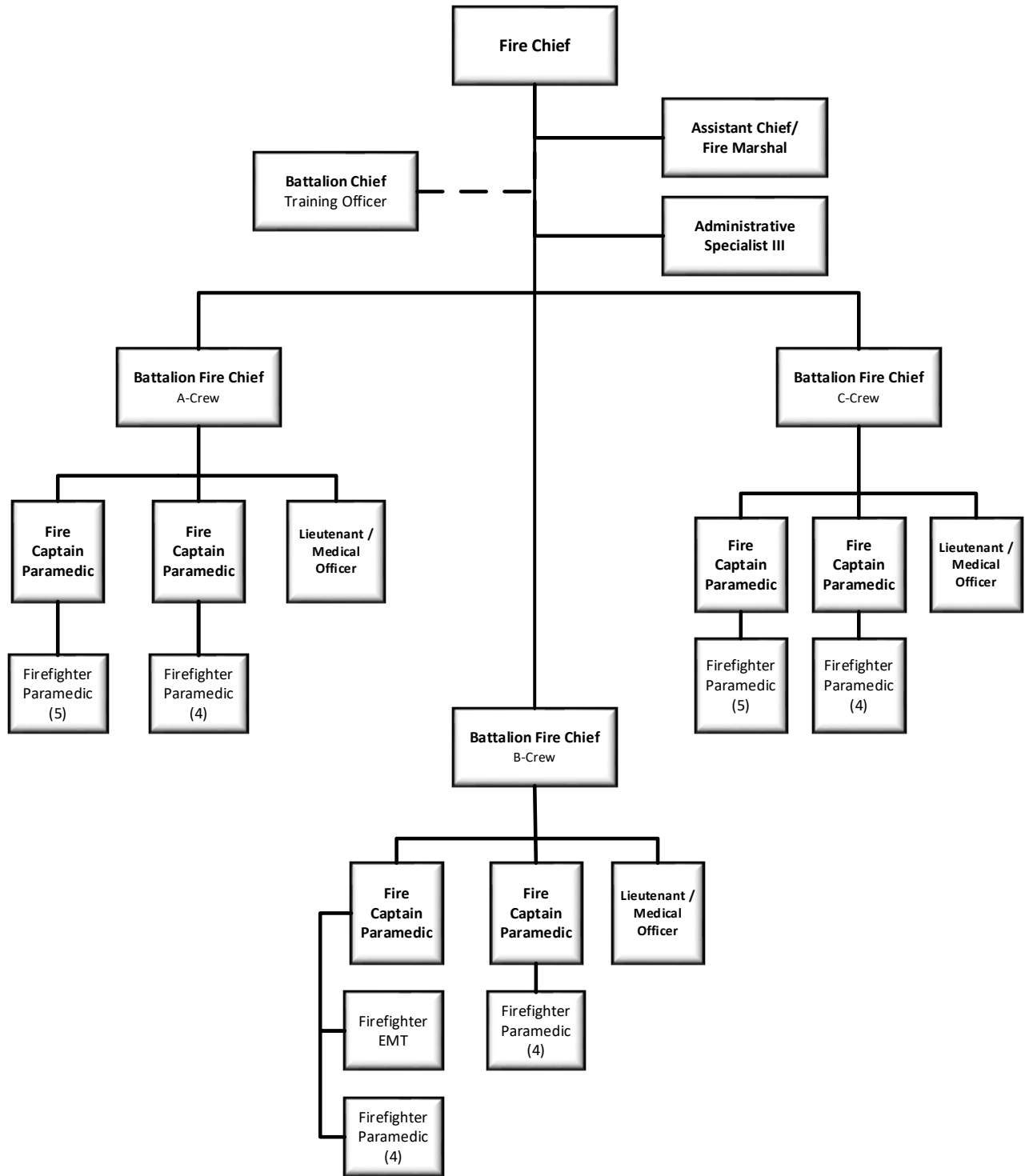
**Performance Measures (by Fiscal Year):**

Category	Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents surveyed rating competency of Fire/EMS as good or excellent	–	90%	89%	–	90%
	Fire/EMS cost per capita	\$111	\$96	\$121	\$115	\$115
Financial	% of fires contained to room of origin	94%	100%	100%	100%	100%
Process	% of cardiac arrest patients who exhibit a pulse upon delivery to hospital	75%	50%	57%	100%	100%
	Annual training hours per employee	321	200	315	200	200
People	% of employees meeting requirements to promote	73%	80%	50%	85%	85%
	Employee Engagement Index (actual results)	4.19	4.20	4.42	4.3	4.3

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



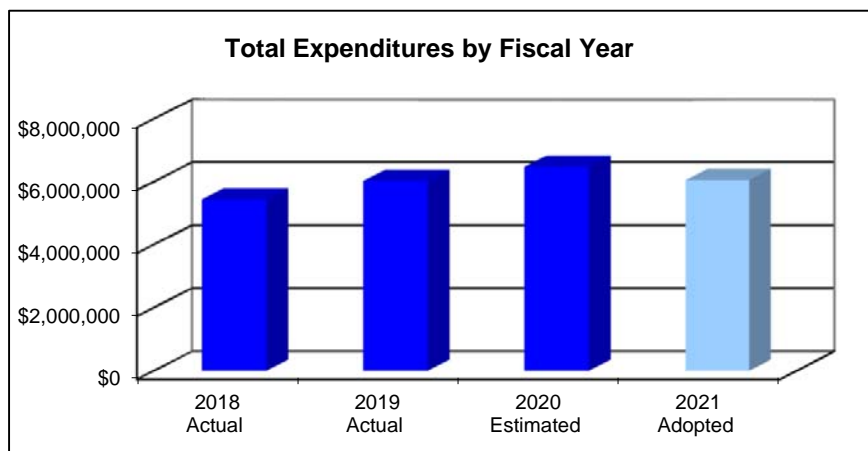
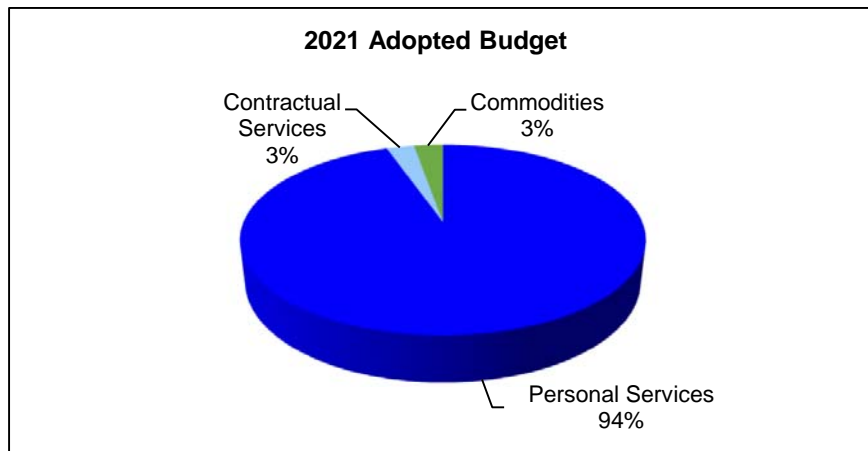
# Fire Department





## Fire Department Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$4,616,540	\$5,173,928	\$5,588,474	\$5,588,474	\$5,629,847	\$5,734,234	3%	2%
Contractual Services	152,166	173,509	182,749	177,149	142,834	159,384	-13%	12%
Commodities	123,711	205,809	198,981	197,481	234,889	167,558	-16%	-29%
<b>Total Expenditures</b>	4,892,417	5,553,246	5,970,204	5,963,104	6,007,570	6,061,176	2%	1%
<b>Other Financing Uses</b>	547,350	480,760	550,845	471,035	471,035	0	-100%	-100%
<b>Total Fire Department</b>	\$5,439,767	\$6,034,006	\$6,521,049	\$6,434,139	\$6,478,605	\$6,061,176	-7%	-6%





## General Fund - Fire

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$2,894,132	\$3,257,678	\$3,651,902	\$3,651,902	\$3,612,424	\$3,734,135	2%	3%
Overtime	295,205	396,181	301,705	301,705	392,000	315,282	5%	-20%
Other Compensation	64,457	91,085	90,850	90,850	94,730	95,729	5%	1%
Social Security & Medicare	239,716	275,093	310,549	310,549	306,685	306,611	-1%	0%
Medical Benefits	329,672	368,647	392,447	392,447	382,981	399,651	2%	4%
Pension Benefits	505,690	512,148	538,423	538,423	538,423	525,810	-2%	-2%
Other Fringe Benefits	287,668	273,096	302,598	302,598	302,604	357,015	18%	18%
<b>Total Personal Services</b>	<b>4,616,540</b>	<b>5,173,928</b>	<b>5,588,474</b>	<b>5,588,474</b>	<b>5,629,847</b>	<b>5,734,234</b>	<b>3%</b>	<b>2%</b>
<b><u>Contractual Services</u></b>								
Postage	932	462	967	967	772	803	-17%	4%
Utilities	22,211	25,464	26,651	26,651	26,651	27,758	4%	4%
Travel & Training	27,821	63,088	80,068	75,668	40,847	51,440	-36%	26%
Printing & Photography	2,045	5,209	10,000	10,000	5,500	6,000	-40%	9%
Dues & Memberships	5,800	5,886	6,608	6,608	7,383	5,955	-10%	-19%
Maintenance & Repair	12,859	15,614	22,405	22,405	14,897	17,128	-24%	15%
Professional Services	50,965	14,757	0	0	12,396	8,000	100%	-35%
Service Contracts	9,690	4,429	6,900	5,700	4,280	7,025	2%	64%
Medical Services	19,843	38,600	29,150	29,150	30,108	35,275	21%	17%
<b>Total Contractual Services</b>	<b>152,166</b>	<b>173,509</b>	<b>182,749</b>	<b>177,149</b>	<b>142,834</b>	<b>159,384</b>	<b>-13%</b>	<b>12%</b>
<b><u>Commodities</u></b>								
Office Supplies	9,325	9,046	9,640	9,640	13,113	12,840	33%	-2%
Minor Supplies and Equipment	1,546	5,396	10,578	9,078	4,645	7,498	-29%	61%
Medical Supplies	31,208	34,523	44,000	44,000	71,500	40,000	-9%	-44%
Other Supplies and Materials	33,694	38,287	74,077	74,077	82,529	46,170	-38%	-44%
Uniforms and Clothing	45,240	113,389	57,172	57,172	60,000	57,000	0%	-5%
Meetings and Receptions	2,698	5,168	3,514	3,514	3,102	4,050	15%	31%
<b>Total Commodities</b>	<b>123,711</b>	<b>205,809</b>	<b>198,981</b>	<b>197,481</b>	<b>234,889</b>	<b>167,558</b>	<b>-16%</b>	<b>-29%</b>
<b>Total Expenditures</b>	<b>4,892,417</b>	<b>5,553,246</b>	<b>5,970,204</b>	<b>5,963,104</b>	<b>6,007,570</b>	<b>6,061,176</b>	<b>2%</b>	<b>1%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	547,350	480,760	550,845	471,035	471,035	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>547,350</b>	<b>480,760</b>	<b>550,845</b>	<b>471,035</b>	<b>471,035</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$5,439,767</b>	<b>\$6,034,006</b>	<b>\$6,521,049</b>	<b>\$6,434,139</b>	<b>\$6,478,605</b>	<b>\$6,061,176</b>	<b>-7%</b>	<b>-6%</b>

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## DEPARTMENT OF PUBLIC WORKS

Funded Staffing			
	2019	2020	2021
<b><u>Engineering</u></b>			
Director of Public Works	1	1	1
Assistant Dir – PW, Eng & Operations	1	1	1
Assistant Dir – PW, Fleet & Facilities	1	1	1
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	0	1	1
Streets Superintendent	1	0	0
City Forester	1	2	2
Foreman I	2	2	2
Assistant City Forester	1	0	0
Municipal Service Worker II	2	2	2
Municipal Service Worker I	5	5	4
<b>Total Street Maintenance</b>	<b>12</b>	<b>12</b>	<b>11</b>
<b><u>Facility Maintenance</u></b>			
Foreman I	1	1	1
Facility Maintenance Worker II	1	1	1
Facility Maintenance Worker I	1	1	1
<b>Total Facility Maintenance</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b><u>Fleet Maintenance</u></b>			
Mechanic Foreman	1	1	1
Mechanic	2	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	1	1	1
<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>26</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):

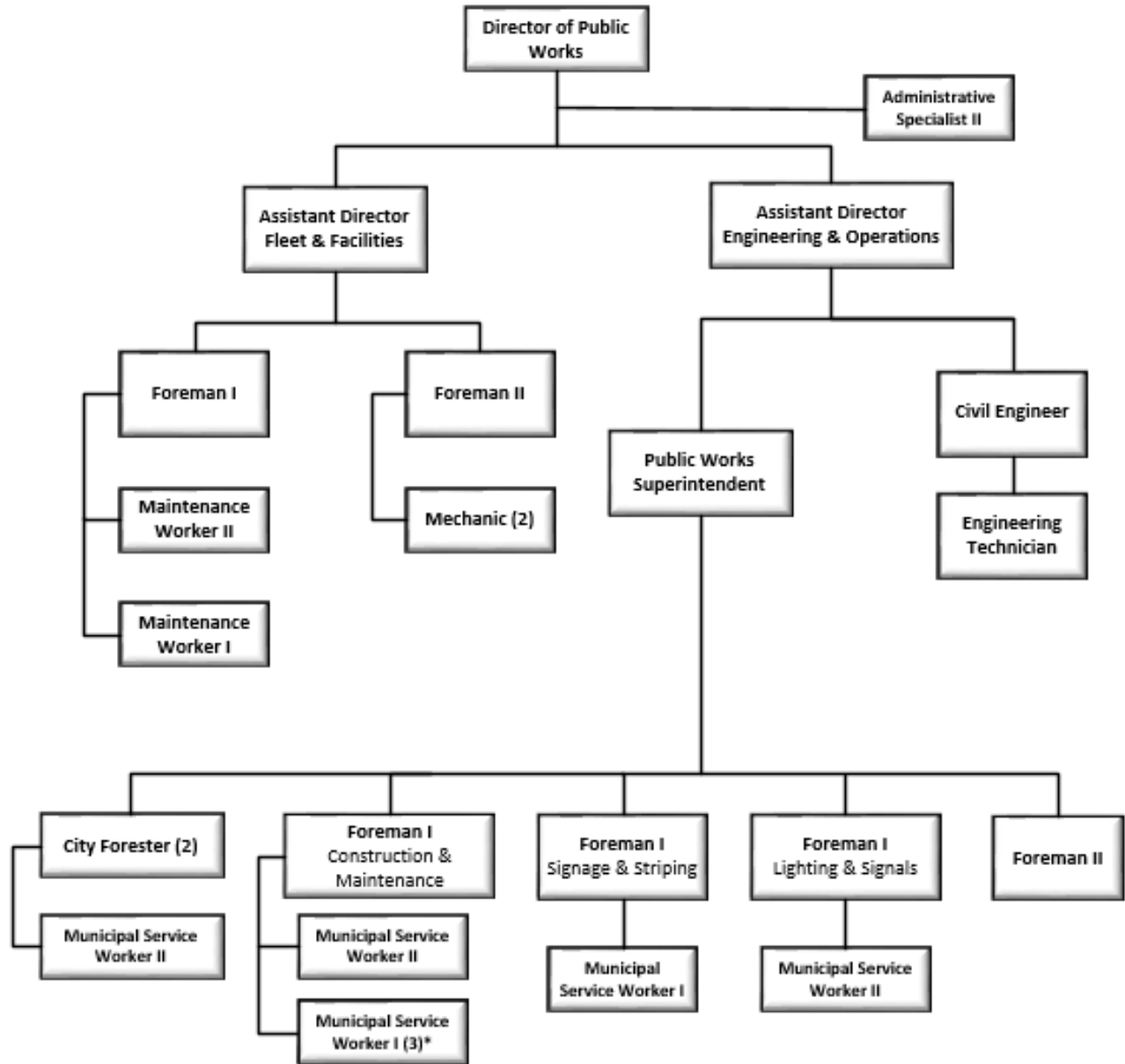
Category	Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents rating streets as good or better	–	80%	63%	–	63%
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths	\$248	\$22,000	\$10,746	\$24,434	\$60,938
Process	% Lane Miles with Pavement Condition Index Rating of 3 or higher	89%	85%	85%	85%	89%
	% of linear miles with dedicated/shared bicycle routes	15%	15%	15%	16%	16%
	Annual sidewalk defects per 1,000 linear feet	0.92	0.88	–	0.86	–
People	Annual training hours per employee	23	35	32	35	35
	Employee Engagement Index (actual results)	4.16	4.20	4.11	4.20	4.20

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





# Public Works Department

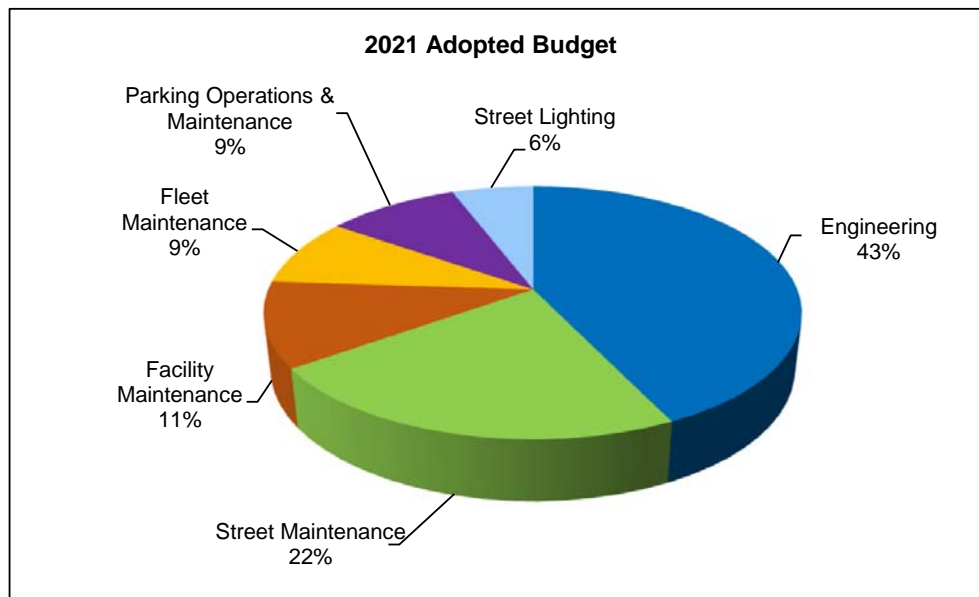


*\*One Municipal Service Worker I position is vacant and will not be filled in 2021 but may be filled in the future.*



## Public Works Summary of Expenditures by Program

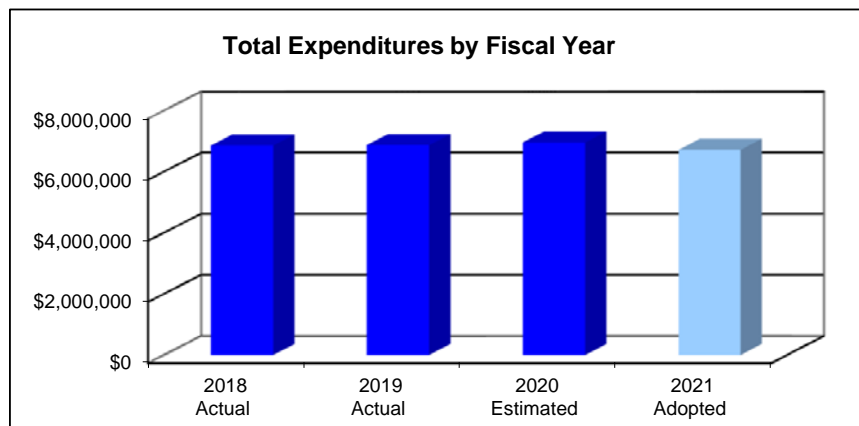
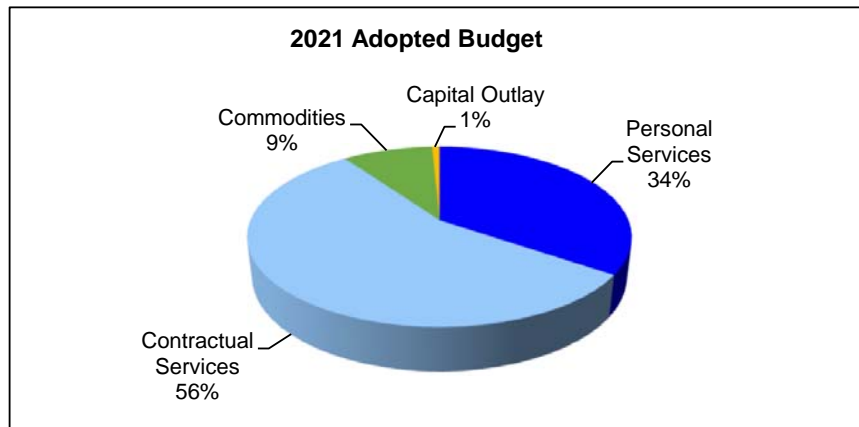
	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Engineering	\$2,557,621	\$2,653,335	\$2,875,214	\$2,775,534	\$2,652,723	\$2,877,969	0%	8%
Street Maintenance	1,593,682	1,660,035	1,891,826	1,781,316	1,697,655	1,499,733	-21%	-12%
Facility Maintenance	868,571	869,587	906,332	880,851	840,729	731,741	-19%	-13%
Fleet Maintenance	553,093	588,701	654,366	634,366	641,752	580,939	-11%	-9%
Parking Operations & Maintenance	773,968	664,379	725,269	677,769	698,663	637,653	-12%	-9%
Street Lighting	511,286	435,881	488,880	457,880	424,134	391,448	-20%	-8%
<b>Total Public Works</b>	<b>\$6,858,221</b>	<b>\$6,871,918</b>	<b>\$7,541,887</b>	<b>\$7,207,716</b>	<b>\$6,955,656</b>	<b>\$6,719,483</b>	<b>-11%</b>	<b>-3%</b>





## Public Works Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$2,228,471	\$2,215,503	\$2,370,706	\$2,244,916	\$2,169,640	\$2,320,852	-2%	7%
Contractual Services	3,183,196	3,287,252	3,672,007	3,644,876	3,488,694	3,739,827	2%	7%
Commodities	523,154	560,920	718,701	607,072	583,819	607,804	-15%	4%
Capital Outlay	117,099	109,490	47,250	59,250	61,901	51,000	8%	-18%
Debt Service	134,638	0	0	0	0	0	0%	0%
<b>Total Expenditures</b>	6,186,558	6,173,165	6,808,664	6,556,114	6,304,054	6,719,483	-1%	7%
<b>Other Financing Uses</b>	671,663	698,753	733,223	651,602	651,602	0	-100%	-100%
<b>Total Public Works</b>	\$6,858,221	\$6,871,918	\$7,541,887	\$7,207,716	\$6,955,656	\$6,719,483	-11%	-3%





## General Fund - Engineering

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$482,883	\$460,915	\$460,986	\$425,986	\$414,424	\$458,838	0%	11%
Salaries - Part-Time	5,818	10,409	16,240	8,120	6,960	16,800	3%	141%
Overtime	173	296	3,508	3,508	3,671	3,629	3%	-1%
Other Compensation	5,014	3,049	5,000	5,000	0	0	-100%	0%
Social Security & Medicare	36,789	35,432	41,749	34,749	29,936	36,664	-12%	22%
Medical Benefits	46,876	43,942	55,178	47,178	41,647	49,169	-11%	18%
Pension Benefits	45,548	39,956	42,294	42,294	42,392	40,067	-5%	-5%
Other Fringe Benefits	10,654	10,889	11,726	11,726	10,333	12,178	4%	18%
<b>Total Personal Services</b>	<b>633,755</b>	<b>604,888</b>	<b>636,681</b>	<b>578,561</b>	<b>549,363</b>	<b>617,345</b>	<b>-3%</b>	<b>12%</b>
<b><u>Contractual Services</u></b>								
Postage	540	531	452	452	405	800	77%	98%
Utilities	18,873	17,330	21,971	21,971	21,971	20,699	-6%	-6%
Travel & Training	7,727	7,641	27,801	10,341	6,200	10,482	-62%	69%
Printing & Photography	226	376	600	600	300	400	-33%	33%
Dues & Memberships	1,246	1,281	2,037	2,037	1,500	1,499	-26%	0%
Advertising	0	0	0	0	425	0	0%	-100%
Maintenance & Repair	1,596	1,104	1,123	1,123	1,065	1,203	7%	13%
Professional Services	0	0	42,200	20,100	18,650	21,000	-50%	13%
Service Contracts	11,253	12,117	3,991	3,991	3,991	3,991	0%	0%
Waste and Recycling	1,841,144	1,966,385	2,090,350	2,090,350	2,005,076	2,192,423	5%	9%
<b>Total Contractual Services</b>	<b>1,882,605</b>	<b>2,006,765</b>	<b>2,190,525</b>	<b>2,150,965</b>	<b>2,059,583</b>	<b>2,252,497</b>	<b>3%</b>	<b>9%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,510	872	3,135	3,135	2,740	2,900	-7%	6%
Other Supplies and Materials	4,690	3,241	3,406	1,406	1,200	1,401	-59%	17%
Uniforms and Clothing	1,289	1,315	1,675	1,675	1,675	1,675	0%	0%
Meetings and Receptions	1,949	1,529	2,830	2,830	1,200	2,151	-24%	79%
<b>Total Commodities</b>	<b>9,438</b>	<b>6,957</b>	<b>11,046</b>	<b>9,046</b>	<b>6,815</b>	<b>8,127</b>	<b>-26%</b>	<b>19%</b>
<b>Total Expenditures</b>	<b>2,525,798</b>	<b>2,618,610</b>	<b>2,838,252</b>	<b>2,738,572</b>	<b>2,615,761</b>	<b>2,877,969</b>	<b>1%</b>	<b>10%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	31,823	34,725	36,962	36,962	36,962	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>31,823</b>	<b>34,725</b>	<b>36,962</b>	<b>36,962</b>	<b>36,962</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$2,557,621</b>	<b>\$2,653,335</b>	<b>\$2,875,214</b>	<b>\$2,775,534</b>	<b>\$2,652,723</b>	<b>\$2,877,969</b>	<b>0%</b>	<b>8%</b>



