

Clayton, Missouri



Fiscal Year 2022 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 2021 Saint Louis Art Fair Commemorative Print, *Fireflies*, is the work of photographer Radim Schreiber. Schreiber's photographs begin as mere visual inspiration that eventually turn into a sketch of an image he wants to capture. In 2003, inspiration struck while he was on a plane, so he made a drawing on paper of a glowing firefly on a blade of grass with the moon shining against the night sky. At that time, however, there had not been enough advancements in the low light capabilities of cameras to fully capture his vision for the final work. Finally in 2008, technology began to catch up with his vision for his firefly photos, and from then on, he has spent his summers photographing and recording fireflies.

Fireflies, along with many other insects and animals, have greatly recovered as a result of less human activity in the past year. Schreiber himself hopes that by spreading the joy of fireflies, more people will be motivated to protect the natural beauty that he preserves with his camera.



City of Clayton, Missouri

Fiscal Year 2022 Operating Budget And Five-Year Capital Improvements Plan

Principal Officers

Members of the Board of Aldermen

Mayor

Michelle Harris

Aldermen

Richard Lintz

Ira Berkowitz

Bridget McAndrew

Becky Patel

Susan Bradley Buse

Gary Feder

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

Ernie Rhodes

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 01, 2020

Christopher P. Morill

Executive Director

Table of Contents

Introduction

Page	
7	City Manager’s Budget Message <i>An overview of the objectives of the FY 2022 budget, along with a brief summary of the City’s long-term directives.</i>
10	Budget Process <i>Describes the development of the budget document and includes the budget calendar.</i>
12	Organization Chart <i>Shows the City-wide organizational structure. Additional organization charts are provided for each department later in the document.</i>
13	Executive Summary <i>Describes the City’s form of government and gives an overview of the community, economic development, and quality of life.</i>
16	City of Clayton at a Glance <i>Displays information about Clayton’s form of government, demographics, education, land use, largest employers, resident perceptions of Clayton, bond rating, outstanding debt, assessed value, and property tax rates.</i>
18	Policy Implications and Decision Points <i>Discusses the City’s fund balance policy, personnel position classification system, bonded indebtedness, use of grants and donations as funding sources, sales and property tax trends, grants and donations, and bonded indebtedness.</i>
22	Long-Term Financial Planning
26	Budget Highlights – All Funds <i>Highlights changes in revenue by fund and type and expenditures by fund and department.</i>
32	Budget Highlights – General Fund <i>Highlights changes in General Fund revenue by type and expenditures by type and department.</i>
35	Summary of Budget Transfers <i>Summarizes transfers between funds.</i>
36	Performance Management <i>Describes performance management in Clayton and includes City performance measure data.</i>

Revenue Sources

41	Revenue Sources <i>A description of the different revenue sources with graphs.</i>
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Personnel

61	Full-Time Positions <i>A City-wide table of full-time positions.</i>
65	FY 2022 Full-Time Staffing Summary <i>Summarizes changes in staffing from the previous year.</i>

General Fund

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

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

- 101 Police**
- 107 Parking Control**
- 108 Fire**

- 113 Public Works**
The Public Works Department is responsible for major capital projects and maintaining the infrastructure within the City of Clayton.

- 118 Engineering**
- 119 Street Maintenance**
- 120 Facility Maintenance**
- 121 Fleet Maintenance**
- 122 Parking Operations & Maintenance**
- 123 Street Lighting**

- 125 Parks & Recreation**
The Parks & Recreation Department maintains the parks within the City of Clayton and oversees the programs offered at various Park facilities.

- 130 Administration**
- 131 Shaw Park Aquatic Center**
- 132 Ice Rink**
- 133 Tennis Center**
- 134 Sports Programs**
- 135 Park Operations**
- 136 Clayton Community Foundation**

- 137 Non-Departmental**
Other Financing Uses and insurance expenditures that are not specific to the departments within the General Fund are recorded here.

- 139 Insurance**

Special Revenue Funds

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

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

Capital Improvement Funds

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

- 149 Equipment Replacement Fund**
- 153 Equipment Schedule**
- 155 Capital Improvement Fund – 5-Year Plan**
- 159 Capital Improvements Program**

- 162 Capital Improvements Plan Ranking System Summary**
- 169 Funded Capital Project Listing**
- 170 Capital Improvement Project Summaries**
- 192 Impact of Capital Investments on Operating Budget**

Construction Funds

Construction Funds are used to track expenditures associated with projects where expenditures need to be segregated due to funding restrictions.

- 193 2014 General Obligation Bond Projects**
- 196 The Center of Clayton Renovation Project**
- 199 Ice Rink & Multi-Purpose Facility Project**

Debt Service Funds

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

- 203 Debt Service Funds Description**
- 204 Debt Repayment by Funding Source**
- 205 Debt Repayment by Bond Issue**

Outstanding Debt

- 206 2019 Special Obligation Bond Issue**
- 209 2014 General Obligation Bond Issue**
- 212 2011 Special Obligation Bond Issue**

Matured and Refunded Debt

- 215 2014 Special Obligation Refunding Bond Issue**
- 218 2009 Build America Bond Issue**

Appendix & Supplemental Reports

- 221 Summary of Financial Policies**
- 227 Fiduciary Funds (Pension)**
- 228 Supplemental Detailed Debt Service Schedules**
- 231 Ordinance No. 6722 – Adopting an Annual Budget for FY 2022**
- 232 Glossary**



October 1, 2021

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 2022 (FY 2022). 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 sixteen years.

The City has continued to experience diminished revenues due to the COVID-19 global pandemic over the past eighteen months. Revenues have improved but some of them are likely to take at least another year to return to pre-pandemic levels. This budget was developed with these issues in mind and include improved revenue projections from the prior year for the areas impacted by the economy and a return to a near normal level of expenditures. We have continued to maintain high service levels throughout the pandemic. Additional revenue from federal grants will help supplement the reduced revenue levels this budget year.

Below is a summary of the fiscal year 2022 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	\$26,800,981	\$28,549,563	\$990,229	(\$758,353)	\$18,523,534	\$17,765,181	62%
Special Revenue	608,934	80,000	(514,329)	14,605	144,897	159,502	27%
Equipment Replacement	106,525	2,188,458	2,093,791	11,858	7,188,931	7,200,789	329%
Capital Improvement	4,795,898	3,253,317	(3,630,691)	(2,088,110)	7,266,429	5,178,319	159%
Construction Funds	969,864	1,452,889	500,000	16,975	901,112	918,087	63%
Debt Service	2,505,822	3,090,188	648,675	64,309	1,744,021	1,808,330	59%
TOTAL	\$35,788,024	\$38,614,415	\$87,675	(\$2,738,716)	\$35,768,923	\$33,030,208	85%

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

The City's capital needs were 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 2021 and others that will begin in 2022. The Maryland Avenue street resurfacing project with new bike lanes is nearly complete and work is now occurring on microsurfacing of Claverach/Wydown and Forsyth/N Meramec. Two Shaw Park playground replacements are substantially complete and the design is nearly finished for the Central Business District phase one of resurfacing. Projects planned for 2022 include the extension of street lighting on Linden Avenue; Bike/Pedestrian and Parks master plans; Maryland Avenue park development; Shaw Park service road repairs; microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park; and continuing improvements to sidewalks and curbs. The plan also includes demolition of the Ice Rink and relocation of the Shaw Park electrical system.

Economic development projects are still on-going with the nearly one million square foot US Capital Development project progressing toward completion, as well as the Ryan Companies senior housing development (Clarendale). The Residence Inn construction has started and the Bemiston Place mixed use project has received approval for construction. We continue to receive new development proposals, although they are not of the same size and scope of those we have seen in the past few years.

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 by the pandemic and recent months have seen strong improvement. Our projection for 2022 is a ten percent (10%) increase over the 2021 level, which will still be less than pre-pandemic levels. 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 is likely to be slower to return to previous levels.

The property tax revenue base continues to increase incrementally, and this is the most stable of our large revenue sources. Clayton has experienced a tremendous growth in assessed value over the past few years with both residential and commercial properties continuing to experience this growth. State law has specific limitations on the growth of property tax revenue and this year our property tax revenue is allowed to grow 1.4%. 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 3.2% over the prior year receipts in the General Fund.

We have seen a downward trend in some of our Utility tax categories, especially those related to telecommunications, as well as reductions in revenue related to decreases in utility rates. In addition, the pandemic has caused lower revenues in electric and gas utilities as many of the downtown office buildings are at reduced occupancy. The City is projecting a 3.6% increase in this category over the 2021 level.

Other revenue categories have varied projections for next year, many of which were negatively impacted by reduced economic activity related to the pandemic. The affected revenue streams include parking, fines, interest income, and parks and recreation fees. These revenues are projected to continue increasing in 2022, although some categories may take longer to return to past levels.

The City is projected to receive funds from the federal American Rescue Plan Act of 2021 in the amount of \$1,689,651 in 2021 and again in 2022. These are one-time funds that will not continue.

In summary, General Fund revenue has increased by \$1,160,186, or 4.5% when compared to the 2021 approved budget.

Expenditure Analysis

As mentioned before, the City has continued to preserve high service levels while keeping expenditures at lower levels for the 2022 fiscal year. City staff again reviewed every line item in every department to assure costs were held firm. Three and one-half full-time staff positions were added back to the budget, with two of the positions being held open for half of the year prior to filling them. The budget includes an employee compensation increase of two percent (2%) for all full-time employees, which is less than many of our comparable communities.

Other expenditure areas were increased such as a return of training and meetings, construction supplies and materials, and some contractual services. The City is experiencing increases in the cost of contracts which have come up for renewal and various commodities that the City purchases. Together these items did cause expenditures to increase.

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 increased by \$664,407, or 2.4% when compared to the 2021 approved budget.

Conclusion

The City continues to experience reduced income in several revenue categories. Service levels have stayed consistent through the use of reserves, federal grants, and strict cost control for expenditures. City leaders have been actively engaged in long term financial planning efforts since the onset of the pandemic and are now beginning discussions regarding future strategies for balancing the budget. These are not normal times and we appreciate the ongoing support of the elected officials, citizens, businesses and employees during the budget process.

Finally, I want to thank our executive team for their ideas, input and detailed work to create this budget plan.

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**

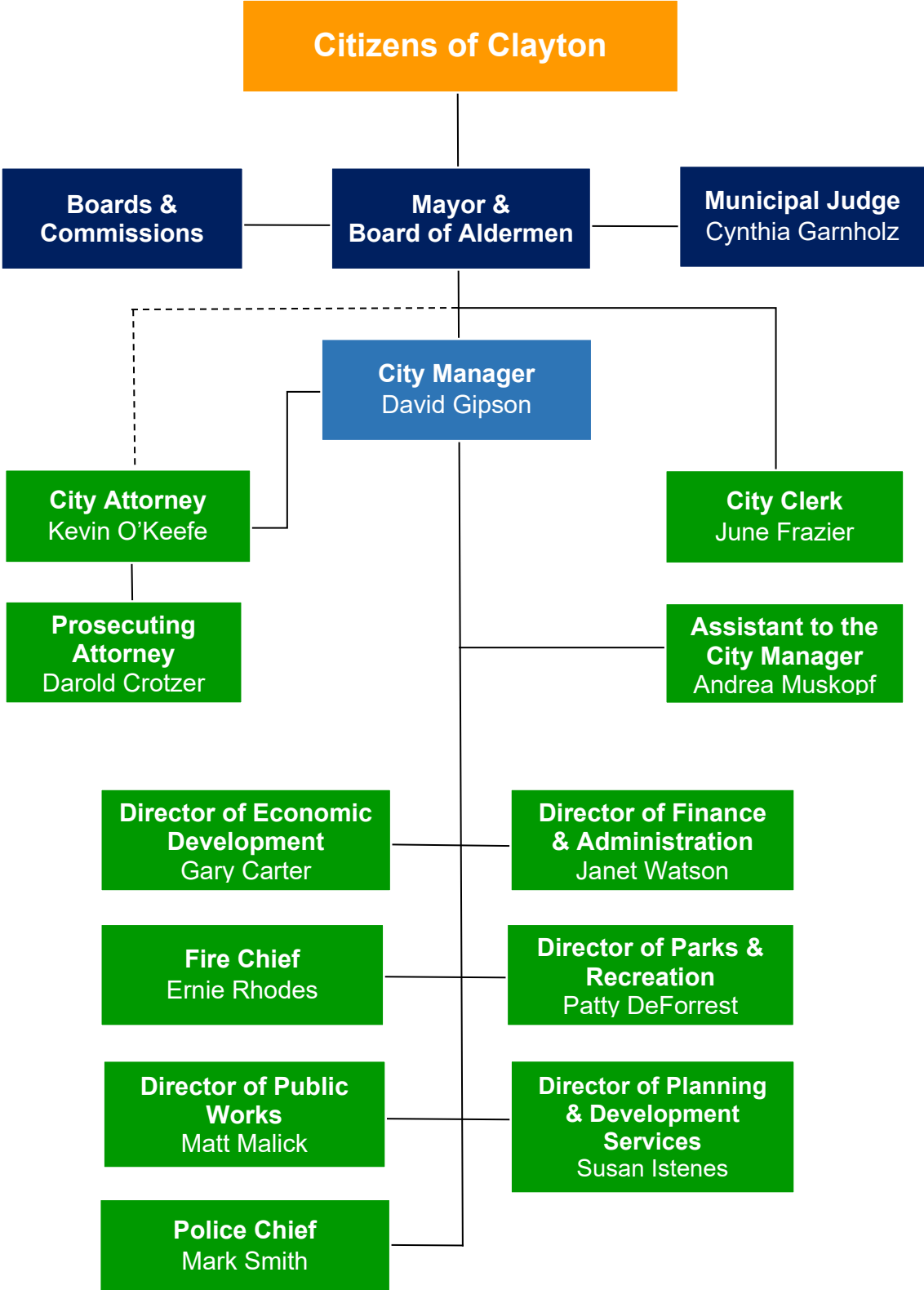
We shall strive for personal professional excellence based upon sound judgment that is free from personal biases. A spirit of cooperation and respect is necessary in order to approach problem-solving within the City. Each of us should utilize a team approach in providing the best services possible.

Budget Calendar for Fiscal Year 2022

<u>Date</u>	<u>Description</u>
<u>5-year Capital Improvement Plan (CIP)</u>	
March 1, 2021	- Capital Improvement Plan (CIP) departmental process begins
March 31, 2021	- Department CIP submissions due
April 2021	- CIP Committee review and recommendations finalized
May 7, 2021	- CIP recommendations submitted to Board
May 21, 2021	- Capital Plan presentation and discussion at Board public meeting
June 8, 2021	- Board approves Capital Plan to include in Proposed Budget
<u>Operating Budget</u>	
April 26, 2021	- Department Budget entry for operating budget begins
April 29, 2021	- Department Equipment Replacement updates due
May 11, 2021	- Personnel changes and part-time/overtime 2021 salary estimates and 2022 salary projections due - Department Revenue submissions due
May 28, 2021	- Department Operating Budget submissions due
June 14-18, 2021	- Department management budget presentations with Budget team
June 21-25, 2021	- Budget Team final review with department management
June 28-July 9, 2021	- Final Proposed Budget decisions by City Manager
July 12-23, 2021	- Preparation of recommended budget document by Budget team
August 2, 2021	- Distribution of Proposed Budget to the Board and public
August 10, 2021	- Set and publish Public Notice for September 14, 2021 Public Hearing (15 days required)
August 20, 2021	- Hold Operating Budget review work session with Board
September 14, 2021	- Public Hearing and 1 st Reading of Proposed Budget Ordinance and Proposed Property Tax Levy
September 28, 2021	- 2 nd Reading of Final Budget Ordinance and Property Tax Levy
September 30, 2021	- Property Tax Levy filing

Board Meetings: August 10, 2021 August 24, 2021 September 14, 2021 September 28, 2021

City of Clayton



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 175.5 full-time employees and approximately 80 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 17,355 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 square feet of premier office space with less than a 17% 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 a strong pace of development with commercial and multi-family projects, especially in the downtown area. US Capital Development has begun construction of two new office towers supported by a parking garage. In addition, Midas Hospitality has begun construction of a new 12-story Residence Inn that is expected to be open for business in the fall of 2022.

The Clarendale of Clayton, a multi-story senior community, is near completion and is expected to open in October 2021. Balke Brown Transwestern has received approval for a new mixed-use project combining apartments and retail with construction expected to start late 2021. The project is expected to bring new life to the Central Avenue corridor with 236 apartments and almost 11,000 square feet of retail space.



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 93% 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 5.6% percent of all departments in the country.

The Planning and Development Services Department was also rated by ISO and received a 2 rating (with one 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 30 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 (33 years), the Popular Annual Financial Reporting Award (5 years), and the Distinguished Budget Presentation Award (16 years). These awards are the highest form of recognition in governmental financial reporting and budgeting.

The Technology Services 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 ten years; refer to the end of the introduction for more information on Clayton's performance management program.

City of Clayton At a Glance

ST. LOUIS COUNTY SEAT
INCORPORATED IN
1913

Council-Manager



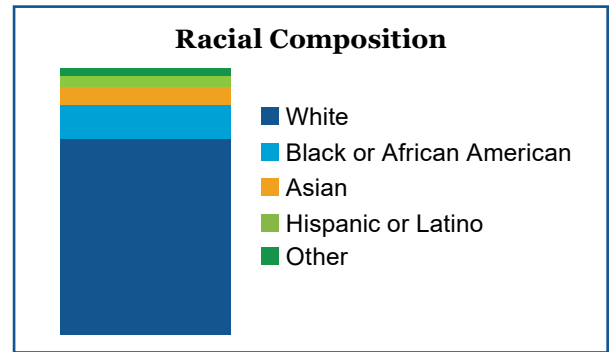
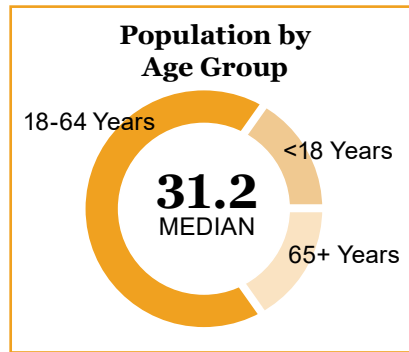
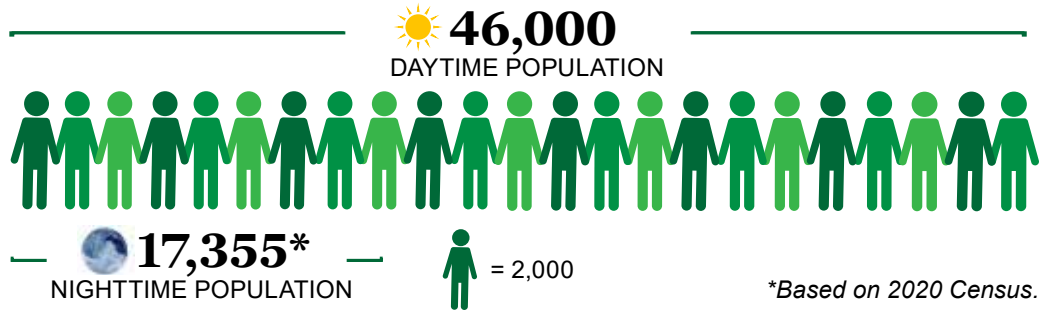
Elected Officials

- 3** WARDS
- 2** ALDERMEN PER WARD
- 1** MAYOR AT-LARGE

\$107,596
MEDIAN HOUSEHOLD INCOME

Average Household Size
2.15 PER HOUSEHOLD

5,646 HOUSEHOLDS



Resident Education and Professions

77.9% OVER AGE 25 WITH BACHELOR'S DEGREE

62.9% IN PROFESSIONAL MANAGEMENT

Clayton School District

PRE-K.....1
ELEMENTARY.....3
MIDDLE SCHOOL.....1
HIGH SCHOOL.....1

2,529
TOTAL STUDENTS

College and Graduate School Enrollment

WASHINGTON UNIVERSITY 14,906

FONTBONNE UNIVERSITY 1,100

CONCORDIA SEMINARY 628

2.5mi²

Land Use by Acreage

582 SINGLE FAMILY RESIDENTIAL

153 MULTI-FAMILY RESIDENTIAL

251 INSTITUTIONS

163 COMMERCIAL

78 PARKS

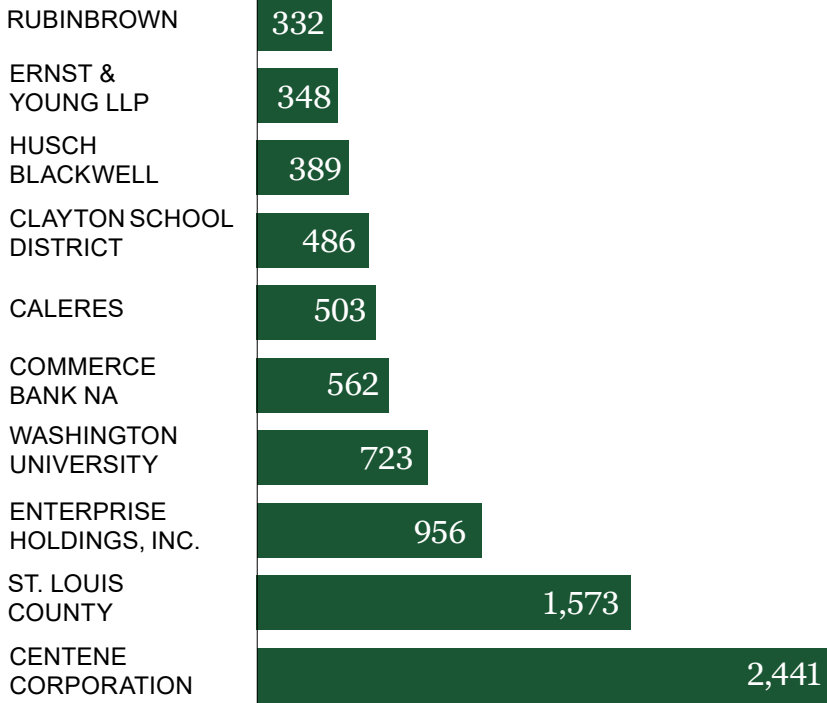
349 PUBLIC RIGHT-OF-WAY

30 VACANT

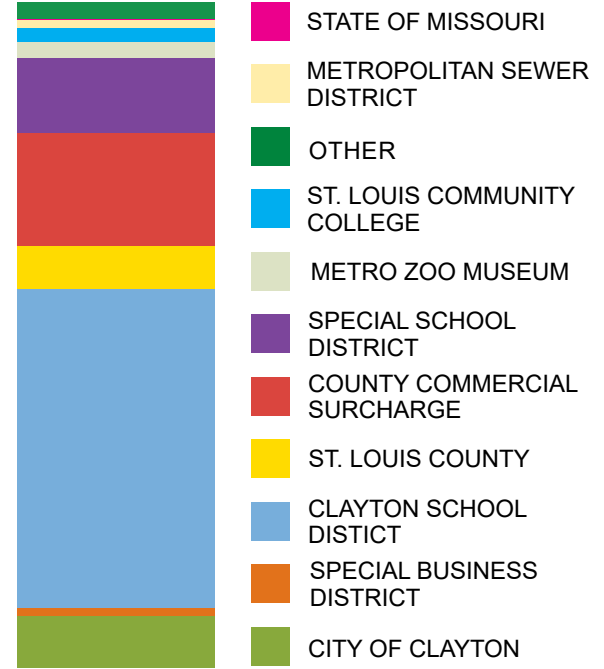
City of Clayton At a Glance

3,408
BUSINESSES

Largest Employers



Commercial Property Tax (\$9.9178 per \$100 of assessed valuation)