## General Fund - Street Maintenance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$585,064	\$607,816	\$638,375	\$638,375	\$632,958	\$623,900	-2%	-1%
Salaries - Part-Time	20,450	10,280	54,240	22,850	17,600	24,357	-55%	38%
Overtime	45,272	38,820	33,320	33,320	29,560	34,235	3%	16%
Other Compensation	496	265	264	264	212	265	0%	25%
Social Security & Medicare	47,693	47,879	55,019	55,019	51,841	52,231	-5%	1%
Medical Benefits	92,485	107,656	107,519	107,519	111,739	110,090	2%	-1%
Pension Benefits	59,036	52,020	52,427	52,427	52,549	54,481	4%	4%
Other Fringe Benefits	65,438	64,876	63,923	63,923	59,249	69,896	9%	18%
<b>Total Personal Services</b>	<b>915,934</b>	<b>929,612</b>	<b>1,005,087</b>	<b>973,697</b>	<b>955,708</b>	<b>969,455</b>	<b>-4%</b>	<b>1%</b>
<b><u>Contractual Services</u></b>								
Utilities	28,007	23,524	25,799	25,799	25,799	26,115	1%	1%
Travel & Training	6,170	6,999	11,646	8,021	6,951	8,052	-31%	16%
Dues & Memberships	743	545	1,270	1,270	905	756	-40%	-16%
Advertising	55	102	250	250	250	250	0%	0%
Maintenance & Repair	-235	596	26,000	16,000	15,500	20,500	-21%	32%
Service Contracts	194,625	192,582	217,995	251,024	212,596	246,045	13%	16%
Rentals	0	1,285	2,500	2,500	2,000	1,500	-40%	-25%
Waste and Recycling	1,716	946	5,000	5,000	2,500	3,500	-30%	40%
<b>Total Contractual Services</b>	<b>231,081</b>	<b>226,579</b>	<b>290,460</b>	<b>309,864</b>	<b>266,501</b>	<b>306,718</b>	<b>6%</b>	<b>15%</b>
<b><u>Commodities</u></b>								
Office Supplies	482	1,110	1,375	1,375	975	1,175	-15%	21%
Minor Supplies and Equipment	7,618	7,759	8,600	8,600	7,500	7,051	-18%	-6%
Agriculture Supplies General	53,270	46,353	78,000	40,971	38,000	35,000	-55%	-8%
Medical Supplies	1,297	920	1,250	1,250	1,250	1,288	3%	3%
Snow and Ice Control Materials	11,050	31,246	66,000	56,000	56,000	51,000	-23%	-9%
Construction Materials	14,141	22,596	30,909	29,994	21,750	28,300	-8%	30%
Traffic Supplies	30,533	15,018	34,475	35,390	30,125	31,676	-8%	5%
Other Supplies and Materials	1,075	15,173	13,000	6,500	6,500	10,000	-23%	54%
Uniforms and Clothing	7,043	7,620	7,470	7,470	7,000	7,470	0%	7%
Meetings and Receptions	1,394	3,190	2,400	2,400	2,400	2,600	8%	8%
<b>Total Commodities</b>	<b>127,903</b>	<b>150,985</b>	<b>243,479</b>	<b>189,950</b>	<b>171,500</b>	<b>175,560</b>	<b>-28%</b>	<b>2%</b>
<b><u>Capital Outlay</u></b>								
Equipment	5,574	74,691	0	0	0	0	0%	0%
Roadways and Parking Lots	24,148	0	42,250	42,250	38,391	48,000	14%	25%
<b>Total Capital Outlay</b>	<b>29,722</b>	<b>74,691</b>	<b>42,250</b>	<b>42,250</b>	<b>38,391</b>	<b>48,000</b>	<b>14%</b>	<b>25%</b>
<b>Total Expenditures</b>	<b>1,304,640</b>	<b>1,381,867</b>	<b>1,581,276</b>	<b>1,515,761</b>	<b>1,432,100</b>	<b>1,499,733</b>	<b>-5%</b>	<b>5%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	289,042	278,168	310,550	265,555	265,555	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>289,042</b>	<b>278,168</b>	<b>310,550</b>	<b>265,555</b>	<b>265,555</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$1,593,682</b>	<b>\$1,660,035</b>	<b>\$1,891,826</b>	<b>\$1,781,316</b>	<b>\$1,697,655</b>	<b>\$1,499,733</b>	<b>-21%</b>	<b>-12%</b>



## General Fund - Facility Maintenance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$141,135	\$148,914	\$154,177	\$154,177	\$154,637	\$158,065	3%	2%
Salaries - Part-Time	2,165	5,724	8,120	8,120	6,960	8,400	3%	21%
Overtime	2,596	2,158	4,140	4,140	1,500	4,224	2%	182%
Social Security & Medicare	11,029	11,746	12,732	12,732	11,785	13,058	3%	11%
Medical Benefits	16,412	19,747	19,854	19,854	16,991	17,382	-12%	2%
Pension Benefits	13,531	11,882	12,540	12,540	12,569	13,803	10%	10%
Other Fringe Benefits	8,842	8,499	9,193	9,193	8,768	10,292	12%	17%
<b>Total Personal Services</b>	<b>195,710</b>	<b>208,670</b>	<b>220,756</b>	<b>220,756</b>	<b>213,210</b>	<b>225,225</b>	<b>2%</b>	<b>6%</b>
<b><u>Contractual Services</u></b>								
Utilities	283,574	250,997	276,900	264,900	226,500	270,500	-2%	19%
Travel & Training	5,507	5,818	8,786	5,311	2,450	6,991	-20%	185%
Dues & Memberships	359	405	1,178	1,178	1,178	618	-48%	-48%
Maintenance & Repair	63,250	78,605	101,330	101,330	101,150	93,256	-8%	-8%
Service Contracts	79,811	91,974	90,159	90,159	87,000	89,025	-1%	2%
<b>Total Contractual Services</b>	<b>432,501</b>	<b>427,799</b>	<b>478,353</b>	<b>462,878</b>	<b>418,278</b>	<b>460,390</b>	<b>-4%</b>	<b>10%</b>
<b><u>Commodities</u></b>								
Minor Supplies and Equipment	2,934	3,048	3,500	3,500	3,000	3,500	0%	17%
Medical Supplies	0	80	510	510	300	300	-41%	0%
Other Supplies and Materials	45,495	39,203	38,850	38,850	42,250	37,651	-3%	-11%
Uniforms and Clothing	1,287	1,869	1,795	1,795	1,500	1,795	0%	20%
Meetings and Receptions	2,302	2,439	2,881	2,881	2,500	2,880	0%	15%
<b>Total Commodities</b>	<b>52,018</b>	<b>46,639</b>	<b>47,536</b>	<b>47,536</b>	<b>49,550</b>	<b>46,126</b>	<b>-3%</b>	<b>-7%</b>
<b><u>Capital Outlay</u></b>								
Facility Improvements	74,868	31,800	0	12,000	22,010	0	0%	-100%
<b>Total Capital Outlay</b>	<b>74,868</b>	<b>31,800</b>	<b>0</b>	<b>12,000</b>	<b>22,010</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>755,097</b>	<b>714,908</b>	<b>746,645</b>	<b>743,170</b>	<b>703,048</b>	<b>731,741</b>	<b>-2%</b>	<b>4%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	113,474	154,679	159,687	137,681	137,681	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>113,474</b>	<b>154,679</b>	<b>159,687</b>	<b>137,681</b>	<b>137,681</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$868,571</b>	<b>\$869,587</b>	<b>\$906,332</b>	<b>\$880,851</b>	<b>\$840,729</b>	<b>\$731,741</b>	<b>-19%</b>	<b>-13%</b>



## General Fund - Fleet Maintenance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$178,917	\$185,775	\$191,857	\$191,857	\$193,746	\$195,226	2%	1%
Overtime	1,650	644	1,967	1,967	600	2,067	5%	245%
Social Security & Medicare	13,274	14,238	14,828	14,828	15,714	15,284	3%	-3%
Medical Benefits	23,543	17,810	24,849	24,849	13,942	14,370	-42%	3%
Pension Benefits	17,078	14,882	15,516	15,516	15,551	17,048	10%	10%
Other Fringe Benefits	8,580	8,142	8,620	8,620	8,305	8,802	2%	6%
<b>Total Personal Services</b>	<b>243,042</b>	<b>241,491</b>	<b>257,637</b>	<b>257,637</b>	<b>247,858</b>	<b>252,798</b>	<b>-2%</b>	<b>2%</b>
<b><u>Contractual Services</u></b>								
Postage	36	36	0	0	0	0	0%	0%
Travel & Training	3,825	4,573	5,250	3,500	3,500	5,800	10%	66%
Dues & Memberships	0	499	1,500	500	500	500	-67%	0%
Maintenance & Repair	4,188	18,118	36,235	57,735	57,400	41,236	14%	-28%
Service Contracts	34,059	11,152	7,900	7,150	7,150	8,950	13%	25%
<b>Total Contractual Services</b>	<b>42,108</b>	<b>34,378</b>	<b>50,885</b>	<b>68,885</b>	<b>68,550</b>	<b>56,486</b>	<b>11%</b>	<b>-18%</b>
<b><u>Commodities</u></b>								
Office Supplies	70	285	400	400	200	300	-25%	50%
Minor Supplies and Equipment	1,842	6,987	3,250	2,750	2,750	2,500	-23%	-9%
Medical Supplies	346	312	350	350	350	350	0%	0%
Vehicle Parts	93,300	91,818	120,000	105,000	105,000	100,000	-17%	-5%
Fuel and Lubricants	150,507	165,245	165,400	142,900	162,000	162,000	-2%	0%
Other Supplies and Materials	3,516	2,635	6,900	6,900	5,500	5,650	-18%	3%
Uniforms and Clothing	603	429	850	850	850	855	1%	1%
<b>Total Commodities</b>	<b>250,184</b>	<b>267,711</b>	<b>297,150</b>	<b>259,150</b>	<b>276,650</b>	<b>271,655</b>	<b>-9%</b>	<b>-2%</b>
<b>Total Expenditures</b>	<b>535,334</b>	<b>543,580</b>	<b>605,672</b>	<b>585,672</b>	<b>593,058</b>	<b>580,939</b>	<b>-4%</b>	<b>-2%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	17,759	45,121	48,694	48,694	48,694	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>17,759</b>	<b>45,121</b>	<b>48,694</b>	<b>48,694</b>	<b>48,694</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$553,093</b>	<b>\$588,701</b>	<b>\$654,366</b>	<b>\$634,366</b>	<b>\$641,752</b>	<b>\$580,939</b>	<b>-11%</b>	<b>-9%</b>



## General Fund - Parking Operations & Maintenance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$65,530	\$66,567	\$68,279	\$68,279	\$68,768	\$69,405	2%	1%
Salaries - Part-Time	5,228	0	5,280	0	0	5,480	4%	100%
Overtime	1,002	1,339	2,035	2,035	1,458	2,265	11%	55%
Other Compensation	169	169	168	168	169	169	1%	0%
Social Security & Medicare	5,299	5,047	5,796	5,796	5,277	5,916	2%	12%
Medical Benefits	9,844	9,191	9,807	9,807	7,744	5,794	-41%	-25%
Pension Benefits	6,057	5,301	5,554	5,554	5,566	6,061	9%	9%
Other Fringe Benefits	3,567	3,406	3,547	3,547	3,420	3,827	8%	12%
<b>Total Personal Services</b>	<b>96,696</b>	<b>91,019</b>	<b>100,466</b>	<b>95,186</b>	<b>92,402</b>	<b>98,917</b>	<b>-2%</b>	<b>7%</b>
<b><u>Contractual Services</u></b>								
Utilities	3,378	20,238	4,174	4,174	4,174	3,747	-10%	-10%
Travel & Training	74	0	3,750	1,250	1,000	2,501	-33%	150%
Printing & Photography	165	521	1,100	1,100	500	700	-36%	40%
Maintenance & Repair	0	832	500	500	500	500	0%	0%
Service Contracts	268,616	228,219	321,210	321,210	337,291	303,328	-6%	-10%
Banking and Credit Card Fees	135,566	168,111	132,086	125,086	144,213	154,424	17%	7%
Rentals	24,000	26,000	24,500	24,500	24,000	24,500	0%	2%
<b>Total Contractual Services</b>	<b>431,799</b>	<b>443,921</b>	<b>487,320</b>	<b>477,820</b>	<b>511,678</b>	<b>489,700</b>	<b>0%</b>	<b>-4%</b>
<b><u>Commodities</u></b>								
Office Supplies	1,397	583	650	650	500	650	0%	30%
Minor Supplies and Equipment	484	953	800	800	1,132	800	0%	-29%
Agriculture Supplies General	5,788	3,560	6,000	3,000	3,000	5,500	-8%	83%
Construction Materials	1,645	4,074	13,627	13,627	7,700	8,801	-35%	14%
Traffic Supplies	9,270	1,760	10,900	3,500	2,500	6,200	-43%	148%
Parking Supplies Meters	0	8,253	23,585	15,885	15,950	23,585	0%	48%
Other Supplies and Materials	8,497	19,916	0	0	0	0	0%	0%
Uniforms and Clothing	442	468	500	500	500	500	0%	0%
<b>Total Commodities</b>	<b>27,522</b>	<b>39,567</b>	<b>56,062</b>	<b>37,962</b>	<b>31,282</b>	<b>46,036</b>	<b>-18%</b>	<b>47%</b>
<b><u>Capital Outlay</u></b>								
Equipment	12,508	0	0	0	0	0	0%	0%
Roadways and Parking Lots	0	3,000	0	0	0	0	0%	0%
Facility Improvements	0	0	5,000	5,000	1,500	3,000	-40%	100%
<b>Total Capital Outlay</b>	<b>12,508</b>	<b>3,000</b>	<b>5,000</b>	<b>5,000</b>	<b>1,500</b>	<b>3,000</b>	<b>-40%</b>	<b>100%</b>
<b><u>Debt Service</u></b>								
Debt Service Principal	132,419	0	0	0	0	0	0%	0%
Debt Service Interest	2,219	0	0	0	0	0	0%	0%
<b>Total Debt Service</b>	<b>134,638</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>703,163</b>	<b>577,507</b>	<b>648,848</b>	<b>615,968</b>	<b>636,862</b>	<b>637,653</b>	<b>-2%</b>	<b>0%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	70,805	86,872	76,421	61,801	61,801	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>70,805</b>	<b>86,872</b>	<b>76,421</b>	<b>61,801</b>	<b>61,801</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$773,968</b>	<b>\$664,379</b>	<b>\$725,269</b>	<b>\$677,769</b>	<b>\$698,663</b>	<b>\$637,653</b>	<b>-12%</b>	<b>-9%</b>





## General Fund - Street Lighting

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$96,528	\$94,631	\$101,459	\$77,459	\$73,979	\$105,050	4%	42%
Overtime	1,892	2,323	3,625	3,625	3,993	3,909	8%	-2%
Other Compensation	91	0	0	0	0	0	0%	0%
Social Security & Medicare	7,231	7,038	8,039	8,039	5,764	8,336	4%	45%
Medical Benefits	16,807	18,853	19,145	12,145	12,016	19,334	1%	61%
Pension Benefits	10,491	7,670	8,237	8,237	8,255	9,174	11%	11%
Other Fringe Benefits	10,293	9,308	9,574	9,574	7,092	11,309	18%	59%
<b>Total Personal Services</b>	<b>143,333</b>	<b>139,823</b>	<b>150,079</b>	<b>119,079</b>	<b>111,099</b>	<b>157,112</b>	<b>5%</b>	<b>41%</b>
<b><u>Contractual Services</u></b>								
Utilities	120,677	109,942	131,900	131,900	131,900	135,858	3%	3%
Maintenance & Repair	0	397	2,060	2,060	1,000	1,000	-51%	0%
Service Contracts	42,426	37,470	40,504	40,504	31,204	37,178	-8%	19%
<b>Total Contractual Services</b>	<b>163,103</b>	<b>147,809</b>	<b>174,464</b>	<b>174,464</b>	<b>164,104</b>	<b>174,036</b>	<b>0%</b>	<b>6%</b>
<b><u>Commodities</u></b>								
Minor Supplies and Equipment	928	819	1,501	1,501	1,500	1,500	0%	0%
Construction Materials	192	428	1,200	1,200	0	700	-42%	100%
Traffic Supplies	16,182	25,819	17,613	17,613	12,000	15,000	-15%	25%
Other Supplies and Materials	38,788	21,995	43,114	43,114	34,522	43,100	0%	25%
<b>Total Commodities</b>	<b>56,090</b>	<b>49,061</b>	<b>63,428</b>	<b>63,428</b>	<b>48,022</b>	<b>60,300</b>	<b>-5%</b>	<b>26%</b>
<b>Total Expenditures</b>	<b>362,526</b>	<b>336,693</b>	<b>387,971</b>	<b>356,971</b>	<b>323,225</b>	<b>391,448</b>	<b>1%</b>	<b>21%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	148,760	99,188	100,909	100,909	100,909	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>148,760</b>	<b>99,188</b>	<b>100,909</b>	<b>100,909</b>	<b>100,909</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$511,286</b>	<b>\$435,881</b>	<b>\$488,880</b>	<b>\$457,880</b>	<b>\$424,134</b>	<b>\$391,448</b>	<b>-20%</b>	<b>-8%</b>

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## DEPARTMENT OF PARKS AND RECREATION

<b>Funded Staffing</b>			
	<b>2019</b>	<b>2020</b>	<b>2021</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
Community Outreach Specialist	0.5	0	0
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>5.75</b>	<b>5.25</b>
<b><u>Park Operations</u></b>			
Parks Superintendent	1	1	1
Foreman I	1	1	1
Horticulturist	1	1	1
Field Technician	1	1	1
Municipal Service Worker II	1	1	1
Municipal Service Worker I	3	3	3
<b>Total Park Operations</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b><u>Clayton Community Foundation</u></b>			
Foundation Administrator	0.5	1.0	1.0
<b>Total Clayton Community Foundation</b>	<b>0.5</b>	<b>1.0</b>	<b>1.0</b>
<b>Total Parks &amp; Recreation</b>	<b>14.75</b>	<b>14.75</b>	<b>14.25</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 Park Operations.

#### 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 Community Foundation (CCF), 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. Beginning in FY 2021, CCF reimburses the City for 50% of these costs with a planned increase to reach 100% reimbursement by FY 2024.

**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

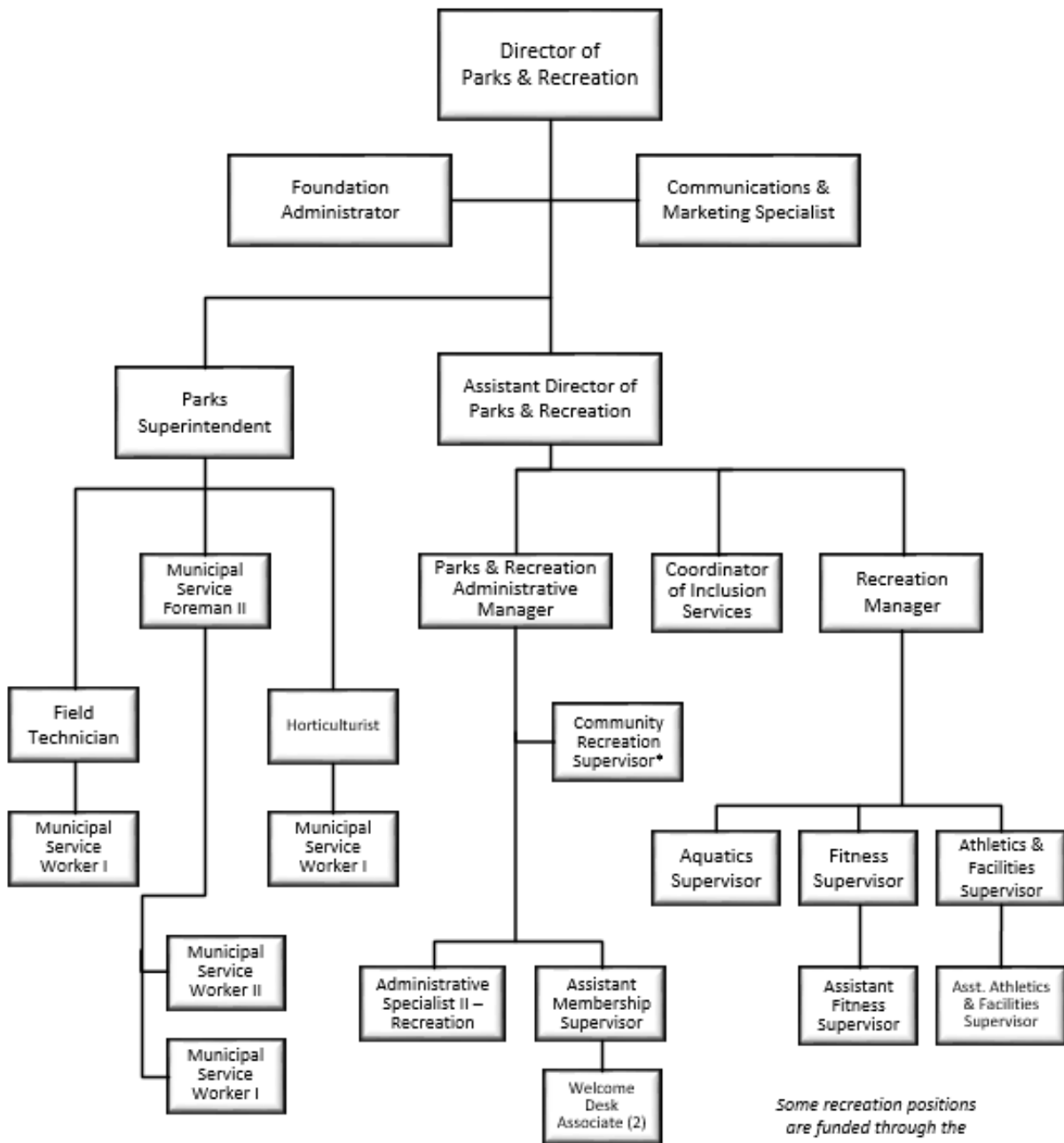
**Performance Measures (by Fiscal Year):**

Category	Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Customer	% of residents rating overall satisfaction as good or better	–	95%	94%	–	95%
Financial	Cost of park maintenance per acre maintained	\$15,072	\$12,000	\$14,842	\$15,000	\$15,000
	% operating cost recovery for recreation facilities	96%	92%	97%	94%	94%
Process	% of registrants per total capacity of recreation programs	74%	75%	76%	75%	75%
	Acres properly maintained (per park inspection index)	86%	85%	85%	85%	85%
	% households with one or more recreation pass holders	34%	35%	32%	35%	35%
People	Average annual training hours per full-time equivalent employee	23	30	19	30	30
	Employee Engagement Index (actual results)	4.25	4.20	4.46	4.20	4.20

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



# Parks & Recreation Department



*Some recreation positions are funded through the CRSWC accounts.*

*\*This position is vacant and will not be filled in 2021 but may be filled in the future.*

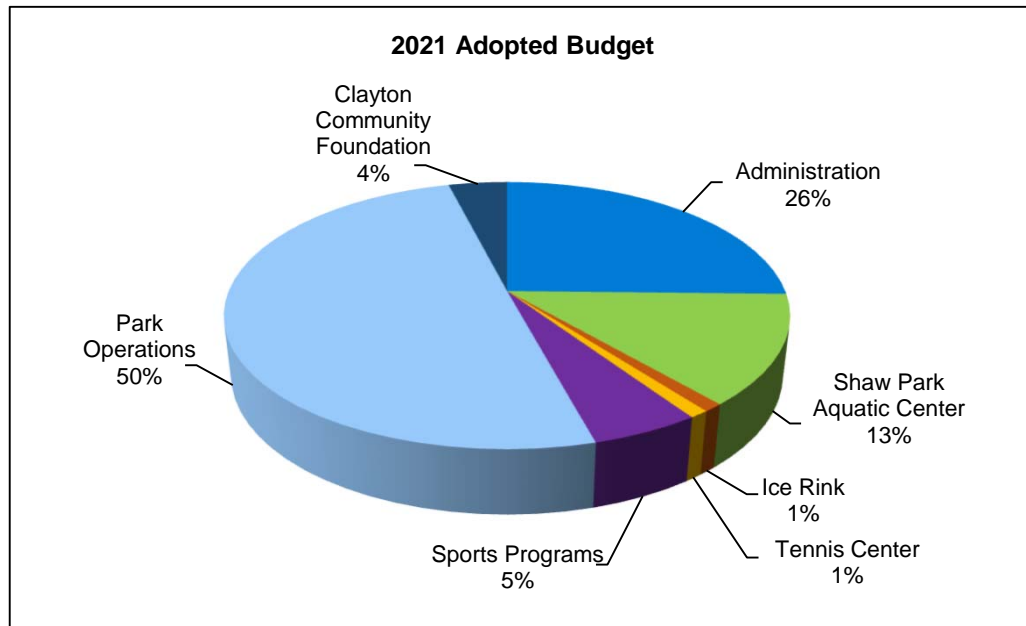
**Seasonal Staff**  
 Field Technician, Horticulturist, and Foreman share responsibility for supervision of seasonal staff.

**Part-Time Recreation Staff**  
 Managers, Supervisors, and Assistant Supervisors share responsibility for supervision of part-time staff.



## Parks & Recreation Summary of Expenditures by Program

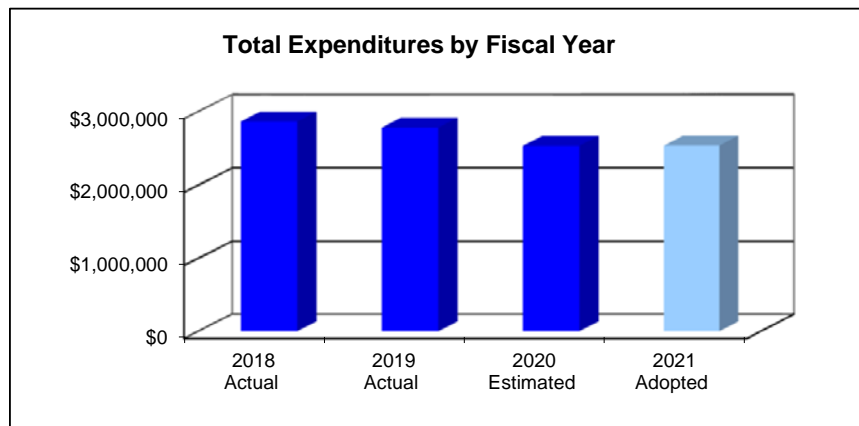
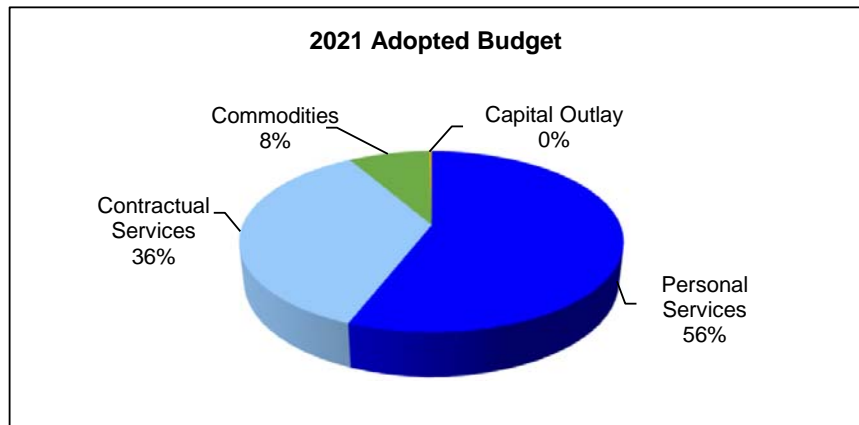
	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Administration	\$699,294	\$668,110	\$694,318	\$642,144	\$633,619	\$642,877	-7%	1%
Shaw Park Aquatic Center	481,752	422,443	416,465	369,381	330,559	335,862	-19%	2%
Ice Rink	108,039	122,270	39,815	31,600	26,580	24,820	-38%	-7%
Tennis Center	40,067	44,685	45,386	35,386	34,336	23,850	-47%	-31%
Sports Programs	156,883	140,817	177,766	110,866	97,654	134,062	-25%	37%
Park Operations	1,320,673	1,328,800	1,480,392	1,351,840	1,308,921	1,274,177	-14%	-3%
Clayton Community Foundation	56,196	55,206	106,313	105,324	100,705	101,077	-5%	0%
<b>Total Parks &amp; Recreation</b>	<b>\$2,862,904</b>	<b>\$2,782,331</b>	<b>\$2,960,455</b>	<b>\$2,646,541</b>	<b>\$2,532,374</b>	<b>\$2,536,725</b>	<b>-14%</b>	<b>0%</b>





## Parks & Recreation Summary of Expenditures by Category

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Personal Services	\$1,319,998	\$1,359,106	\$1,465,308	\$1,321,935	\$1,334,997	\$1,419,018	-3%	6%
Contractual Services	1,031,127	899,562	975,059	865,870	752,547	905,010	-7%	20%
Commodities	283,658	268,700	254,761	219,164	205,258	207,097	-19%	1%
Capital Outlay	4,920	0	5,600	0	0	5,600	0%	100%
Debt Service	0	0	0	0	0	0	0%	0%
<b>Total Expenditures</b>	<b>2,639,703</b>	<b>2,527,368</b>	<b>2,700,728</b>	<b>2,406,969</b>	<b>2,292,802</b>	<b>2,536,725</b>	<b>-6%</b>	<b>11%</b>
<b>Other Financing Uses</b>	<b>223,201</b>	<b>254,963</b>	<b>259,727</b>	<b>239,572</b>	<b>239,572</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Parks &amp; Recreation</b>	<b>\$2,862,904</b>	<b>\$2,782,331</b>	<b>\$2,960,455</b>	<b>\$2,646,541</b>	<b>\$2,532,374</b>	<b>\$2,536,725</b>	<b>-14%</b>	<b>0%</b>





## General Fund - Parks & Recreation Administration

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$415,195	\$410,273	\$410,156	\$397,156	\$411,400	\$383,519	-6%	-7%
Salaries - Part-Time	6,956	6,867	24,260	15,600	12,600	16,340	-33%	30%
Overtime	4,204	2,448	6,600	3,000	2,000	4,001	-39%	100%
Social Security & Medicare	31,727	29,902	33,738	31,238	30,984	31,087	-8%	0%
Medical Benefits	46,685	49,383	51,206	48,706	49,152	48,432	-5%	-1%
Pension Benefits	38,762	34,511	33,198	33,198	33,275	33,490	1%	1%
Other Fringe Benefits	16,865	17,799	16,959	16,959	16,154	18,260	8%	13%
<b>Total Personal Services</b>	<b>560,394</b>	<b>551,183</b>	<b>576,117</b>	<b>545,857</b>	<b>555,565</b>	<b>535,129</b>	<b>-7%</b>	<b>-4%</b>
<b><u>Contractual Services</u></b>								
Postage	5,964	3,385	4,576	4,576	4,500	4,968	9%	10%
Utilities	13,078	11,209	0	0	2,850	2,550	100%	-11%
Travel & Training	14,934	5,157	10,345	5,000	4,500	5,745	-44%	28%
Printing & Photography	3,175	757	3,830	2,500	2,000	2,530	-34%	27%
Dues & Memberships	3,337	2,574	3,390	3,390	3,475	3,630	7%	4%
Advertising	4,032	1,690	2,700	2,700	1,500	1,800	-33%	20%
Maintenance & Repair	77	0	500	500	250	500	0%	100%
Service Contracts	4,543	12,078	1,600	1,600	1,600	1,300	-19%	-19%
Banking and Credit Card Fees	21,486	22,537	23,114	21,000	19,200	20,200	-13%	5%
Events	0	36,262	43,925	32,000	21,500	42,925	-2%	100%
<b>Total Contractual Services</b>	<b>70,626</b>	<b>95,649</b>	<b>93,980</b>	<b>73,266</b>	<b>61,375</b>	<b>86,148</b>	<b>-8%</b>	<b>40%</b>
<b><u>Commodities</u></b>								
Office Supplies	13,653	8,489	14,250	14,250	10,200	13,450	-6%	32%
Other Supplies and Materials	49,830	7,549	5,725	4,725	3,000	5,725	0%	91%
Uniforms and Clothing	855	193	400	200	208	400	0%	92%
Meetings and Receptions	2,665	3,776	2,575	2,575	2,000	2,025	-21%	1%
<b>Total Commodities</b>	<b>67,003</b>	<b>20,008</b>	<b>22,950</b>	<b>21,750</b>	<b>15,408</b>	<b>21,600</b>	<b>-6%</b>	<b>40%</b>
<b>Total Expenditures</b>	<b>698,023</b>	<b>666,839</b>	<b>693,047</b>	<b>640,873</b>	<b>632,348</b>	<b>642,877</b>	<b>-7%</b>	<b>2%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	1,271	1,271	1,271	1,271	1,271	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>1,271</b>	<b>1,271</b>	<b>1,271</b>	<b>1,271</b>	<b>1,271</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$699,294</b>	<b>\$668,110</b>	<b>\$694,318</b>	<b>\$642,144</b>	<b>\$633,619</b>	<b>\$642,877</b>	<b>-7%</b>	<b>1%</b>





## General Fund - Shaw Park Aquatic Center

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$0	\$31	\$0	\$0	\$0	\$0	0%	0%
Salaries - Part-Time	5,774	18,446	7,838	6,000	7,200	7,900	1%	10%
Social Security & Medicare	442	1,267	600	600	549	605	1%	10%
Other Fringe Benefits	315	307	356	356	200	370	4%	85%
<b>Total Personal Services</b>	<b>6,531</b>	<b>20,051</b>	<b>8,794</b>	<b>6,956</b>	<b>7,949</b>	<b>8,875</b>	<b>1%</b>	<b>12%</b>
<b><u>Contractual Services</u></b>								
Utilities	171,198	48,921	49,200	47,200	45,200	49,170	0%	9%
Maintenance & Repair	16,942	37,347	18,100	12,500	12,500	14,500	-20%	16%
Service Contracts	167,166	192,565	214,486	192,315	158,500	207,942	-3%	31%
Rentals	8,785	0	0	0	0	0	0%	0%
<b>Total Contractual Services</b>	<b>364,091</b>	<b>278,833</b>	<b>281,786</b>	<b>252,015</b>	<b>216,200</b>	<b>271,612</b>	<b>-4%</b>	<b>26%</b>
<b><u>Commodities</u></b>								
Other Supplies and Materials	43,292	55,135	51,875	42,000	38,000	49,775	-4%	31%
<b>Total Commodities</b>	<b>43,292</b>	<b>55,135</b>	<b>51,875</b>	<b>42,000</b>	<b>38,000</b>	<b>49,775</b>	<b>-4%</b>	<b>31%</b>
<b><u>Capital Outlay</u></b>								
Equipment	4,920	0	5,600	0	0	5,600	0%	100%
<b>Total Capital Outlay</b>	<b>4,920</b>	<b>0</b>	<b>5,600</b>	<b>0</b>	<b>0</b>	<b>5,600</b>	<b>0%</b>	<b>100%</b>
<b>Total Expenditures</b>	<b>418,834</b>	<b>354,019</b>	<b>348,055</b>	<b>300,971</b>	<b>262,149</b>	<b>335,862</b>	<b>-4%</b>	<b>28%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	62,918	68,424	68,410	68,410	68,410	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>62,918</b>	<b>68,424</b>	<b>68,410</b>	<b>68,410</b>	<b>68,410</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$481,752</b>	<b>\$422,443</b>	<b>\$416,465</b>	<b>\$369,381</b>	<b>\$330,559</b>	<b>\$335,862</b>	<b>-19%</b>	<b>2%</b>



## General Fund - Ice Rink

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$3,397	\$3,975	\$0	\$0	\$0	\$0	0%	0%
Salaries - Part-Time	34,273	32,241	0	0	0	0	0%	0%
Social Security & Medicare	2,882	2,771	0	0	0	0	0%	0%
Other Fringe Benefits	1,700	1,614	0	0	0	0	0%	0%
<b>Total Personal Services</b>	<b>42,252</b>	<b>40,601</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b><u>Contractual Services</u></b>								
Utilities	24,094	24,140	32,815	29,600	24,300	24,820	-24%	2%
Maintenance & Repair	22,851	30,439	0	0	730	0	0%	-100%
<b>Total Contractual Services</b>	<b>46,945</b>	<b>54,579</b>	<b>32,815</b>	<b>29,600</b>	<b>25,030</b>	<b>24,820</b>	<b>-24%</b>	<b>-1%</b>
<b><u>Commodities</u></b>								
Medical Supplies	55	117	0	0	0	0	0%	0%
Other Supplies and Materials	16,627	26,544	7,000	2,000	1,550	0	-100%	-100%
Uniforms and Clothing	529	429	0	0	0	0	0%	0%
<b>Total Commodities</b>	<b>17,211</b>	<b>27,090</b>	<b>7,000</b>	<b>2,000</b>	<b>1,550</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>106,408</b>	<b>122,270</b>	<b>39,815</b>	<b>31,600</b>	<b>26,580</b>	<b>24,820</b>	<b>-38%</b>	<b>-7%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	1,631	0	0	0	0	0	0%	0%
<b>Total Other Financing Uses</b>	<b>1,631</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; Other Financing Uses</b>	<b>\$108,039</b>	<b>\$122,270</b>	<b>\$39,815</b>	<b>\$31,600</b>	<b>\$26,580</b>	<b>\$24,820</b>	<b>-38%</b>	<b>-7%</b>



## General Fund - Tennis Center

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Contractual Services</u></b>								
Maintenance & Repair	\$621	\$875	\$600	\$600	\$400	\$600	0%	50%
Service Contracts	18,449	22,666	20,000	10,000	10,000	20,000	0%	100%
<b>Total Contractual Services</b>	<b>19,070</b>	<b>23,541</b>	<b>20,600</b>	<b>10,600</b>	<b>10,400</b>	<b>20,600</b>	<b>0%</b>	<b>98%</b>
<b><u>Commodities</u></b>								
Other Supplies and Materials	2,321	804	3,850	3,850	3,000	3,250	-16%	8%
<b>Total Commodities</b>	<b>2,321</b>	<b>804</b>	<b>3,850</b>	<b>3,850</b>	<b>3,000</b>	<b>3,250</b>	<b>-16%</b>	<b>8%</b>
<b>Total Expenditures</b>	<b>21,392</b>	<b>24,345</b>	<b>24,450</b>	<b>14,450</b>	<b>13,400</b>	<b>23,850</b>	<b>-2%</b>	<b>78%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	18,675	20,340	20,936	20,936	20,936	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>18,675</b>	<b>20,340</b>	<b>20,936</b>	<b>20,936</b>	<b>20,936</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$40,067</b>	<b>\$44,685</b>	<b>\$45,386</b>	<b>\$35,386</b>	<b>\$34,336</b>	<b>\$23,850</b>	<b>-47%</b>	<b>-31%</b>



## General Fund - Sports Programs

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Part-Time	\$45,531	\$52,021	\$64,915	\$38,765	\$38,765	\$64,915	0%	67%
Overtime	-18	0	0	0	0	0	0%	0%
Social Security & Medicare	3,482	3,980	4,966	4,966	2,954	4,966	0%	68%
Other Fringe Benefits	2,647	2,641	2,985	2,985	2,185	3,039	2%	39%
<b>Total Personal Services</b>	<b>51,642</b>	<b>58,642</b>	<b>72,866</b>	<b>46,716</b>	<b>43,904</b>	<b>72,920</b>	<b>0%</b>	<b>66%</b>
<b><u>Contractual Services</u></b>								
Service Contracts	77,676	59,199	70,178	42,150	31,750	43,670	-38%	38%
<b>Total Contractual Services</b>	<b>77,676</b>	<b>59,199</b>	<b>70,178</b>	<b>42,150</b>	<b>31,750</b>	<b>43,670</b>	<b>-38%</b>	<b>38%</b>
<b><u>Commodities</u></b>								
Recreation Supplies	27,565	22,976	34,722	22,000	22,000	17,472	-50%	-21%
<b>Total Commodities</b>	<b>27,565</b>	<b>22,976</b>	<b>34,722</b>	<b>22,000</b>	<b>22,000</b>	<b>17,472</b>	<b>-50%</b>	<b>-21%</b>
<b>Total Expenditures</b>	<b>\$156,883</b>	<b>\$140,817</b>	<b>\$177,766</b>	<b>\$110,866</b>	<b>\$97,654</b>	<b>\$134,062</b>	<b>-25%</b>	<b>37%</b>



## General Fund - Park Operations

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$390,005	\$419,151	\$459,369	\$431,369	\$426,688	\$458,922	0%	8%
Salaries - Part-Time	37,284	27,647	47,820	24,000	24,000	36,120	-24%	51%
Overtime	24,297	24,650	27,116	20,000	20,000	19,589	-28%	-2%
Other Compensation	313	286	312	312	0	0	-100%	0%
Social Security & Medicare	33,568	34,602	40,898	38,898	35,866	39,370	-4%	10%
Medical Benefits	49,267	64,031	60,288	56,288	72,515	80,530	34%	11%
Pension Benefits	41,843	35,929	36,664	36,664	36,749	40,074	9%	9%
Other Fringe Benefits	27,114	27,987	29,951	29,951	28,566	32,072	7%	12%
<b>Total Personal Services</b>	<b>603,691</b>	<b>634,283</b>	<b>702,418</b>	<b>637,482</b>	<b>644,384</b>	<b>706,677</b>	<b>1%</b>	<b>10%</b>
<b><u>Contractual Services</u></b>								
Utilities	245,411	200,056	268,902	250,681	217,600	254,254	-5%	17%
Travel & Training	2,848	2,944	4,240	2,000	2,000	3,290	-22%	65%
Dues & Memberships	0	0	570	570	570	570	0%	0%
Maintenance & Repair	15,526	3,961	22,076	22,076	11,000	17,286	-22%	57%
Service Contracts	187,499	178,435	177,212	174,212	168,412	175,700	-1%	4%
Rentals	1,134	1,915	2,100	2,100	2,100	2,100	0%	0%
<b>Total Contractual Services</b>	<b>452,418</b>	<b>387,311</b>	<b>475,100</b>	<b>451,639</b>	<b>401,682</b>	<b>453,200</b>	<b>-5%</b>	<b>13%</b>
<b><u>Commodities</u></b>								
Medical Supplies	406	182	500	500	400	500	0%	25%
Other Supplies and Materials	116,105	135,315	124,900	104,900	104,900	105,900	-15%	1%
Uniforms and Clothing	6,575	5,619	6,164	6,164	7,000	5,700	-8%	-19%
Meetings and Receptions	2,772	1,162	2,200	2,200	1,600	2,200	0%	38%
<b>Total Commodities</b>	<b>125,858</b>	<b>142,278</b>	<b>133,764</b>	<b>113,764</b>	<b>113,900</b>	<b>114,300</b>	<b>-15%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>1,181,967</b>	<b>1,163,872</b>	<b>1,311,282</b>	<b>1,202,885</b>	<b>1,159,966</b>	<b>1,274,177</b>	<b>-3%</b>	<b>10%</b>
<b><u>Other Financing Uses</u></b>								
Transfers-Out	138,706	164,928	169,110	148,955	148,955	0	-100%	-100%
<b>Total Other Financing Uses</b>	<b>138,706</b>	<b>164,928</b>	<b>169,110</b>	<b>148,955</b>	<b>148,955</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$1,320,673</b>	<b>\$1,328,800</b>	<b>\$1,480,392</b>	<b>\$1,351,840</b>	<b>\$1,308,921</b>	<b>\$1,274,177</b>	<b>-14%</b>	<b>-3%</b>



## General Fund - Clayton Community Foundation

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Personal Services</u></b>								
Salaries - Full-Time	\$28,678	\$20,243	\$64,308	\$49,308	\$55,750	\$65,903	2%	18%
Salaries - Part-Time	13,827	24,041	16,640	13,451	10,300	10,530	-37%	2%
Overtime	1,595	0	2,000	0	0	0	-100%	0%
Social Security & Medicare	3,280	3,884	6,346	6,346	4,612	5,848	-8%	27%
Medical Benefits	4,867	3,375	9,807	9,807	6,533	5,794	-41%	-11%
Pension Benefits	2,687	2,359	5,027	5,027	5,039	5,755	14%	14%
Other Fringe Benefits	553	444	985	985	961	1,587	61%	65%
<b>Total Personal Services</b>	<b>55,487</b>	<b>54,346</b>	<b>105,113</b>	<b>84,924</b>	<b>83,195</b>	<b>95,417</b>	<b>-9%</b>	<b>15%</b>
<b><u>Contractual Services</u></b>								
Utilities	300	451	600	600	910	960	60%	5%
Travel & Training	0	0	0	1,000	2,000	2,000	100%	0%
Professional Services	0	0	0	5,000	3,200	2,000	100%	-38%
<b>Total Contractual Services</b>	<b>300</b>	<b>451</b>	<b>600</b>	<b>6,600</b>	<b>6,110</b>	<b>4,960</b>	<b>727%</b>	<b>-19%</b>
<b><u>Commodities</u></b>								
Office Supplies	205	209	400	400	200	500	25%	150%
Other Supplies and Materials	0	0	0	11,000	11,000	0	0%	-100%
Uniforms and Clothing	0	0	0	200	0	0	0%	0%
Meetings and Receptions	204	200	200	2,200	200	200	0%	0%
<b>Total Commodities</b>	<b>409</b>	<b>409</b>	<b>600</b>	<b>13,800</b>	<b>11,400</b>	<b>700</b>	<b>17%</b>	<b>-94%</b>
<b>Total Expenditures</b>	<b>\$56,196</b>	<b>\$55,206</b>	<b>\$106,313</b>	<b>\$105,324</b>	<b>\$100,705</b>	<b>\$101,077</b>	<b>-5%</b>	<b>0%</b>



## NON-DEPARTMENTAL

The Non-Departmental program includes insurance expenditures and has included transfers out to other funds in the past 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.

Because certain transfers are specifically associated with departments or programs, those transfers 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 2018, a portion of the General Fund year-end surplus was transferred to the Capital Improvement Fund to provide additional funds for capital projects.

In 2015, the General Fund provided an interfund advance to the Capital Improvement Fund to provide funding for energy efficiency projects. The energy savings was realized in the General Fund. A portion of the advance amount, which represented the annual energy savings, was transferred to the Capital Improvement Fund each year over the course of a 5-year payback period to repay the advance. This transfer was recorded in departmental program areas. The final transfer took place in 2020.

Transfers to the Equipment Replacement Fund (ERF) ensure availability of funds required for future replacement of vehicles, equipment, systems and facilities. These transfers were recorded in each departmental program area until 2021. Funding for items meeting the definition of a capital project were 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. Beginning in 2021, these transfers are no longer recorded in the General Fund.

### Summary of General Fund Transfers

Transfers to	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
Capital Improvement Fund	\$1,300,000	\$0	\$0	\$0
Interfund Advance*	43,726	43,726	33,575	0
Equipment Replacement Fund*	2,038,405	1,865,401	1,788,405	0
Total Transfers-out	\$3,382,131	\$1,909,127	\$1,821,980	\$0

\*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.

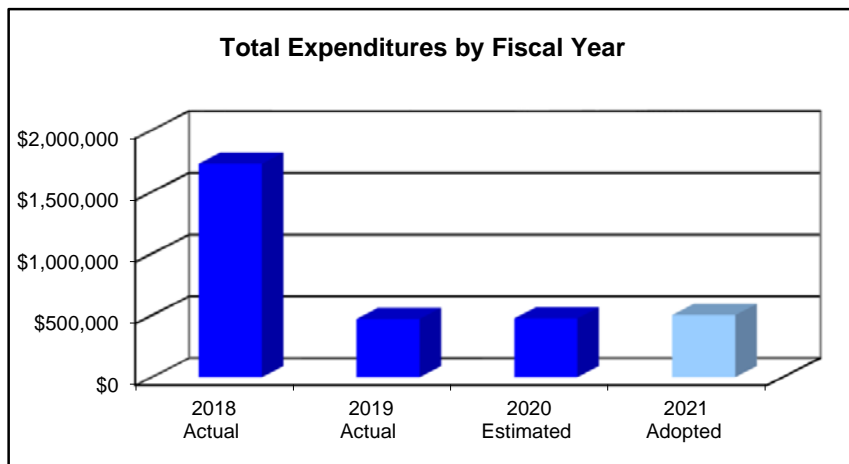
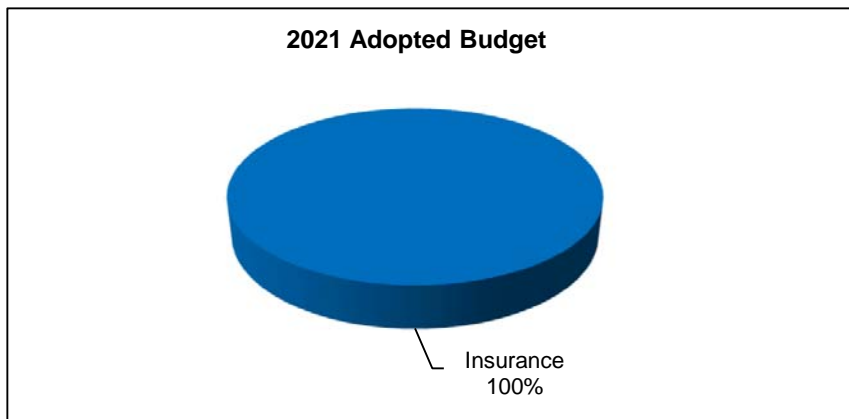
### Performance Measures (by Fiscal Year):

Measure	2018 Actual	2019 Goal	2019 Actual	2020 Goal	2021 Goal
Premium per \$100 of insured property	\$0.15	\$0.18	\$0.15	\$0.18	\$0.18
Loss expenditures per property loss incident	1,710	< \$2,000	\$4,386	< \$2,000	<\$2,000
Number of general liability claims filed	24	< 12	31	< 12	<20
Number of workers' compensation claims filed	18	< 20	16	< 20	<20



## Non-Departmental Summary of Expenditures by Program

	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
Expenditures								
Insurance	\$430,727	\$473,303	\$477,898	\$467,898	\$477,663	\$504,966	6%	6%
Other Financing Uses	1,300,000	0	0	0	0	0	0%	0%
<b>Total Non-Departmental</b>	<b>\$1,730,727</b>	<b>\$473,303</b>	<b>\$477,898</b>	<b>\$467,898</b>	<b>\$477,663</b>	<b>\$504,966</b>	<b>6%</b>	<b>6%</b>







## General Fund - Insurance

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Contractual Services</b>								
Service Contracts	\$9,750	\$20,140	\$20,500	\$20,500	\$20,300	\$20,519	0%	1%
Premiums Property	153,422	154,029	157,607	157,607	156,686	188,004	19%	20%
Premiums General Liability	194,006	199,897	209,770	209,770	206,179	209,792	0%	2%
Other Insurance Premiums	39,843	43,377	42,021	42,021	49,906	44,151	5%	-12%
Deductibles and Losses	33,706	55,860	48,000	38,000	44,592	42,500	-11%	-5%
<b>Total Contractual Services</b>	<b>430,727</b>	<b>473,303</b>	<b>477,898</b>	<b>467,898</b>	<b>477,663</b>	<b>504,966</b>	<b>6%</b>	<b>6%</b>
<b>Total Expenditures</b>	<b>\$430,727</b>	<b>\$473,303</b>	<b>\$477,898</b>	<b>\$467,898</b>	<b>\$477,663</b>	<b>\$504,966</b>	<b>6%</b>	<b>6%</b>

## General Fund - Other Financing Uses

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Other Financing Uses</b>								
Transfers-Out	\$1,300,000	\$0	\$0	\$0	\$0	\$0	0%	0%
<b>Total Other Financing Uses</b>	<b>1,300,000</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; Other Financing Uses</b>	<b>\$1,300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>

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## 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>			
<b>Fiscal Year</b>	<b>Number</b>	<b>Total Cost</b>	<b>Average Cost</b>
2012	33	\$116,859	\$3,541
2013	45	\$146,485	\$3,255
2014	49	\$156,770	\$3,199
2015	33	\$98,320	\$2,979
2016	34	\$100,061	\$2,943
2017	42	\$125,721	\$2,993
2018	38	\$109,219	\$2,874
2019	49	\$146,140	\$2,982
2020 Estimated	37	\$75,000	\$2,000
2021 Adopted	35	\$78,000	\$2,000



## Sewer Lateral Fund

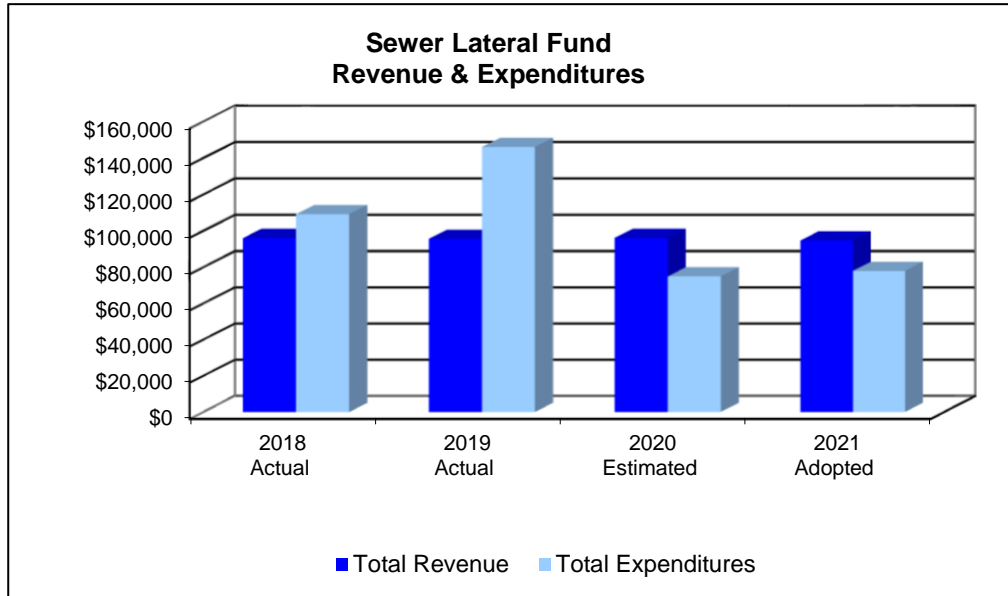
### Summary of Revenue and Expenditures

#### Fiscal Years 2018 - 2021

Fund 20	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$93,820	\$80,696	\$30,164	\$51,263
<b>Total Revenue</b>	96,095	95,608	96,099	94,774
<b>Total Expenditures</b>	109,219	146,140	75,000	78,000
<b>Surplus (Deficit)</b>	(13,124)	(50,532)	21,099	16,774
<b>Ending Fund Balance</b>	\$80,696	\$30,164	\$51,263	\$68,037
<b>% Fund Balance to Expenditures</b>	74%	21%	68%	87%

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.