\$850,000
MEDIAN HOME SALE PRICE

\$342,000
MEDIAN CONDO SALES PRICE

Assessed Property Tax Value

RESIDENTIAL
\$683,764,540

COMMERCIAL
\$451,779,264

PERSONAL PROPERTY
\$91,652,341

\$1,227,196,145
TOTAL VALUE

AAA
GENERAL OBLIGATION BOND RATING

Outstanding Bonds
(as of 9/30/21)
\$11,455,000
GENERAL OBLIGATION BONDS

\$17,625,00
SPECIAL OBLIGATION BONDS

\$29,080,000
TOTAL OUTSTANDING BONDS

9.24%
SALES TAX RATE

4.23%
STATE OF MISSOURI

3.51%
ST. LOUIS COUNTY

1.50%
CITY OF CLAYTON

0.25% LOCAL OPTION
0.25% FIRE & EMS
0.50% PARKS & STORM WATER
0.50% CAPITAL IMPROVEMENT

Overall Perceptions of Clayton

QUALITY OF LIFE IN THE CITY	97%
IMAGE OF THE CITY	97%
OVERALL QUALITY OF CITY SERVICES	90%
APPEARANCE OF THE CITY	82%
FEELING OF SAFETY IN THE CITY	91%
VALUE RECEIVED FOR CITY TAX DOLLARS AND FEES	75%
QUALITY OF NEW RESIDENTIAL DEVELOPMENT	60%
QUALITY OF SPECIAL EVENTS AND CULTURAL OPPORTUNITIES	77%
HOW WELL CLAYTON IS PLANNING/MANAGING REDEVELOPMENT	51%
RECREATIONAL OPPORTUNITIES IN THE CITY	83%
QUALITY OF NEW COMMERCIAL DEVELOPMENT	53%

Residential Property Tax

(\$7.3711 per \$100 of assessed valuation)



CITY OF CLAYTON
CLAYTON SCHOOL DISTRICT
ST. LOUIS COUNTY
SPECIAL SCHOOL DISTRICT
MISSOURI STATE & OTHER

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 \$17,765,181 on September 30, 2022, which is 62% 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, considering 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 third 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 the 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. 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. Salary ranges are adjusted based on the market.

Provisions for FY 2022 Pay Adjustments: The City's goal is to maintain our place in the competitive market for salaries and benefits. Given the continuing pandemic's financial impact on the City, the compensation recommendation this year is to provide a 2% across the board increase to all employees as well as step increases and midpoint increases. The ranges for positions in the step system will be adjusted by 2% and the ranges in the Open Range system will be adjusted by 1%. In addition, all employees will be capped at the maximum of their salary range. This level of increase may be a lower level than the City's market comparable organizations are providing.

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 2022, 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 in the prior year, several full-time positions were held vacant and those positions have been added back to the budget this fiscal year. One position will be added back for the full year which is a Parks & Recreation Community Recreation Specialist with 50% City funding. Two positions will be hired mid-year which are a police officer and a Public Works Municipal Service Worker I. In addition, a new Park Operations Municipal Service Worker I is being added to the budget due to several long-term illness/injuries. This last position will be eliminated by attrition in the future.

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 \$936,031, or 11.9% of compensation, as compared to \$1,078,842 in the prior year. The

City's contribution to the Non-uniformed plan is estimated to be \$592,010, or 9.4% of compensation, as compared to \$624,178 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 4.5%. 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 7% of employees taking advantage of this benefit.

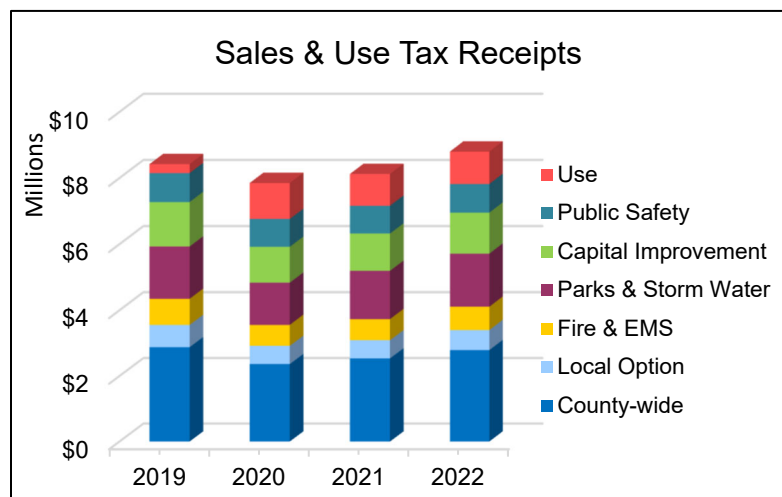
Other Fringe Benefits: The City's other major fringe benefit programs will continue, including life insurance, long-term disability insurance, dental insurance, employee assistance program, tuition reimbursement, family membership to the Center of Clayton, and a 25% subsidy for Metro passes. Vision plan 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, 2021 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 2019 and projecting through 2022. The decline in 2020 and lower amount in 2021 reflect the impact of the pandemic on this revenue source.

City of Clayton Sales Tax Rate As of October 1, 2021	
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>
Total Sales Tax Rate	9.238%

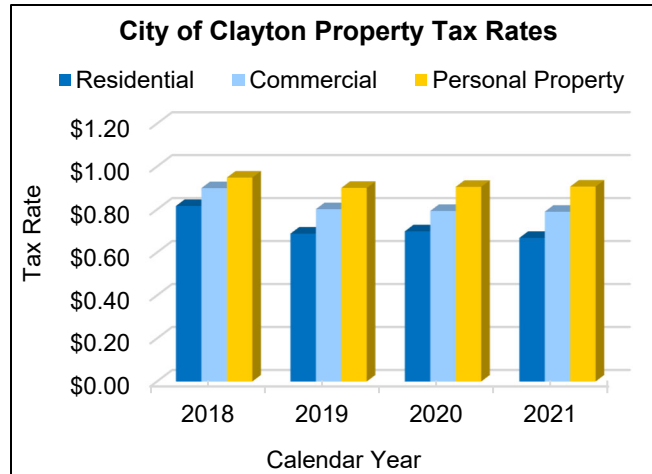


A use tax was passed by City voters and began collection part-way through 2019. The City's use tax rate is 1.5%.

In fiscal year 2022, total sales and use tax revenue is projected to be \$8.8 million. Of this amount, \$4.97 million is allocated to the General Fund and another \$3.83 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 \$9.32 million in this fiscal year.



The Special Business District (SBD) tax is a tax on those properties within the downtown area. For 2021, the approved SBD residential property tax rate decreased to \$0.079, and the approved commercial tax rate increased to \$0.116.

Historical Property Tax Rates				
	2018 (FY19)	2019 (FY20)	2020 (FY21)	2021 (FY22)
Residential	0.817	0.688	0.699	0.668
Commercial	0.900	0.802	0.794	0.790
Personal Property	0.949	0.901	0.906	0.907

City of Clayton and Clayton Special Business District Assessed Values

City of Clayton		
	2020 (FY21)	2021 (FY22)
Residential	\$641,535,530	\$683,764,540
Commercial	\$450,235,933	\$451,779,264
Personal Property	\$85,588,846	\$91,652,341

Special Business District		
	2020 (FY21)	2021 (FY22)
Residential	\$85,207,640	\$91,786,280
Commercial	\$396,013,730	\$391,476,260

City of Clayton and Clayton Special Business District Tax Rate Comparison

City of Clayton			
	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
Total Rate	\$0.699	\$0.794	\$0.906
	2021 (FY22)		
	Residential	Commercial	Personal
General	\$0.497	\$0.610	\$0.707
Police	0.091	0.100	0.120
Debt Service	0.080	0.080	0.080
Total Rate	\$0.668	\$0.790	\$0.907

Special Business District		
	2020 (FY21)	
	Residential	Commercial
Total Rate	\$0.084	\$0.115
	2021 (FY22)	
	Residential	Commercial
Total Rate	\$0.079	\$0.116

Fee Changes

Permit Parking Fees: Fees for parking lots and parking garages will not change this year. The City no longer leases the Upper St. Joe lot located at 120 N Meramec, and no longer receives permit parking fees for this location.

Private Subdivision Fees: The fee charged to private subdivisions within city limits for snow removal, leaf collection, and street sweeping will increase to \$0.53 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 \$0.30 per linear foot. The table below summarizes these fees in recent years.

Cost Per Linear Foot			
	<u>2020</u>	<u>2021</u>	<u>2022</u>
Within City Limits	\$0.51	\$0.52	\$0.53
Outside City Limits	\$2.31	\$2.09	\$1.79

Grants and Donations

The City will receive federal grant funding to support the Maryland Avenue resurfacing project and scheduled replacement of traffic signals, a local grant to assist in funding the Shaw Park South playground replacement, and will also receive a federal grant from the American Rescue Plan Act funds.

Bonded Indebtedness

For 2021 property taxes, the total assessed valuation for the City of Clayton was \$1,227,196,145. 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 \$122,719,615, if approved by the voters. The City currently only has \$11,455,000 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 \$29,080,000 as of September 30, 2021.

Total Outstanding Bonds as of September 30, 2021	
Issuance	Amount
2011 Special Obligation	\$6,030,000
2014 General Obligation	\$11,455,000
2019 Special Obligation Refunding & Improvement	<u>\$11,595,000</u>
Total Outstanding Bonds	\$29,080,000

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, 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 \$12.4 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 in 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. The City performs a General Fund five-year projection of both revenue and expenditures. Other long-term planning processes include 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.

Five-year Financial Projections

This year the City began a process of five-year planning for revenue and expenditures in the General Fund. The purpose of the plan is to assist the City in developing long-term strategies to address budgetary issues in the City's operating fund.

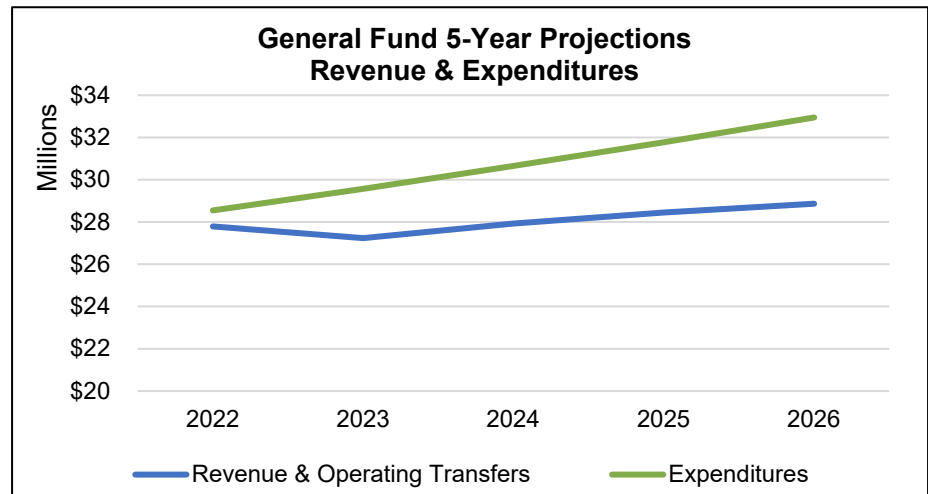
The assumptions involved in the projections included evaluating each revenue area to determine the appropriate rate of growth projection. The assumptions used for the City's largest revenue sources are:

- Property Tax – A 2% growth factor was used plus the additional projected property tax on approved developments.
- Sales Tax – A 3% growth factor was used for 2023 as this is projected to bring the City back to pre-pandemic levels of this tax. All other years use a 1.5% growth factor and an addition of a new state-wide tax on internet sales which will occur beginning during 2023.
- Utility Gross Receipts Tax – A 1% growth factor was used with a reduction over several years related to state legislation reducing cable franchise fees.
- Other Revenue Categories – Most other revenues sources are level with limited growth. The City chose to show the one-time American Rescue Plan Act grant in a separate line since the effect on 2022 was substantial.

The assumptions regarding expenditure growth factors are:

- Personnel – A 4% growth factor was used.
- Contractual Services – A 2% growth factor was used.
- Waste Contract – A 2.5% growth factor was used for 2023 per current contract, and a 5% growth factor was used for all other years. This item appears separately since it is an area of potential Board discussion regarding reductions.
- Commodities – A 3% growth factor was used.
- Capital Outlay – Future small capital outlay projects are estimated at \$100,000 for future years.

This graph depicts the projections for growth in the expenditures and revenues of the General Fund. Without additional revenue or reduced expenditures the deficit is likely to grow over the next five years, reducing the fund balance significantly. The City is in the process of developing strategies to reduce the future budget deficit. The revenue and expenditure categories are listed on the following page.



General Fund Projection

	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Beginning Fund Balance	\$18,538,438	\$17,780,385	\$15,452,774	\$12,731,285	\$9,400,721
Revenue & Operational Transfers					
Property Taxes	6,746,222	7,105,181	7,292,067	7,541,498	7,692,328
Sales & Use Tax	4,973,311	5,497,510	5,704,973	5,790,548	5,877,406
Utility Gross Receipts Tax	4,864,408	4,894,977	4,918,927	4,943,116	4,967,547
Intergovernmental	1,893,219	1,983,617	2,075,372	2,168,502	2,263,030
Grants & Donations	366,292	200,000	200,000	200,000	200,000
One-time Federal Grants	1,554,705	-	-	-	-
Licenses, Permits & Fees	3,026,694	3,041,827	3,057,037	3,072,322	3,087,683
Parks & Recreation	737,315	847,912	975,099	984,850	994,699
Fines	605,200	629,408	629,408	629,408	629,408
Parking	1,761,050	1,796,271	1,796,271	1,796,271	1,796,271
Interest Income	83,265	125,000	125,000	125,000	125,000
Miscellaneous	190,200	90,000	90,000	90,000	90,000
Special Business Dist. Transfer	514,329	522,044	529,875	537,823	545,890
Capital Transfer for Operations	475,300	503,818	534,047	566,090	600,055
Revenue & Operational Transfers	27,791,510	27,237,567	27,928,075	28,445,428	28,869,317
Expenditures & Transfers-out					
Personnel Services	20,006,114	20,806,359	21,638,613	22,504,157	23,404,324
Contractual Services	5,124,934	5,227,433	5,331,981	5,438,621	5,547,393
Waste Contract	2,177,670	2,232,112	2,343,717	2,460,903	2,583,948
Commodities	1,164,344	1,199,274	1,235,253	1,272,310	1,310,479
Capital Outlay	76,501	100,000	100,000	100,000	100,000
Total Expenditures	28,549,563	29,565,177	30,649,564	31,775,992	32,946,145
Surplus (Deficit)	(758,053)	(2,327,611)	(2,721,489)	(3,330,564)	(4,076,827)
Ending Fund Balance	\$17,780,385	\$15,452,774	\$12,731,285	\$9,400,721	\$5,323,894

Other Areas of Long-term Financial Planning

The City also has several other long-term planning processes outlined below.

Public Input	Description
Yes	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: https://www.claytonmo.gov/government/city-manager/c-the-future-clayton-s-strategic-planning-process

Public Input		Description
Comprehensive Plan	Yes	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: https://www.claytonmo.gov/government/planning-and-development-services/planning-zoning-and-architectural-review/master-plan
Equipment Replacement Program	No	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: <ul style="list-style-type: none"> • Vehicle Replacement • Computer Systems and Equipment Replacement • Facilities Equipment Replacement 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 in the Equipment Replacement fund section of this document.
• Vehicle Replacement Plan	No	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.
• Computer Systems and Equipment	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.
• Facility Equipment Replacement	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.

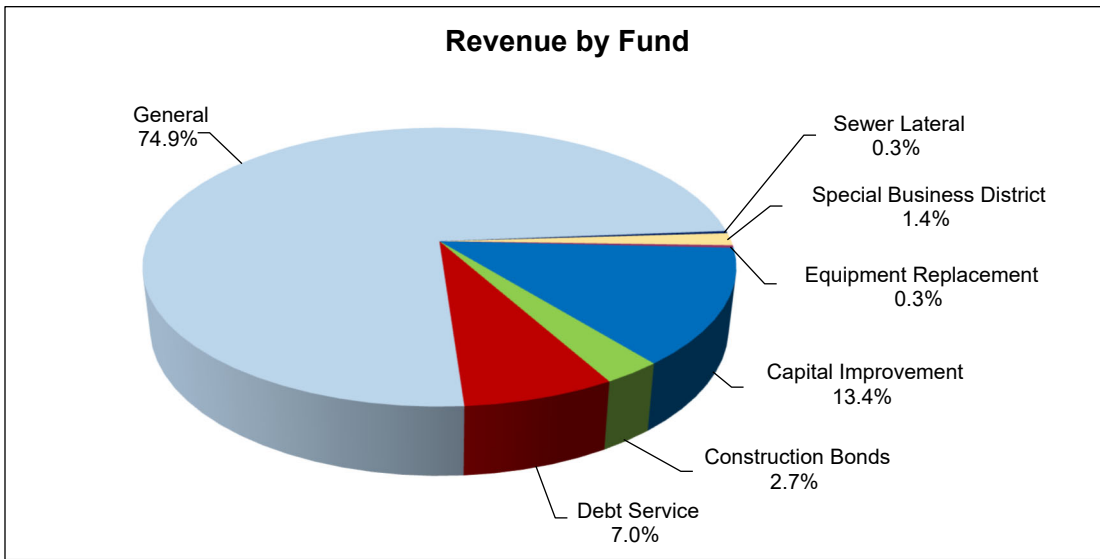
	Public Input	Description
Capital Improvements Program and Plan	Yes	This program serves as a plan to maintain the City's capital investment in facilities, infrastructure, parks and the planning and construction of new assets. This program has a specific weighted criteria system for all capital improvement 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 in the Capital Improvement Fund section 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 budgeted this year. The most recent plan is found at: https://www.claytonmo.gov/government/parks-recreation/about-parks-and-recreation/parks-and-recreation-documents
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. A new full master plan is budgeted this year which will include public input. The most recent plan is found at: https://www.claytonmo.gov/government/public-works/projects
ADA Transition Plan	Yes	In 2014, the City completed an Americans with Disabilities Act (ADA) transition plan which identifies all the deficiencies related to ADA in the City and includes a long-term plan to address these issues. The City budget includes annual funding dedicated to these improvements to address these items over many years. This plan is found at: https://www.claytonmo.gov/government/public-works/ada-transition-plan
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: https://www.claytonmo.gov/government/public-works/projects
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: https://www.claytonmo.gov/community/public-art

Budget Highlights: All Funds

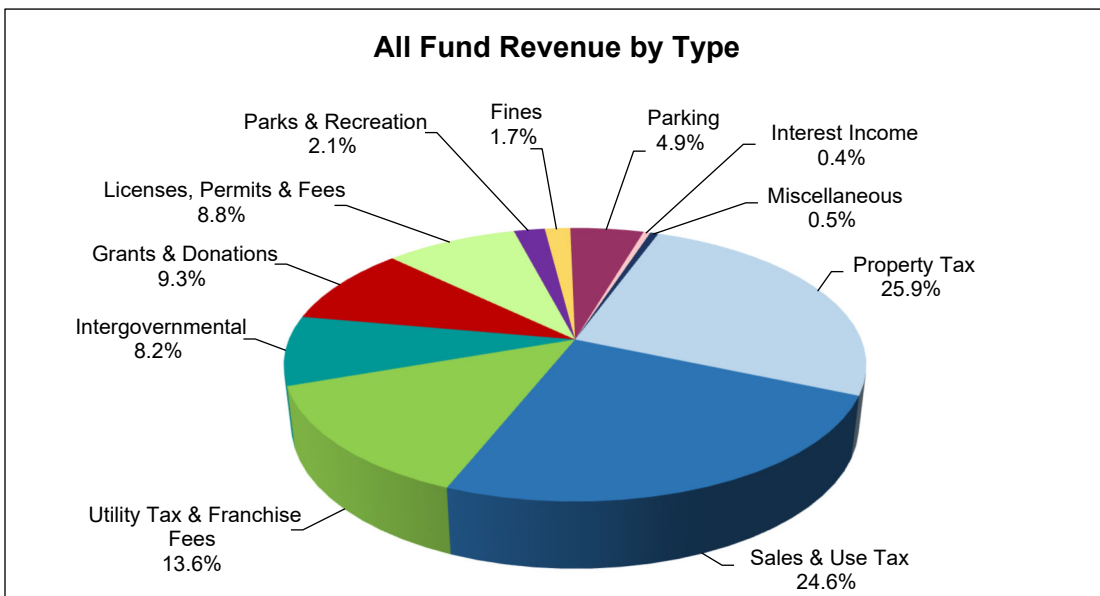
Revenue

Revenue from all funds is projected to increase to \$35,788,024 from the prior year’s budget, which is a 4.3% increase. This budget anticipates slow recovery from the lower economic activity during the pandemic. The budget projections show the largest percentage growth in sales & use taxes and parks & recreation revenues as both of these activities move closer to historic levels. The revenue budgeted in 2022 also includes a federal grant of nearly \$1.7 million to address pandemic revenue loss.