The City has reduced the deficit spending in this fund by decreasing the maximum amount of reimbursement from \$3,000 to \$2,000 beginning in 2020.





## Sewer Lateral Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Licenses, Permits, &amp; Fees</b>								
Service Fees	\$94,572	\$93,235	\$94,488	\$94,488	\$94,702	\$93,875	-1%	-1%
<b>&amp; Fees</b>	<b>94,572</b>	<b>93,235</b>	<b>94,488</b>	<b>94,488</b>	<b>94,702</b>	<b>93,875</b>	<b>-1%</b>	<b>-1%</b>
<b>Interest Income</b>								
Interest on Investments	1,523	2,373	2,552	2,552	1,397	899	-65%	-36%
<b>Total Interest Income</b>	<b>1,523</b>	<b>2,373</b>	<b>2,552</b>	<b>2,552</b>	<b>1,397</b>	<b>899</b>	<b>-65%</b>	<b>-36%</b>
<b>Total Revenue</b>	<b>\$96,095</b>	<b>\$95,608</b>	<b>\$97,040</b>	<b>\$97,040</b>	<b>\$96,099</b>	<b>\$94,774</b>	<b>-2%</b>	<b>-1%</b>

## Sewer Lateral Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
Sewer Lateral Reimbursements	\$109,219	\$146,140	\$105,000	\$75,000	\$75,000	\$78,000	-26%	4%
<b>Total Expenditures</b>	<b>\$109,219</b>	<b>\$146,140</b>	<b>\$105,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$78,000</b>	<b>-26%</b>	<b>4%</b>

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## 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 the business district 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.

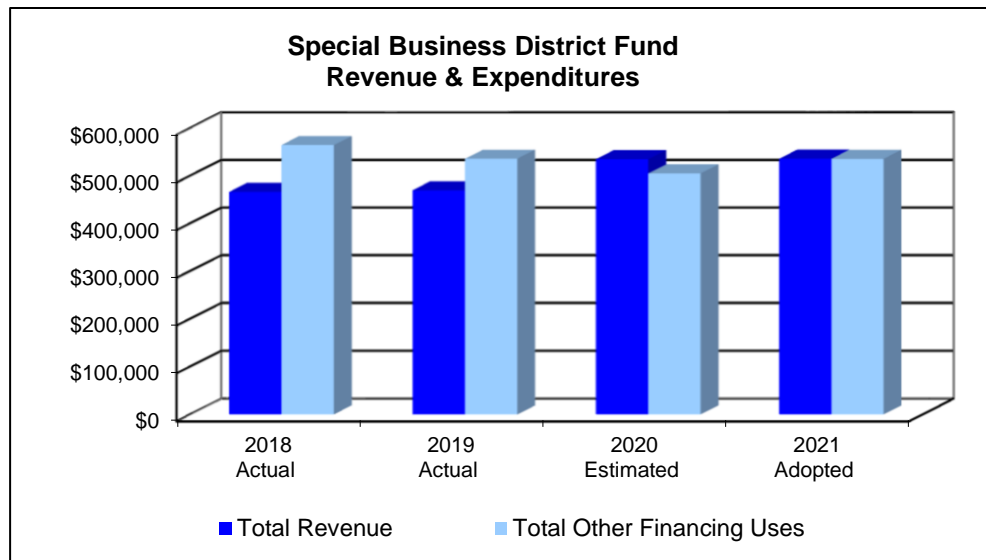
	2020 Estimated	2021 Adopted
<b>Revenue</b>		
Property Tax	\$532,166	\$534,751
Interest	2,606	1,256
<b>Total Revenue</b>	<b>\$534,772</b>	<b>\$536,007</b>
<b>Expenditures for Economic Development Activities</b>		
Personnel and Benefits	\$260,224	\$252,073
Dues & Memberships	3,000	4,607
Postage	1,740	106
Printing & Photography	1,552	500
Public Safety	53,977	0
Streetscape	19,000	17,473
Telephone	2,300	2,300
Travel and Training	7,487	5,498
Professional Studies and Services	47,017	0
Parking Improvements	49,200	16,873
Events	67,430	135,334
Events Overtime	5,231	67,167
Meetings & Receptions	6,294	6,805
Advertising	3,595	9,000
Watering	5,800	17,820
<b>Total Expenditures for Economic Development Activities</b>	<b>\$533,847</b>	<b>\$535,556</b>



## Special Business District Fund Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 21	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$231,579	\$133,089	\$66,828	\$96,630
<b>Total Revenue</b>	466,014	469,450	534,772	536,007
<b>Total Other Financing Uses</b>	564,504	535,711	504,970	535,556
<b>Surplus (Deficit)</b>	(98,490)	(66,261)	29,802	451
<b>Ending Fund Balance</b>	\$133,089	\$66,828	\$96,630	\$97,081
<b>% Fund Balance to Expenditures</b>	24%	12%	19%	18%

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 positions in the City performing economic development activities, as well as economic development expenditures in various departments. These amounts are paid directly from the General Fund, but are funded by a transfer from the Special Business District Fund.







## Special Business District Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Revenue</u></b>								
<b><u>Property Tax</u></b>								
Real Property Tax	\$432,024	\$455,280	\$497,190	\$497,190	\$502,534	\$516,751	4%	3%
Financial Institutions Tax	30,490	11,110	6,000	6,000	29,632	18,000	200%	-39%
<b>Total Property Tax</b>	<b>462,514</b>	<b>466,390</b>	<b>503,190</b>	<b>503,190</b>	<b>532,166</b>	<b>534,751</b>	<b>6%</b>	<b>0%</b>
<b><u>Interest Income</u></b>								
Interest on Investments	3,240	3,060	1,780	1,780	2,606	1,256	-29%	-52%
<b>Total Interest Income</b>	<b>3,240</b>	<b>3,060</b>	<b>1,780</b>	<b>1,780</b>	<b>2,606</b>	<b>1,256</b>	<b>-29%</b>	<b>-52%</b>
<b><u>Miscellaneous</u></b>								
Other Income	260	0	0	0	0	0	0%	0%
<b>Total Miscellaneous</b>	<b>260</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</b>	<b>\$466,014</b>	<b>\$469,450</b>	<b>\$504,970</b>	<b>\$504,970</b>	<b>\$534,772</b>	<b>\$536,007</b>	<b>6%</b>	<b>0%</b>

## Special Business District Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b><u>Expenditures</u></b>								
<b><u>Other Financing Uses</u></b>								
Transfers Out to General Fund	\$564,504	\$535,711	\$504,970	\$504,970	\$504,970	\$535,556	6%	6%
<b>Total Other Financing Uses</b>	<b>564,504</b>	<b>535,711</b>	<b>504,970</b>	<b>504,970</b>	<b>504,970</b>	<b>535,556</b>	<b>6%</b>	<b>6%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$564,504</b>	<b>\$535,711</b>	<b>\$504,970</b>	<b>\$504,970</b>	<b>\$504,970</b>	<b>\$535,556</b>	<b>6%</b>	<b>6%</b>

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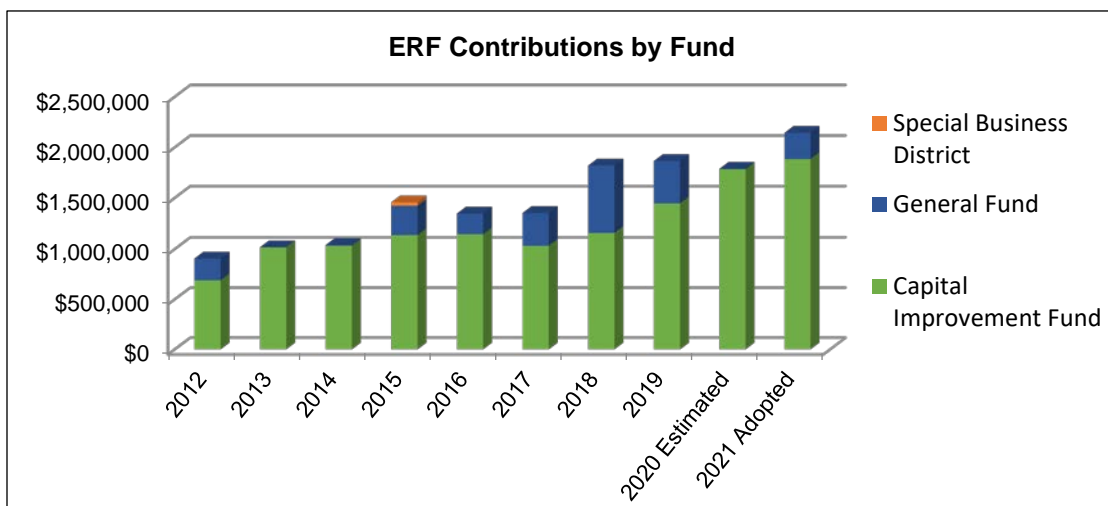
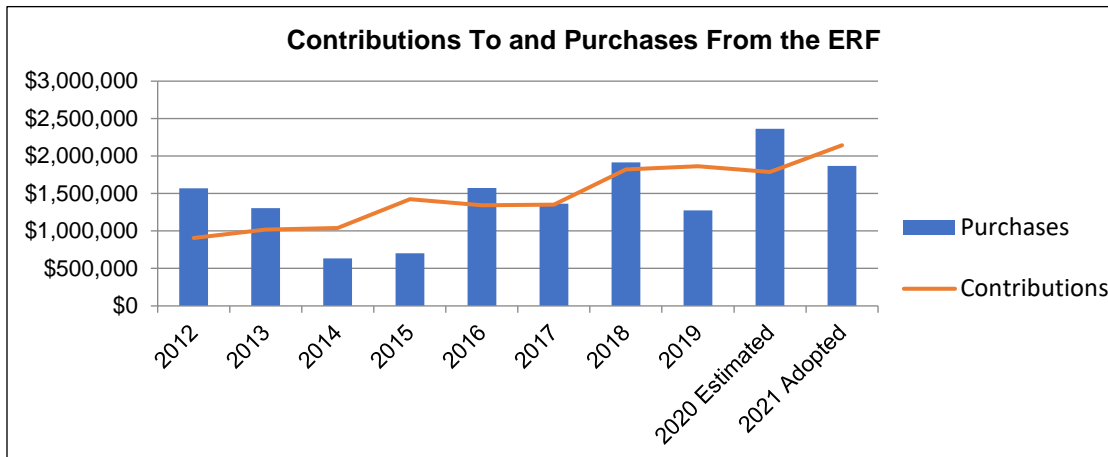


## Equipment Replacement Fund

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 asset replacement is stable, rather than being subject to the periodic spikes caused by large purchases in some years.

In recent years, more items have been added to be funded through the ERF, and transfers-in to the ERF 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 the funding for all items meeting the 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. Beginning in FY 2021, the transfer comes directly from the Capital Improvement Fund, while still maintaining the portion of General Fund funding.



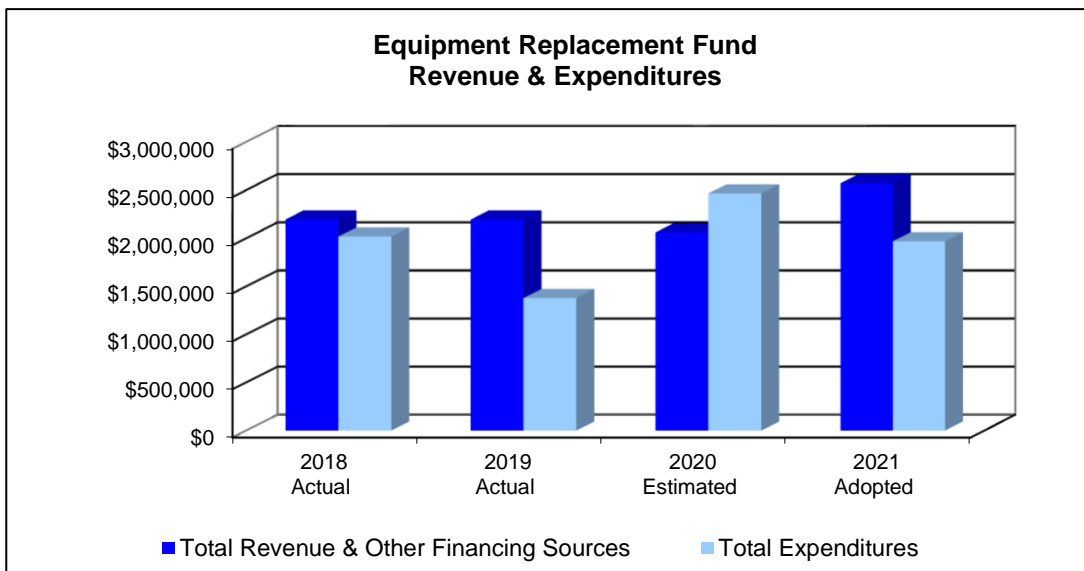


## Equipment Replacement Fund Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 50	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$5,049,805	\$5,414,329	\$6,229,291	\$5,826,057
<b>Revenue</b>	199,842	191,377	191,887	409,908
<b>Other Financing Sources</b>	1,996,296	2,003,531	1,871,005	2,161,947
<b>Total Revenue &amp; Other Financing Sources</b>	2,196,138	2,194,908	2,062,892	2,571,855
<b>Total Expenditures</b>	2,018,478	1,379,946	2,466,126	1,969,724
<b>Surplus (Deficit)</b>	177,659	814,962	(403,234)	602,131
<b>Ending Fund Balance</b>	\$5,414,329	\$6,229,291	\$5,826,057	\$6,428,188
<b>% Fund Balance to Expenditures</b>	268%	451%	236%	326%

Annual contributions are made to support the Equipment Replacement Fund (ERF) by the applicable department. The City uses the capital asset definition to determine if contributions are made from the Capital Improvement Fund or the General Fund.

In 2020, in an effort to offset the impact of reduced revenue in the General Fund due to the pandemic, the City reduced the contribution funded by the General Fund. In 2021, the City returns to 100% of the calculated contribution, and the full amount of the contribution will be recorded with a transfer from the Capital Improvement Fund to the Equipment Replacement Fund.





## Equipment Replacement Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Grants &amp; Donations</b>								
Federal Grants	\$0	\$0	\$0	\$400,000	\$64,000	\$336,000	100%	425%
State & Local Grants	7,440	0	0	0	0	0	0%	0%
Donations	112,232	50,598	0	0	0	0	0%	0%
<b>Total Grants &amp; Donations</b>	<b>119,672</b>	<b>50,598</b>	<b>0</b>	<b>400,000</b>	<b>64,000</b>	<b>336,000</b>	<b>100%</b>	<b>425%</b>
<b>Interest Income</b>								
Interest on Investments	80,170	140,667	142,337	142,337	127,887	73,908	-48%	-42%
<b>Total Interest Income</b>	<b>80,170</b>	<b>140,667</b>	<b>142,337</b>	<b>142,337</b>	<b>127,887</b>	<b>73,908</b>	<b>-48%</b>	<b>-42%</b>
<b>Miscellaneous</b>								
Other Income	0	112	0	0	0	0	0%	0%
<b>Total Miscellaneous</b>	<b>0</b>	<b>112</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Revenue</b>	<b>199,842</b>	<b>191,377</b>	<b>142,337</b>	<b>542,337</b>	<b>191,887</b>	<b>409,908</b>	<b>188%</b>	<b>114%</b>
<b>Other Financing Sources</b>								
Sale of Assets General	175,459	138,130	65,790	65,790	82,600	17,745	-73%	-79%
Transfers-In	1,820,837	1,865,401	2,038,405	1,788,405	1,788,405	2,144,202	5%	20%
<b>Total Other Financing Sources</b>	<b>1,996,296</b>	<b>2,003,531</b>	<b>2,104,195</b>	<b>1,854,195</b>	<b>1,871,005</b>	<b>2,161,947</b>	<b>3%</b>	<b>16%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$2,196,138</b>	<b>\$2,194,908</b>	<b>\$2,246,532</b>	<b>\$2,396,532</b>	<b>\$2,062,892</b>	<b>\$2,571,855</b>	<b>14%</b>	<b>25%</b>



## Equipment Replacement Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Administration</b>								
Vehicles - IT	\$0	\$0	\$0	\$0	\$0	\$6,242	100%	100%
Technology Projects - IT	654,602	395,725	450,164	529,610	518,136	152,768	-66%	-71%
<b>Total Administration</b>	<b>654,602</b>	<b>395,725</b>	<b>450,164</b>	<b>529,610</b>	<b>518,136</b>	<b>159,010</b>	<b>-65%</b>	<b>-69%</b>
<b>Planning</b>								
Vehicles - Planning	0	0	24,480	24,480	17,361	18,360	-25%	6%
<b>Total Planning</b>	<b>0</b>	<b>0</b>	<b>24,480</b>	<b>24,480</b>	<b>17,361</b>	<b>18,360</b>	<b>-25%</b>	<b>6%</b>
<b>Public Safety</b>								
Vehicles - Police	218,705	184,845	124,185	124,185	113,546	82,739	-33%	-27%
Vehicles - Parking Control	0	38,296	0	0	0	0	0%	0%
Vehicles - Fire	51,326	114	443,616	743,616	411,784	0	-100%	-100%
Facility Improv. - Police	0	0	34,700	34,700	42,480	0	-100%	-100%
Facility Improv. - Fire	128,757	0	100,000	10,000	10,000	110,000	10%	1000%
Equipment - Police	5,800	0	8,612	0	0	8,784	2%	100%
Equipment - Parking Control	0	64,753	0	0	0	0	0%	0%
Equipment - Fire	29,619	2,331	310,500	310,500	287,773	0	-100%	-100%
<b>Total Public Safety</b>	<b>434,207</b>	<b>290,339</b>	<b>1,021,613</b>	<b>1,223,001</b>	<b>865,583</b>	<b>201,523</b>	<b>-80%</b>	<b>-77%</b>
<b>Public Works</b>								
Vehicles - Engineering	47,249	25,324	0	26,000	0	55,590	100%	100%
Vehicles - Street Maintenance	368,124	307,204	323,136	432,786	310,800	241,485	-25%	-22%
Vehicles - Fleet Maintenance	32,131	0	0	0	0	0	0%	0%
Facility Improv. - Facility Maint.	12,526	91,954	120,000	116,465	247,736	408,681	241%	65%
Facility Improv. - Fleet	0	0	0	0	0	41,310	100%	100%
Equipment - Street Maint.	44,684	11,570	154,345	61,432	33,993	66,616	-57%	96%
Equipment - Fleet Maint.	0	38,862	26,154	26,154	9,350	23,620	-10%	153%
Equipment - Parking Operations	27,132	8,835	17,800	17,800	17,050	30,920	74%	81%
Equipment - Street Lighting	69,475	23,414	198,474	455,489	80,000	500,158	152%	525%
<b>Total Public Works</b>	<b>601,321</b>	<b>507,164</b>	<b>839,909</b>	<b>1,136,126</b>	<b>698,929</b>	<b>1,368,380</b>	<b>63%</b>	<b>96%</b>
<b>Parks &amp; Recreation</b>								
Vehicles - Park Operations	20,673	63,931	153,663	24,211	49,500	0	-100%	-100%
Facility Improv. - Aquatics	28,666	9,210	310,942	0	200,000	110,942	-64%	-45%
Facility Improv. - Tennis Center	81,500	0	0	0	0	0	0%	0%
Facility Improv. - Park Operations	89,735	10,560	100,000	0	0	0	-100%	0%
Equipment - Park Operations	4,756	0	30,088	30,088	13,599	8,491	-72%	-38%
<b>Total Public Works</b>	<b>225,330</b>	<b>83,701</b>	<b>594,693</b>	<b>54,299</b>	<b>263,099</b>	<b>119,433</b>	<b>-80%</b>	<b>-55%</b>
<b>Total Capital Outlay</b>	<b>1,915,460</b>	<b>1,276,928</b>	<b>2,930,859</b>	<b>2,967,516</b>	<b>2,363,108</b>	<b>1,866,706</b>	<b>-36%</b>	<b>-21%</b>
<b>Debt Service</b>								
Debt Service Principal	103,018	103,018	103,018	103,018	103,018	103,018	0%	0%
<b>Total Debt Service</b>	<b>103,018</b>	<b>103,018</b>	<b>103,018</b>	<b>103,018</b>	<b>103,018</b>	<b>103,018</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$2,018,478</b>	<b>\$1,379,946</b>	<b>\$3,033,877</b>	<b>\$3,070,534</b>	<b>\$2,466,126</b>	<b>\$1,969,724</b>	<b>-35%</b>	<b>-20%</b>



## Equipment Schedule Fiscal Years 2021-2023

Department	2021 Adopted	2022 Projected	2023 Projected
<b>Police</b>			
Vehicles	\$82,739	\$251,256	\$146,978
Equipment & Systems	25,302	103,045	0
	<b>\$108,041</b>	<b>\$354,301</b>	<b>\$146,978</b>
<b>Parking Control</b>			
Equipment & Systems	\$50,000	\$0	\$0
	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Fire Department</b>			
Vehicles	\$0	\$0	\$57,818
Equipment & Systems	5,506	32,931	438,369
Facilities	110,000	53,000	0
	<b>\$115,506</b>	<b>\$85,931</b>	<b>\$496,187</b>
<b>Parks &amp; Recreation</b>			
Vehicles	\$0	\$154,499	\$39,265
Equipment & Systems	39,741	0	11,131
Facilities	110,942	256,217	160,438
	<b>\$150,683</b>	<b>\$410,716</b>	<b>\$210,834</b>
<b>Public Works</b>			
Vehicles	\$297,075	\$294,693	\$119,386
Equipment & Systems	626,825	110,088	271,132
Facilities	449,991	1,584,944	0
	<b>\$1,373,891</b>	<b>\$1,989,725</b>	<b>\$390,518</b>
<b>Planning and Development</b>			
Vehicles	\$18,360	\$37,454	\$0
Equipment & Systems	0	12,636	0
	<b>\$18,360</b>	<b>\$50,090</b>	<b>\$0</b>
<b>Administrative Services</b>			
Vehicles	\$6,242	\$15,695	\$0
Equipment & Systems	43,988	515,778	13,409
	<b>\$50,230</b>	<b>\$531,473</b>	<b>\$13,409</b>
<b>Grand Total</b>	<b>\$1,866,711</b>	<b>\$3,422,236</b>	<b>\$1,257,926</b>

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## 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, a one-half cent sales tax for parks and storm water improvements, the St. Louis County Road and Bridge Tax, and a Use Tax. In some years, revenue sources include intergovernmental grants, donations, and periodically the sale of city property.

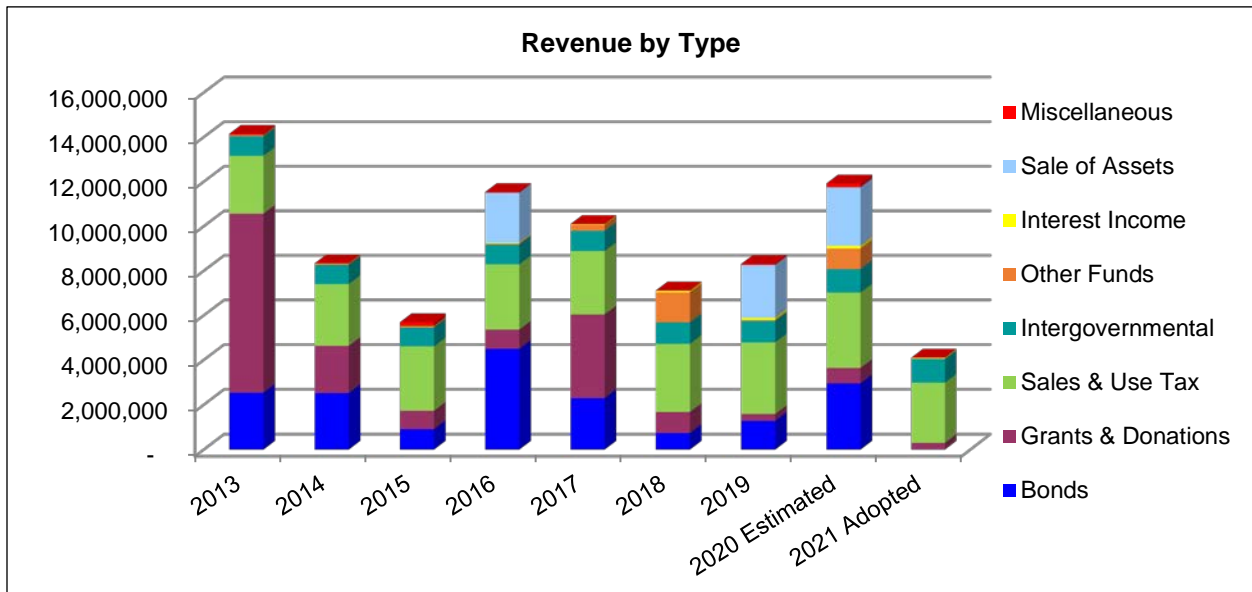
Project expenditures recorded in this fund are divided into two program areas: Public Works and Parks & Recreation. Public Works projects include sidewalk and streetscape improvements, resurfacing of streets and alleys, facility improvements, and street lighting and traffic signal improvements. Parks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

Transfers from the Capital Improvement Fund include transfers to support debt service funds for the 2011 bond issue for the Police Building renovation and other city-wide projects. A 2014 refunding bond issuance matured in 2019.

Funds are also transferred to the Equipment Replacement Fund to provide funding for future replacement of software, equipment and vehicles. These transfers were passed through the General Fund until 2021.

A transfer-out to the General Fund to offset General Fund operations costs for the Public Works and Parks & Recreation departments began in 2019. Beginning in 2021, this transfer amount is reduced by the amount of the Equipment Replacement Fund contributions for items not meeting the Capital Improvement Fund definition of a capital asset.

The graph below illustrates changes in the composition of the Capital Improvement Fund revenue and expenditures over the past few years.



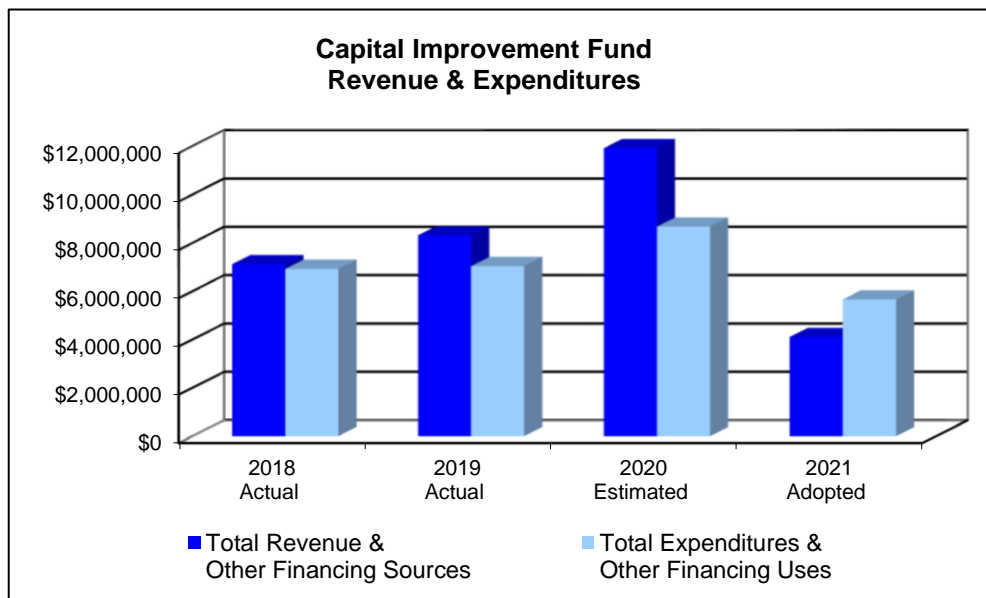


## Capital Improvement Fund Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 51	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$3,604,503	\$3,795,956	\$5,062,969	\$8,307,496
<b>Revenue</b>	5,036,433	4,610,426	5,415,072	4,102,753
<b>Other Financing Sources</b>	2,081,768	3,700,337	6,505,220	0
<b>Total Revenue &amp; Other Financing Sources</b>	7,118,201	8,310,763	11,920,292	4,102,753
<b>Expenditures</b>	3,383,287	3,749,449	5,271,514	2,372,352
<b>Other Financing Uses</b>	3,543,461	3,294,301	3,404,251	3,285,941
<b>Total Expenditures &amp; Other Financing Uses</b>	6,926,748	7,043,750	8,675,765	5,658,293
<b>Surplus (Deficit)</b>	191,453	1,267,013	3,244,527	(1,555,540)
<b>Ending Fund Balance</b>	\$3,795,956	\$5,062,969	\$8,307,496	\$6,751,956
<b>% Fund Balance to Expenditures</b>	112%	135%	158%	285%

The Capital Improvement Fund has a fluctuating fund balance due to planned projects. Revenue support comes from two half-cent sales taxes; a use tax; road and bridge property tax; federal, state, and local grants; and donations. The 2021 capital plan is funded through a combination of ongoing revenue, grants, and donations.

Transfers-out from this fund are used to pay debt on capital and recreation projects, contributions toward an equipment replacement sinking fund, support General Fund operations, and to cover a portion of a bond construction project.





## Capital Improvement Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Property Tax</b>								
Railroad & Other Utilities	\$3,417	\$2,620	\$3,000	\$3,000	\$2,894	\$3,000	0%	4%
<b>Total Property Tax</b>	<b>3,417</b>	<b>2,620</b>	<b>3,000</b>	<b>3,000</b>	<b>2,894</b>	<b>3,000</b>	<b>0%</b>	<b>4%</b>
<b>Sales Tax</b>								
Capital Improvement Sales Tax (0.5%)	1,398,203	1,344,893	1,424,521	1,424,521	1,117,565	1,078,152	-24%	-4%
Parks-Storm Water Sales Tax (0.5%)	1,644,945	1,582,224	1,441,678	1,441,678	1,225,149	874,891	-39%	-29%
Use Tax	0	272,697	219,300	219,300	1,036,691	732,918	234%	-29%
<b>Total Sales Tax</b>	<b>3,043,148</b>	<b>3,199,814</b>	<b>3,085,499</b>	<b>3,085,499</b>	<b>3,379,405</b>	<b>2,685,961</b>	<b>-13%</b>	<b>-21%</b>
<b>Intergovernmental</b>								
St. Louis County Road & Bridge	964,884	957,829	947,046	947,046	1,049,736	1,060,233	12%	1%
<b>Total Intergovernmental</b>	<b>964,884</b>	<b>957,829</b>	<b>947,046</b>	<b>947,046</b>	<b>1,049,736</b>	<b>1,060,233</b>	<b>12%</b>	<b>1%</b>
<b>Grants &amp; Donations</b>								
Federal Grants	0	44,494	971,210	1,484,723	656,013	0	-100%	-100%
State & Local Grants	375,553	0	840,000	840,000	6,400	300,000	-64%	4588%
Donations	563,812	262,192	21,396	21,396	26,424	0	-100%	-100%
<b>Total Grants &amp; Donations</b>	<b>939,365</b>	<b>306,686</b>	<b>1,832,606</b>	<b>2,346,119</b>	<b>688,837</b>	<b>300,000</b>	<b>-84%</b>	<b>-56%</b>
<b>Interest Income</b>								
Interest on Investments	73,998	98,284	101,161	101,161	121,890	47,564	-53%	-61%
<b>Total Interest Income</b>	<b>73,998</b>	<b>98,284</b>	<b>101,161</b>	<b>101,161</b>	<b>121,890</b>	<b>47,564</b>	<b>-53%</b>	<b>-61%</b>
<b>Miscellaneous</b>								
Special Assessment Principal	11,621	5,192	5,995	5,995	5,192	5,995	0%	15%
Other Income	0	40,001	0	167,118	167,118	0	0%	-100%
<b>Total Miscellaneous</b>	<b>11,621</b>	<b>45,193</b>	<b>5,995</b>	<b>173,113</b>	<b>172,310</b>	<b>5,995</b>	<b>0%</b>	<b>-97%</b>
<b>Total Revenue</b>	<b>5,036,433</b>	<b>4,610,426</b>	<b>5,975,307</b>	<b>6,655,938</b>	<b>5,415,072</b>	<b>4,102,753</b>	<b>-31%</b>	<b>-24%</b>
<b>Other Financing Sources</b>								
Sale of Assets General	0	2,374,507	0	2,624,575	2,624,575	0	0%	-100%
Transfers-In	2,081,768	1,325,830	2,414,450	4,676,533	3,880,645	0	-100%	-100%
<b>Total Other Financing Sources</b>	<b>2,081,768</b>	<b>3,700,337</b>	<b>2,414,450</b>	<b>7,301,108</b>	<b>6,505,220</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$7,118,201</b>	<b>\$8,310,763</b>	<b>\$8,389,757</b>	<b>\$13,957,046</b>	<b>\$11,920,292</b>	<b>\$4,102,753</b>	<b>-51%</b>	<b>-66%</b>



## Capital Improvement Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Public Works</b>								
Professional Services	\$0	\$0	\$127,700	\$35,000	\$35,000	\$0	-100%	-100%
Curb and Sidewalks	43,512	117,239	122,500	217,351	137,351	0	-100%	-100%
Alleys	0	701,084	979,865	1,166,808	886,943	0	-100%	-100%
Resurfacing	703,391	115,893	1,820,381	3,478,978	2,004,867	140,000	-92%	-93%
Microsurfacing	10,770	264,096	918,556	1,270,622	1,332,505	577,352	-37%	-57%
Street Lighting	34,750	589	0	0	0	0	0%	0%
Traffic Signals	106,611	0	0	0	0	0	0%	0%
Facility Improvements	479,904	954,355	199,000	568,965	584,075	530,000	166%	-9%
<b>Total Public Works</b>	<b>1,378,938</b>	<b>2,153,256</b>	<b>4,168,002</b>	<b>6,737,724</b>	<b>4,980,741</b>	<b>1,247,352</b>	<b>-70%</b>	<b>-75%</b>
<b>Parks &amp; Recreation</b>								
Service Contracts	0	37,595	90,000	0	0	0	-100%	0%
Contribution to CRSWC	235,596	173,385	200,000	293,973	290,000	800,000	300%	176%
Park Improv. Shaw Park	990,307	169,800	0	0	0	325,000	100%	100%
Park Improv. Oak Knoll Park	738,844	393,406	0	110,000	0	0	0%	0%
Park Improv. DeMun Park	38,365	463,619	0	0	0	0	0%	0%
Park Acquisition	0	357,615	0	0	0	0	0%	0%
Debt Service Interest	1,237	773	336	336	773	0	-100%	-100%
<b>Total Parks &amp; Recreation</b>	<b>2,004,349</b>	<b>1,596,193</b>	<b>290,336</b>	<b>404,309</b>	<b>290,773</b>	<b>1,125,000</b>	<b>287%</b>	<b>287%</b>
<b>Total Expenditures</b>	<b>3,383,287</b>	<b>3,749,449</b>	<b>4,458,338</b>	<b>7,142,033</b>	<b>5,271,514</b>	<b>2,372,352</b>	<b>-47%</b>	<b>-55%</b>
<b>Other Financing Uses</b>								
Transfers Out to General Fund	1,408,998	2,007,992	2,436,179	2,436,179	2,436,179	417,851	-83%	-83%
Transfers Out to 2011 SO Bond Fund	652,863	649,162	654,700	654,700	649,700	648,888	-1%	0%
Transfers Out to 2014 SO Refunding Bond Fund	1,481,600	637,147	0	0	0	0	0%	0%
Transfers Out to Equipment Replacement Fund	0	0	0	0	0	2,144,202	100%	100%
Transfers Out to 2014 GO Bond Construction Fund	0	0	0	0	0	75,000	100%	100%
Transfers Out to Center Renovations Project Fund	0	0	0	0	318,372	0	0%	-100%
<b>Total Other Financing Uses</b>	<b>3,543,461</b>	<b>3,294,301</b>	<b>3,090,879</b>	<b>3,090,879</b>	<b>3,404,251</b>	<b>3,285,941</b>	<b>6%</b>	<b>-3%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$6,926,748</b>	<b>\$7,043,750</b>	<b>\$7,549,217</b>	<b>\$10,232,912</b>	<b>\$8,675,765</b>	<b>\$5,658,293</b>	<b>-25%</b>	<b>-35%</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 the 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; a one and a half cent use tax; the St. Louis County road & bridge tax; interest income on investments; federal, state and local grants; donations; bond proceeds; and the sale of City property.

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 reviews 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 the proposed budget, and to the Mayor and Board of Aldermen for ultimate approval.

The City budgets all CIP projects in the Capital Improvement Fund and the Bond Construction Funds. 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 2021 Capital Improvements Plan**

The FY 2021 Capital Improvements Plan totals \$3,514,855 for projects funded this year; this is a 78% decrease from the prior year's budget. The decrease is partially due to delaying large projects to a later year, including moving a majority of the budget for the Ice Rink from FY 2020 to FY 2022. Expenditures and transfers out in the Capital Improvements Fund in FY 2021 total \$5,658,293 and include the completion of projects already underway, \$648,888 transferred out for debt service, \$800,000 used for the annual contribution to The Center of Clayton and \$2,144,202 transferred to provide the majority of funding for major equipment purchases through the Equipment Replacement Fund.

To enhance the tracking of bond-funded project expenditures, transactions related to the 2014 General Obligation Bond Issue, the Ice Rink/Multi-Purpose Facility, and the Center Renovation, which was completed in FY 2020, are recorded in separate capital funds for construction. The combined expenditures for the City's construction fund total \$1,942,503 in FY 2021. Projects funded by the 2014 General Obligation Bond Issue include resurfacing projects, improvements to curbs and sidewalks, and costs related to planning for a City-wide lighting project.

<b>Funded Capital Project Costs by Fund</b>					
<b>Fund</b>	<b>2021 Adopted</b>	<b>2022 Planning</b>	<b>2023 Planning</b>	<b>2024 Planning</b>	<b>2025 Planning</b>
Capital Improvement Fund	\$1,572,352	\$250,000	\$780,900	\$1,165,280	\$20,000
2014 GO Bond Projects Construction	1,942,503	1,452,889	100,000	100,000	100,000
Ice Rink Construction	0	4,000,000	9,350,000	0	0
<b>Total Funded Expenditures</b>	<b>\$3,514,855</b>	<b>\$5,702,889</b>	<b>\$10,230,900</b>	<b>\$1,265,280</b>	<b>\$120,000</b>

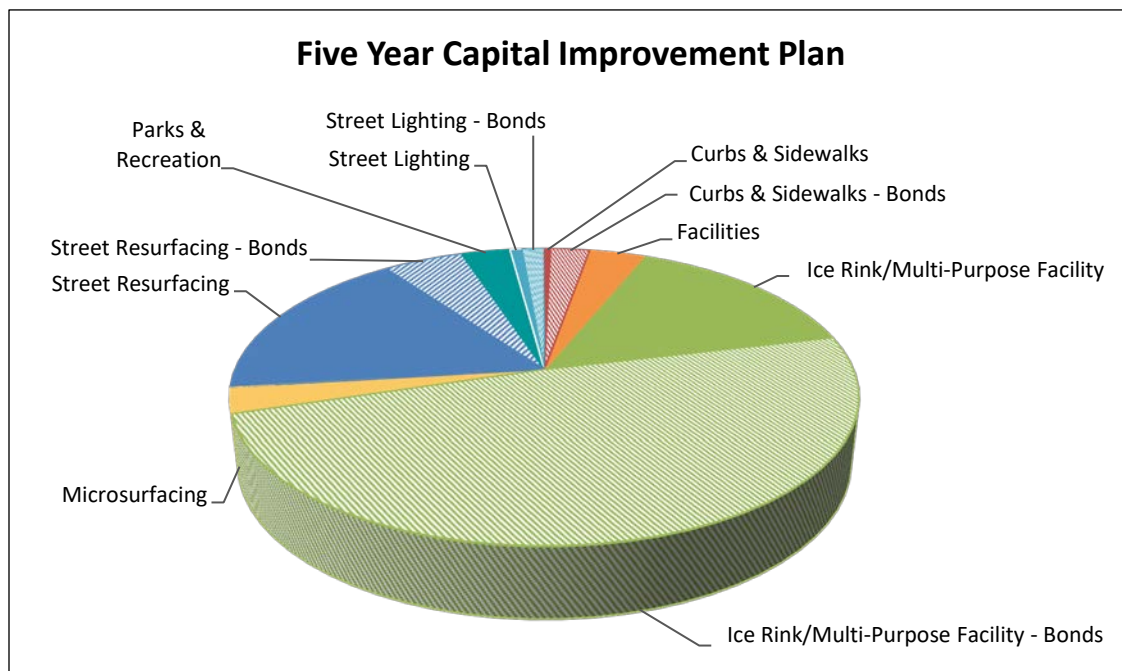
This list of capital projects includes new projects budgeted in 2021 through 2025. It does not include projects that were near completion in 2020 and may have remaining expenditures in 2021 and beyond.

For the last several years, it has not always been possible to meet the City’s capital needs using current revenues, although this is preferred. This constraint was the result of ongoing debt payments; support of a sinking fund for large equipment; competing project needs due to aging infrastructure, and the desire to enhance two of our recreation facilities.

The largest projects included in the five-year capital plan include the Ice Rink/Multi-Purpose Facility renovation; the resurfacing of Maryland Avenue and the Central Business District; microsurfacing of Clayton and Wydown; replacement of the Shaw Park South Playground; improvements to 10 S. Brentwood including improvements to the internal guttering system, crown molding, and new exterior signage, a City-wide street lighting concept plan, street lighting extension on Linden Avenue, and continuing improvements to sidewalks and curbs.

The projects included in the five-year plan are associated with over \$4.5 million in external grants and donations and over \$10 million in future bond funding.

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



## **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 funded 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 FY 2021 Budget incorporates project pages for projects with a significant portion of their expenditure activity occurring in FY 2021 through FY 2025. Each project is budgeted within the Capital Improvement Fund or one of the three bond construction funds.

### **Capital Improvement Program Budget Data**

Summary of Revenue and Expenditures – An overview of revenue and expenditures is provided for the Capital Improvement Fund and each Construction Fund. This section includes a two-year history, the current year estimate, and the FY 2021 Adopted budget.

Capital Improvement Fund Detail – A line item listing of revenue and expenditures is provided for the Capital Improvement Fund and each Construction Fund. This section includes a two-year history, the current year estimate, and the FY 2021 Adopted budget.

Funded Capital Projects – This list includes all projects scheduled for the budgeted fiscal year and four planning years. The list includes projects budgeted within the Capital Improvement Fund and each Construction Fund. This list provides the project title, CIP ranking system score or 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 informative financial and logistical information for funded projects. Included in each CIP project page is the project name, total cost, CIP score or status, responsible department, account number(s), project description, justification, financial implications, and location. 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 3-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.

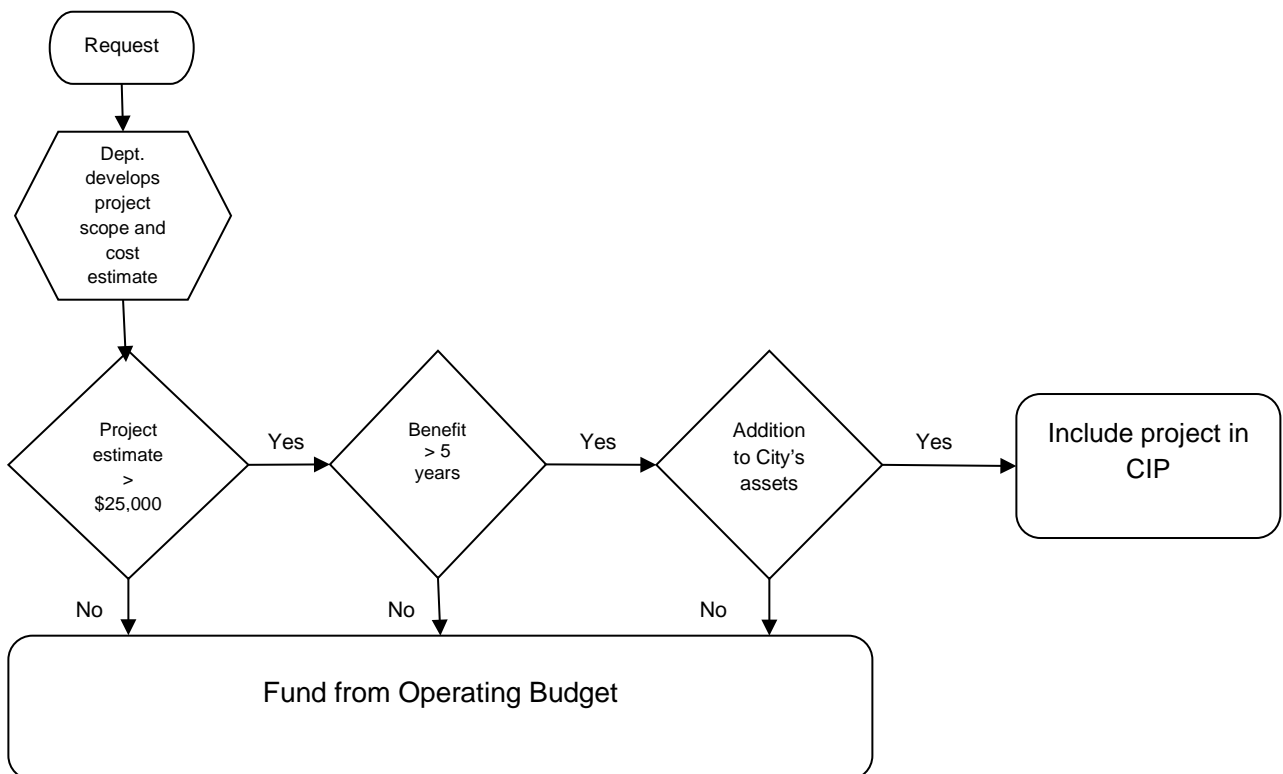
**F. SCHEDULING OF PROJECTS**

Project schedules will be developed based on the available funding and project ranking. The schedules will determine where each project fits in the 3-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.

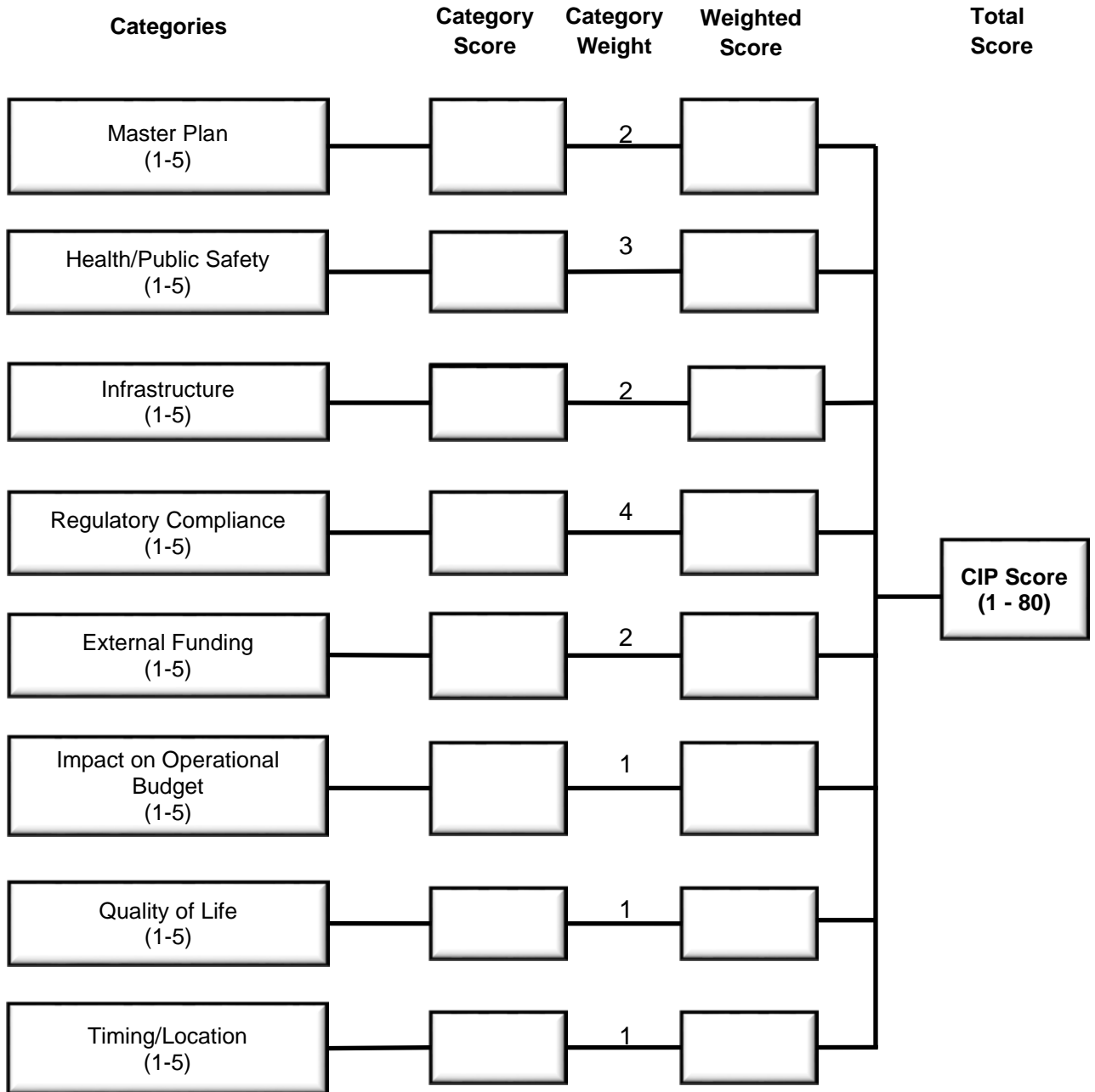
**G. PRODUCTION OF CIP PLAN**

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 3-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





## 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?
- 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**

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.