The graph below illustrates the percentage of revenue that is anticipated to be collected by fund in 2022. The distribution of revenue between fund types remains similar to the distribution in the prior budget.



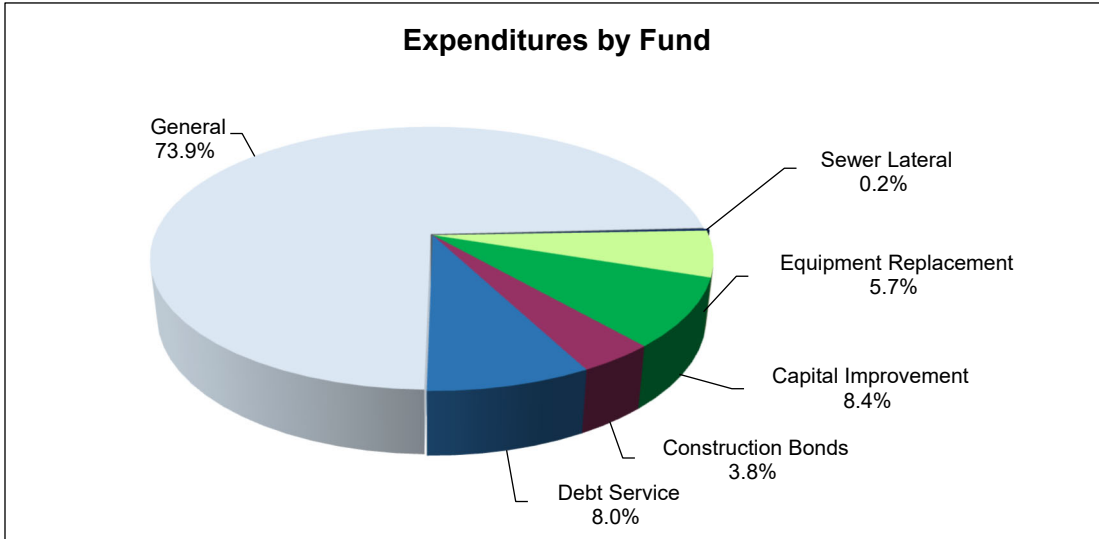
The graph below illustrates the percentage of revenue, by type, that is anticipated to be collected in 2022. Parks and recreation fees, fines, and sales and use taxes are expected to increase in 2022 as economic activity recovers in the City.



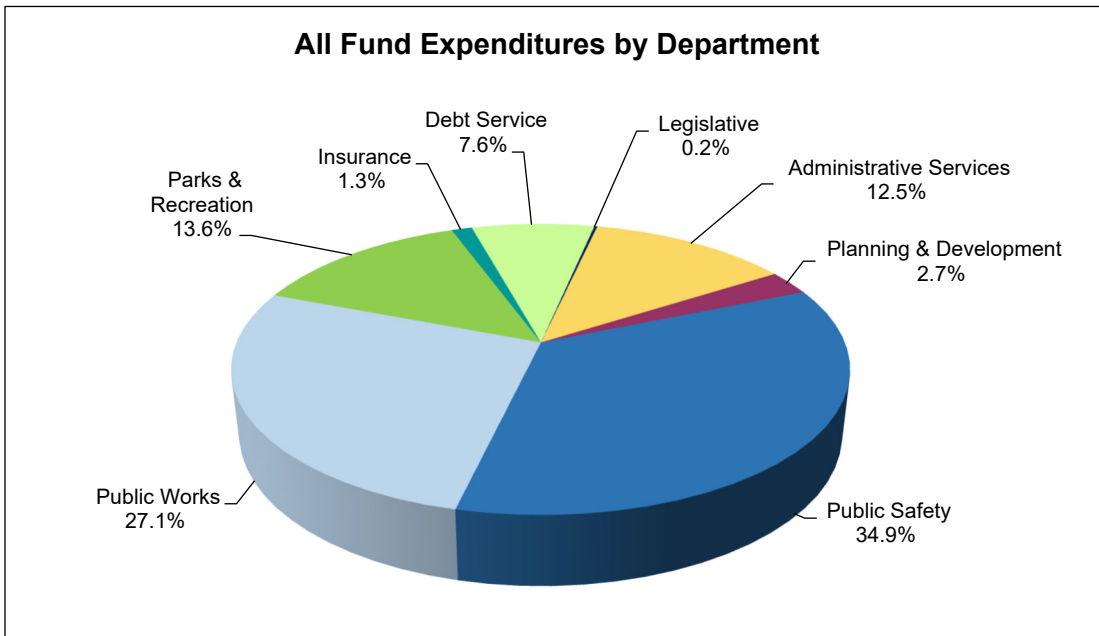
Expenditures

Expenditures from all funds are projected to increase to \$38,614,415 from the prior year's budget, which is a 3.7% increase. In 2020 and 2021, the City was diligent in reducing expenditures and delaying capital expenditures, where possible, due to the decline in revenue during the pandemic. In 2022, many of those items and projects are now budgeted in the capital and equipment replacement funds which are experiencing 22% and 28% increases, respectively. Expenditures in the Construction Bond funds are decreasing as construction projects are completed and bond funds are spent.

The graph below illustrates the percentage of expenditures projected to be spent by fund in 2022.



The graph below illustrates the percentage of projected expenditures to be spent by each department or function in 2022. The Parks & Recreation department is expected to increase expenditures in 2022 by 17.3% as compared to the prior year. This is a result of programs and part-time employment gradually returning after reduced activity during the pandemic.



Summary of Revenue and Expenditures All Funds

Revenue by Fund

Fund	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Revenue						
General	\$25,725,557	\$25,671,129	\$26,800,981	74.9%	\$1,129,852	4.4%
Sewer Lateral	96,674	95,344	94,605	0.3%	(739)	-0.8%
Special Business District	533,117	507,709	514,329	1.4%	6,620	1.3%
Equipment Replacement	194,627	344,587	106,525	0.3%	(238,062)	-69.1%
Capital Improvement	5,174,158	4,951,623	4,795,898	13.4%	(155,725)	-3.1%
Construction Bonds	300,224	1,185,100	969,864	2.7%	(215,236)	-18.2%
Debt Service	2,377,313	2,536,836	2,505,822	7.0%	(31,014)	-1.2%
Total Revenue	34,401,668	35,292,328	35,788,024	100.0%	495,696	1.4%
Other Financing Sources	25,490,765	8,523,100	4,232,695		(4,290,405)	-50.3%
Total Revenue & Other Financing Sources	\$59,892,432	\$43,815,428	\$40,020,719		(\$3,794,709)	-8.7%

Expenditures by Fund

Fund	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Expenditures						
General	\$26,058,030	\$26,903,496	\$28,549,563	73.9%	\$1,646,067	6.1%
Sewer Lateral	74,128	70,280	80,000	0.2%	9,720	13.8%
Equipment Replacement	2,128,647	1,708,434	2,188,458	5.7%	480,024	28.1%
Capital Improvement	3,864,784	2,654,219	3,253,317	8.4%	599,098	22.6%
Construction Bonds	4,548,662	3,080,373	1,452,889	3.8%	(1,627,484)	-52.8%
Debt Service	2,977,044	2,996,301	3,090,188	8.0%	93,887	3.1%
Total Expenditures	39,651,296	37,413,103	38,614,415	100.0%	1,201,312	3.2%
Other Financing Uses	17,319,358	8,438,143	4,145,020		(4,293,123)	-50.9%
Total Expenditures & Other Financing Uses	\$56,970,654	\$45,851,246	\$42,759,435		(\$3,091,811)	-6.7%

Summary of Revenue and Expenditures All Funds

Revenue by Type

Type	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Property Tax	\$9,406,164	\$9,094,742	\$9,267,215	25.9%	\$172,473	1.9%
Sales & Use Tax	7,851,391	8,124,050	8,800,672	24.6%	676,622	8.3%
Utility Tax & Franchise Fees	5,029,674	4,697,186	4,864,407	13.6%	167,221	3.6%
Intergovernmental	2,852,140	2,823,017	2,932,067	8.2%	109,050	3.9%
Grants & Donations	2,270,015	3,903,257	3,343,532	9.3%	(559,725)	-14.3%
Licenses, Permits & Fees	3,415,889	3,109,369	3,136,944	8.8%	27,575	0.9%
Parks & Recreation	330,932	562,807	737,315	2.1%	174,508	31.0%
Fines	518,379	536,283	605,200	1.7%	68,917	12.9%
Parking	1,750,570	1,619,733	1,745,050	4.9%	125,317	7.7%
Interest Income	763,267	380,129	160,830	0.4%	(219,299)	-57.7%
Miscellaneous	213,250	441,755	194,792	0.5%	(246,963)	-55.9%
Total Revenue	34,401,668	35,292,328	35,788,024	100.0%	495,696	1.4%
Other Financing Sources	25,490,765	8,523,100	4,232,695		(4,290,405)	-50.3%
Total Revenue & Other Financing Sources	\$59,892,432	\$43,815,428	\$40,020,719		(\$3,794,709)	-8.7%

Expenditures by Department

Department	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Legislative	\$71,740	\$67,764	\$73,791	0.2%	\$6,027	8.9%
Administrative Services	4,455,534	4,465,772	5,107,398	12.5%	641,626	14.4%
Planning & Development	1,082,386	1,011,075	1,105,453	2.7%	94,378	9.3%
Public Safety	14,092,172	14,005,373	14,193,262	34.9%	187,889	1.3%
Public Works	10,854,876	11,684,204	11,003,491	27.1%	(680,713)	-5.8%
Parks & Recreation	7,369,757	4,702,094	5,514,345	13.6%	812,251	17.3%
Insurance	466,413	521,704	516,033	1.3%	(5,671)	-1.1%
Debt Service	11,784,841	3,099,319	3,107,358	7.6%	8,039	0.3%
Total Expenditures	50,177,718	39,557,305	40,621,131	100%	1,063,826	2.7%
Other Financing Uses	6,792,936	6,293,941	2,138,304		(4,155,637)	-66.0%
Total Expenditures & Other Financing Uses	\$56,970,654	\$45,851,246	\$42,759,435		(\$3,091,811)	-6.7%

* 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.

Changes in Fund Balance

The City has several funds which will experience a change in fund balance exceeding 10%. In comparing the estimated fiscal year 2021 ending fund balance with the projected 2022 ending fund balance, six funds will have a change greater than 10%.

Fund	2021 Estimated Ending Fund Balance	2022 Projected Ending Fund Balance	\$ Change from 2021 to 2022	% Change from 2021 to 2022
Sewer Lateral Fund	\$77,773	\$92,378	\$14,605	19%
Capital Improvement Fund	\$7,266,429	\$5,178,319	(\$2,088,110)	-29%
2014 General Obligation Bond Projects Construction Fund	\$2,715,655	\$2,232,630	(\$483,025)	-18%
Ice Rink Project Construction Fund	(\$1,814,543)	(\$1,314,543)	\$500,000	28%
2019 Special Obligation Refunding & Improvement Bond Issue	\$646,589	\$832,357	\$185,768	29%
2014 General Obligation Bond Issue	\$1,084,183	\$962,704	(\$121,479)	-11%

Sewer Lateral Fund

The 19% increase in this fund balance is the result of a continued surplus for the third year following a reduction in the maximum amount of sewer lateral reimbursement from \$3,000 to \$2,000.

Capital Improvement Fund

The 29% decrease expected in the Capital Improvement Fund is due to the completion of ongoing projects and several new additional projects, including scheduled resurfacing and microsurfacing projects as well as the demolition of the Ice Rink building and relocation of the parks electrical service.

2014 General Obligation Bond Projects Construction Fund

The 18% decrease in this fund is expected as the remaining bond proceeds from the 2014 General Obligation bond issuance are used to fund qualifying projects. This fund was established in 2021 and is used to track projects funded by the bond issuance. Prior to 2021, these projects were recorded in the Capital Improvement Fund with transfers from the 2014 debt fund to cover project costs.

Ice Rink Project Fund

The 28% increase expected in this fund balance is a result of transfers from the Capital Fund to reduce the deficit in this fund.

2019 Special Obligation Refunding & Improvement Bond Issue

The 29% increase in this fund is a result of property tax revenue being higher than the annual debt service payment, which will assist in creating a debt service reserve.

2014 General Obligation Debt Service Fund

The 11% decrease in the 2014 General Obligation Bond Fund is the result of less property tax revenue needing to be levied due to reaching a full year of reserve payments.

**Combined Statement of Budgeted Revenues, Expenditures, and Changes in Fund Balance
Governmental Funds - FY 2022 Adopted Budget**

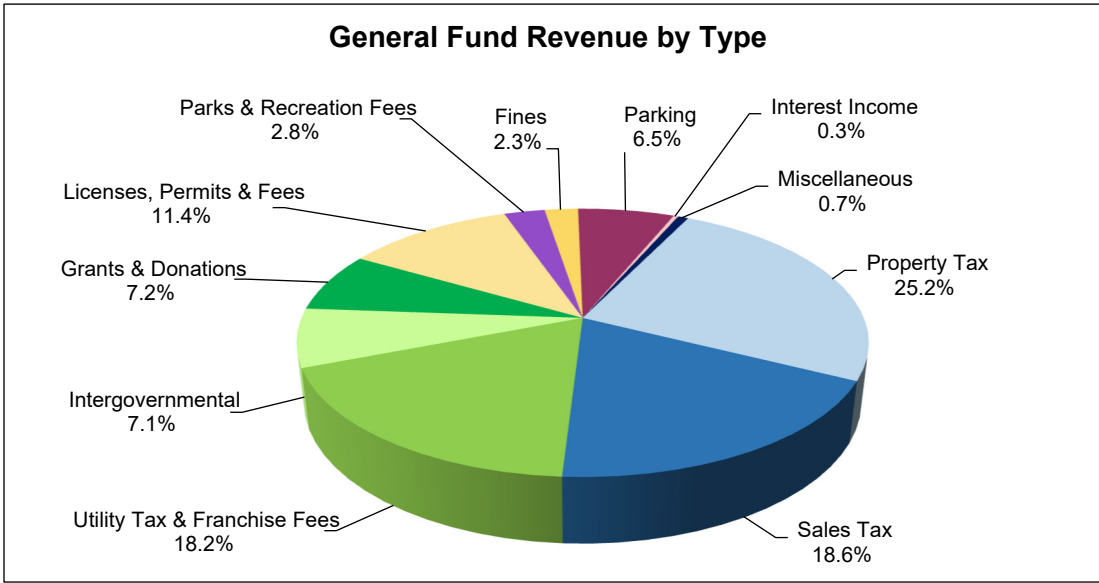
	General	Sewer Lateral	Special Business District	Equipment Replacement	Capital Improvement	Construction Bond	Debt Service
Revenue							
Property Tax	\$6,746,222	-	\$513,729	-	\$3,000	-	\$2,004,264
Sales Tax	4,973,312	-	-	-	3,332,360	-	495,000
Utility Tax & Franchise Fees	4,864,407	-	-	-	-	-	-
Intergovernmental	1,892,919	-	-	-	1,039,148	-	-
Grants & Donations	1,920,997	-	-	70,500	386,500	965,535	-
Licenses, Permits & Fees	3,042,694	94,250	-	-	-	-	-
Parks & Recreation Fees	737,315	-	-	-	-	-	-
Fines	605,200	-	-	-	-	-	-
Parking	1,745,050	-	-	-	-	-	-
Interest Income	83,265	355	600	36,025	29,698	4,329	6,558
Miscellaneous	189,600	-	-	-	5,192	-	-
Total Revenue	26,800,981	94,605	514,329	106,525	4,795,898	969,864	2,505,822
Expenditures							
Legislative	73,791	-	-	-	-	-	-
Administrative Services	4,354,637	-	-	462,788	-	-	-
Planning & Development	1,052,360	-	-	36,720	-	-	-
Public Safety	13,212,513	-	-	274,785	-	-	-
Public Works	6,697,231	80,000	-	925,308	1,034,817	1,452,889	-
Parks & Recreation	2,642,998	-	-	471,687	2,218,500	-	-
Insurance	516,033	-	-	-	-	-	-
Debt Service	-	-	-	17,170	-	-	3,090,188
Total Expenditures	28,549,563	80,000	-	2,188,458	3,253,317	1,452,889	3,090,188
Revenue Over (Under) Expenditures	(1,748,582)	14,605	514,329	(2,081,933)	1,542,581	(483,025)	(584,366)
Other Financing Sources (Uses)							
Other Financing Sources	990,229	-	-	2,093,791	-	500,000	648,675
Other Financing Uses	-	-	(514,329)	-	(3,630,691)	-	-
Net Other Financing Sources (Uses)	990,229	-	(514,329)	2,093,791	(3,630,691)	500,000	648,675
Net Change In Fund Balance	(758,353)	14,605	-	11,858	(2,088,110)	16,975	64,309
Estimated Fund Balance							
October 1, 2021	18,523,534	77,773	67,124	7,188,931	7,266,429	901,112	1,744,021
September 30, 2022 *	\$17,765,181	\$92,378	\$67,124	\$7,200,789	\$5,178,319	\$918,087	\$1,808,330

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

Budget Highlights: General Fund

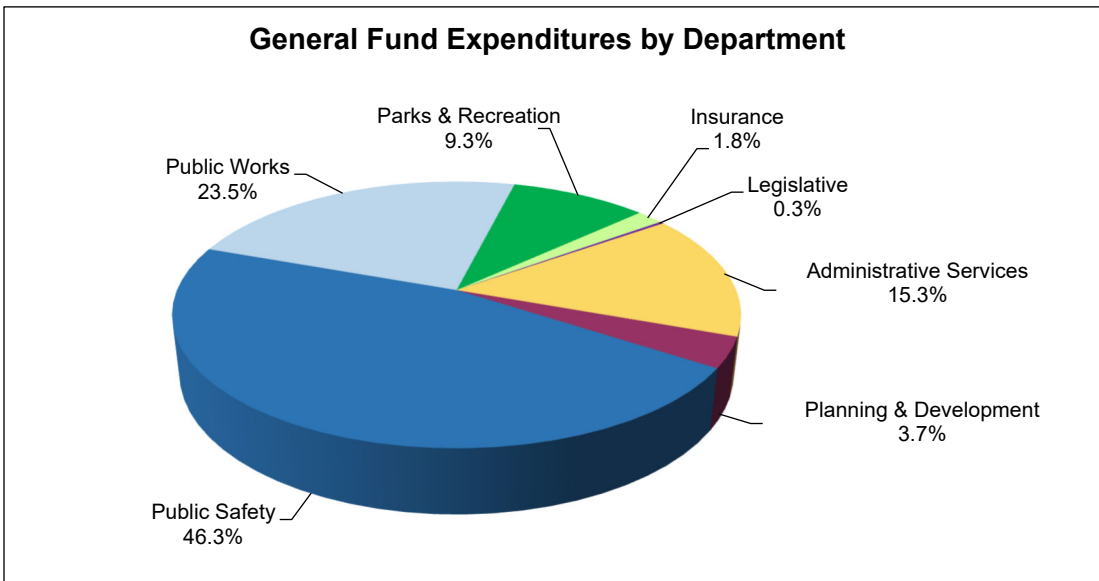
Revenue

Total revenue for the General Fund, the City's operating fund, will increase to \$26,800,981 from the prior year's budget, or 4.5%. This revenue budget is 4.4% greater than the estimated revenues for the prior year. The 2022 projected revenue is higher than the 2020 and 2021 estimated revenues as economic activity slowly recovers from the impacts of the pandemic. This budget does include a federal pandemic grant of nearly \$1.7 million. The graph below illustrates General Fund revenue projections by type of revenue in 2022.



Expenditures

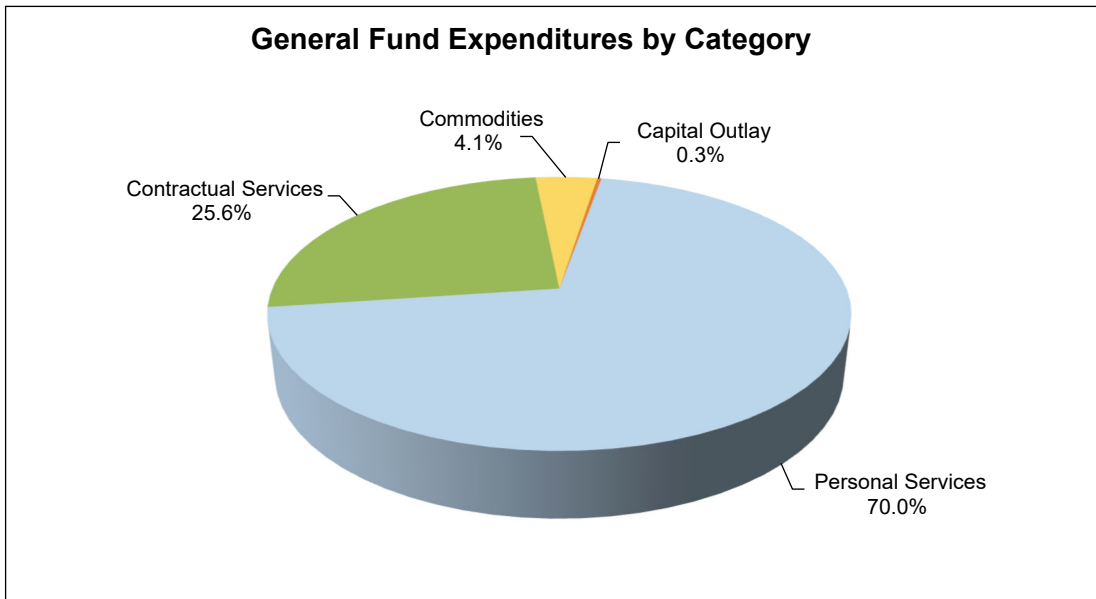
General Fund expenditures are projected to increase to \$28,549,563 from the prior year budget, or 2.4%, due to filled vacancies, increases in employee compensation including benefit costs, and higher contractual services. This expenditure budget is 6.1% greater than the prior year's estimated year-end result due to vacancies and cost savings in that year. The graph below illustrates projected 2022 expenditures by department.