**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

Project Name	Status / CIP Score	Total Project Costs							Total	Revenue	Net Cost to Reserves
		Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025				
* Ice Rink/ Multi-Purpose Facility	Bonds & Grants	\$1,732,986	\$0	\$4,000,000	\$9,350,000	\$0	\$0	\$15,082,986	\$13,540,000	\$1,542,986	
* Maryland Avenue Resurfacing	Bonds & Grants	649,690	1,434,111	-	-	-	-	2,083,801	2,083,801	-	
* Central Business District Resurfacing	Bonds & Grants	75,000	240,000	1,350,438	381,760	1,145,280	-	3,192,478	1,475,438	1,717,040	
* Sidewalks, Curbs, & Accessibility Improvements	Bonds & Grants	Annual	100,000	120,000	120,000	120,000	120,000	580,000	580,000	-	
Microsurfacing of Claverach & Wydown	Active	35,000	577,352	-	-	-	-	612,352	-	612,352	
10 S Brentwood Exterior Signage	Active	-	30,000	-	-	-	-	30,000	-	30,000	
Shaw Park South Playground Replacement	60	-	325,000	-	-	-	-	325,000	300,000	25,000	
Brentwood Building Internal Guttering & Crown Molding Replacement	58	-	500,000	-	-	-	-	500,000	131,164	368,836	
Parks and Recreation Master Plan	57	-	-	102,000	-	-	-	102,000	-	102,000	
Shaw Park Service Road Repairs	55	-	-	-	200,000	-	-	200,000	-	200,000	
* Street Lighting Conceptual Plans	52	-	300,000	-	-	-	-	300,000	225,000	75,000	
Bike & Pedestrian City Master Plan	38	-	-	78,000	-	-	-	78,000	-	78,000	
10 S Brentwood - Police Dept Training Room	38	-	-	-	77,380	-	-	77,380	-	77,380	
* Street Lighting Extension - Linden Ave.	35	-	8,392	52,451	-	-	-	60,843	60,843	-	
City Hall - Planning Dept. & Security	23	-	-	-	101,760	-	-	101,760	-	101,760	
<b>Total</b>		<b>\$2,492,676</b>	<b>\$3,514,855</b>	<b>\$5,702,889</b>	<b>\$10,230,900</b>	<b>\$1,265,280</b>	<b>\$120,000</b>	<b>\$23,326,600</b>	<b>\$18,396,246</b>	<b>\$4,930,353</b>	

This list of capital projects includes new projects budgeted in FY 2021 through FY 2025. It does not include projects that were near completion in FY 2020 and may have remaining expenditures in FY 2021 and beyond.

\* Project revenue and expenditures included in the Bond Construction Funds







## Project: Maryland Avenue Resurfacing

**Budget:** \$2,083,801  
**Status:** Active  
**Department:** Public Works  
**Location:** Maryland Avenue

Fiscal Year	Federal Grants	2014 Bonds	Total
Prior Years	\$100,000	\$549,690	\$649,690
2021	\$848,710	\$585,401	\$1,434,111
<b>Total</b>	<b>\$948,710</b>	<b>\$1,135,091</b>	<b>\$2,083,801</b>

**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 and installed parking protected bike lanes from Hanley to Forsyth. 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 ramp construction expected to take place in 2020 and 2021 and repaving in 2021.

**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.



**Account Numbers:** 50.40.41-840, 61.40.41-840.11  
**Project Number:** BI.2019.PW.1401.011



## Project: Central Business District Street Resurfacing

**Budget:** \$3,192,478  
**Status:** Active  
**Department:** Public Works  
**Location:** Central Business District

Fiscal Year	Federal Grants	2014 Bonds	City Funding	Total
Prior Years		\$75,000		\$75,000
2021		\$100,000	\$140,000	\$240,000
2022	\$965,000	\$334,903	\$50,000	\$1,350,438
2023			\$381,760	\$381,760
2024			\$1,145,280	\$1,145,280
Total	\$965,535	\$509,903	\$1,717,040	\$3,192,478

**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 project will be phased over multiple years with Meramec and Bonhomme taking place in 2022 (Phase 1). Central, Carondelet, Bemiston and portions of Brentwood will take place in 2023 (Phase 2). Design will begin in FY 2020. Phase 1 of this project has received TIP/STP grant funding through the East West Gateway Council of Governments. Phase 2 of this project was submitted for grant funding the last two years, but was not approved.

**Project Justification:** This project will improve the pavement condition of the entire Central Business District, which is a performance measurement attribute. It will also address ADA issues in a heavily utilized pedestrian area. This project is part of the Pavement Management Program.

**Financial Implications:** This project is in two phases and the City has already received a grant for the first phase but was not successful in securing a grant for the second phase. Resurfacing of these streets will reduce annual maintenance costs as those costs should be minimal in the first few years following construction.



**Account Numbers:** 50.40.41-840.11, 61.40.41-840.11  
**Project Number:** 2022.PW.1401.010, 2023.PW.1401.010



## Project: Sidewalks, Curbs & Accessibility Improvements

**Budget:** \$580,000  
**Status:** Active Annual  
**Department:** Public Works  
**Location:** Public Right-of-Way, Citywide

Fiscal Year	Federal Grants	2014 G.O. Bonds	Total
Prior Years	Annual	Annual	Annual
2021		\$100,000	\$100,000
2022	\$20,000	\$100,000	\$120,000
2023	\$20,000	\$100,000	\$120,000
2024	\$20,000	\$100,000	\$120,000
2025	\$20,000	\$100,000	\$120,000
Total	\$80,000	\$500,000	\$580,000

**Project Description:** This is a multi-year plan spanning over 30 years to address barriers identified in the City’s 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 assured future qualification for federal funds is secure. Federal regulations required 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.



**Account Numbers:** 51.40.41-820, 61.40.41-820  
**Project Numbers:** 20XX.PW.1401.051 & .041



# Project: Microsurfacing of Claverach & Wydown

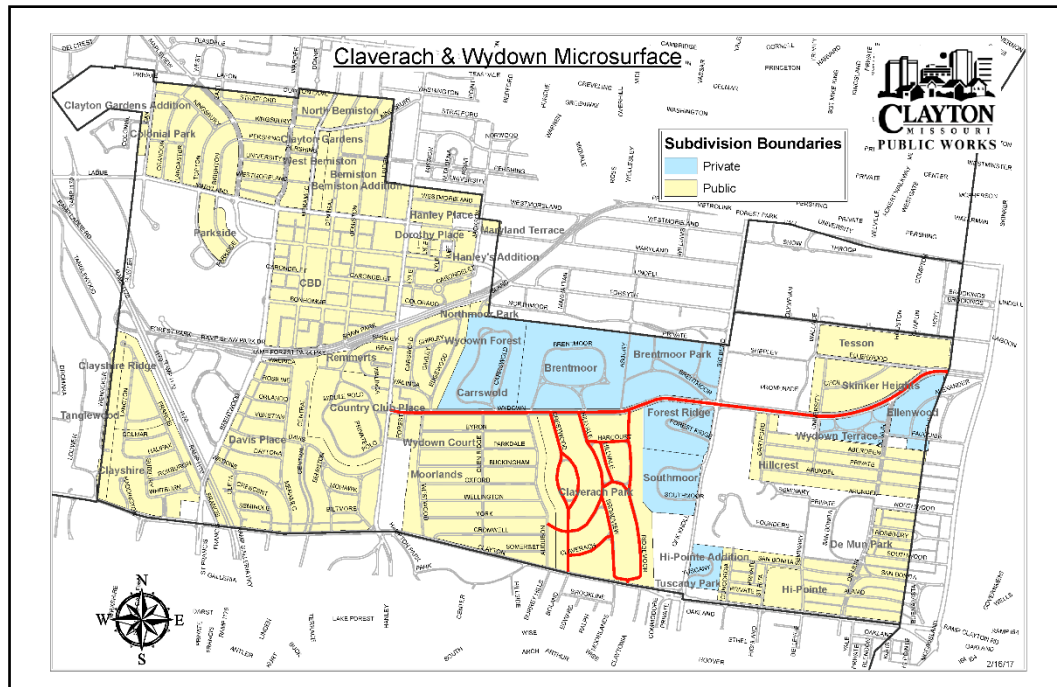
**Budget:** \$612,352  
**Status:** Active  
**Department:** Public Works  
**Location:** Claverach and Wydown

Fiscal Year	City Funding	Total
Prior Years	\$35,000	\$35,000
2021	\$577,352	\$577,352
<b>Total</b>	<b>\$612,352</b>	<b>\$612,352</b>

**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 (3/8”) asphalt wearing surface to protect the underlying pavement, fill ruts, increase skid resistance, and pavement markings.

**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 in the future.

**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.



**Account Number:** 51.40.41-840.12  
**Project Number:** PW.2021.PW.40.020



## Project: 10 S Brentwood Exterior Signage

**Budget:** \$30,000  
**Status:** Active  
**Department:** Public Works  
**Location:** 10 S. Brentwood Blvd.

Fiscal Year	City Funding	Total
Prior Years		
2021	\$30,000	\$30,000
Total	\$30,000	\$30,000

**Project Description:** This project is to install signage on the Brentwood elevation of the 10 S Brentwood facility to identify the Police Station and Municipal Courts.

**Project Justification:** Exterior signage for the 10 S Brentwood was not part the 2012 project and was delayed while it was determined whether or not City Hall would be relocated to this facility. That decision is now made and appropriate signage for the building is needed to provide guidance to those trying to locate the building. Staff will evaluate design of the signage.

**Financial Implications:** There will be on going operation and maintenance costs for electricity and bulbs if the signage is illuminated. There will also be future maintenance costs to replace the sign after 15 years.



**Account Number:** 51.40.42-850.10  
**Project Number:** 2020.PW.40.42.442



## Project: Shaw Park South Playground Replacement

**Budget:** \$325,000  
**CIP Score:** 60  
**Department:** Parks & Recreation  
**Location:** Shaw Park

Fiscal Year	State & Local Grants	City Funding	Total
2021	\$300,000	\$20,000	\$320,000
Total	\$300,000	\$20,000	\$320,000

**Project Description:** This project consists of the replacement of a nearly 25-year old playground located at the South end of Shaw Park. Per the Shaw Park Master Plan Overlay, this playground will be designed to serve those children and young adults who are in need of a play space for drop-in usage. Intended to include climbing structures as well as equipment that will help build strength, this playground is being constructed with the 11 to 15-year old youth as its target population.

**Project Justification:** This playground is nearly 25 years old and needs replacement due to the age of the equipment and condition of the site. Over the past few years, we have needed to remove pieces that no longer meet ADA Standards or for which the replacement parts are no longer made.

**Financial Implications:** This project decreases maintenance costs in the first five to ten years as maintenance on the old equipment will no longer be required. This would include painting, surfacing repairs and equipment repairs. The ongoing cost on the new equipment will be minor.



**Account Number:** 51.50.64-870.11  
**Project Number:** 2021.PK.1610.602



## Project: Brentwood Building Internal Guttering & Crown Molding Replacement

**Budget:** \$500,000  
**CIP Score:** 58  
**Department:** Public Works  
**Location:** 10 S. Brentwood Blvd.

Fiscal Year	Miscellaneous Revenue	City Funding	Total
2021	\$131,164	\$368,836	\$500,000
Total	\$131,164	\$368,836	\$500,000

**Project Description:** This project includes major repairs to the approximately 60 year old built-in copper gutters with wood crown molding on this building. The project includes the removal and replacement of the built-in gutter system.

**Project Justification:** Guttering materials have reached the end of their useful life. Leaks that have occurred into unoccupied building spaces have been mitigated but will require more permanent repairs prior to finishing and occupying the space. Leaking gutters have caused the wooden dental molding to rot. In addition, the paint is peeling leaving the wood exposed to the elements which will cause further damage to the facility.

**Financial Implications:** This project maintains the existing structure through routine maintenance and preparing the space for future occupancy.



**Account Number:** 51.40.42-850.10  
**Project Number:** 2021.PW.1404.440



## Project: Parks and Recreation Master Plan

**Budget:** \$102,000  
**CIP Score:** 57  
**Department:** Parks & Recreation  
**Location:** City of Clayton

Fiscal Year	City Funding	Total
2021		
2022	\$102,000	\$102,000
Total	\$102,000	\$102,000

**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.

**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 Community Foundation.



**Account Number:** 51.50.10-640.10





# Project: Shaw Park Service Road Repairs

**Budget:** \$200,000  
**CIP Score:** 55  
**Department:** Parks & Recreation  
**Location:** Shaw Park

Fiscal Year	City Funding	Total
2021		
2022		
2023	\$200,000	\$200,000
Total	\$200,000	\$200,000

**Project Description:** This project includes the repair and resurfacing of the lower surface road in Shaw Park. This road serves as both a portion of the park trail system and an access road for vehicles making deliveries to the pool, rink and other sites in the park. As such, it has not held up well to the traffic associated with construction at these facilities. This project will take place after the completion of the rink project and will include rebuilding of the road up to the location where the Moneta Garden and Chapman Pavilion meet.

**Project Justification:** This portion of the trail was not rebuilt when the additional trail was laid in 2012. Since the road had been built in 2003, in 2012 it was thought to be in good condition and was simply resurfaced. This project will address existing potholes and crumbling areas that need to be rebuilt as the result of ongoing wear and usage.

**Financial Implications:** This will not have a significant impact financially, although there will be a slight reduction in repair costs for the existing path.



**Account Number:** 51.50.64-870.11  
**Project Number:** 2021.PK.1610.601



# Project: City Street Lighting Conceptual Plans (City-wide)

**Budget:** \$300,000  
**CIP Score:** 52  
**Department:** Public Works  
**Location:** City-wide

Fiscal Year	2014 Bonds	City Funding	Total
2021	\$225,000	\$75,000	\$300,000
Total	\$225,000	\$75,000	\$300,000

**Project Description:** This project would prepare concept/preliminary 30% plans for all areas identified in the 2018 Lighting Standards Update. In addition to having a preliminary plan/layout for each area, we would have cost estimates for faster and more accurate development of future lighting projects for these areas.

**Project Justification:** The city’s lighting system is aging quickly. This project would develop concept/preliminary plans to address maintenance issues and/or bring street lighting illumination in compliance with the Illuminating Engineering Society of North America (IESNA) roadway lighting minimum standards. Some projects will require all equipment, streetlight poles, luminaries, cable, conduit and load centers replaced in their entirety.

**Financial Implications:** Maintenance costs will be reduced.





# Project: Bike & Pedestrian City Master Plan Update

**Budget:** \$78,000  
**Status:** Public Works  
**Department:** Public Works  
**Location:** City of Clayton

Fiscal Year	City Funding	Total
2021		
2022	\$78,000	\$78,000
Total	\$78,000	\$78,000

**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. This project will be a component of the City Comprehensive plan.

**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.



**Account Number:** 51.40.40-635.11  
**Project Number:** 2019.PW.40.090



## Project: Police Department Training Room

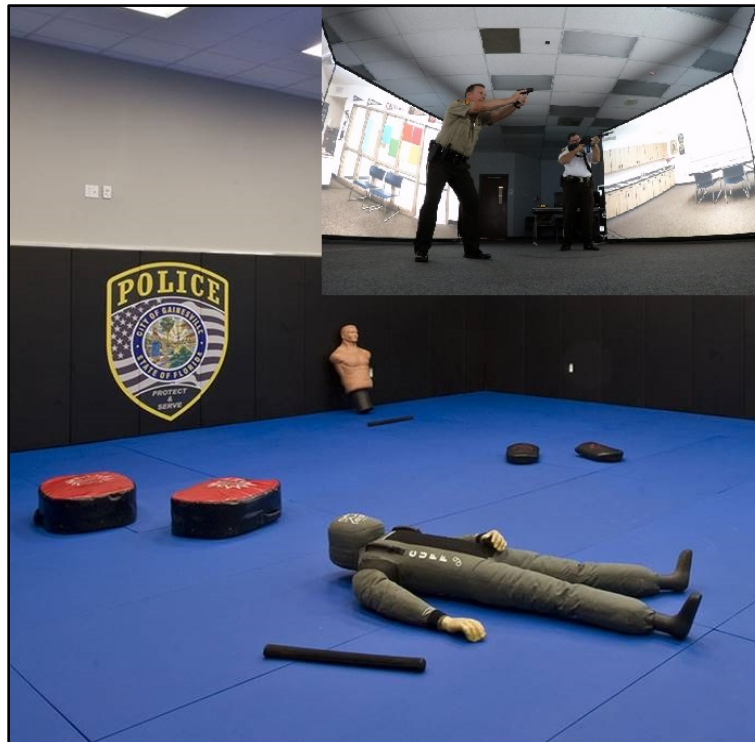
**Budget:** \$77,380  
**Status:** 38  
**Department:** Police  
**Location:** 10 S. Brentwood Blvd.

Fiscal Year	City Funding	Total
2021		
2022		
2023	\$77,380	\$77,380
Total	\$77,380	\$77,380

**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.



**Account Number:** 51.40.42-850.10  
**Project Number:** 2020.PW.40.42.441



## Project: Street Lighting Extension – Linden Ave.

**Budget:** \$60,843  
**CIP Score:** 35  
**Department:** Public Works  
**Location:** Linden Ave., Old Town

Fiscal Year	2014 Bonds	Total
2021	\$8,392	\$8,392
2022	\$52,451	\$52,451
Total	\$60,843	\$60,843

**Project Description:** This project would design and construction an extension of the city street lighting system up the west side of Linden Ave. from Pershing to Kingsbury. The street itself falls within University City, however the area behind the west curb line is the city of Clayton. Clayton currently has an easement for the western half of the roadway. There are very few and dim University City lights along the east side of the street. This project is proposed as an extension of an existing circuit. The design is needed to determine the capacity of this circuit to handle the additional load. Modification, such as LED retrofits, may be needed on other lights on the circuit to provide additional capacity.

**Project Justification:** The extension of this circuit would provide appropriate lighting levels for the Clayton residents and portions of the street sidewalk.

**Financial Implications:** As noted above, there is the potential to require modification to other lights on the circuit in order to provide capacity. Also, there will be additional electricity costs, and eventually maintenance, from adding to the street lighting system.



**Account Number:** 61.40.41-825  
**Project Number:** 2022.PW.45.060



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

**Budget:** \$101,760  
**CIP Score:** 23  
**Department:** Public Works  
**Location:** 10 N. Bemiston Ave.

Fiscal Year	City Funding	Total
2021		
2022		
2023	\$101,760	\$101,760
Total	\$101,760	\$101,760

**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 recent 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.



**Account Number:** 51.40.42-850.10  
**Project Number:** 2019.PW.40.42.410

# Capital Improvements Plan

## Impact of Capital Investments on Operating Budget

### Fiscal Years 2021 - 2025

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 & Cost Category	2021	2022	2023	2024	2025
Ice Rink/Multi-Purpose Facility	Revenue, Personnel, Contractual, Commodities	\$0	\$0	\$64,501	\$23,800	\$46,200
Maryland Avenue Resurfacing	Contractual, Commodities	0	100	4,525	400	5,189
Central Business District Resurfacing	Contractual, Commodities	0	0	100	200	13,135
Sidewalks, Curbs, & Accessibility Improvements	No Impact	0	0	0	0	0
Microsurfacing of Claverach & Wydown	Contractual, Commodities	0	12,650	200	13,715	600
10 S Brentwood Exterior Signage	Contractual	50	100	103	106	109
Shaw Park South Playground Replacement	Commodities	0	2,000	2,100	2,200	2,300
Brentwood Building Internal Guttering & Crown Molding Replacement	No Impact	0	0	0	0	0
Parks and Recreation Master Plan	No Impact	0	0	0	0	0
Shaw Park Service Road Repairs	No Impact	0	0	0	0	0
Street Lighting Conceptual Plans	No Impact	0	0	0	0	0
Bike & Pedestrian City Master Plan	No Impact	0	0	0	0	0
10 S Brentwood - Police Dept Training Room	Contractual, Commodities	550	1,100	1,133	1,167	1,202
Street Lighting Extension - Linden Ave.	Contractual, Commodities	200	200	200	200	200
City Hall - Planning Dept. & Security	No Impact	0	0	0	0	0
<b>Net Operating Budget - Expenditures (Revenues)</b>		<b>\$800</b>	<b>\$16,150</b>	<b>\$72,862</b>	<b>\$41,788</b>	<b>\$68,935</b>

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## **2014 General Obligation Bond Projects Construction Fund**

This fund will be used to track projects funded by the 2014 General Obligation bond issuance. These bonds were issued in the amount of \$15,000,000 for the purpose of funding neighborhood street lighting improvements, replacement of alleys, and resurfacing and repaving of streets.

Until 2021, these projects were recorded within the Capital Improvement Fund, with transfers from the 2014 General Obligation Bond Debt Service Fund providing the bond funds to cover project costs. This new construction fund is established in 2021 to provide greater detail regarding the uses of these bond funds. The debt service costs related to this bond issue continue within the 2014 General Obligation Bond Debt Service Fund.

Current projects include street lighting and sidewalks, and the following resurfacing projects will also include grant funding.

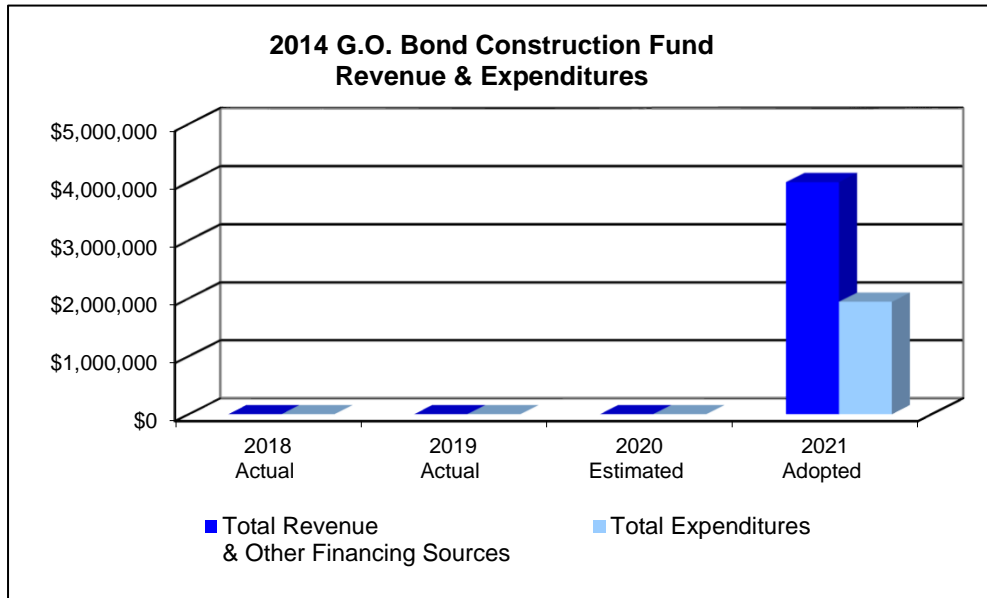
- Brentwood Boulevard Resurfacing
- Maryland Avenue Resurfacing
- Central Business District Resurfacing



## 2014 General Obligation Bond Construction Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 61	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$0
<b>Revenue</b>	0	0	0	886,535
<b>Other Financing Sources</b>	0	0	0	3,115,932
<b>Total Revenue &amp; Other Financing Sources</b>	0	0	0	4,002,467
<b>Total Expenditures</b>	0	0	0	1,942,503
<b>Surplus (Deficit)</b>	0	0	0	2,059,964
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$2,059,964
<b>% Fund Balance to Expenditures</b>	0%	0%	0%	106%

The 2014 General Obligation Bond Construction Fund is new in 2021 and will be used to track capital projects partially or entirely funded by the 2014 General Obligation construction funds. To create this fund, the balance of the constructions funds will be transferred into this fund at the beginning of fiscal year 2021.





## 2014 G.O. Bond Construction - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Grants &amp; Donations</b>								
Federal Grants	\$0	\$0	\$0	\$0	\$0	\$848,710	100%	100%
<b>Total Grants &amp; Donations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>848,710</b>	<b>100%</b>	<b>100%</b>
<b>Interest Income</b>								
Interest on Investments	0	0	0	0	0	37,825	100%	100%
<b>Total Interest Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,825</b>	<b>100%</b>	<b>100%</b>
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>886,535</b>	<b>100%</b>	<b>100%</b>
<b>Other Financing Sources</b>								
Transfers-In	0	0	0	0	0	3,115,932	100%	100%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,115,932</b>	<b>100%</b>	<b>100%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,002,467</b>	<b>100%</b>	<b>100%</b>

## 2014 G.O. Bond Construction - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Public Works</b>								
Professional Services General	\$0	\$0	\$0	\$0	\$0	\$300,000	100%	100%
Curb and Sidewalks	0	0	0	0	0	100,000	100%	100%
Streetscapes	0	0	0	0	0	8,392	100%	100%
Resurfacing	0	0	0	0	0	1,534,111	100%	100%
<b>Total Public Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,942,503</b>	<b>100%</b>	<b>100%</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,942,503</b>	<b>100%</b>	<b>100%</b>



## **The Center of Clayton Renovation Project Construction Fund**

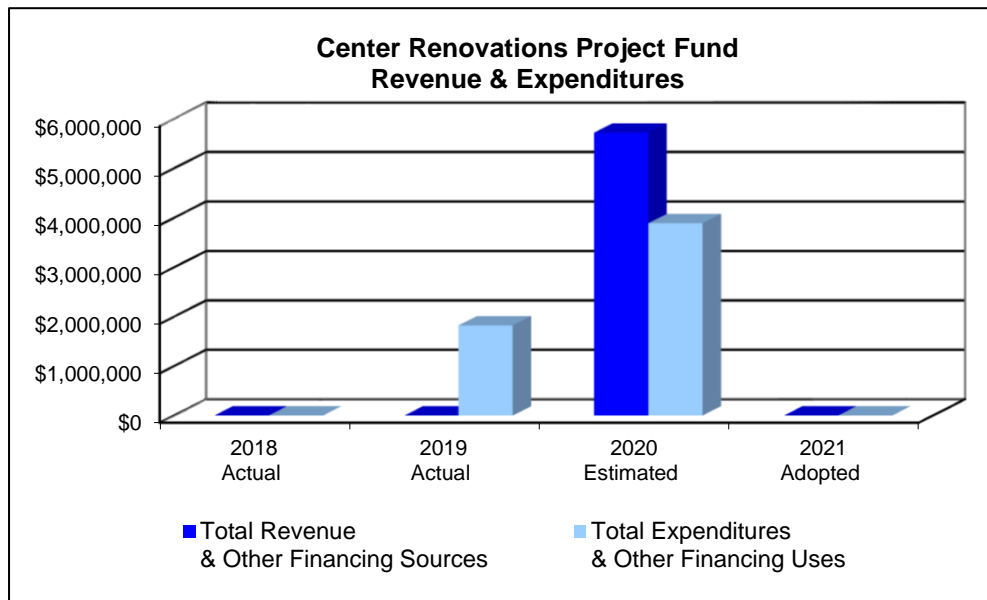
This fund will be used to track the Clayton Renovation Project which is funded by a \$4,830,000 bond issue occurring in 2019. The Center of Clayton is undergoing a 6,000 square foot expansion of the fitness center and administrative suite and improvements to key mechanical systems. The renovation includes enhancements and improvements throughout the building in the locker rooms, restrooms and common spaces, including the lobby on both the first and second floors. The existing fitness center will be refurbished and the aquatic pool tanks and deck will be resurfaced. Additional work will include painting, new flooring and energy efficient lighting improvements. The project also includes the creation of a new parking lot. The total cost for the improvements is \$10.6 million with the City and Clayton School District each providing 50% of the project costs. The project is expected to be completed in 2020.



## Center Renovations Project Fund Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 62	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$0	\$0	(\$1,827,237)	\$0
<b>Revenue</b>	0	0	42,446	0
<b>Other Financing Sources</b>	0	0	5,679,989	0
<b>Total Revenue &amp; Other Financing Sources</b>	0	0	5,722,435	0
<b>Expenditures</b>	0	1,827,237	3,836,230	0
<b>Other Financing Uses</b>	0	0	58,968	0
<b>Total Expenditures &amp; Other Financing Uses</b>	0	1,827,237	3,895,198	0
<b>Surplus (Deficit)</b>	0	(1,827,237)	1,827,237	0
<b>Ending Fund Balance</b>	\$0	(\$1,827,237)	\$0	\$0
<b>% Fund Balance to Expenditures</b>	0%	-100%	0%	0%

The Center Renovations Project Fund is a construction fund used to track the City's portion of the Center of Clayton renovations funded by the 2019 Refunding and Improvement Bond Issue. The Center Renovation project began in 2019 and is projected for completion in 2020.





## Center Renovations Project Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Interest Income</b>								
Interest on Investments	\$0	\$0	\$0	\$0	\$42,446	\$0	0%	-100%
<b>Total Interest Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,446</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,446</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Other Financing Sources</b>								
Bond Proceeds	0	0	0	5,300,000	5,361,617	0	0%	-100%
Transfers-In	0	0	0	0	318,372	0	0%	-100%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,300,000</b>	<b>5,679,989</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,300,000</b>	<b>\$5,722,435</b>	<b>\$0</b>	<b>0%</b>	<b>-100%</b>

## Center Renovations Project Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Parks &amp; Recreation</b>								
Contribution to CRSWC	\$0	1,827,237	\$2,650,000	\$3,765,000	\$3,400,000	\$0	-100%	-100%
Park Improvements Shaw Park	0	0	0	0	436,230	0	0%	-100%
<b>Total Parks &amp; Recreation</b>	<b>0</b>	<b>1,827,237</b>	<b>2,650,000</b>	<b>3,765,000</b>	<b>3,836,230</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>0</b>	<b>1,827,237</b>	<b>2,650,000</b>	<b>3,765,000</b>	<b>3,836,230</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Other Financing Uses</b>								
Bond Issuance Costs	0	0	0	59,000	58,968	0	0%	-100%
<b>Total Other Financing Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,000</b>	<b>58,968</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$0</b>	<b>\$1,827,237</b>	<b>\$2,650,000</b>	<b>\$3,824,000</b>	<b>\$3,895,198</b>	<b>\$0</b>	<b>-100%</b>	<b>-100%</b>



## **Ice Rink and Multi-Purpose Facility Project Construction Fund**

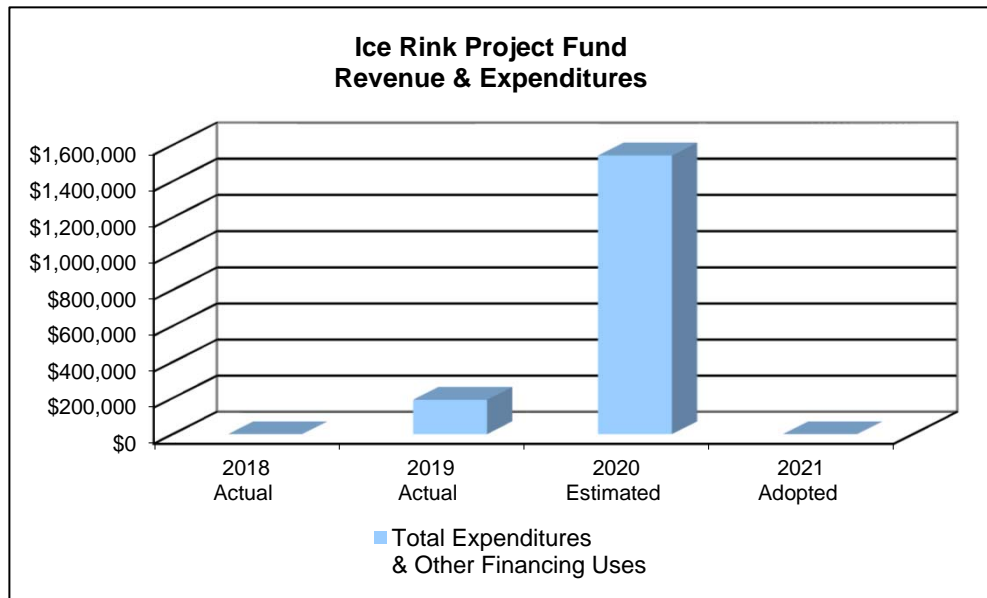
This fund will be used to track activity related to the Ice Rink/Multi-Purpose facility project. This project will be funded by a future bond issuance. Prior and current year expenditures are recorded in this fund, resulting in a negative fund balance until the bond issuance occurs in the future, currently anticipated in 2022. This future bond issue will also provide funding for remaining project expenditures.



## Ice Rink Project Fund Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 63	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$0	\$0	(\$190,778)	(\$1,732,986)
<b>Expenditures</b>	0	190,778	650,000	0
<b>Other Financing Uses</b>	0	0	892,208	0
<b>Total Expenditures &amp; Other Financing Uses</b>	0	190,778	1,542,208	0
<b>Surplus (Deficit)</b>	0	(190,778)	(1,542,208)	0
<b>Ending Fund Balance</b>	\$0	(\$190,778)	(\$1,732,986)	(\$1,732,986)
<b>% Fund Balance to Expenditures</b>	0%	-100%	-267%	0%

The Ice Rink Project Fund is a future bond construction fund used to track expenditures related to the renovation of the Ice Rink. Prior year costs were transferred into this fund in 2020 and have been funded by Capital Improvement Fund revenue sources which will be repaid by an anticipated bond issue in 2022. This future bond issue will also provide funding for remaining project expenditures.







## Ice Rink Project Fund - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Other Financing Sources</b>								
Bond Proceeds	\$0	\$0	\$10,200,000	\$0	\$0	\$0	-100%	0%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>10,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100%</b>	<b>0%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-100%</b>	<b>0%</b>

## Ice Rink Project Fund - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Parks &amp; Recreation Projects</b>								
Park Improvements Shaw Park Projects	\$0	\$190,778	\$9,200,000	\$650,000	\$650,000	\$0	-100%	-100%
<b>Total Expenditures</b>	<b>0</b>	<b>190,778</b>	<b>9,200,000</b>	<b>650,000</b>	<b>650,000</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Other Financing Uses</b>								
Transfers Out to Capital Improvement Fund	0	0	0	892,208	892,208	0	0%	-100%
<b>Total Other Financing Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>892,208</b>	<b>892,208</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$0</b>	<b>\$190,778</b>	<b>\$9,200,000</b>	<b>\$1,542,208</b>	<b>\$1,542,208</b>	<b>\$0</b>	<b>-100%</b>	<b>-100%</b>

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## 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 two (2) existing 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.

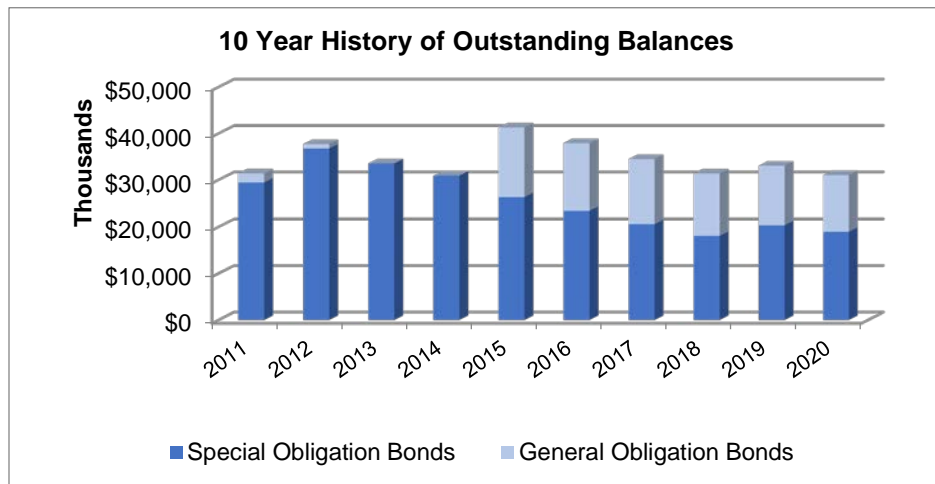
### General Obligation Bonds

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, 2020 is \$12,095,000.

### 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, 2020 is \$18,920,000.

Outstanding Bond Issues by Issuance Date	Total Outstanding	Payoff Fiscal Year
2011 Special Obligation Bonds \$9,845,000 issued in November 2011	\$6,490,000	2032
2014 General Obligation Bonds \$15,000,000 issued in October 2014	\$12,095,000	2034
2019 Special Obligation Refunding & Improv. Bonds \$12,430,000 issued in October 2019	\$12,430,000	2032
<b>Total Outstanding Bonds as of 9/30/2020</b>	<b>\$31,015,000</b>	





## Debt Service

### Debt Repayment by Funding Source

Debt Repayment by Funding Source from 2021 to 2034				
-----Funding Sources-----				
Fiscal Year	Total Debt	Property Tax *	Sales Tax **	Capital Improvement
2021	2,994,600	1,883,163	462,550	648,888
2022	3,081,188	1,942,088	492,425	646,675
2023	3,087,525	1,943,913	495,675	647,938
2024	3,102,725	1,961,513	493,050	648,163
2025	3,105,500	1,963,013	494,550	647,938
2026	3,114,225	1,976,788	490,175	647,263
2027	3,123,625	1,987,563	489,925	646,138
2028	3,144,850	2,009,438	490,850	644,563
2029	3,164,975	2,022,188	495,325	647,463
2030	3,183,053	2,042,063	496,450	644,540
Future Years 31-34	6,841,215	4,560,919	989,500	1,290,796
<b>Grand Total</b>	<b>37,943,480</b>	<b>24,292,644</b>	<b>5,890,475</b>	<b>7,760,361</b>

\*Property tax revenue is recorded in two Debt Service Funds. 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. This property tax revenue will be carried forward to the 2019 refunding of these bonds. 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.

\*\*The Parks and Stormwater Sales Tax provides funding to repay the 2019 debt issuance for the renovation of the Center of Clayton.



## Debt Service

### Debt Repayment by Bond Issue

Debt Repayment by Bond Issue from 2021 to 2034 (Principal and Interest)				
-----Bond Issues-----				
Fiscal Year	2011 Special Obligation	2014 General Obligation	2019 Special Obligation Refunding & Improvement	Totals
2021	648,888	1,006,938	1,338,775	2,994,600
2022	646,675	1,010,738	1,423,775	3,081,188
2023	647,938	1,010,438	1,429,150	3,087,525
2024	648,163	1,027,663	1,426,900	3,102,725
2025	647,938	1,030,538	1,427,025	3,105,500
2026	647,263	1,047,438	1,419,525	3,114,225
2027	646,138	1,058,213	1,419,275	3,123,625
2028	644,563	1,077,788	1,422,500	3,144,850
2029	647,463	1,086,163	1,431,350	3,164,975
2030	644,540	1,108,263	1,430,250	3,183,053
Future Years 31-34	1,290,796	4,560,919	989,500	6,841,215
<b>Grand Total</b>	<b>7,760,361</b>	<b>15,025,094</b>	<b>15,158,025</b>	<b>37,943,480</b>



## 2019 Special Obligation Bond Issue Debt Service Fund

This fund accounts for the Special Obligation bonds in the amount of \$12,430,000 issued by the City on October 2, 2019. The amount of \$7,600,000 of the bonds were issued to refund, similar to refinance, the outstanding balance of the 2009 Series B bonds. The outstanding balance of the bonds that was refunded was \$8,580,000. The original bond issuance was used to fund the majority of the purchase and construction of a new police facility.

The remaining \$4,830,000 of the 2019 bonds were issued to fund the City's portion of the renovation of the Center of Clayton.

The bond issue is scheduled to mature in 2032.

<b>2019 Special Obligation Bond Refunding and Improvement - \$12,430,000</b>			
Interest Rate Range: 2.0% to 5.0%			
	Principal	Interest	Total Debt Service
2021	835,000	503,775	1,338,775
2022	965,000	458,775	1,423,775
2023	1,020,000	409,150	1,429,150
2024	1,070,000	356,900	1,426,900
2025	1,125,000	302,025	1,427,025
2026	1,175,000	244,525	1,419,525
2027	1,235,000	184,275	1,419,275
2028	1,295,000	127,500	1,422,500
2029	1,350,000	81,350	1,431,350
2030	1,390,000	40,250	1,430,250
2031-2032	970,000	19,500	989,500
Outstanding Principal Balance at 9/30/2020:			\$12,430,000



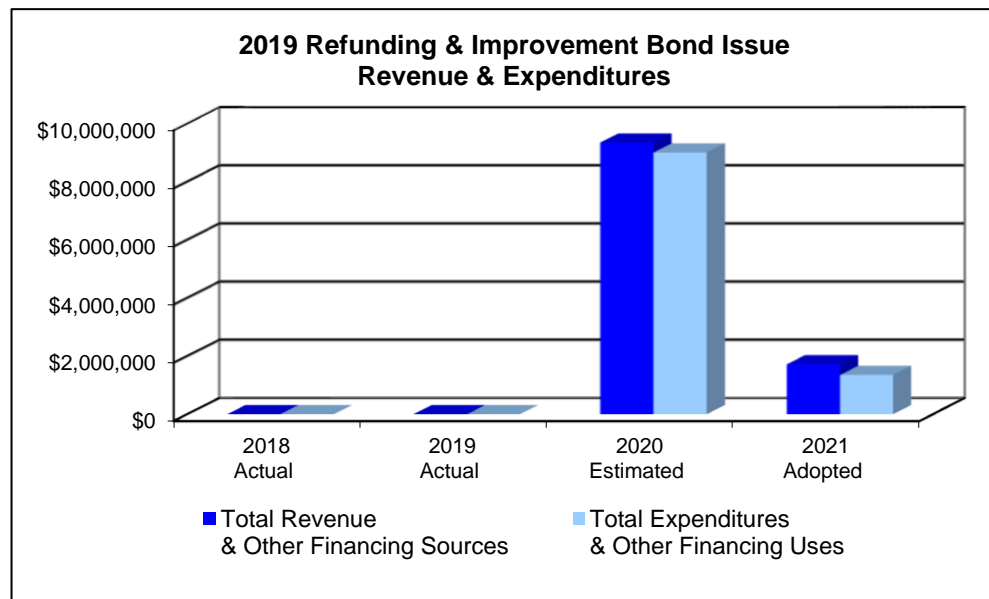
## 2019 Refunding & Improvement Bond Issue

### Summary of Revenue and Expenditures

#### Fiscal Years 2018 - 2021

Fund 35	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$0	\$0	\$0	\$338,118
<b>Revenue</b>	0	0	686,476	1,711,681
<b>Other Financing Sources</b>	0	0	8,646,627	0
<b>Total Revenue &amp; Other Financing Sources</b>	0	0	9,333,103	1,711,681
<b>Expenditures</b>	0	0	349,510	1,343,775
<b>Other Financing Uses</b>	0	0	8,645,475	0
<b>Total Expenditures &amp; Other Financing Uses</b>	0	0	8,994,985	1,343,775
<b>Surplus (Deficit)</b>	0	0	338,118	367,906
<b>Ending Fund Balance</b>	\$0	\$0	\$338,118	\$706,024
<b>% Fund Balance to Expenditures</b>	0%	0%	97%	53%

This debt service fund tracks the principal and interest payments for the 2019 Special Obligation Bonds. A portion of the proceeds was used to fund the renovation of the Center of Clayton with the remaining proceeds used to refinance the 2009 Series B Bond Issue. The refinance of the 2009 debt saved approximately \$720,000.





## 2019 Refunding & Improvement Bond Issue - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Property Tax</b>								
Real Property Tax	\$0	\$0	\$435,600	\$435,600	\$517,551	\$1,135,868	161%	119%
Personal Property Tax	0	0	32,049	32,049	37,093	102,192	219%	176%
<b>Total Property Tax</b>	<b>0</b>	<b>0</b>	<b>467,649</b>	<b>467,649</b>	<b>554,644</b>	<b>1,238,060</b>	<b>165%</b>	<b>123%</b>
<b>Sales &amp; Use Taxes</b>								
Parks-Storm Water Sales Tax (0.5%)	0	0	131,585	131,585	128,090	470,000	257%	267%
<b>Total Sales &amp; Use Taxes</b>	<b>0</b>	<b>0</b>	<b>131,585</b>	<b>131,585</b>	<b>128,090</b>	<b>470,000</b>	<b>257%</b>	<b>267%</b>
<b>Interest Income</b>								
Interest on Investments	0	0	0	0	3,742	3,621	100%	-3%
<b>Total Interest Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,742</b>	<b>3,621</b>	<b>100%</b>	<b>-3%</b>
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>599,234</b>	<b>599,234</b>	<b>686,476</b>	<b>1,711,681</b>	<b>186%</b>	<b>149%</b>
<b>Other Financing Sources</b>								
Bond Proceeds	0	0	0	8,646,000	8,646,627	0	0%	-100%
<b>Total Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,646,000</b>	<b>8,646,627</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$599,234</b>	<b>\$9,245,234</b>	<b>\$9,333,103</b>	<b>\$1,711,681</b>	<b>186%</b>	<b>-82%</b>

## 2019 Refunding & Improvement Bond Issue - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Contractual Services</b>								
Professional Services General	\$0	\$0	\$7,000	\$7,000	\$1,200	\$5,000	-29%	317%
<b>Total Contractual Services</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>7,000</b>	<b>1,200</b>	<b>5,000</b>	<b>-29%</b>	<b>317%</b>
<b>Debt Service</b>								
Debt Service Principal	0	0	0	0	0	835,000	100%	100%
Debt Service Interest	0	0	333,340	348,310	348,310	503,775	51%	45%
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>333,340</b>	<b>348,310</b>	<b>348,310</b>	<b>1,338,775</b>	<b>302%</b>	<b>284%</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>340,340</b>	<b>355,310</b>	<b>349,510</b>	<b>1,343,775</b>	<b>295%</b>	<b>284%</b>
<b>Other Financing Uses</b>								
Bond Issuance Costs	0	0	0	92,400	92,391	0	0%	-100%
Transfer to Trustee	0	0	0	8,554,000	8,553,084	0	0%	-100%
<b>Total Other Financing Uses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,646,400</b>	<b>8,645,475</b>	<b>0</b>	<b>0%</b>	<b>-100%</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$340,340</b>	<b>\$9,001,710</b>	<b>\$8,994,985</b>	<b>\$1,343,775</b>	<b>295%</b>	<b>-85%</b>





## 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 Boulevard
- Maryland Avenue
- Central Business District Resurfacing

Beginning in 2021, the remaining fund balance reserved for capital projects will be transferred out of this debt service fund into the new 2014 GO Bond Construction Fund which is a Capital Improvement fund.

<b>2014 General Obligation Bond</b>			
<b>Street Lighting, Alleys and Neighborhood Streets -</b>			
<b>\$15,000,000</b>			
Interest Rate Range: 2.0% to 3.25%			
	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2021	640,000	366,938	1,006,938
2022	670,000	340,738	1,010,738
2023	690,000	320,438	1,010,438
2024	725,000	302,663	1,027,663
2025	750,000	280,538	1,030,538
2026	790,000	257,438	1,047,438
2027	825,000	233,213	1,058,213
2028	870,000	207,788	1,077,787
2029	905,000	181,163	1,086,163
2030	955,000	153,263	1,108,263
2031-2034	4,275,000	285,918	4,560,918
Outstanding Principal Balance at 9/30/2020:			\$12,095,000

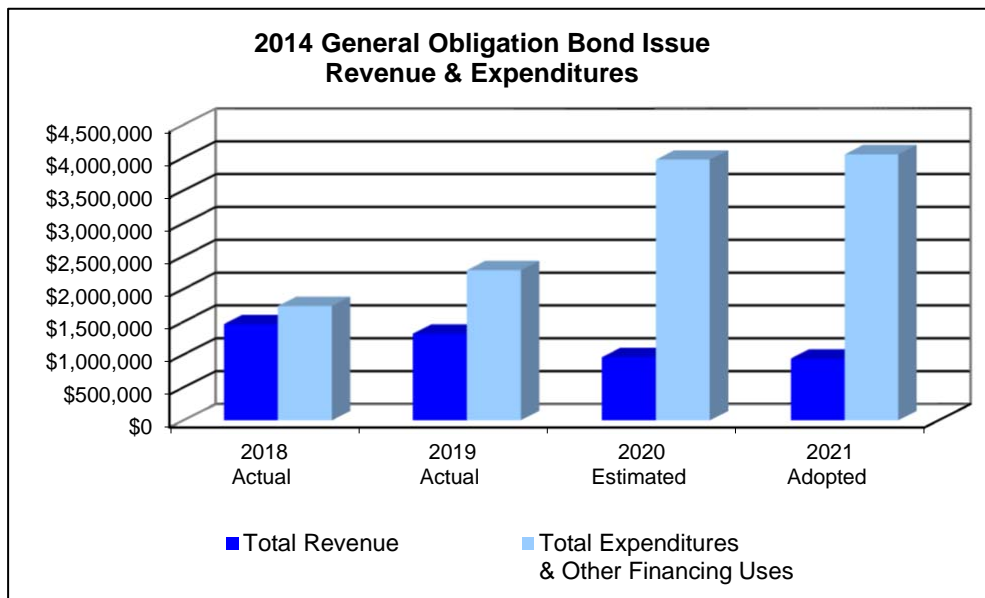


## 2014 General Obligation Bond Issue Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 32	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$8,507,284	\$8,231,018	\$7,261,717	\$4,253,568
<b>Total Revenue</b>	1,464,491	1,318,609	962,828	940,728
<b>Expenditures</b>	1,002,715	1,005,806	1,016,115	1,010,438
<b>Other Financing Uses</b>	738,042	1,282,104	2,954,862	3,040,932
<b>Total Expenditures &amp; Other Financing Uses</b>	1,740,757	2,287,910	3,970,977	4,051,370
<b>Surplus (Deficit)</b>	(276,266)	(969,301)	(3,008,149)	(3,110,642)
<b>Ending Fund Balance</b>	\$8,231,018	\$7,261,717	\$4,253,568	\$1,142,926
<b>% Fund Balance to Expenditures</b>	821%	722%	419%	113%

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.

Through 2020, expenditures in this fund included transfers-out for construction costs recorded in the Capital Improvement Fund. In 2021, a one-time transfer will be recorded to move the remaining bond proceeds to the new 2014 GO Bond Construction Fund where projects will then be recorded.





## 2014 General Obligation Bond Issue - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Property Tax</b>								
Real Property Tax	\$1,252,457	\$1,074,635	\$1,121,790	\$1,121,790	\$782,596	\$861,794	-23%	10%
Personal Property Tax	117,817	99,446	102,400	102,400	60,068	68,712	-33%	14%
<b>Total Property Tax</b>	<b>1,370,274</b>	<b>1,174,081</b>	<b>1,224,190</b>	<b>1,224,190</b>	<b>842,664</b>	<b>930,506</b>	<b>-24%</b>	<b>10%</b>
<b>Interest Income</b>								
Interest on Investments	94,217	144,528	104,113	104,113	120,164	10,222	-90%	-91%
<b>Total Interest Income</b>	<b>94,217</b>	<b>144,528</b>	<b>104,113</b>	<b>104,113</b>	<b>120,164</b>	<b>10,222</b>	<b>-90%</b>	<b>-91%</b>
<b>Total Revenue</b>	<b>\$1,464,491</b>	<b>\$1,318,609</b>	<b>\$1,328,303</b>	<b>\$1,328,303</b>	<b>\$962,828</b>	<b>\$940,728</b>	<b>-29%</b>	<b>-2%</b>

## 2014 General Obligation Bond Issue - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Contractual Services</b>								
Professional Services General	\$477	\$318	\$5,000	\$5,000	\$3,977	\$3,500	-30%	-12%
<b>Total Contractual Services</b>	<b>477</b>	<b>318</b>	<b>5,000</b>	<b>5,000</b>	<b>3,977</b>	<b>3,500</b>	<b>-30%</b>	<b>-12%</b>
<b>Debt Service</b>								
Debt Service Principal	580,000	595,000	620,000	620,000	620,000	640,000	3%	3%
Debt Service Interest	422,238	410,488	392,138	392,138	392,138	366,938	-6%	-6%
<b>Total Debt Service</b>	<b>1,002,238</b>	<b>1,005,488</b>	<b>1,012,138</b>	<b>1,012,138</b>	<b>1,012,138</b>	<b>1,006,938</b>	<b>-1%</b>	<b>-1%</b>
<b>Total Expenditures</b>	<b>1,002,715</b>	<b>1,005,806</b>	<b>1,017,138</b>	<b>1,017,138</b>	<b>1,016,115</b>	<b>1,010,438</b>	<b>-1%</b>	<b>-1%</b>
<b>Other Financing Uses</b>								
Transfers Out to Capital Improvement Fund	738,042	1,282,104	2,380,875	3,750,750	2,954,862	0	-100%	-100%
Transfers Out to 2014 GO Bond Construction Fund	0	0	0	0	0	3,040,932	100%	100%
<b>Total Other Financing Uses</b>	<b>738,042</b>	<b>1,282,104</b>	<b>2,380,875</b>	<b>3,750,750</b>	<b>2,954,862</b>	<b>3,040,932</b>	<b>28%</b>	<b>3%</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$1,740,757</b>	<b>\$2,287,910</b>	<b>\$3,398,013</b>	<b>\$4,767,888</b>	<b>\$3,970,977</b>	<b>\$4,051,370</b>	<b>19%</b>	<b>2%</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 fund \$5 million for 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 support 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 Improvements
- Shaw Park Aquatic Center Improvements
- Shaw Park Ball Field Improvements
- Shaw Park Walking Trail
- Historic Hanley House Improvements

This bond issue is scheduled to mature in 2032.