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

General Fund Expenditures by Category

Category	2021 Estimated	2022 Budget	% of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Personal Services	\$19,029,047	\$20,006,114	70.0%	\$977,067	5.1%
Contractual Services	6,708,489	7,302,604	25.6%	594,115	8.9%
Commodities	1,091,376	1,164,344	4.1%	72,968	6.7%
Capital Outlay	74,584	76,501	0.3%	1,917	2.6%
Total Expenditures	\$26,903,496	\$28,549,563	100%	\$1,646,067	6.1%



Summary of Revenue and Expenditures General Fund

Revenue by Type

Type	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Property Tax	\$6,835,478	\$6,536,222	\$6,746,222	25.2%	\$210,000	3.2%
Sales Tax	4,402,006	4,574,731	4,973,312	18.6%	398,581	8.7%
Utility Tax & Franchise Fees	5,029,674	4,697,186	4,864,407	18.2%	167,221	3.6%
Intergovernmental	1,719,090	1,794,158	1,892,919	7.1%	98,761	5.5%
Grants & Donations	1,452,612	1,867,125	1,920,997	7.2%	53,872	2.9%
Licenses, Permits & Fees	3,320,546	3,014,916	3,042,694	11.4%	27,778	0.9%
Parks & Recreation Fees	330,932	562,807	737,315	2.8%	174,508	31.0%
Fines	518,379	536,283	605,200	2.3%	68,917	12.9%
Parking	1,750,570	1,619,733	1,745,050	6.5%	125,317	7.7%
Interest Income	328,468	178,873	83,265	0.3%	(95,608)	-53.5%
Miscellaneous	37,803	289,095	189,600	0.7%	(99,495)	-34.4%
Total Revenue	25,725,557	25,671,129	26,800,981	100.0%	1,129,852	4.4%
Other Financing Sources	2,943,478	954,168	990,229		36,061	3.8%
Total Revenue & Other Financing Sources	\$28,669,035	\$26,625,297	\$27,791,210		\$1,165,913	4.4%

Expenditures by Department

Department	2020 Actual	2021 Estimated	2022 Budget	2022 % of Total	\$ Change 2021 to 2022	% Change 2021 to 2022
Legislative	\$71,740	\$67,764	\$73,791	0.3%	\$6,027	8.9%
Administrative Services	4,055,246	3,955,001	4,354,637	15.3%	399,636	10.1%
Planning & Development	1,065,025	977,006	1,052,360	3.7%	75,354	7.7%
Public Safety	13,280,247	12,933,270	13,212,513	46.3%	279,243	2.2%
Public Works	6,592,793	6,112,529	6,697,231	23.5%	584,702	9.6%
Parks & Recreation	2,348,547	2,336,222	2,642,998	9.3%	306,776	13.1%
Insurance	466,413	521,704	516,033	1.8%	-5,671	-1.1%
Total Expenditures	\$27,880,010	\$26,903,496	\$28,549,563	100.0%	\$1,646,067	6.1%

* 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.

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	\$514,329
2. Capital Improvement Fund to Equipment Replacement Fund*	Fund departmental contributions for future replacement of vehicles and equipment	\$2,006,716
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**	\$475,300
4. Capital Improvement Fund to 2011 Special Obligation Bond Issue	Debt payments	\$648,675
5. Capital Improvement Fund to Ice Rink Project Fund	Payback Ice Rink Expenditures	\$500,000

* 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 national recognition each year since 2011, including the the Certificate of Distinction and numerous Certificates of Excellence. 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



\$144
2020 ACTUAL

Police cost per capita

\$157
2020 GOAL

\$152
2019 ACTUAL



\$137
2020 ACTUAL

Fire/EMS cost per capita

\$115
2019 GOAL

\$96
2019 ACTUAL



75%
2020 ACTUAL

UCR Part I violent crime clearance rate

87%
2020 GOAL

87%
2019 ACTUAL



89%*
2019 ACTUAL

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

90%*
2019 GOAL

85%*
2017 ACTUAL

ECONOMIC DEVELOPMENT



\$8.15
2020 ACTUAL

Sales tax per square foot of retail space

\$8.34
2020 GOAL

\$8.15
2019 ACTUAL

PLANNING AND DEVELOPMENT



84%*
2019 ACTUAL

% of residents rating appearance of Clayton as good or better

95%*
2019 GOAL

88%*
2017 ACTUAL

PARKS AND RECREATION



94%*
2019 ACTUAL

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

95%*
2019 GOAL

95%*
2017 ACTUAL



\$13,564
2019 ACTUAL

Cost of park maintenance per acre

\$15,000
2020 GOAL

\$14,842
2019 ACTUAL

TRANSPORTATION



92%
2020 ACTUAL

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

85%
2020 GOAL

85%
2019 ACTUAL

ORGANIZATIONAL EXCELLENCE



45
2020 ACTUAL

Annual training hours per employee

30
2020 GOAL

41
2019 ACTUAL

*Based on results of biennial surveys.

Exceptional City Services Scorecard

Public Safety		2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% residents surveyed who feel safe	88%	-	-	90%	-
	% of residents surveyed rating competency of Fire/EMS are good or excellent	89%	-	-	90%	-
Financial	Police cost per capita	\$152	\$157	✓ \$144	\$157	\$153
	Fire/EMS cost per capita	\$121	\$115	✗ \$137	\$115	\$130
Process	% of fires contained in room of origin	100%	100%	✗ 93%	100%	100%
	UCR Part I crimes per 1,000 population	15.70	18.00	✓ 16.50	18.00	18.00
	UCR Part I property crime clearance rate	32%	34%	✓ 34%	34%	34%
	UCR Part I violent crime clearance rate	73%	87%	✗ 75%	80%	87%
	% cardiac arrest patients who exhibit a pulse upon delivery to hospital	57%	100%	✗ 67%	100%	100%
People	Average annual training hours per employee	188	120	✓ 195	123	123
	% employees meeting requirements to promote	62%	85%	✗ 75%	82%	75%
	Police Employee Engagement Index	4.25	4.00	✓ 4.04	4.00	4.00
	Fire Employee Engagement Index	4.42	4.30	✗ 4.26	4.30	4.30

3

Economic Development						
Customer	% residents rating culture, dining and shopping environment as good or better	79%	-	-	85%	-
Financial	Sales tax per square foot of retail space	\$8.15	\$8.34	✗ \$6.64	\$6.95	\$7.33
	Commercial property tax per square foot of office and retail space	\$0.49	\$0.47	✓ \$0.48	\$0.49	\$0.51
Process	Number of annual prospect or retention visits	67	50	✓ 68	50	50
People	Average annual training hours per employee	30.5	26	✓ 27	26	30

Planning and Development						
Customer	% of residents rating appearance of Clayton as good or better	84%	-	-	90%	-
Process	% of property maintenance cases brought to compliance prior to referral to court	98%	95%	✓ 97%	98%	98%
	% of projects approved without modification to ARB guidelines	97%	95%	✓ 96%	95%	95%
People	Average annual training hours per employee	45	50	✗ 44	45	45
	Employee Engagement Index	4.19	4.20	✗ 3.80	4.50	4.50

Recreation and Culture						
Customer	% residents rating overall satisfaction as good or better	94%	-	-	95%	-
Financial	Cost of park maintenance per acre maintained	\$14,842	\$15,000	✓ \$13,564	\$15,000	\$13,500
	% operating cost recovery for recreation facilities	97%	94%	✗ 63%	94%	80%
Process	% of registrants per total capacity of recreation programs	76%	75%	✗ 74%	75%	75%
	Acres properly maintained (per park inspection index)	85%	85%	✗ 84%	85%	85%
	% households with one or more recreation pass holders	32%	35%	✗ 22%	35%	26%
People	Average annual training hours per full-time equivalent employee	19	30	✗ 15	30	20
	Employee Engagement Index	4.46	4.20	✗ 4.09	4.20	4.20

Transportation		2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents rating streets as good or better	63%	-	-	80%	-
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths	\$10,746	\$24,434	✗ \$61,391	\$60,938	\$40,625
Process	% lane miles with Pavement Condition Index rating of 3 or higher	85%	85%	✓ 92%	89%	94%
	% of linear miles with dedicated/shared bicycle routes	15%	16%	✗ 15%	16%	16%
	Annual sidewalk defects per 1,000 linear feet	-	0.86	✗ 2.70	-	✗ 2.00
People	Average annual training hours per employee	32	35	✓ 35	35	32
	Employee Engagement Index	4.11	4.20	✓ 4.24	4.20	4.20

Organizational Excellence						
Customer	% of employees rating HR service as good or better	-	92%	84%	-	92%
	% of employees rating IT service as good or better	95%	-	-	90%	-
	% of employees rating Finance service as good or better	84%	85%	✓ 94%	-	85%
Financial	IT cost per endpoint (desktops, laptops, tablets)	\$4,449	\$6,195	✓ \$3,831	\$3,508	\$6,080
	HR cost per employee	\$1,747	\$1,500	✗ \$1,654	\$1,500	\$1,700
	Finance cost per \$1M in operating expenditures	\$22,143	\$24,929	✗ \$26,989	\$29,967	\$30,351
Process	Annual % IT system "up" time	99.89%	99.80%	✓ 99.98%	99.80%	99.80%
	Annual number of auditor adjusting entries	0	<2	✓ 0	<2	<2
	Annual \$ of auditor adjusting entries	\$40,000	<\$100,000	✓ \$0	<\$100,000	<\$100,000
	City-wide rate of turnover (excluding retirement, disability or death)	3.85%	<5.00%	✓ 4.00%	<5.00%	<5.00%
People	Annual training hours per employee	41	30	✓ 32	30	30
	Employee Engagement Index	4.67	4.10	✓ 4.53	4.10	4.20

Key	
✓	Goal met
✗	Goal not met

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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 87% 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:

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.

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.

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.

Financial Trend

This section either provides a breakdown of the components of the revenue or a fund distribution for 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.

Real & Personal Property Tax

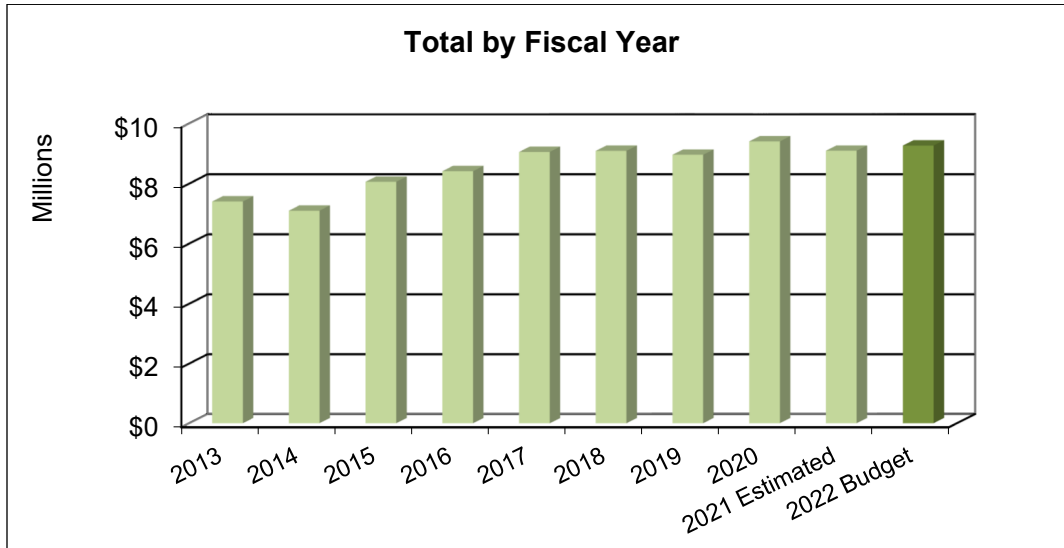
Description

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.

Authorization
State Statute
137.073

MO Constitution
Article 10, Section 22

City Ordinance
City Charter



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 2009 Bonds were refunded in 2019. The voter approved 2014 General Obligation Bond debt service is also supported by a property tax levy which began in 2015.

The City is estimating a slight decrease in receipts for 2021. In 2022, the City is able to gain a 1.4% increase plus a small amount of new development. This equates to a 1.9% increase in all property tax.

Fiscal Year	General Fund	Special Business District	Capital Improvement Fund	2019 & 2009 Debt Service	2014 Debt Service	2009 Debt Service	Total All Funds	% Change from Prior Year
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	6,203,177	466,390	2,620	1,116,084	1,174,081	0	8,962,351	-1.4%
2020	6,835,478	530,531	2,894	1,203,060	834,201	0	9,406,164	5.0%
2021 Estimated	6,536,222	506,908	3,136	1,185,845	862,631	0	9,094,742	-3.3%
2022 Budget	6,746,222	513,729	3,000	1,119,443	884,821	0	9,267,215	1.9%
% of Funds 2022 Revenue	24.3%	99.9%	0.1%	69.3%	99.3%	0.0%		

Sales & Use Tax

Description

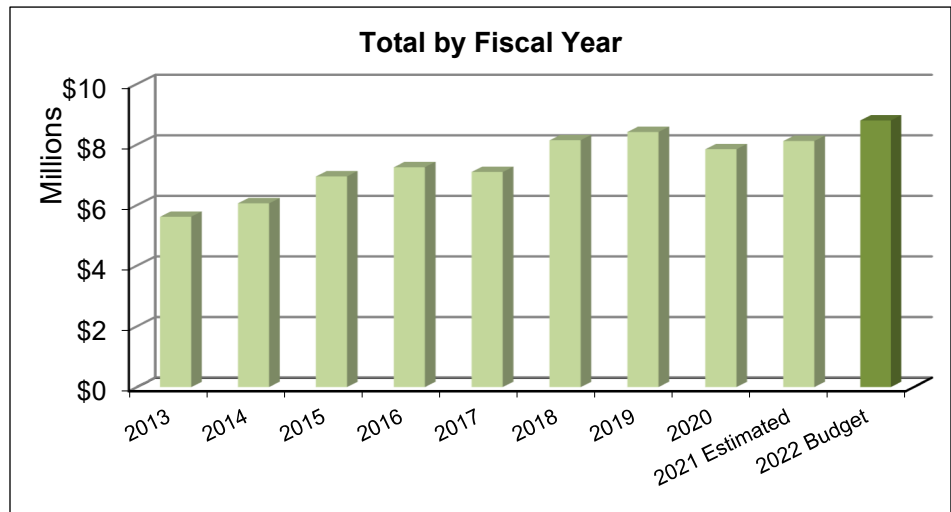
The Missouri Department of Revenue collects and administers all sales and use tax in the state, all of which are voter approved. Businesses remit on a monthly or quarterly basis in the period following the actual transaction and taxes are typically remitted to the City in the next month.

In the General Fund 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 sales tax (2014), and a one-half cent county-wide public safety sales tax (2017).

The City's other sales taxes are recorded in the Capital Improvement Fund which includes a one-half cent sales tax for capital improvements, 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. 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.

Trend Analysis

Sales tax has trended up steadily in the past few years with new taxes being added in 2015 and 2018 with small additions from recent downtown developments. Normal annual fluctuations in revenue occur. Due to the pandemic, sales tax declined in 2020 and began recovery in 2021. For 2022, the projection is a 10% increase for local sales taxes, a 3% for the City's share of the public safety sales tax, and 2% for the use tax. These amounts will still be slightly below the pre-pandemic level.



Authorization

State Statute
 General 66.600-66.630 & 94.857
 Capital Improvement 94.577
 Local Option 94.850
 Parks & Storm water 644.032
 Fire Services 321.242
 Use tax 144.75
 Public Safety 67.547

City Ordinance
 Municipal Code Chapter

Source

Missouri Department
 of Revenue

Fiscal Year	General Fund	Capital Improvement Fund	2019 S.O. Debt Service	Total All Funds	% Change from Previous Year
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	5,221,766	3,199,814	0	8,421,580	3.4%
2020	4,402,006	3,323,386	125,999	7,851,391	-6.8%
2021 Estimated	4,574,731	3,079,319	470,000	8,124,050	3.5%
2022 Budget	4,973,312	3,332,360	495,000	8,800,672	8.3%
% of Funds 2022 Revenue	17.9%	69.5%	30.7%		

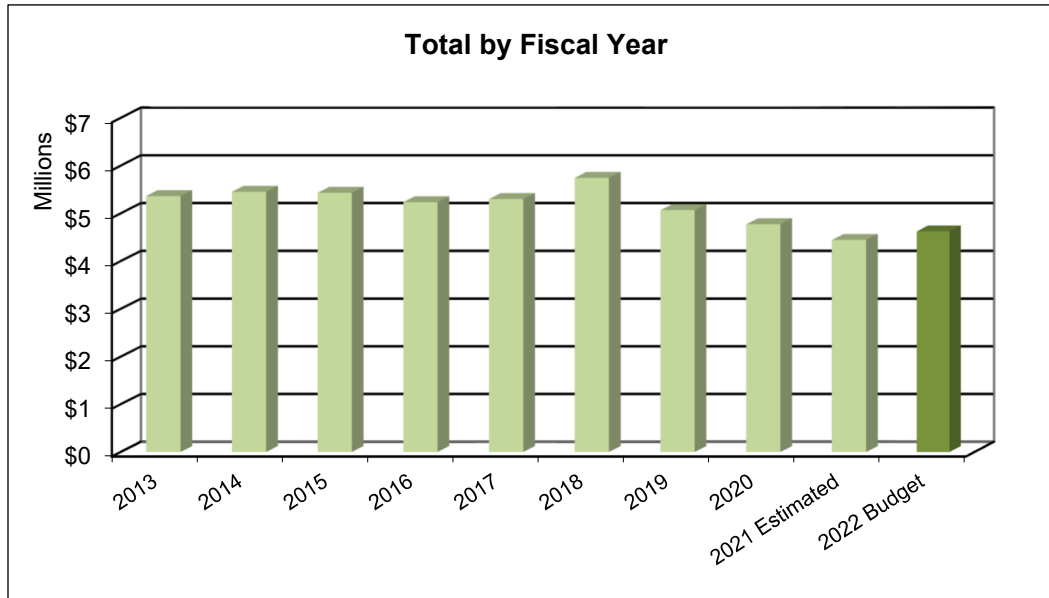
Gross Receipts (Utility) Tax

Description

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

Authorization
State Statute
94.270

City Ordinance
Municipal Code Chapter 9



Trend Analysis

Utility taxes are impacted by business activity, climatic conditions, commodity prices, technology changes, 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 revenue in recent years to decline. In 2020 and 2021, electric and gas saw significant decreases due to diminished occupancy in downtown buildings due to the pandemic. 2022 revenue is projected to increase as the downtown area gradually resumes normal activity levels. 2022 revenue is projected to increase 4%.

General Fund						
Fiscal Year	Electric	Telephone	Gas	Water	Total Utilities	% Change from Previous Year
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	2,572,400	1,310,801	775,026	412,007	5,070,234	-11.7%
2020	2,412,118	1,328,486	638,504	394,823	4,773,930	-5.8%
2021 Estimated	2,197,055	1,221,224	618,025	408,387	4,444,691	-6.9%
2022 Budget	2,372,819	1,184,587	648,926	416,555	4,622,887	4.0%
% of Funds 2022 Revenue	8.5%	4.3%	2.3%	1.5%		

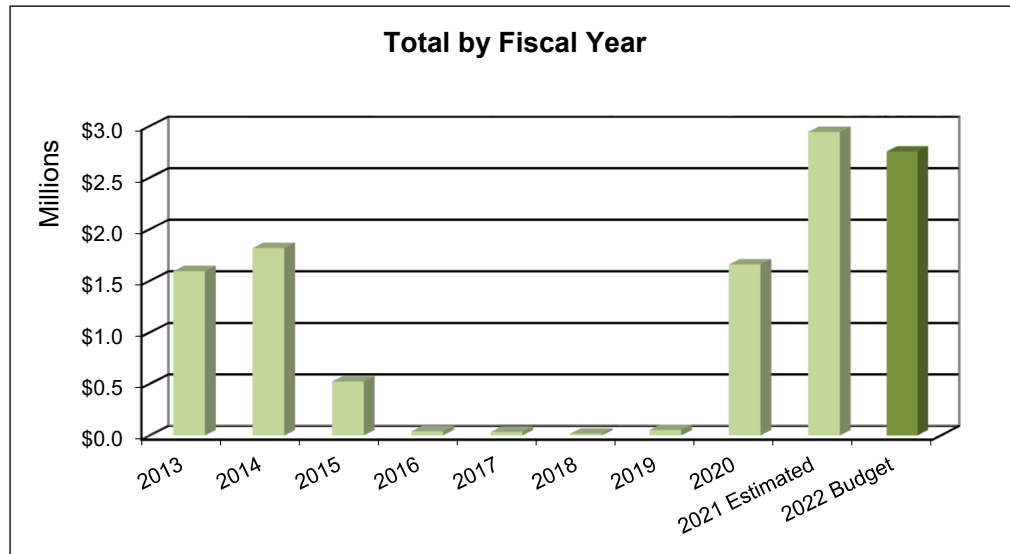
Federal Grants

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. Recent years have also included federal grants for pandemic assistance.

Authorization
State Statute
N/A

City Ordinance
N/A



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 has been at lower levels recently due to fewer projects qualifying for federal funds, and most of the City streets where federal funding is available have already been renovated. In 2020, the City received a Coronavirus Aid, Relief, and Economic Security Act (CARES), and in 2021 and 2022 the City is projected to receive funds from the American Rescue Plan Act (ARPA).

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Construction Funds	Total All Funds	% Change from Previous Year
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	7,863	0	44,494	0	52,358	216.0%
2020	1,164,820	39,091	455,836	0	1,659,747	3,070.0%
2021 Estimated	1,706,621	247,840	40,820	948,710	2,943,991	77.4%
2022 Budget	1,715,909	52,800	20,000	965,535	2,754,244	-6.4%
% of Funds 2022 Revenue	6.2%	1.1%	0.4%	65.7%		

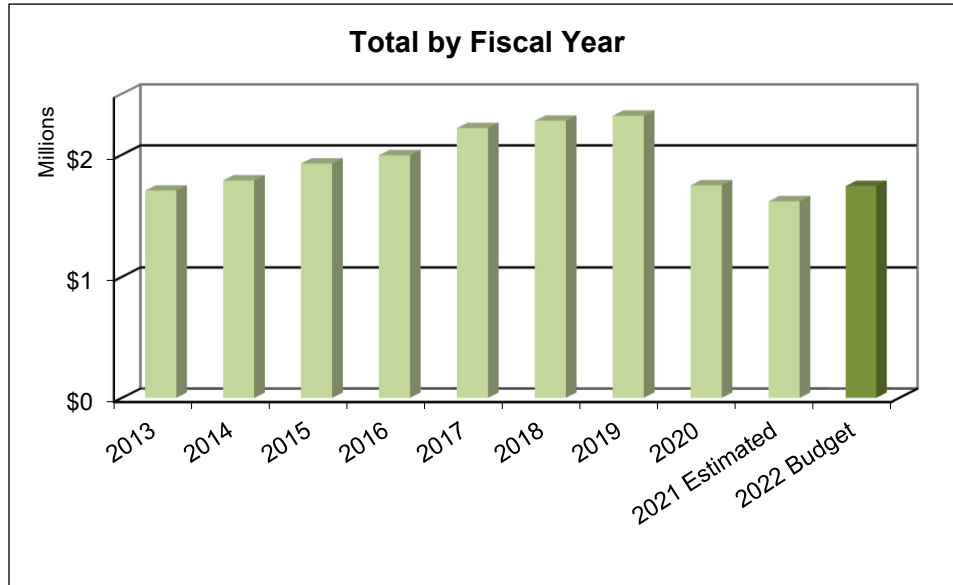
Parking – On-Street, Lots & Garages

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 am to 5 pm.

Authorization
State Statute
N/A

City Ordinance
Municipal Code Chapter 300



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 implementation of a mobile application. The City halted parking enforcement for 2 ½ months during the pandemic in 2020, and reduced activity resulted in significantly lower revenue continuing into 2021. Fiscal year 2022 is expected to increase from 2021 but to a level still lower than prior years.

Fiscal Year	General Fund	% Change from Previous Year
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	2,320,135	1.8%
2020	1,750,570	-24.5%
2021 Estimated	1,619,733	-7.5%
2022 Budget	1,745,050	7.7%
% of Funds 2022 Revenue	6.3%	

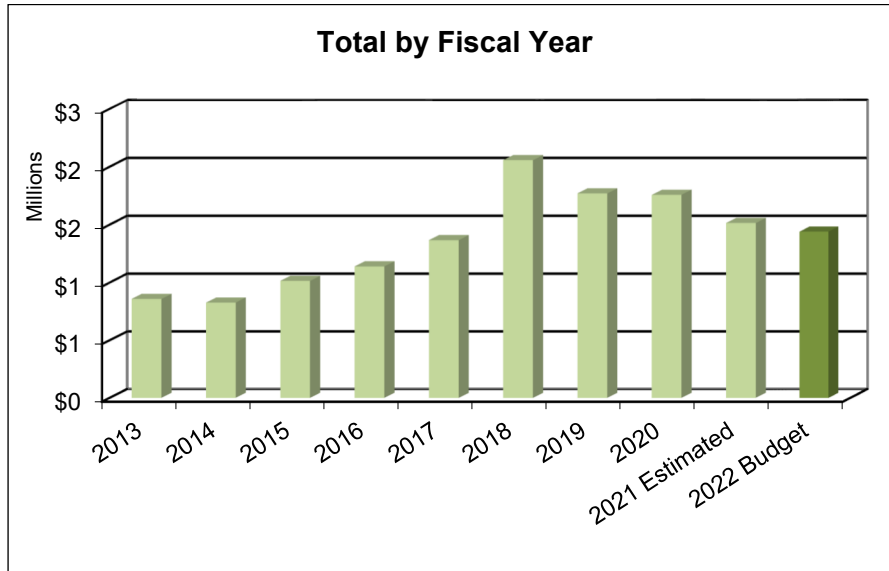
Permits and Fees

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.

Authorization
State Statute
79.450

City Ordinance
Municipal Code Chapter 5



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 2022 will still have development activity but at a slightly lower level than 2021.

Fiscal Year	General Fund	% Change from Previous Year
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	1,770,404	-14.0%
2020	1,758,399	-0.7%
2021 Estimated	1,514,712	-13.9%
2022 Budget	1,440,490	-4.9%
% of Funds 2022 Revenue	5.2%	

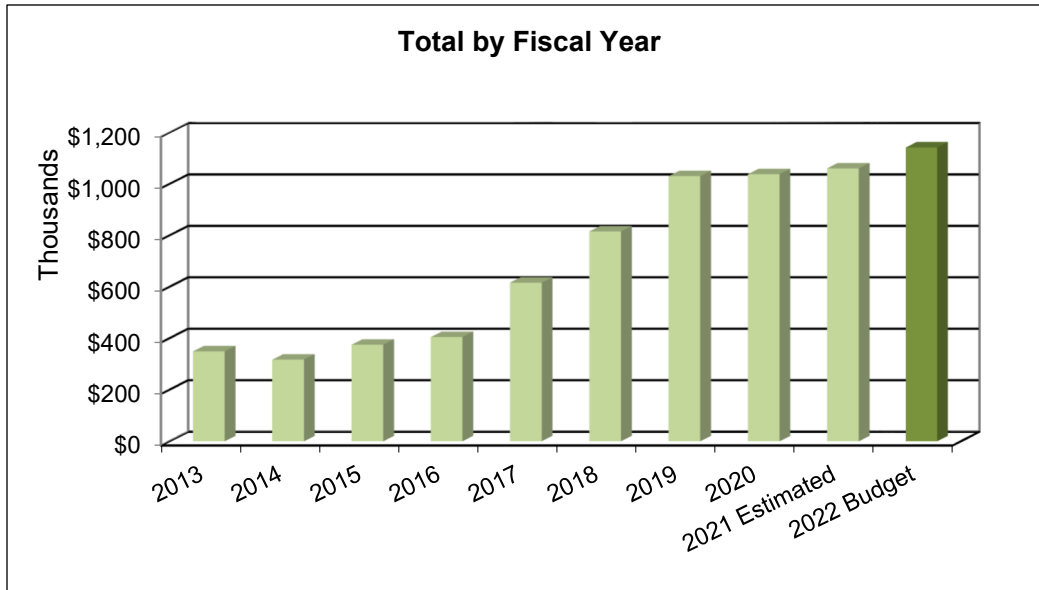
Shared Services & Staff Reimbursements

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.

Authorization
State Statute
N/A

City Ordinance
Agreement



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.

Fiscal Year	Technology Services	Police	Fire	Parks & Recreation	Total	% Change from Previous Year
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	438,852	442,419	81,737	67,794	1,030,803	26.4%
2020	500,990	362,784	88,297	86,195	1,038,266	0.7%
2021 Estimated	549,416	337,706	84,891	88,824	1,060,837	2.2%
2022 Budget	574,141	379,550	90,174	98,583	1,142,448	7.7%
% of Funds 2022 Revenue	2.1%	1.4%	0.3%	0.4%		

St. Louis County Road & Bridge Tax

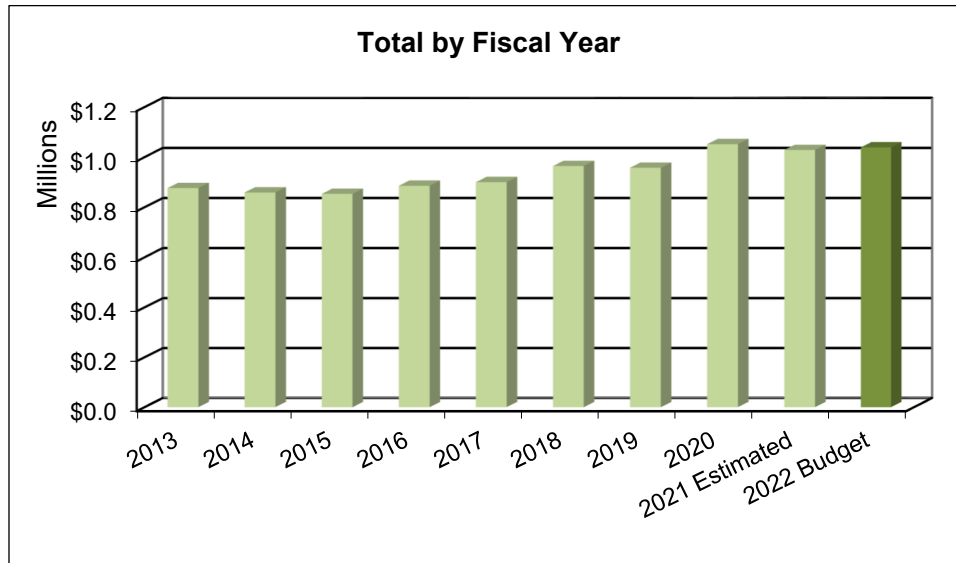
Description

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.

Authorization

State Statute
N/A

City Ordinance
N/A



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 2022 due to growth in assessed valuations.

Fiscal Year	Capital Improvement Fund	% Change from Previous Year
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	957,829	-0.7%
2020	1,051,900	9.8%
2021 Estimated	1,028,859	-2.2%
2022 Budget	1,039,148	1.0%
% of Funds 2022 Revenue	21.7%	

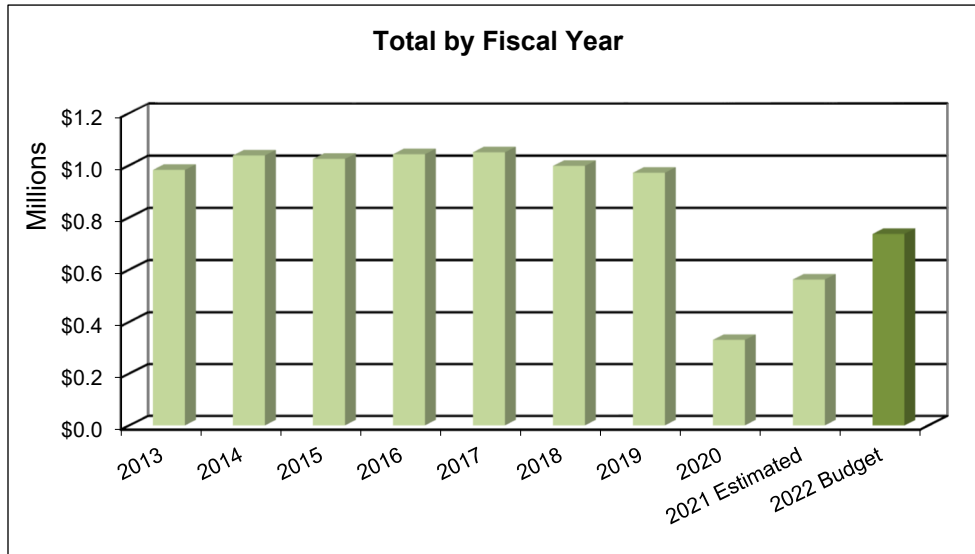
Parks & Recreation Revenue

Description

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

Authorization
State Statute
N/A

City Ordinance
City Charter



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. The Ice Rink was closed beginning in 2020 in preparation for construction of a new facility, but this project is currently on hold for future review. The 2020 and 2021 revenue were significantly impacted by the pandemic which caused facility closures, capacity limitations and membership cancellations. Increased levels of programming are planned for 2022, although pre-pandemic revenue levels are not yet anticipated. Small fee increases are reflected in the 2022 budget.

Fiscal Year	General Fund	% Change from Previous Year
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	971,692	-2.6%
2020	330,932	-65.9%
2021 Estimated	562,807	70.1%
2022 Budget	737,315	31.0%
% of Funds 2022 Revenue	2.7%	

Ambulance Service Charges

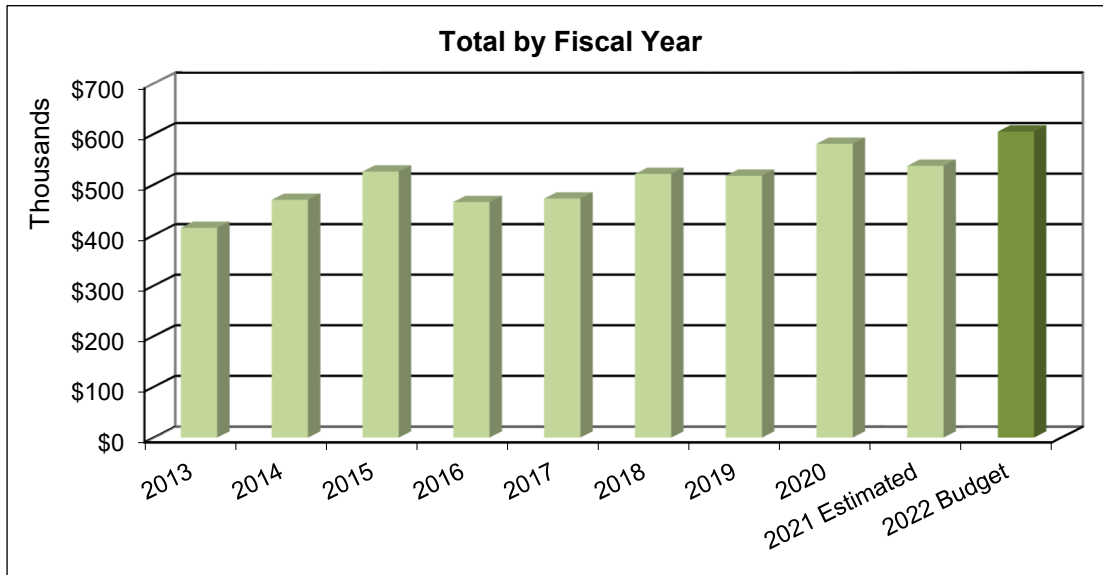
Description

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.

Authorization

State Statute
67.300.1
208.223.1
190.803.1

City Ordinance
Municipal Code Chapter 205



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 generally increase on an annual basis, although this area has experienced decreased activity during the pandemic, due to lower daytime population in the business community causing less traffic in the area and fewer people in the downtown office buildings.

Fiscal Year	General Fund	% Change from Previous Year
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	517,570	-0.7%
2020	580,693	12.2%
2021 Estimated	537,274	-7.5%
2022 Budget	605,000	12.6%
% of Funds 2022 Revenue	2.2%	

Municipal Court & Parking Fines

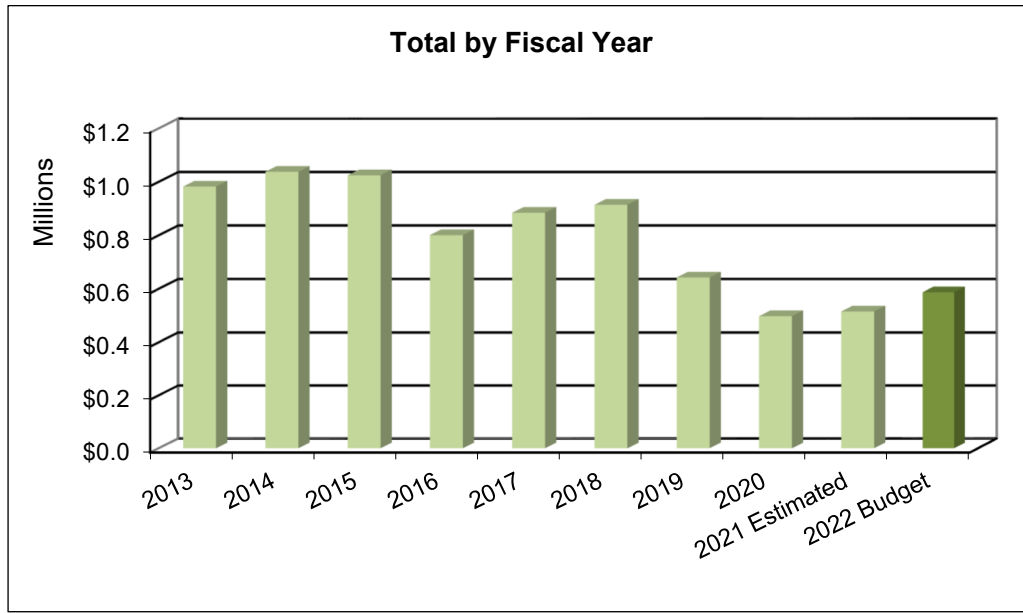
Description

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 parking enforcement officers.

Authorization

State Statute
479.050
479.260

City Ordinance
Municipal Code Chapter 7



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 more parkers to off-street parking. Recent years have shown a reduction in fine revenue due to better parking compliance. 2020 and 2021 had significant reductions in revenue related to non-enforcement of parking for 2 ½ months in 2020 and business activity in the area continuing into 2021. Court activity was also lower during the pandemic. This revenue is expected to increase for 2022.

Fiscal Year	General Fund	% Change from Previous Year
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	642,880	-29.7%
2020	498,239	-22.5%
2021 Estimated	515,861	3.5%
2022 Budget	587,500	13.9%
% of Funds 2022 Revenue	2.1%	

State and Local Grants & Donations

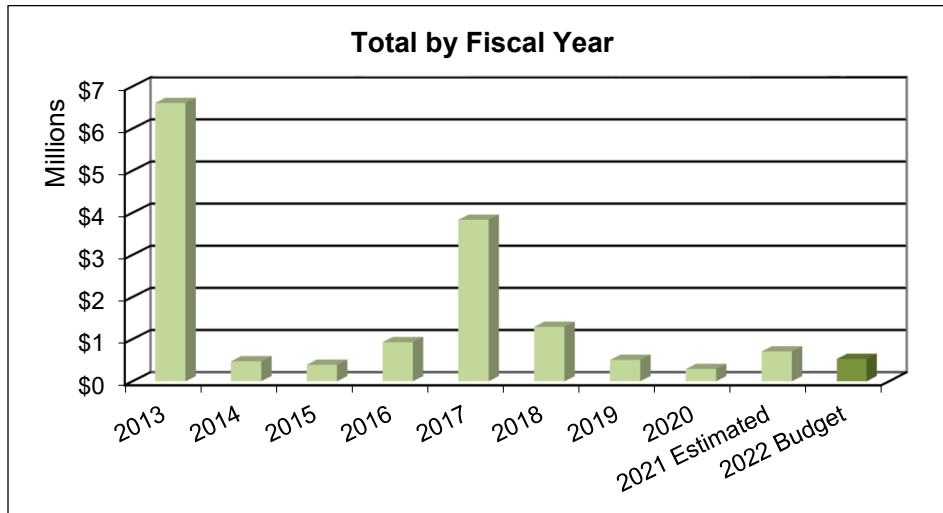
Description

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.

Authorization

State Statute
479.050
479.260

City Ordinance
Municipal Code Chapter 7



Trend Analysis

The City utilizes donations from 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. The City has been the recipient of large corporate and personal donations through the Clayton Community Foundation which has funded park projects which has become a substantial source of project revenue. The largest donation for a project in 2017/2018 also included ongoing revenue of approximately \$100,000 per year for maintenance of the project. 2022 revenue includes grants and donations for smaller park projects.

Fiscal Year	General Fund	Special Business District Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
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	194,957	0	50,598	262,192	507,747	-60.8%
2020	234,738	0	23,071	34,324	292,133	-42.5%
2021 Estimated	115,900	0	17,762	575,000	708,662	142.6%
2022 Budget	145,640	0	17,700	366,500	529,840	-25.2%
% of Funds 2022 Revenue	0.5%	0.0%	0.8%	7.6%		

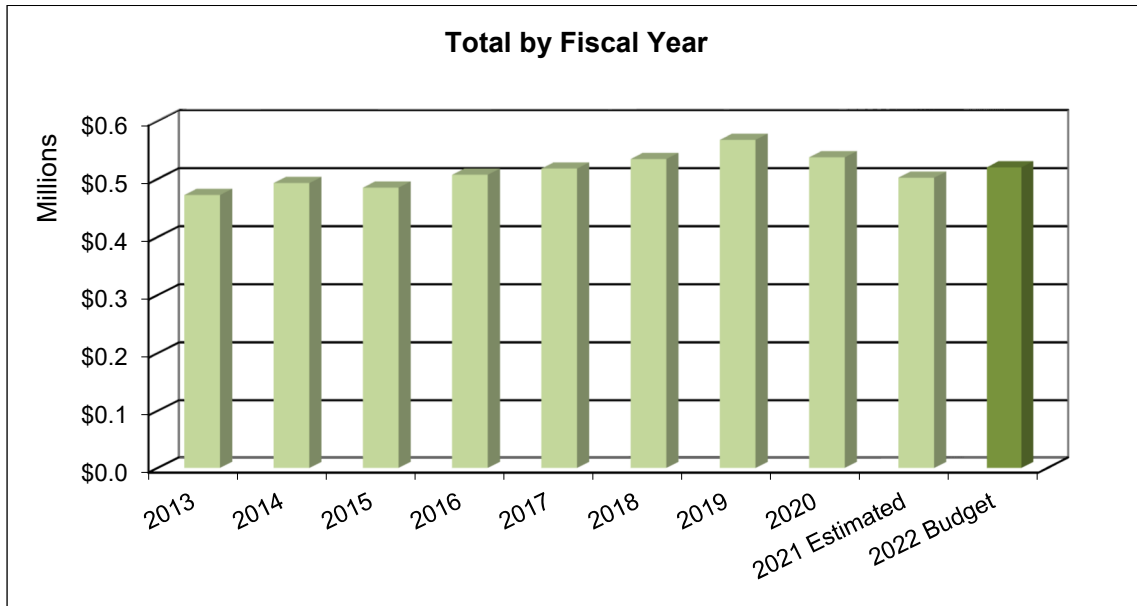
Business & Liquor License Revenue

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. These fees are collected annually.

Authorization
State Statute
94.270

City Ordinance
Municipal Code Chapters 3 & 16



Trend Analysis

Change in this revenue source is based on commercial retail growth and occupancy rates. Economic activity has decreased and a small amount of business sites are vacant due to the pandemic in 2020. The 2022 projection is expected to increase slightly over the estimated 2021 level but remain below the 2019 level, which is the last full year of normal activity.