<b>2011 Special Obligation Bond</b>			
<b>Police Facility and Other Capital Projects - \$9,845,000</b>			
Interest Rate Range: 2.0% to 3.25%			
	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2021	460,000	188,888	648,888
2022	470,000	176,675	646,675
2023	485,000	162,938	647,938
2024	500,000	148,163	648,163
2025	515,000	132,938	647,938
2026	530,000	117,263	647,263
2027	545,000	101,138	646,138
2028	560,000	84,563	644,563
2029	580,000	67,463	647,463
2030	595,000	49,540	644,540
2031-2032	1,250,000	40,796	1,290,796
Outstanding Principal Balance at 9/30/2020:			\$6,490,000



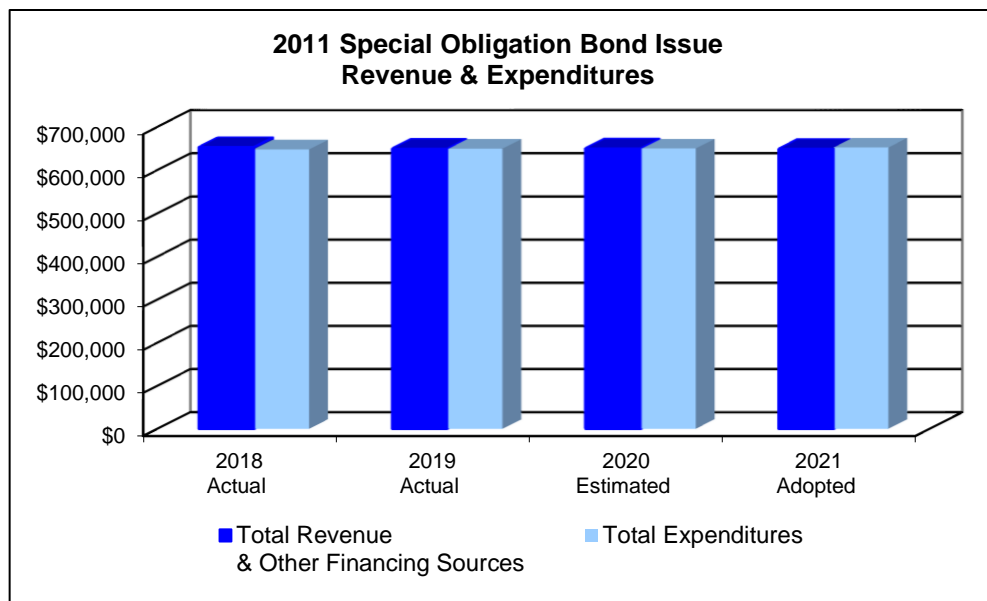
## 2011 Special Obligation Bond Issue

### Summary of Revenue and Expenditures

#### Fiscal Years 2018 - 2021

Fund 31	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$8,368	\$13,429	\$13,245	\$13,302
<b>Revenue</b>	246	186	257	144
<b>Other Financing Sources</b>	652,863	649,163	649,700	648,888
<b>Total Revenue &amp; Other Financing Sources</b>	653,109	649,349	649,957	649,032
<b>Total Expenditures</b>	648,048	649,533	649,900	652,388
<b>Surplus (Deficit)</b>	5,061	(184)	57	(3,356)
<b>Ending Fund Balance</b>	\$13,429	\$13,245	\$13,302	\$9,946
<b>% Fund Balance to Expenditures</b>	2%	2%	2%	2%

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





## 2011 Special Obligation Bond Issue - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Interest Income</b>								
Interest on Investments	\$246	\$186	\$205	\$205	\$257	\$144	-30%	-44%
<b>Total Interest Income</b>	<b>246</b>	<b>186</b>	<b>205</b>	<b>205</b>	<b>257</b>	<b>144</b>	<b>-30%</b>	<b>-44%</b>
<b>Total Revenue</b>	<b>246</b>	<b>186</b>	<b>205</b>	<b>205</b>	<b>257</b>	<b>144</b>	<b>-30%</b>	<b>-44%</b>
<b>Other Financing Sources</b>								
Transfers-In	652,863	649,163	654,700	654,700	649,700	648,888	-1%	0%
<b>Total Other Financing Sources</b>	<b>652,863</b>	<b>649,163</b>	<b>654,700</b>	<b>654,700</b>	<b>649,700</b>	<b>648,888</b>	<b>-1%</b>	<b>0%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$653,109</b>	<b>\$649,349</b>	<b>\$654,905</b>	<b>\$654,905</b>	<b>\$649,957</b>	<b>\$649,032</b>	<b>-1%</b>	<b>0%</b>

## 2011 Special Obligation Bond Issue - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Contractual Services</b>								
Professional Services General	\$186	\$371	\$3,500	\$3,500	\$200	\$3,500	0%	1650%
<b>Total Contractual Services</b>	<b>186</b>	<b>371</b>	<b>3,500</b>	<b>3,500</b>	<b>200</b>	<b>3,500</b>	<b>0%</b>	<b>1650%</b>
<b>Debt Service</b>								
Debt Service Principal	430,000	440,000	450,000	450,000	450,000	460,000	2%	2%
Debt Service Interest	217,862	209,162	199,700	199,700	199,700	188,888	-5%	-5%
<b>Total Debt Service</b>	<b>647,862</b>	<b>649,162</b>	<b>649,700</b>	<b>649,700</b>	<b>649,700</b>	<b>648,888</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$648,048</b>	<b>\$649,533</b>	<b>\$653,200</b>	<b>\$653,200</b>	<b>\$649,900</b>	<b>\$652,388</b>	<b>0%</b>	<b>0%</b>



## 2014 Special Obligation Bond Issue Debt Service Fund

This bond refinanced the 2007 Special Obligation Bonds and the 2005A Series Special Obligation Bonds. The City savings as the result of this refunding totaled \$438,000, net of issuance costs.

### **2007 Series**

The 2007 Series, originally issued for \$9.5 million, was used to refinance the 2002 bond issue which funded a full renovation of the Fire Station and City Hall, and renovations to 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.

The 2014 Special Obligation Refunding Bond Issue matured in 2019.



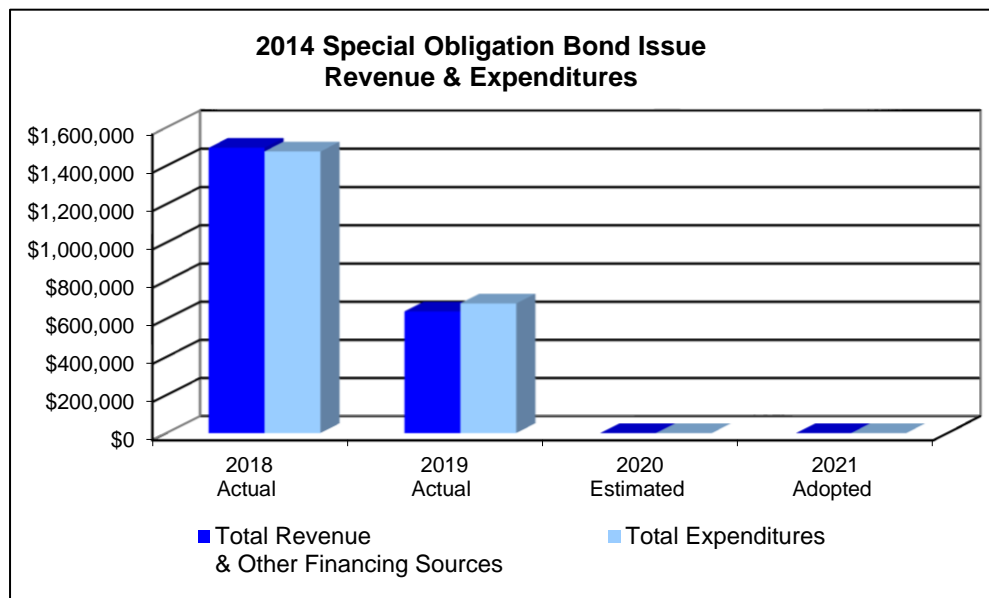
## 2014 Special Obligation Refunding Bond Issue

### Summary of Revenue and Expenditures

#### Fiscal Years 2018 - 2021

Fund 33	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$163,344	\$41,785	\$0	\$0
<b>Revenue</b>	12,283	1,251	0	0
<b>Other Financing Sources</b>	1,481,600	637,147	0	0
<b>Total Revenue &amp; Other Financing Sources</b>	1,493,883	638,397	0	0
<b>Total Expenditures</b>	1,474,554	680,183	0	0
<b>Surplus (Deficit)</b>	19,329	(41,785)	0	0
<b>Ending Fund Balance</b>	\$41,785	\$0	\$0	\$0
<b>% Fund Balance to Expenditures</b>	3%	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 were supported by transfers from the General Fund and Capital Improvement Fund. This debt matured in 2019.







## 2014 Special Obligation Refunding Bond Issue - Revenue

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Interest Income</b>								
Interest on Investments	\$5,298	\$422	\$0	\$0	\$0	\$0	0%	0%
<b>Total Interest Income</b>	<b>5,298</b>	<b>422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Miscellaneous</b>								
Special Assessment Principal	6,985	829	0	0	0	0	0%	0%
<b>Total Miscellaneous</b>	<b>6,985</b>	<b>829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Revenue</b>	<b>12,283</b>	<b>1,251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Other Financing Sources</b>								
Transfers-In	1,481,600	637,147	0	0	0	0	0%	0%
<b>Total Other Financing Sources</b>	<b>1,481,600</b>	<b>637,147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$1,493,883</b>	<b>\$638,397</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>

## 2014 Special Obligation Refunding Bond Issue - Expenditures

Account	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Contractual Services</b>								
Professional Services General	\$954	\$133	\$0	\$0	\$0	\$0	0%	0%
<b>Total Contractual Services</b>	<b>954</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Debt Service</b>								
Debt Service Principal	1,425,000	670,000	0	0	0	0	0%	0%
Debt Service Interest	48,600	10,050	0	0	0	0	0%	0%
<b>Total Debt Service</b>	<b>1,473,600</b>	<b>680,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$1,474,554</b>	<b>\$680,183</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</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

Series B - \$8,580,000

The bonds were issued to purchase and renovate the Clayton police facility. The Series A bond issue matured in 2020 and the Series B bond issue was originally scheduled to mature in 2030. The City refunded the Series B in 2019, resulting in approximately \$720,000 of interest savings.

The City received resident approval in August 2010 to levy a general property tax to pay for the debt service on these bonds starting in 2014, coinciding with the expiration of a general obligation bond issue. Through 2013, the General Fund supported the debt payments on these bonds until the new levy went into effect. This property tax revenue will continue to support the project bonds now recorded in the 2019 refunding special obligation bond.

Build America Bonds are taxable bonds for which the federal government rebates 35% of the interest cost paid by the City. However, beginning in 2013, the federal government withheld a portion of the interest rebate due to sequestration. With the maturity of Series A and the refunding of Series B, the City received its final interest rebate for the December 2019 interest payments.



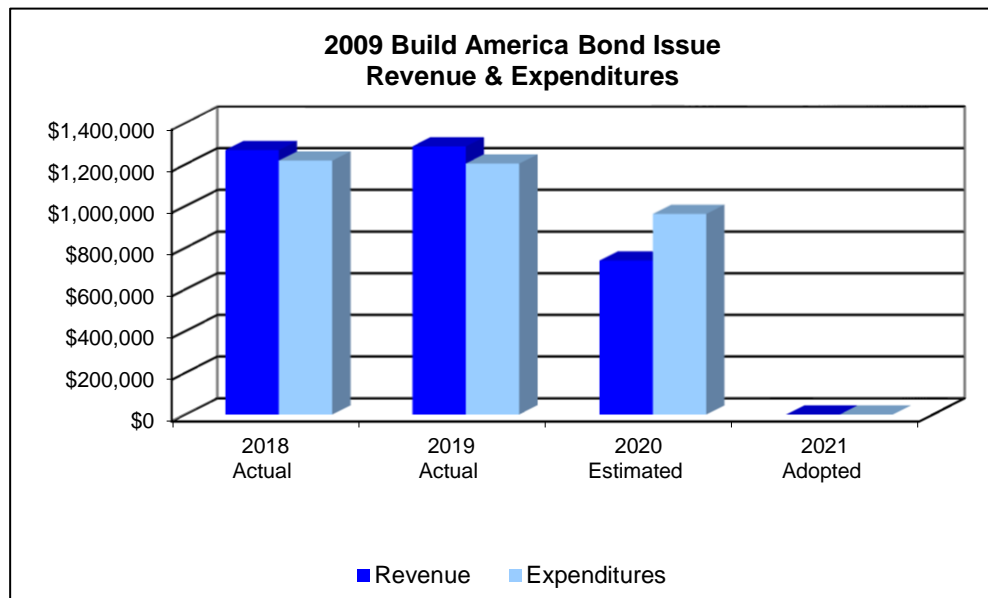
## 2009 Build America Bond Issue Summary of Revenue and Expenditures Fiscal Years 2018 - 2021

Fund 30	2018 Actual	2019 Actual	2020 Estimated	2021 Adopted
<b>Beginning Fund Balance</b>	\$90,982	\$141,601	\$224,057	\$0
<b>Revenue</b>	1,268,828	1,286,521	738,360	0
<b>Expenditures</b>	1,218,209	1,204,065	962,417	0
<b>Surplus (Deficit)</b>	50,619	82,456	(224,057)	0
<b>Ending Fund Balance</b>	\$141,601	\$224,057	\$0	\$0
<b>% Fund Balance to Expenditures</b>	12%	19%	0%	0%

This fund paid 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 provided the City a rebate to offset the higher interest costs.

A property tax levy approved by voters in 2010, which began in 2014, supported the debt service on these bonds. This levy coincided with a reduction in property tax levy due to the retirement of prior General Obligation Bonds.

The 2009A Series matured in 2019, and the 2009B Series was refunded in 2019.





## 2009 Build America Bond Issue - Revenue

Revenue	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Revenue</b>								
<b>Property Tax</b>								
Real Property Tax	\$991,189	\$1,014,143	\$600,000	\$600,000	\$593,094	\$0	-100%	-100%
Personal Property Tax	100,410	101,940	73,171	73,171	62,907	0	-100%	-100%
<b>Total Property Tax</b>	<b>1,091,599</b>	<b>1,116,083</b>	<b>673,171</b>	<b>673,171</b>	<b>656,001</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Intergovernmental</b>								
Federal Rebate	175,559	167,192	70,961	70,961	81,150	0	-100%	-100%
<b>Total Intergovernmental</b>	<b>175,559</b>	<b>167,192</b>	<b>70,961</b>	<b>70,961</b>	<b>81,150</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Interest Income</b>								
Interest on Investments	1,670	3,246	2,395	2,395	1,209	0	-100%	-100%
<b>Total Interest Income</b>	<b>1,670</b>	<b>3,246</b>	<b>2,395</b>	<b>2,395</b>	<b>1,209</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>\$1,268,828</b>	<b>\$1,286,521</b>	<b>\$746,527</b>	<b>\$746,527</b>	<b>\$738,360</b>	<b>\$0</b>	<b>-100%</b>	<b>-100%</b>

## 2009 Build America Bond Issue - Expenditures

Expenditures	2018 Actual	2019 Actual	2020 Budget	2020 Amended	2020 Estimated	2021 Adopted	% 2021 to 2020 Budget	% 2021 to 2020 Est.
<b>Expenditures</b>								
<b>Contractual Services</b>								
Professional Services General	\$1,166	\$1,165	\$3,500	\$3,500	\$1,025	\$0	-100%	-100%
<b>Total Contractual Services</b>	<b>1,166</b>	<b>1,165</b>	<b>3,500</b>	<b>3,500</b>	<b>1,025</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Debt Service</b>								
Debt Service Principal	680,000	695,000	715,000	715,000	715,000	0	-100%	-100%
Debt Service Interest	537,043	507,900	246,393	246,393	246,392	0	-100%	-100%
<b>Total Debt Service</b>	<b>1,217,043</b>	<b>1,202,900</b>	<b>961,393</b>	<b>961,393</b>	<b>961,392</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>
<b>Total Expenditures</b>	<b>\$1,218,209</b>	<b>\$1,204,065</b>	<b>\$964,893</b>	<b>\$964,893</b>	<b>\$962,417</b>	<b>\$0</b>	<b>-100%</b>	<b>-100%</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. The policies will be reviewed and potentially revised on an annual basis. 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
- Capital Improvement Funds (5) - Equipment Replacement Fund, Capital Improvement Fund, 2014 General Obligation Bond Projects Construction Fund, Center of Clayton Project Construction Fund, Ice Rink and Multi-Purpose Facility Project Construction Fund
- Debt Service Funds (4) - 2009 Build America Bonds, 2011 Special Obligation Bonds, 2014 General Obligation Bonds, and 2014 Special Obligation Refunding Bonds

### **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	Construction Funds	All Debt Service	All Pension
Mayor & Board of Aldermen	X							
Administrative Services Department								
City Manager	X							
Economic Development	X							
Events	X							
Parking Control	X							
Finance	X							
Human Resources	X							
Technology Services	X			X				
Municipal Court	X							
Planning & Development Department								
Planning & Development	X							
Police Department								
Police Operations	X							
Fire Department								
Fire Operations	X							
Public Works Department					X	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	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 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 contributes the full 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.

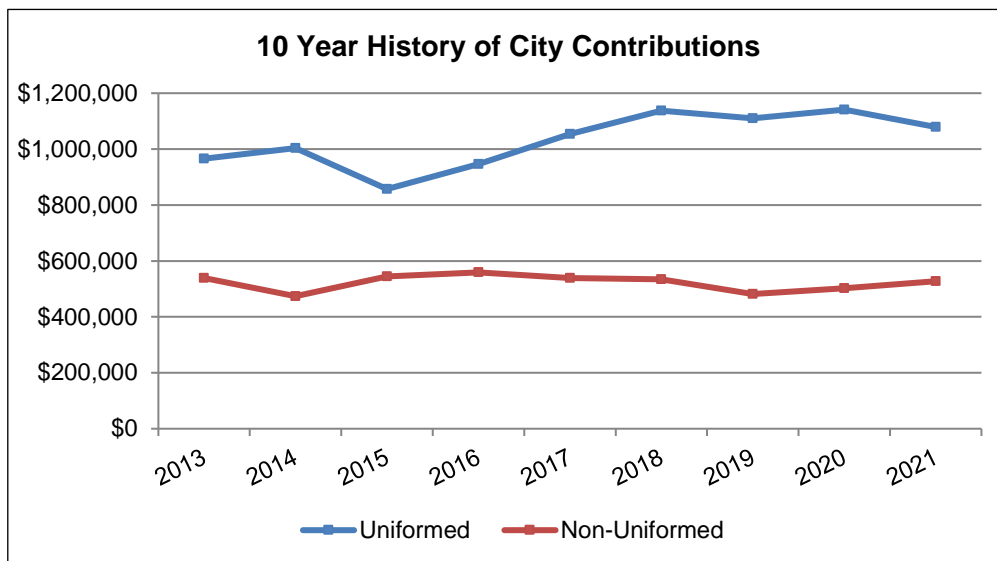
Revenue and expenditure outcomes are highly dependent on factors outside the City's control, such as market conditions, employees' retirement decisions, and the number of years that retirees and/or their beneficiaries receive benefits. The two pension plans have not been budgeted funds of the City since 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 2020 Estimated	1,643,717	570,638	2,214,355
FY 2021 Projected	1,606,166	561,991	2,168,158

### Ten Year History of City Contributions





**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF 9-30-20**

**Special Obligation Refunding and Improvement Bonds, Series 2019**

**Refund Series 2009B - \$7,600,000**

Interest rate range: 3.0% to 5.0%

		Principal	Interest	Total	Total Interest
	12/1/2020	555,000.00	167,550.00	722,550.00	
FY 2021	6/1/2021		153,675.00	153,675.00	321,225.00
	12/1/2021	640,000.00	153,675.00	793,675.00	
FY 2022	6/1/2022		137,675.00	137,675.00	291,350.00
	12/1/2022	675,000.00	137,675.00	812,675.00	
FY 2023	6/1/2023		120,800.00	120,800.00	258,475.00
	12/1/2023	710,000.00	120,800.00	830,800.00	
FY 2024	6/1/2024		103,050.00	103,050.00	223,850.00
	12/1/2024	745,000.00	103,050.00	848,050.00	
FY 2025	6/1/2025		84,425.00	84,425.00	187,475.00
	12/1/2025	780,000.00	84,425.00	864,425.00	
FY 2026	6/1/2026		64,925.00	64,925.00	149,350.00
	12/1/2026	820,000.00	64,925.00	884,925.00	
FY 2027	6/1/2027		44,425.00	44,425.00	109,350.00
	12/1/2027	860,000.00	44,425.00	904,425.00	
FY 2028	6/1/2028		27,225.00	27,225.00	71,650.00
	12/1/2028	895,000.00	27,225.00	922,225.00	
FY 2029	6/1/2029		13,800.00	13,800.00	41,025.00
	12/1/2029	920,000.00	13,800.00	933,800.00	
FY 2030				-	13,800.00
Refund Series 2009B					
Outstanding at 9/30/20:		7,600,000.00	1,667,550.00	9,267,550.00	

**Recreation Center Project - \$4,830,000**

Interest rate range: 2.0% to 5.0%

		Principal	Interest	Total	Total Interest
	12/1/2020	280,000.00	94,775.00	374,775.00	
FY 2021	6/1/2021		87,775.00	87,775.00	182,550.00
	12/1/2021	325,000.00	87,775.00	412,775.00	
FY 2022	6/1/2022		79,650.00	79,650.00	167,425.00
	12/1/2022	345,000.00	79,650.00	424,650.00	
FY 2023	6/1/2023		71,025.00	71,025.00	150,675.00
	12/1/2023	360,000.00	71,025.00	431,025.00	
FY 2024	6/1/2024		62,025.00	62,025.00	133,050.00
	12/1/2024	380,000.00	62,025.00	442,025.00	
FY 2025	6/1/2025		52,525.00	52,525.00	114,550.00
	12/1/2025	395,000.00	52,525.00	447,525.00	
FY 2026	6/1/2026		42,650.00	42,650.00	95,175.00
	12/1/2026	415,000.00	42,650.00	457,650.00	
FY 2027	6/1/2027		32,275.00	32,275.00	74,925.00
	12/1/2027	435,000.00	32,275.00	467,275.00	
FY 2028	6/1/2028		23,575.00	23,575.00	55,850.00
	12/1/2028	455,000.00	23,575.00	478,575.00	



**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF 9-30-20**

**Special Obligation Refunding and Improvement Bonds, Series 2019**

FY 2029	6/1/2029		16,750.00	16,750.00	40,325.00
	12/1/2029	470,000.00	16,750.00	486,750.00	
FY 2030	6/1/2030		9,700.00	9,700.00	26,450.00
	12/1/2030	480,000.00	9,700.00	489,700.00	
FY 2031	6/1/2031		4,900.00	4,900.00	14,600.00
	12/1/2031	490,000.00	4,900.00	494,900.00	
FY 2032					4,900.00
Recreation Center Project					
Outstanding at 9/30/20:		4,830,000.00	1,060,475.00	5,890,475.00	
Grand Total					
Outstanding at 9/30/20:		12,430,000.00	2,728,025.00	15,158,025.00	



**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF 9-30-20**

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

Interest rate range: 2.0% to 3.25%

		Principal	Interest	Total	Total Interest
	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
	3/15/2028	870,000.00	110,418.75		
FY 2028	9/15/2028		97,368.75	1,077,787.50	207,787.50
	3/15/2029	905,000.00	97,368.75		
FY 2029	9/15/2029		83,793.75	1,086,162.50	181,162.50
	3/15/2030	955,000.00	83,793.75		
FY 2030	9/15/2030		69,468.75	1,108,262.50	153,262.50
	3/15/2031	995,000.00	69,468.75		
FY 2031	9/15/2031		53,300.00	1,117,768.75	122,768.75
	3/15/2032	1,045,000.00	53,300.00		
FY 2032	9/15/2032		36,318.75	1,134,618.75	89,618.75
	3/15/2033	1,090,000.00	36,318.75		
FY 2033	9/15/2033		18,606.25	1,144,925.00	54,925.00
	3/15/2034	1,145,000.00	18,606.25		
FY 2034	9/15/2034			1,163,606.25	18,606.25
Outstanding at 9/30/20:		12,095,000.00	2,930,093.75	15,025,093.75	



**SUPPLEMENTAL DETAILED DEBT SERVICE SCHEDULES  
DEBT SERVICE OUTSTANDING AS OF 9-30-20**

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

Interest rate range: 2.0% to 3.25%

		Principal	Interest	Total	Total Interest
	12/1/2012	385,000	131,431.25		
FY 2013	6/1/2013	-	127,581.25	644,012.5	259,013
	12/1/2013	400,000	127,581.25		
FY 2014	6/1/2014	-	123,581.25	651,162.5	251,163
	12/1/2014	410,000.00	123,581.25		
FY 2015	6/1/2015	-	119,481.25	243,062.50	243,062.50
	12/1/2015	415,000.00	119,481.25		
FY 2016	6/1/2016	-	115,331.25	649,812.50	234,812.50
	12/1/2016	425,000.00	115,331.25		
FY 2017	6/1/2017	-	111,081.25	651,412.50	226,412.50
	12/1/2017	430,000.00	111,081.25		
FY 2018	6/1/2018	-	106,781.25	647,862.50	217,862.50
	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
	12/1/2026	545,000.00	54,656.25		
FY 2027	6/1/2027	-	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
	12/1/2028	580,000.00	38,081.25		
FY 2029	6/1/2029	-	29,381.25	647,462.50	67,462.50
	12/1/2029	595,000.00	29,381.25		
FY 2030	6/1/2030	-	20,158.75	644,540.00	49,540.00
	12/1/2030	615,000.00	20,158.75		
FY 2031	6/1/2031	-	10,318.75	645,477.50	30,477.50
	12/1/2031	635,000.00	10,318.75		
FY 2032				645,318.75	10,318.75
Outstanding at 9/30/20:		6,490,000.00	1,270,361.25	7,760,361.25	

BILL NO. 6805

ORDINANCE NO. 6666

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**AN ORDINANCE ADOPTING AN ANNUAL BUDGET  
FOR FISCAL YEAR 2021 COMMENCING ON OCTOBER 1, 2020  
AND APPROPRIATING FUNDS PURSUANT THERETO**

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WHEREAS, the City Manager has presented to the Board of Aldermen an annual budget for Fiscal Year 2021 commencing on October 1, 2020; and

WHEREAS, a public hearing on the budget was conducted on September 8, 2020, 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 2021 commencing on October 1, 2020, 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 22nd day of September 2020.

  
\_\_\_\_\_  
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.

**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.