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	567,437	6.2%
2020	537,378	-5.3%
2021 Estimated	502,251	-6.5%
2022 Budget	520,100	3.6%
% of Funds 2022 Revenue	1.9%	

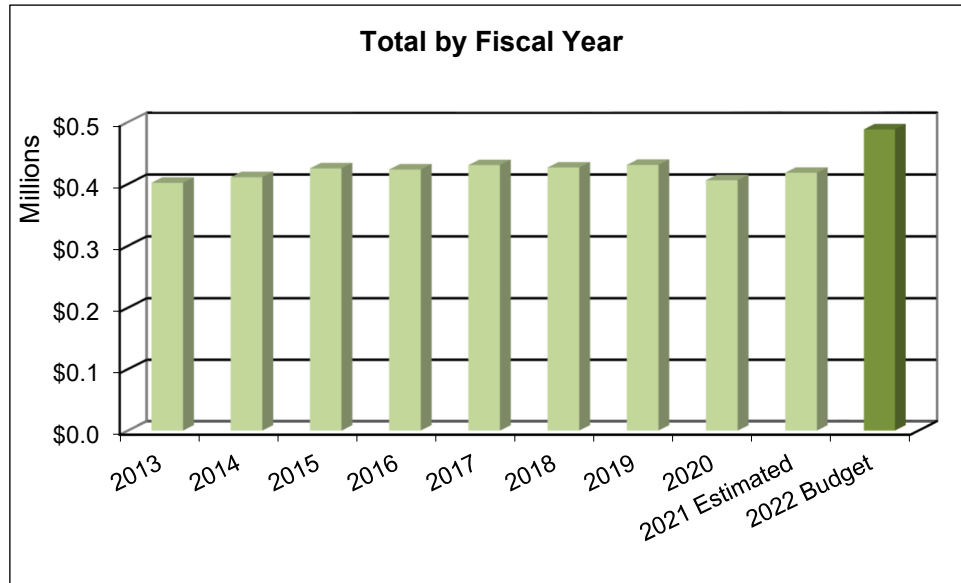
Gasoline Tax

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.

Authorization
State Statute
142.345

City Ordinance
Municipal Code Chapter 9



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 caused a reduction in fuel usage and resulting revenue, which began recovery in 2021. Projections for 2022 include higher usage and a small amount of additional revenue due to the state increasing the fuel tax and the City will receive a portion of that increase over each of the next five years.

Fiscal Year	General Fund	% Change from Previous Year
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	431,088	1.0%
2020	406,380	-5.7%
2021 Estimated	418,401	3.0%
2022 Budget	488,469	16.7%
% of Funds 2022 Revenue	1.8%	

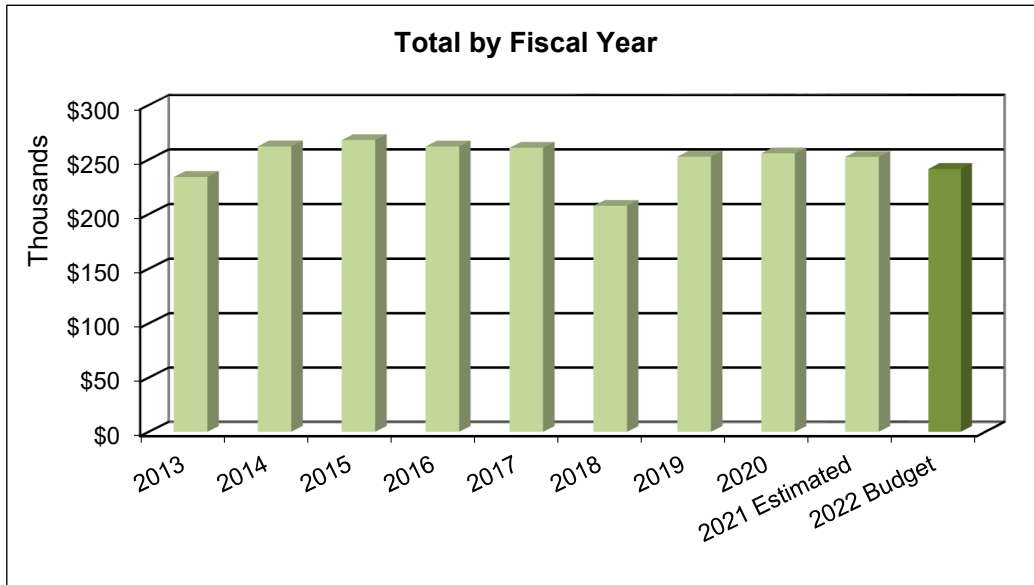
Cable Franchise Fees

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.

Authorization
State Statute
94.270

City Ordinance
Municipal Code Chapter 9



Trend Analysis

This revenue source is dependent on cable television usage and rates. This revenue source experienced significant growth several years ago but recently this growth has lessened due to changing lifestyle choices related to television service subscriptions. This revenue is expected to continue to decline further beginning in 2022 as recent state legislation reduces the fee by 0.5% each year until it reaches 2.5%.

Fiscal Year	General Fund	% Change from Previous Year
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	252,756	21.7%
2020	255,743	1.2%
2021 Estimated	252,495	-1.3%
2022 Budget	241,520	-4.3%
% of Funds 2022 Revenue	0.9%	

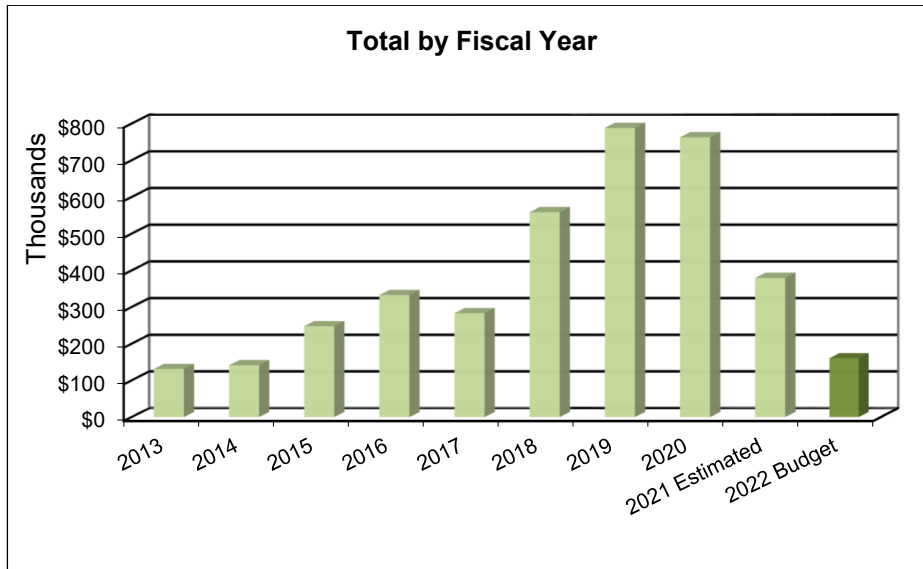
Interest Income

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.

Authorization
State Statute
N/A

City Ordinance
City Charter



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 until funds are spent. However, 2020 began a significant decrease in available interest rates which have continued into 2022. The City's average yield is declining as investments with higher rates mature and funds are reinvested at significantly lower rates. As an example, the Federal Fund Rate was 2.25% on August 1, 2019 and decreased to 0.25% on March 15, 2020, where it has remained since that time.

Fiscal Year	General Fund	Special Revenue	Equipment Replacement Fund	Capital Improvement Fund	Construction 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	395,907	5,433	140,667	98,284	0	148,383	788,674	41.0%
2020	328,468	3,916	127,965	134,871	35,144	132,903	763,267	-3.2%
2021 Estimated	178,873	1,692	74,402	76,412	30,390	18,360	380,129	-50.2%
2022 Budget	83,265	955	36,025	29,698	4,329	6,558	160,830	-57.7%
% of Funds 2022 Revenue	0.3%	0.2%	1.6%	0.6%	0.3%	0.2%		

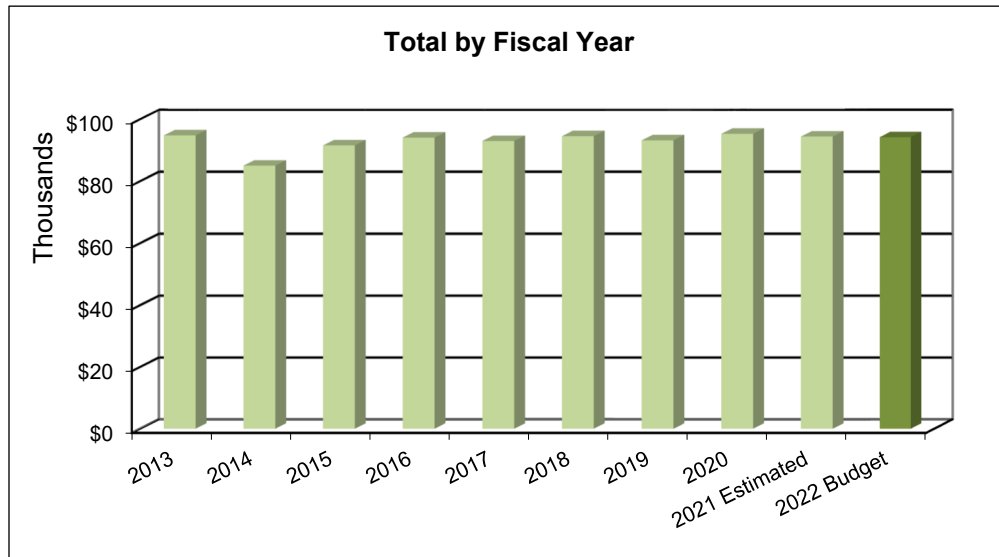
Sewer Lateral Fees

Authorization
State Statute
249.422

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.

City Ordinance
Municipal Code Chapter 5



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 2022 is projected to remain stable.

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	93,235	-1.4%
2020	95,343	2.3%
2021 Estimated	94,453	-0.9%
2022 Budget	94,250	-0.2%
% of Funds 2022 Revenue	99.6%	

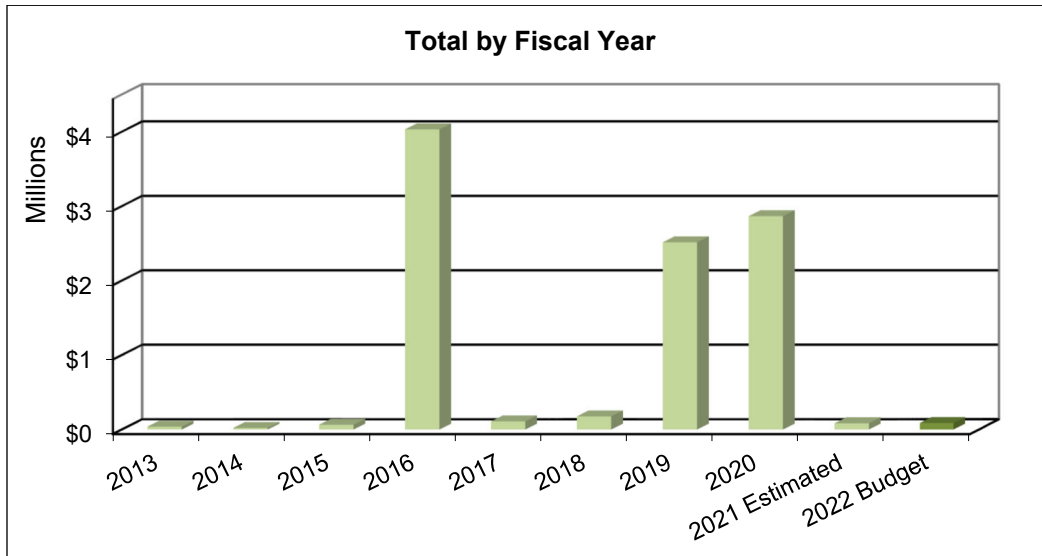
Sale of Assets

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.

Authorization
State Statute
N/A

City Ordinance
City Charter



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: 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.

Fiscal Year	General Fund	Equipment Replacement Fund	Capital Improvement Fund	Total All Funds	% Change from Previous Year
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	2,809	138,130	2,374,507	2,515,446	1324.5%
2020	2,329	240,700	2,624,575	2,867,604	14.0%
2021 Estimated	757	84,200	0	84,957	-97.0%
2022 Budget	600	87,075	0	87,675	3.2%
% of Funds 2022 Revenue	0.0%	4.0%	0.0%		

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Personnel Full-Time Positions

Personnel	2020 Budgeted	2021 Budgeted	2022 Adopted
Administrative Services			
<u>City Manager's Office</u>			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Marketing and Communications Specialist	-	-	0.50
Assistant to the City Manager	0.50	0.50	0.50
Total City Manager's Office	2.50	2.50	3.00
<u>Economic Development</u>			
Director of Economic Development	1.00	1.00	1.00
Assistant to the City Manager	0.50	0.50	0.50
Total Economic Development	1.50	1.50	1.50
<u>Events</u>			
Events Specialist	1.00	1.00	-
Marketing and Communications Specialist	-	-	0.50
Total Events	1.00	1.00	0.50
<u>Parking Control</u>			
Parking Control Supervisor	1.00	1.00	1.00
Parking Ambassador	2.00	2.00	2.00
Total Parking Control	3.00	3.00	3.00
<u>Finance</u>			
Director of Finance and Administration	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Senior Accountant	-	-	1.00
Accountant	2.00	2.00	1.00
Fiscal Specialist	2.00	2.00	2.00
Total Finance	6.00	6.00	6.00
<u>Human Resources</u>			
Human Resources Manager	1.00	1.00	1.00
Human Resources Generalist	-	-	1.00
Human Resources Assistant	1.00	1.00	-
Total Human Resources	2.00	2.00	2.00
<u>Technology Services</u>			
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	-	-
Network Engineer	-	2.00	2.00
Applications Specialist	0.75	0.75	0.75
IT Support Supervisor	-	1.00	1.00
IT Support Specialist	3.00	2.00	2.00
Total Technology Services	7.75	7.75	7.75
<u>Municipal Court</u>			
Court Administrator	1.00	1.00	1.00
Court Assistant	2.00	1.00	1.00
Total Municipal Court	3.00	2.00	2.00
Total Administrative Services	26.75	25.75	25.75

Personnel	2020 Budgeted	2021 Budgeted	2022 Adopted
Planning & Development Services			
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
Principal Planner	-	-	1.00
Planner	1.00	-	-
Building Inspector I	3.00	3.00	3.00
Planning Technician	1.00	1.00	-
Permit Technician	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00
Total Planning & Development Services	11.00	10.00	10.00
Police			
Chief of Police	1.00	1.00	1.00
Captain	1.00	1.00	2.00
Lieutenant	4.00	4.00	3.00
Sergeant	5.00	5.00	5.00
Detective	6.00	6.00	5.00
¹ Police Officer	33.00	31.00	33.00
Police Administrative Supervisor	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Forensic Examination Coordinator	1.00	1.00	1.00
Prosecutor Assistant/Police Clerk	1.00	1.00	1.00
Data Analyst	1.00	1.00	1.00
Total Police	55.00	53.00	54.00
Fire			
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
Total Fire	43.00	43.00	43.00

Personnel	2020 Budgeted	2021 Budgeted	2022 Adopted
Public Works			
<u>Engineering</u>			
Director of Public Works	1.00	1.00	1.00
Assistant Director - PW, Fleet & Facilities	1.00	1.00	1.00
Civil Engineer II	-	-	-
Assistant Director - PW, Eng & Operations	1.00	1.00	-
Assistant Public Works Director	-	-	-
Principal Civil Engineer	-	-	1.00
Civil Engineer I	-	-	-
Civil Engineer	1.00	1.00	1.00
Construction Inspector	-	-	-
Engineering Technician	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00
Total Engineering	6.00	6.00	6.00
<u>Street Maintenance</u>			
Streets Superintendent	1.00	1.00	1.00
Public Works Superintendent	-	-	-
City Forester	2.00	2.00	2.00
Foreman I	2.00	2.00	1.00
Assistant City Forester	-	-	-
Municipal Service Worker II	2.00	2.00	3.00
¹ Municipal Service Worker I	5.00	4.00	6.00
Total Street Maintenance	12.00	11.00	13.00
<u>Facility Maintenance</u>			
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
Total Facility Maintenance	3.00	3.00	3.00
<u>Fleet Maintenance</u>			
Fleet and Building Manager	-	-	-
Foreman II	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00
Total Fleet Maintenance	3.00	3.00	3.00
<u>Parking Operations & Maintenance</u>			
Foreman II	1.00	1.00	1.00
Total Parking - Operations & Maintenance	1.00	1.00	1.00
<u>Street Lighting</u>			
Foreman I	1.00	1.00	1.00
Municipal Service Worker II	1.00	1.00	-
Total Street Lighting	2.00	2.00	1.00
Total Public Works	27.00	26.00	27.00

Personnel	2020 Budgeted	2021 Budgeted	2022 Adopted
Parks & Recreation			
<u>Recreation</u>			
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	-	-	-
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
Recreation Assistant - Sports	-	-	-
	-	-	-
Total Recreation	<u>5.75</u>	<u>5.25</u>	<u>5.75</u>
<u>Park Operations</u>			
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	4.00
Total Park Operations	<u>8.00</u>	<u>8.00</u>	<u>9.00</u>
<u>Clayton Community Foundation</u>			
Community Outreach Specialist	-	-	-
Foundation Administrator	1.00	1.00	1.00
Total Clayton Community Foundation	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Parks & Recreation	<u>14.75</u>	<u>14.25</u>	<u>15.75</u>
² Total Full-Time Employees	<u>177.50</u>	<u>172.00</u>	<u>175.50</u>

¹ One Police Officer and one Municipal Service Worker I will be held open for the first six months of 2022.

² Some full-time 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 2022 Full-Time Staffing Summary

Department	2020	2021	Positions Reduced in 2022	Positions Added for 2022	2022	Variance 2022 vs 2021	
Administrative Services							
City Manager's Office	2.50	2.50	0.00	0.50	3.00	0.50	<i>a</i>
Economic Development	1.50	1.50	0.00	0.00	1.50	0.00	
Events	1.00	1.00	-0.50	0.00	0.50	-0.50	<i>a</i>
Parking Control	3.00	3.00	0.00	0.00	3.00	0.00	
Finance	6.00	6.00	0.00	0.00	6.00	0.00	
Human Resources	2.00	2.00	0.00	0.00	2.00	0.00	
Technology Services	7.75	7.75	0.00	0.00	7.75	0.00	<i>b</i>
Municipal Court	3.00	2.00	0.00	0.00	2.00	0.00	
Planning & Development Services	11.00	10.00	0.00	0.00	10.00	0.00	
Police	55.00	53.00	0.00	1.00	54.00	1.00	<i>b</i>
Fire	43.00	43.00	0.00	0.00	43.00	0.00	
Public Works							
Engineering	6.00	6.00	0.00	0.00	6.00	0.00	
Street Maintenance	12.00	11.00	0.00	2.00	13.00	2.00	<i>c</i>
Facility Maintenance	3.00	3.00	0.00	0.00	3.00	0.00	
Fleet Maintenance	3.00	3.00	0.00	0.00	3.00	0.00	
Parking Operations	1.00	1.00	0.00	0.00	1.00	0.00	
Street Lighting	2.00	2.00	-1.00	0.00	1.00	-1.00	<i>d</i>
Parks & Recreation							
Recreation	5.75	5.25	0.00	0.50	5.75	0.50	<i>e</i>
Park Operations	8.00	8.00	0.00	1.00	9.00	1.00	<i>f</i>
Clayton Community Foundation	1.00	1.00	0.00	0.00	1.00	0.00	
Total Full-Time Positions	177.50	172.00	-1.50	5.00	175.50	3.50	

Notes: Variance 2022 vs 2021

- a* One Events Specialist vacated and one Marketing and Communications Specialist added which is split between City Manager's office and Events.
- b* One Captain added; one Lieutenant vacated; one Detective vacated; and 2 Police Officers added.
- c* One Foreman vacated, one Municipal Service Worker II added and 2 Municipal Service Worker I added.
- d* Municipal Service Worker II vacated.
- e* Community Recreation Supervisor added with 0.5 FTE paid by City.
- f* Municipal Service Worker I added.

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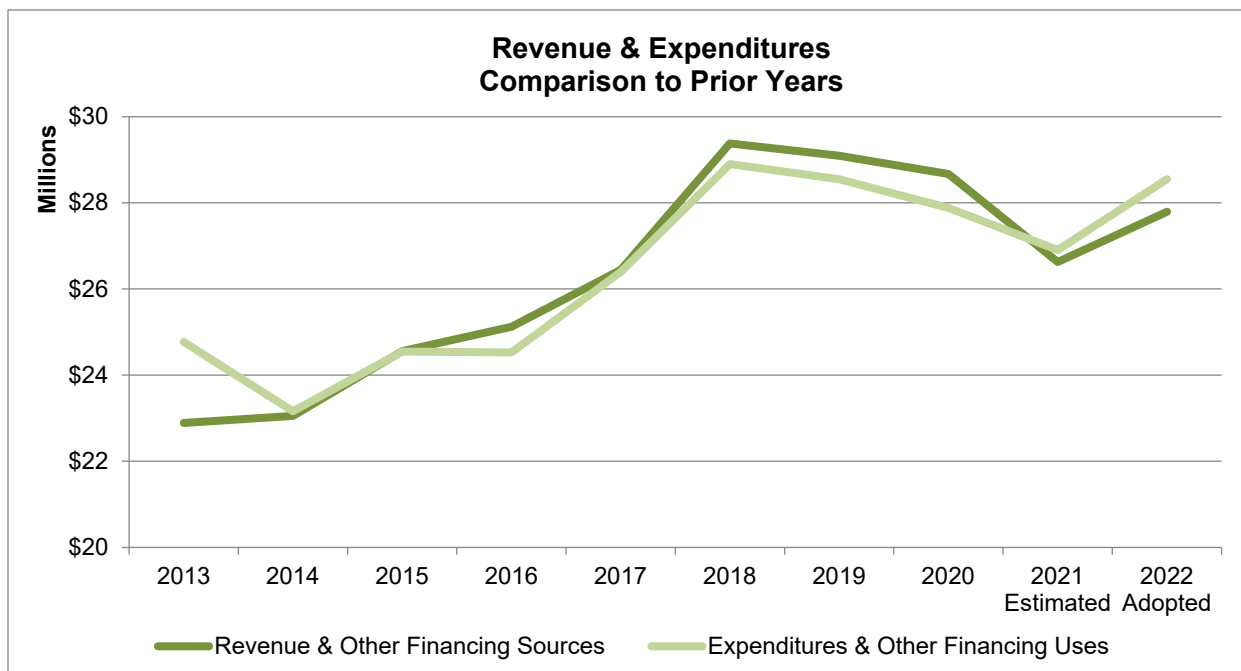
General Fund

The General Fund accounts for all revenue and expenditures associated with the traditional services provided by 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).

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. Other than property taxes, these major revenue sources saw a substantial decrease beginning in 2020 due to the nationwide COVID-19 pandemic as economic activity in the City reduced rapidly but has moved toward recovery. In 2021, the lower revenue was partially offset by a \$1 million federal grant related to the pandemic. Fiscal year revenue in 2021 and 2022 each include nearly a \$1.7 million of one-time federal grant revenue. The 2022 budget projects resumed normal operating activity but does not yet predict fully recovered revenue streams.

Beginning in 2021, this fund also reflected a change in how inter-fund transfers are recorded related to annual contributions into the Equipment Replacement Fund (ERF). Through 2020, General Fund activity included 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 as transfers-out 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.

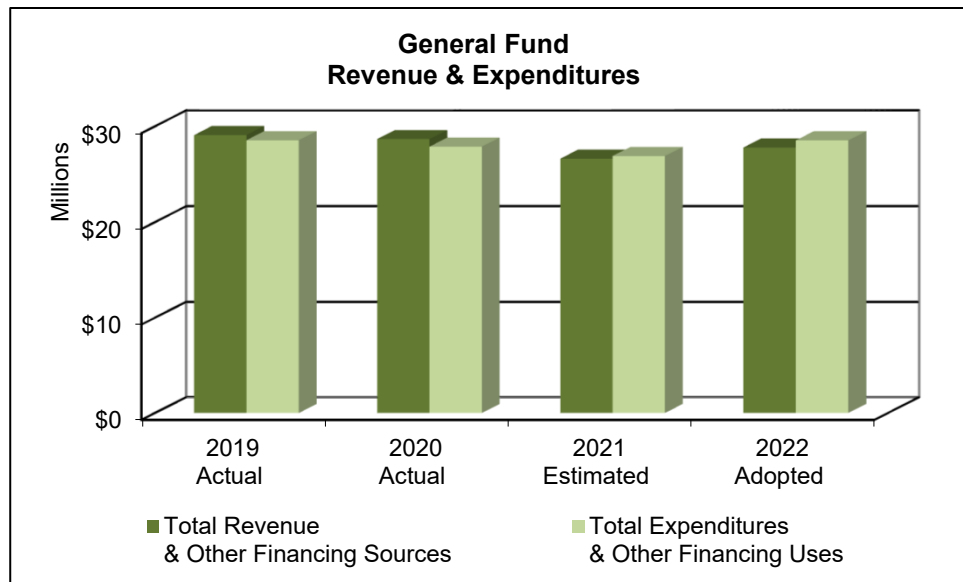




General Fund Summary of Revenue and Expenditures FY 2019 - FY 2022

Fund 10	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$17,467,501	\$18,012,708	\$18,801,733	\$18,523,534
Revenue	26,545,294	25,725,557	25,671,129	26,800,981
Other Financing Sources	2,546,512	2,943,478	954,168	990,229
Total Revenue & Other Financing Sources	29,091,805	28,669,035	26,625,297	27,791,210
Expenditures	26,637,471	26,058,030	26,903,496	28,549,563
Other Financing Uses	1,909,127	1,821,980	0	0
Total Expenditures & Other Financing Uses	28,546,598	27,880,010	26,903,496	28,549,563
Surplus (Deficit)	545,207	789,025	(278,199)	(758,353)
Ending Fund Balance	\$18,012,708	\$18,801,733	\$18,523,534	\$17,765,181
% Fund Balance to Expenditures	68%	72%	69%	62%

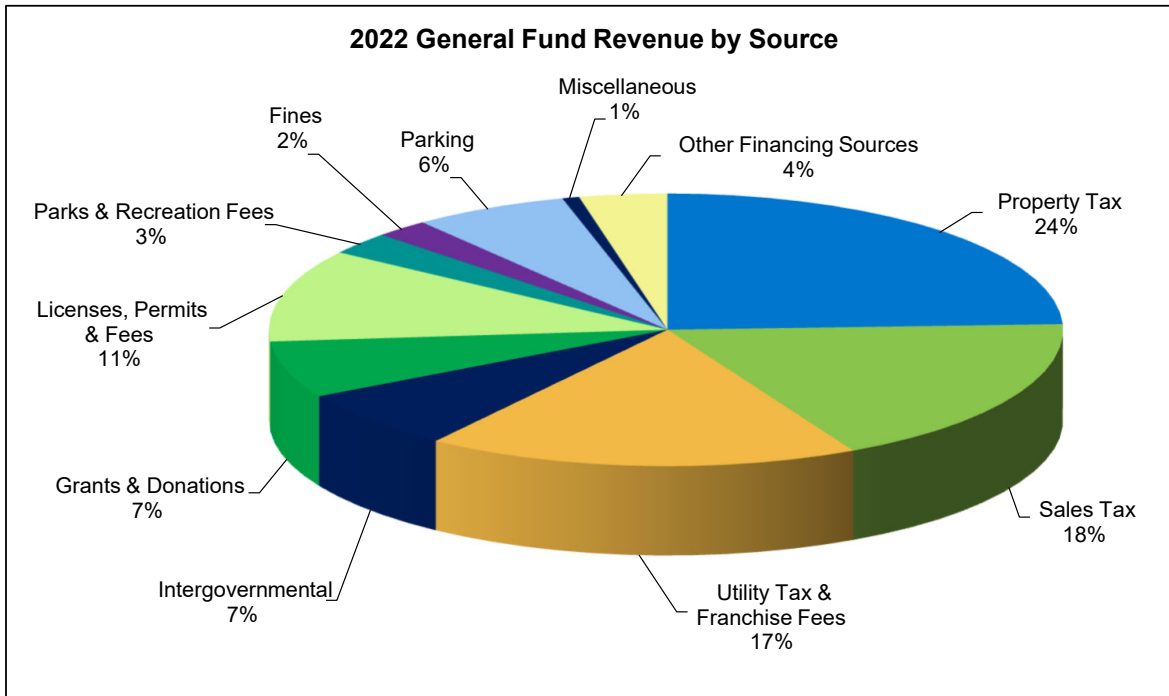
After several years of a General Fund surplus, due to the impact of the pandemic on economic activity the City is estimated to incur a small deficit in 2021. A larger deficit is projected for 2022 as revenues slowly return to normal levels and full expenditures are again budgeted. The City has maintained healthy reserves without affecting City services to address the pandemic in the short-term.





General Fund Revenue Summary

Fund 10	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax	\$6,203,177	\$6,835,478	\$6,993,496	\$6,993,496	\$6,536,222	\$6,746,222	-4%	3%
Sales Tax	5,221,766	4,402,006	4,525,973	4,525,973	4,574,731	4,973,312	10%	9%
Utility Tax & Franchise Fees	5,322,990	5,029,674	5,040,210	5,040,210	4,697,186	4,864,407	-3%	4%
Intergovernmental	1,784,841	1,772,144	1,824,433	1,813,903	1,838,762	1,952,367	7%	6%
Grants & Donations	202,821	1,399,558	137,900	137,900	1,822,521	1,861,549	1250%	2%
Licenses, Permits & Fees	3,299,026	3,320,546	3,348,276	3,348,276	3,014,916	3,042,694	-9%	1%
Parks & Recreation Fees	971,692	330,932	759,109	552,109	562,807	737,315	-3%	31%
Fines	659,914	518,379	592,482	592,482	536,283	605,200	2%	13%
Parking	2,320,135	1,750,570	2,096,849	2,096,849	1,619,733	1,745,050	-17%	8%
Interest Income	395,907	328,468	184,845	184,845	178,873	83,265	-55%	-53%
Miscellaneous	163,025	37,803	137,222	233,222	289,095	189,600	38%	-34%
Total Revenue	26,545,294	25,725,557	25,640,795	25,519,265	25,671,129	26,800,981	5%	4%
Other Financing Sources	2,546,512	2,943,478	954,007	954,007	954,168	990,229	4%	4%
Total Revenue & Other Financing Sources	\$29,091,805	\$28,669,035	\$26,594,802	\$26,473,272	\$26,625,297	\$27,791,210	4%	-100%





General Fund - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Property Tax</u>								
Real Property Tax	\$5,497,322	\$5,991,098	\$6,244,046	\$6,244,046	\$5,820,312	\$6,021,202	-4%	3%
Personal Property Tax	590,888	579,677	604,550	604,550	597,646	611,020	1%	2%
Financial Institutions Tax	91,171	239,769	120,000	120,000	91,434	86,000	-28%	-6%
Railroad & Other Utilities	23,796	24,934	24,900	24,900	26,830	28,000	12%	4%
Total Property Tax	6,203,177	6,835,478	6,993,496	6,993,496	6,536,222	6,746,222	-4%	3%
<u>Sales Tax</u>								
City General Sales Tax	2,879,417	2,364,158	2,447,504	2,447,504	2,537,700	2,791,470	14%	10%
Fire Sales Tax	790,582	637,562	671,995	671,995	641,116	705,228	5%	10%
Public Safety Sales Tax	874,717	843,266	830,982	830,982	841,320	866,559	4%	3%
Local Option Sales Tax	677,049	557,019	575,492	575,492	554,595	610,055	6%	10%
Total Sales Tax	5,221,766	4,402,006	4,525,973	4,525,973	4,574,731	4,973,312	10%	9%
<u>Utility Tax & Franchise Fees</u>								
Electric	2,572,400	2,412,118	2,493,990	2,493,990	2,197,055	2,372,819	-5%	8%
Gas	775,026	638,504	680,816	680,816	618,025	648,926	-5%	5%
Water	412,007	394,823	424,108	424,108	408,387	416,555	-2%	2%
Telephone	1,310,801	1,328,486	1,199,127	1,199,127	1,221,224	1,184,587	-1%	-3%
Cable Franchise Fees	252,756	255,743	242,169	242,169	252,495	241,520	0%	-4%
Total Utility Tax & Franchise Fees	5,322,990	5,029,674	5,040,210	5,040,210	4,697,186	4,864,407	-3%	4%
<u>Intergovernmental</u>								
Gas Tax	431,088	406,380	422,466	422,466	418,401	488,469	16%	17%
Cigarette Tax	100,488	100,844	100,500	100,500	100,555	100,500	0%	0%
Vehicle Fees	214,630	220,220	203,899	203,899	252,599	220,000	8%	-13%
Other Intergovernmental	7,833	6,434	4,000	4,000	6,370	950	-76%	-85%
Staff Reimbursements	1,030,803	1,038,266	1,093,568	1,083,038	1,060,837	1,142,448	4%	8%
Total Intergovernmental	1,784,841	1,772,144	1,824,433	1,813,903	1,838,762	1,952,367	7%	6%
<u>Grants & Donations</u>								
Federal Grants	7,863	1,164,820	11,400	11,400	1,706,621	1,715,909	14952%	1%
State & Local Grants	5,000	5,000	5,000	5,000	1,200	10,000	100%	733%
Donations	189,957	229,738	121,500	121,500	114,700	135,640	12%	18%
Total Grants & Donations	202,821	1,399,558	137,900	137,900	1,822,521	1,861,549	1250%	2%
<u>Licenses, Permits, & Fees</u>								
Business Licenses	521,624	495,941	443,714	443,714	461,358	481,000	8%	4%
Liquor Licenses	45,213	41,438	38,834	38,834	40,893	39,100	1%	-4%
Other Licenses	6,380	5,280	6,000	6,000	5,255	5,000	-17%	-5%
Building Permits	1,416,365	1,460,149	1,536,355	1,536,355	1,152,061	1,181,200	-23%	3%
Planning & Zoning Permits & Fees	144,257	119,787	116,650	116,650	126,507	125,490	8%	-1%
Degradation Fees	140,915	102,708	50,000	50,000	183,604	75,000	50%	-59%
Other Permits	87,487	94,856	78,800	78,800	71,585	91,300	16%	28%
Service Fees	936,786	1,000,388	1,077,923	1,077,923	973,653	1,044,604	-3%	7%
Total Licenses, Permits & Fees	3,299,026	3,320,546	3,348,276	3,348,276	3,014,916	3,042,694	-9%	1%
<u>Parks & Recreation Fees</u>								
Aquatics	306,899	154,510	293,759	293,759	269,919	319,867	9%	19%
Ice Rink	116,086	2,928	0	0	0	0	0%	0%
Tennis	62,349	18,454	51,625	51,625	48,798	56,558	10%	16%



General Fund - Revenue

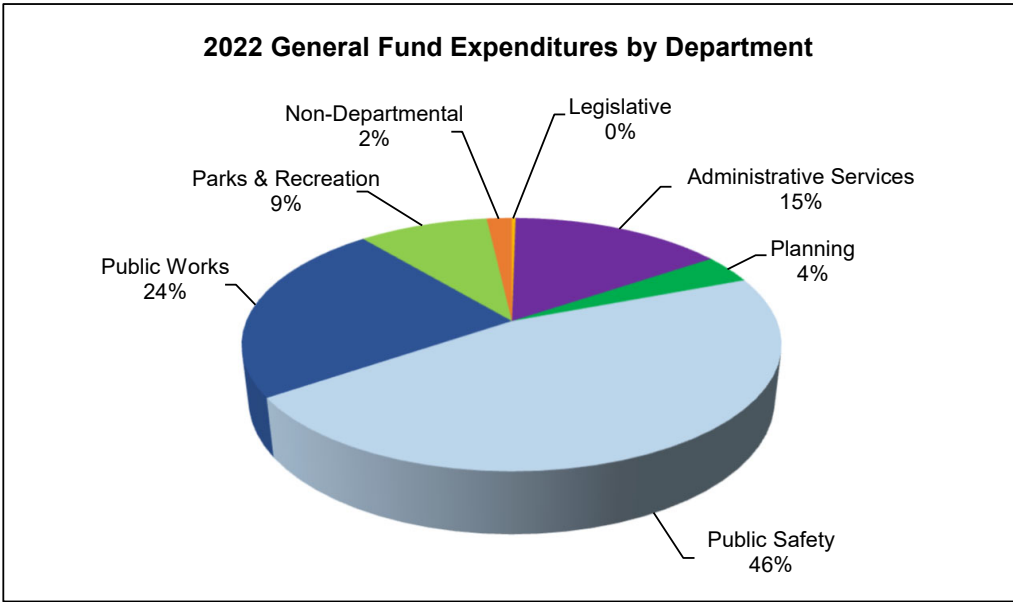
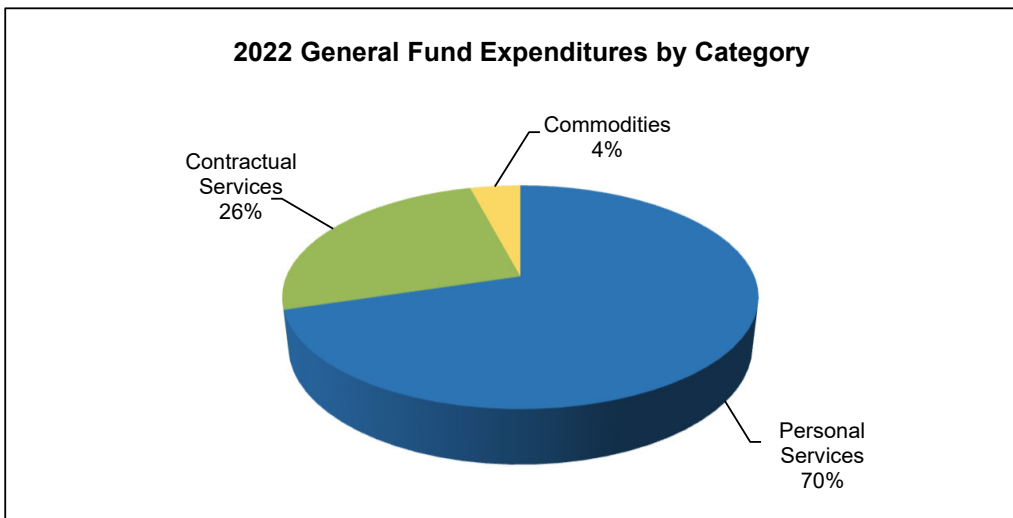
Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Parks & Recreation Fees (Cont.)</u>								
Sports	287,288	16,665	218,650	146,650	187,135	257,625	18%	38%
Other Parks & Recreation Fees	199,070	138,376	195,075	60,075	56,955	103,265	-47%	81%
Total Parks & Recreation Fees	971,692	330,932	759,109	552,109	562,807	737,315	-3%	31%
<u>Fines</u>								
Parking Fines	525,202	432,888	472,682	472,682	470,804	502,000	6%	7%
Municipal Court Fines	105,576	58,210	95,000	95,000	40,083	76,000	-20%	90%
Court Costs	13,886	8,231	13,800	13,800	5,796	10,700	-22%	85%
False Alarms	15,250	19,050	11,000	11,000	19,600	16,500	50%	-16%
Total Fines	659,914	518,379	592,482	592,482	536,283	605,200	2%	13%
<u>Parking</u>								
Parking Meters & Garages	2,058,192	1,430,878	1,800,074	1,800,074	1,317,437	1,505,050	-16%	14%
Parking Agreements	90,783	157,692	169,993	169,993	160,797	170,000	0%	6%
Parking Space Rentals	171,160	162,000	126,782	126,782	141,499	70,000	-45%	-51%
Total Parking	2,320,135	1,750,570	2,096,849	2,096,849	1,619,733	1,745,050	-17%	8%
<u>Interest Income</u>								
Interest on Investments	395,907	328,468	184,845	184,845	178,873	83,265	-55%	-53%
Total Interest Income	395,907	328,468	184,845	184,845	178,873	83,265	-55%	-53%
<u>Miscellaneous</u>								
Events	19,177	1,191	8,675	8,675	0	6,000	-31%	100%
Property Leases	0	0	0	96,000	96,000	96,000	100%	0%
Other Income	143,848	36,612	128,547	128,547	193,095	87,600	-32%	-55%
Total Miscellaneous	163,025	37,803	137,222	233,222	289,095	189,600	38%	-34%
Total Revenue	26,545,294	25,725,557	25,640,795	25,519,265	25,671,129	26,800,981	5%	4%
<u>Other Financing Sources</u>								
Sale of Assets General	2,809	2,329	600	600	757	600	0%	-21%
Transfers-In	2,543,703	2,941,149	953,407	953,407	953,411	989,629	4%	4%
Total Other Financing Sources	2,546,512	2,943,478	954,007	954,007	954,168	990,229	4%	4%
Total Revenue & Other Financing Sources	\$29,091,805	\$28,669,035	\$26,594,802	\$26,473,272	\$26,625,297	\$27,791,210	4%	4%

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General Fund Expenditures Summary - By Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$18,287,729	\$18,522,097	\$19,256,300	\$19,188,793	\$19,029,047	\$20,006,114	4%	5%
Contractual Services	6,925,974	6,303,727	7,355,218	7,069,571	6,708,489	7,302,604	-1%	9%
Commodities	1,314,278	1,079,696	1,194,038	1,147,404	1,091,376	1,164,344	-2%	7%
Capital Outlay	109,490	152,510	79,600	94,400	74,584	76,501	-4%	3%
Total Expenditures	26,637,471	26,058,030	27,885,156	27,500,168	26,903,496	28,549,563	2%	6%
Other Financing Uses	1,909,127	1,821,980	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$28,546,598	\$27,880,010	\$27,885,156	\$27,500,168	\$26,903,496	\$28,549,563	2%	6%





General Fund Expenditures Summary - By Program

Program	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Mayor & Board of Aldermen	\$105,634	\$71,740	\$87,149	\$87,149	\$67,764	\$73,791	-15%	9%
City Manager	709,027	607,979	656,470	661,147	659,103	703,289	7%	7%
Economic Development	273,494	223,896	234,799	234,361	218,544	236,854	1%	8%
Events	303,662	147,827	285,544	161,282	103,192	263,731	-8%	156%
Parking Control - Admin	0	237,905	232,168	234,581	225,304	234,559	1%	4%
Finance	718,692	714,098	752,068	759,428	755,320	779,857	4%	3%
Human Resources	273,277	265,953	281,800	283,845	258,386	293,207	4%	13%
Technology Services	1,416,675	1,521,539	1,441,064	1,450,832	1,418,425	1,467,499	2%	3%
Municipal Court	374,161	336,048	362,231	364,025	316,727	375,641	4%	19%
Planning & Development	1,014,128	1,065,025	997,984	1,045,396	977,006	1,052,360	5%	8%
Police	6,976,205	6,794,790	6,731,529	6,735,503	6,699,996	6,994,243	4%	4%
Parking Control - Police	220,084	0	0	0	0	0	0%	0%
Fire	6,034,006	6,485,457	6,061,176	6,052,094	6,233,274	6,218,270	3%	0%
Engineering	2,653,335	2,605,979	2,877,969	2,756,528	2,720,927	2,949,689	2%	8%
Street Maintenance	1,660,035	1,638,355	1,499,733	1,430,043	1,393,592	1,588,861	6%	14%
Facility Maintenance	869,587	798,915	731,741	732,776	690,971	740,003	1%	7%
Fleet Maintenance	588,701	557,368	580,939	584,070	513,721	554,617	-5%	8%
Parking Operations & Maint.	664,379	606,909	637,653	609,286	520,624	583,665	-8%	12%
Street Lighting	435,881	385,267	391,448	385,933	272,694	280,396	-28%	3%
Parks & Recreation Admin.	668,111	605,040	642,877	594,188	577,994	673,887	5%	17%
Shaw Park Aquatic Center	422,443	301,337	335,862	335,862	338,673	373,463	11%	10%
Ice Rink	122,270	17,009	24,820	24,820	16,000	16,600	-33%	4%
Tennis Center	44,685	22,929	23,850	23,850	19,600	29,525	24%	51%
Sports Programs	140,817	45,901	134,062	85,062	89,749	130,159	-3%	45%
Park Operations	1,328,800	1,257,949	1,274,177	1,271,537	1,207,998	1,316,806	3%	9%
Clayton Community Foundation	55,206	98,381	101,077	91,604	86,208	102,558	1%	19%
Insurance	473,303	466,413	504,966	504,966	521,704	516,033	2%	-1%
Total Expenditures	\$28,546,597	\$27,880,010	\$27,885,156	\$27,500,168	\$26,903,496	\$28,549,563	2%	6%

* 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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$12,294,691	\$12,666,051	\$13,084,738	\$13,034,272	\$12,697,429	\$13,556,285	4%	7%
Salaries - Part-Time	264,383	138,258	280,387	186,880	192,869	313,228	12%	62%
Overtime	710,682	641,874	631,379	631,379	835,550	622,692	-1%	-25%
Other Compensation	187,846	167,762	193,671	193,671	189,095	235,589	22%	25%
Social Security & Medicare	974,598	995,928	1,071,072	1,067,215	1,011,477	1,124,170	5%	11%
Medical Benefits	1,587,959	1,545,215	1,590,228	1,584,946	1,623,851	1,777,927	12%	9%
Pension Benefits	1,546,831	1,596,384	1,557,398	1,645,098	1,641,964	1,473,991	-5%	-10%
Other Fringe Benefits	720,740	770,625	847,427	845,332	836,812	902,231	6%	8%
Total Personal Services	18,287,729	18,522,097	19,256,300	19,188,793	19,029,047	20,006,114	4%	5%
<u>Contractual Services</u>								
Postage	25,172	24,732	27,257	27,257	24,291	25,571	-6%	5%
Utilities	799,693	692,977	894,679	875,379	775,897	793,470	-11%	2%
Travel & Training	181,555	91,095	205,688	176,982	146,194	210,809	2%	44%
Printing & Photography	28,046	20,467	35,710	35,710	37,200	44,372	24%	19%
Dues & Memberships	41,036	38,016	41,755	41,755	38,423	40,432	-3%	5%
Advertising	11,480	11,364	16,074	16,074	9,392	11,077	-31%	18%
Maintenance & Repair	365,078	321,608	405,788	412,888	400,451	419,691	3%	5%
Professional Services	210,321	195,889	123,775	158,775	136,467	145,825	18%	7%
Legal Services	176,603	188,278	207,501	207,501	202,941	202,604	-2%	0%
Service Contracts	2,066,499	1,878,765	2,166,330	2,121,230	2,040,146	2,221,667	3%	9%
Sponsorship	0	0	0	0	0	1,000	100%	100%
Medical Services	41,848	29,871	41,255	41,255	40,070	40,355	-2%	1%
Banking & Credit Card Fees	233,074	154,350	220,102	220,102	169,652	226,754	3%	34%
Rentals	29,608	27,433	28,680	8,180	7,465	3,855	-87%	-48%
Education Benefits	61,239	52,957	50,745	50,745	42,250	43,100	-15%	2%
Waste & Recycling	1,967,331	2,013,072	2,195,923	2,080,923	2,073,000	2,179,170	-1%	5%
Events	205,417	91,463	178,259	79,118	37,253	157,609	-12%	323%
Employee Relations	28,810	25,241	31,250	31,250	26,212	39,710	27%	51%
Insurance	453,163	446,147	484,447	484,447	501,185	495,533	2%	-1%
Total Contractual Services	6,925,974	6,303,727	7,355,218	7,069,571	6,708,489	7,302,604	-1%	9%
<u>Commodities</u>								
Office Supplies	61,921	53,189	76,145	76,145	56,184	61,130	-20%	9%
Minor Supplies & Equipment	24,962	21,533	22,849	22,849	20,264	25,349	11%	25%
Agriculture Supplies General	49,913	45,045	40,500	40,500	38,000	43,000	6%	13%
Medical Supplies	37,935	75,738	42,438	42,438	42,127	46,250	9%	10%
Snow & Ice Control Materials	31,247	50,839	51,000	28,000	33,000	39,001	-24%	18%
Recreation Supplies	22,977	12,756	17,472	12,472	12,472	17,472	0%	40%
Construction Materials	27,098	5,368	37,801	18,001	23,901	26,445	-30%	11%
Traffic Supplies	42,597	31,185	52,876	52,876	43,751	38,301	-28%	-12%
Parking Supplies Meters	8,254	8,898	23,585	23,585	20,000	21,435	-9%	7%
Vehicle Parts	91,818	75,107	100,000	95,600	90,000	90,000	-10%	0%
Fuel and Lubricants	165,245	127,132	162,000	162,000	162,400	161,965	0%	0%
Other Supplies & Materials	494,678	428,514	404,521	407,087	394,473	422,880	5%	7%



General Fund Expenditures Summary - By Type

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Commodities (Cont.)</u>								
Uniforms and Clothing	201,611	116,278	118,170	124,170	125,721	129,691	10%	3%
Meetings and Receptions	54,024	28,116	44,681	41,681	29,083	41,425	-7%	42%
Total Commodities	1,314,278	1,079,696	1,194,038	1,147,404	1,091,376	1,164,344	-2%	7%
<u>Capital Outlay</u>								
Equipment	74,691	16,222	5,600	5,600	0	0	-100%	0%
Technology Projects	0	74,913	23,000	32,500	23,000	13,000	-43%	-43%
Roadways and Parking Lots	3,000	38,390	48,000	48,000	48,308	40,000	-17%	-17%
Facility Improvements	31,800	22,986	3,000	8,300	3,276	23,501	683%	617%
Total Capital Outlay	109,490	152,510	79,600	94,400	74,584	76,501	-4%	3%
Total Expenditures	26,637,471	26,058,030	27,885,156	27,500,168	26,903,496	28,549,563	2%	6%
<u>Other Financing Uses</u>								
Transfers-Out	1,909,127	1,821,980	0	0	0	0	0%	0%
Total Other Financing Uses	1,909,127	1,821,980	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$28,546,598	\$27,880,010	\$27,885,156	\$27,500,168	\$26,903,496	\$28,549,563	2%	6%



Legislative

Mission

The mission of Clayton city government is to foster a diverse and inclusive community with a vital balance of neighborhoods, businesses, commercial and government centers, educational institutions, and a healthy environment through an open, equitable, accessible, and fiscally responsible government.

Description

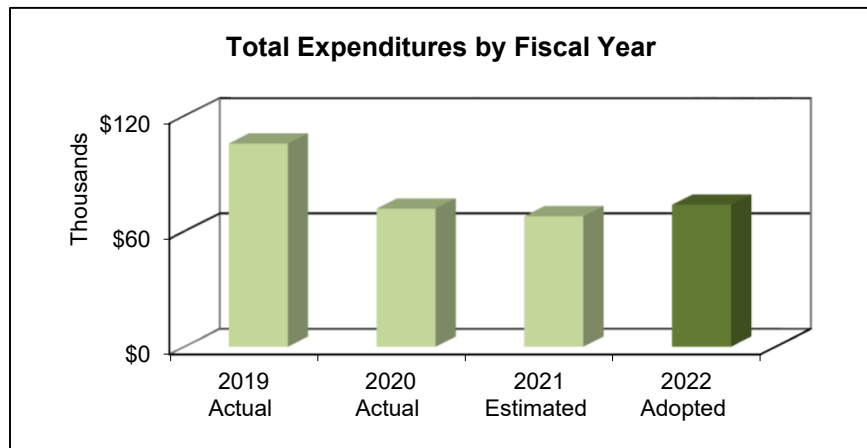
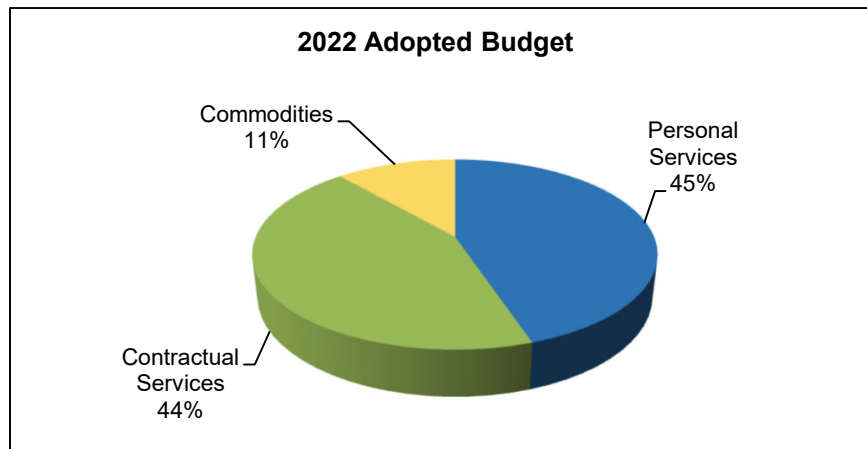
The legislative powers of the City Government are vested in Clayton's elected officials, which include the Mayor, who is elected at-large for a three-year term, and six Aldermen, who are elected from the City's three wards on a staggered three-year term basis. The Mayor and Board of Aldermen represent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

Find more information about the Legislative Department at <https://www.claytonmo.gov/government/mayor-board-of-aldermen>



Legislative Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$31,181	\$32,007	\$40,196	\$40,196	\$28,660	\$33,089	-18%	15%
Contractual Services	58,493	33,636	40,613	40,613	33,913	32,262	-21%	-5%
Commodities	15,960	6,097	6,340	6,340	5,191	8,440	33%	63%
Total Expenditures	\$105,634	\$71,740	\$87,149	\$87,149	\$67,764	\$73,791	-15%	9%





General Fund - Mayor & Board of Aldermen

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Part-Time	\$28,739	\$29,618	\$37,200	\$37,200	\$26,350	\$30,600	-18%	16%
Social Security & Medicare	2,199	2,266	2,846	2,846	2,184	2,341	-18%	7%
Other Fringe Benefits	243	124	150	150	126	148	-1%	17%
Total Personal Services	31,181	32,007	40,196	40,196	28,660	33,089	-18%	15%
<u>Contractual Services</u>								
Postage	1,383	255	136	136	190	197	45%	4%
Utilities	4,421	5,307	5,565	5,565	2,616	5,137	-8%	96%
Travel & Training	631	517	2,548	2,548	500	2,548	0%	410%
Printing & Photography	566	135	440	440	250	3,400	673%	1260%
Dues & Memberships	7,949	10,639	10,050	10,050	7,511	7,450	-26%	-1%
Advertising	413	764	1,274	1,274	971	980	-23%	1%
Professional Services	29,228	16,018	16,500	16,500	18,312	9,000	-45%	-51%
Legal Services	7,250	0	0	0	0	0	0%	0%
Service Contracts	6,652	0	4,100	4,100	3,563	3,550	-13%	0%
Total Contractual Services	58,493	33,636	40,613	40,613	33,913	32,262	-21%	-5%
<u>Commodities</u>								
Office Supplies	3,733	911	520	520	380	500	-4%	32%
Other Supplies and Materials	471	1,300	350	350	204	370	6%	81%
Meetings and Receptions	11,756	3,886	5,470	5,470	4,607	7,570	38%	64%
Total Commodities	15,960	6,097	6,340	6,340	5,191	8,440	33%	63%
Total Expenditures	\$105,634	\$71,740	\$87,149	\$87,149	\$67,764	\$73,791	-15%	9%

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Administrative Services

Funded Staffing			
	2020	2021	2022
<u>City Manager's Office</u>			
City Manager	1	1	1
City Clerk	1	1	1
Marketing & Communications Specialist	0	0	0.5
Assistant to the City Manager	0.5	0.5	0.5
Total City Manager's Office	2.5	2.5	3
<u>Economic Development</u>			
Director of Economic Development	1	1	1
Assistant to the City Manager	0.5	0.5	0.5
Total Economic Development	1.5	1.5	1.5
<u>Events</u>			
Events Specialist	1	1	0
Marketing & Communications Specialist	0	0	0.5
Total Events	1	1	0.5
<u>Parking Control</u>			
Parking Control Supervisor	1	1	1
Parking Ambassador	2	2	2
Total Parking Control	3	3	3
<u>Finance</u>			
Director of Finance & Administration	1	1	1
Assistant Finance Director	1	1	1
Senior Accountant	0	0	1
Accountant	2	2	1
Fiscal Specialist	2	2	2
Total Finance	6	6	6
<u>Human Resources</u>			
Human Resources Manager	1	1	1
Human Resources Generalist	0	0	1
Human Resources Assistant	1	1	0
Total Human Resources	2	2	2
<u>Technology Services</u>			
Director of Technology Services	1	1	1
Asst. Director of Technology Services	1	1	1
Associate Network Engineer	2	0	0
Network Engineer	0	2	2
Applications Specialist	0.75	0.75	0.75
IT Support Supervisor	0	1	1
IT Support Specialist	3	2	2
Total Technology Services	7.75	7.75	7.75
<u>Municipal Court</u>			
Court Administrator	1	1	1
Court Assistant	2	1	1
Total Municipal Court	3	3	2
Total Administrative Services	26.75	25.75	25.75

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. Parking Control 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. The department also provides technology services to the City of Richmond Heights and the City of Brentwood. The agreements with these cities reimburse the City of Clayton for a portion of the personnel and related costs of this program.

Municipal Court

Municipal Court is responsible for court cases; 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.

Administrative Services Restructure

The Administrative Services area will be restructured in the first quarter of the year. Human Resources and Municipal Court will report to an Assistant City Manager and Technology Services will report directly to the City Manager.

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

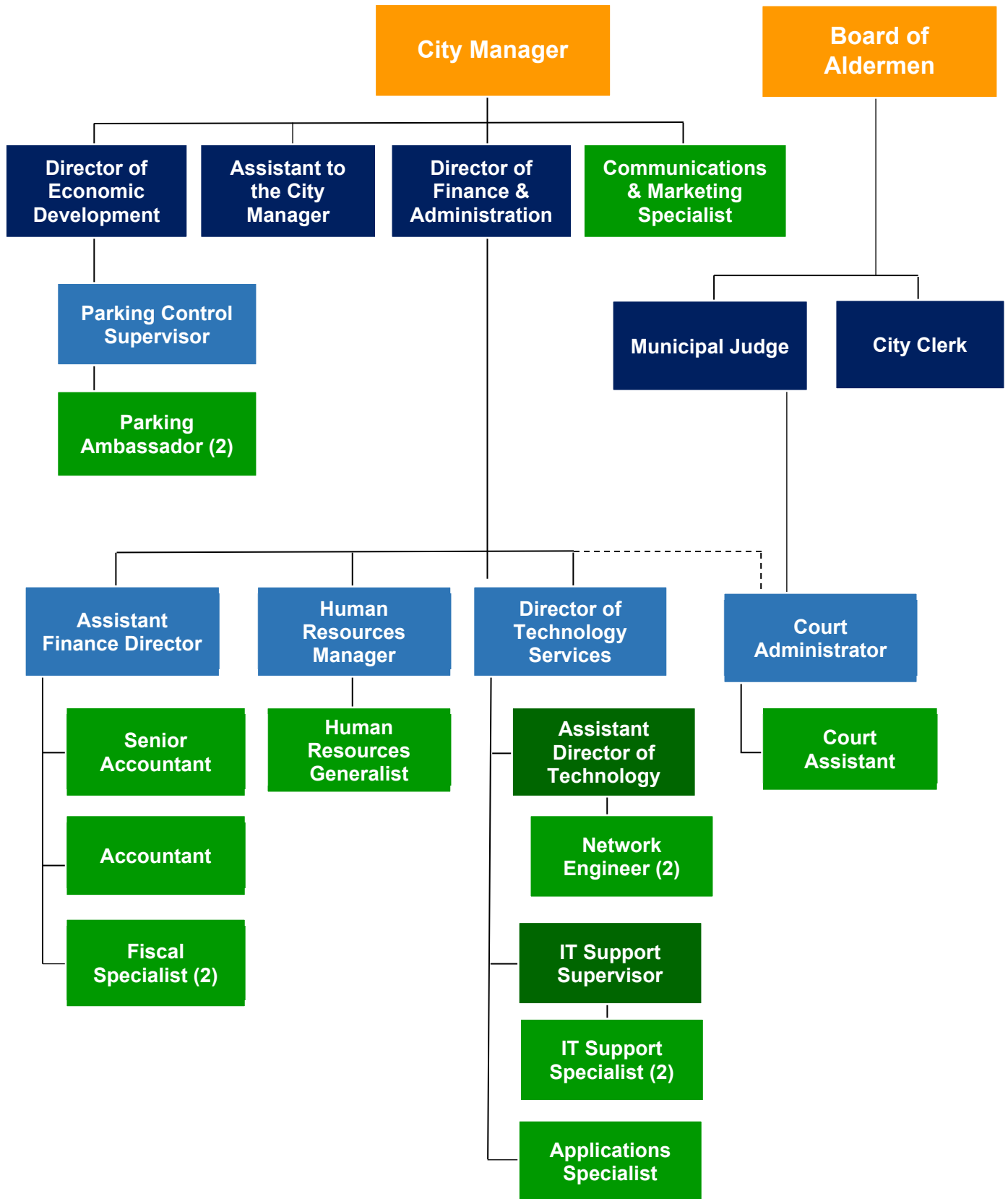
High Performing Government, Quality of Life, Economic Strength, General Awareness of Clayton and Employee Relations

Performance Measures (by Fiscal Year):

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents rating culture, dining, and shopping environment as good or better	79%	–	–	85%	–
	% of employees rating HR service as good or better	–	92%	84%	–	92%
	% of employees rating IT service as good or better	95%	–	–	90%	–
	% of employees rating Finance service as good or better	84%	85%	94%	–	85%
Financial	Sales tax per square foot of retail space	\$8.15	\$8.34	\$6.64	\$6.95	\$7.33
	Commercial property tax per square foot of office and retail space	\$0.49	\$0.47	\$0.48	\$0.49	\$0.51
	HR cost per employee	\$1,747	\$1,500	\$1,654	\$1,500	\$1,700
	IT cost per endpoint (desktops, laptops, tablets, virtual desktop clients)	\$4,449	\$6,195	\$3,831	\$3,508	\$6,080
	Finance cost per \$1 million in operating expenditures	\$22,143	\$20,184	\$26,989	\$29,967	\$30,351
Process	Number of annual business prospect or retention visits	67	50	46	50	50
	Annual City-wide rate of turnover (excluding retirement, disability, or death)	3.85%	<5.00%	4.00%	<5.00%	<5.00%
	Annual % IT system “up” time	99.98%	99.80%	99.98%	99.80%	99.8%
	Annual number of auditor adjusting entries	0	<2	0	<2	<2
	Annual \$ of auditor adjusting entries	\$0	<\$100,000	\$0	<\$100,000	<\$100,000
People	Annual training hours per employee	41	30	32	30	30
	Employee Engagement Index	4.67	4.10	4.53	4.10	4.20

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

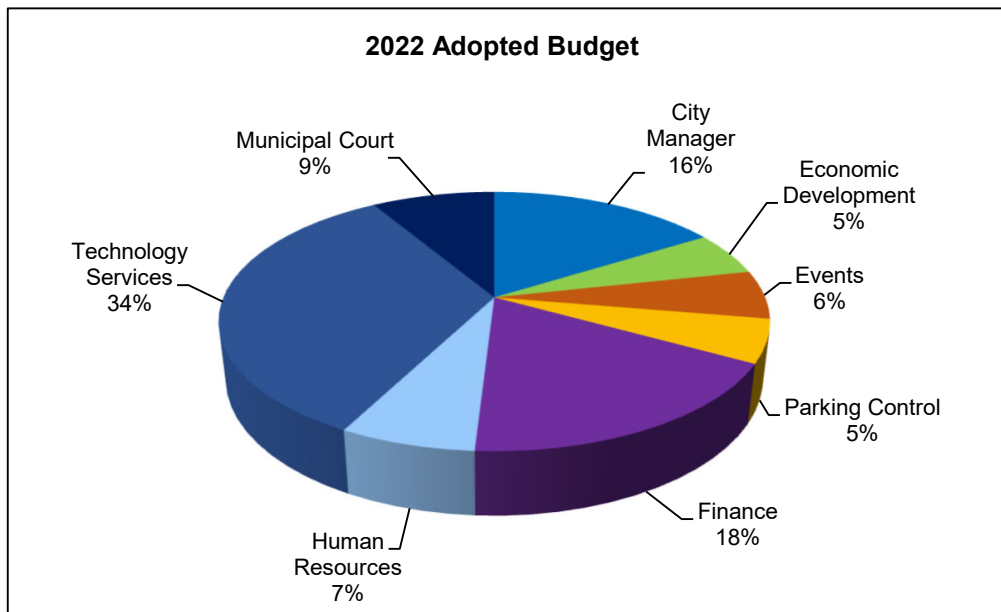
Administrative Services





Administrative Services Summary of Expenditures by Program

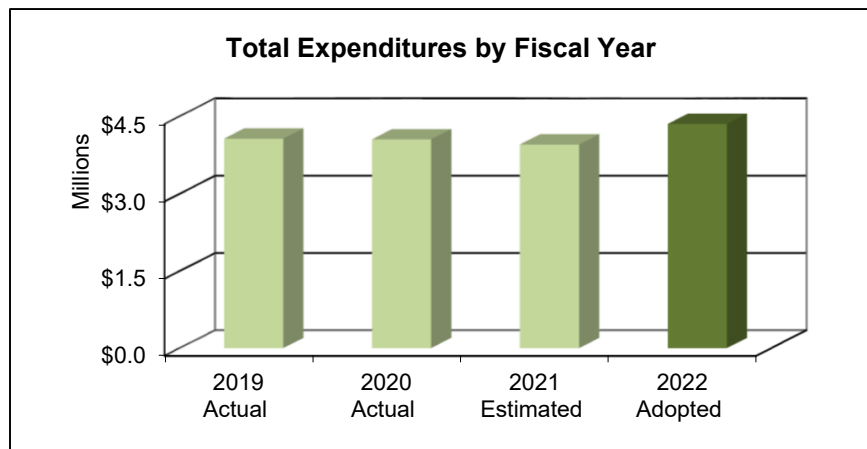
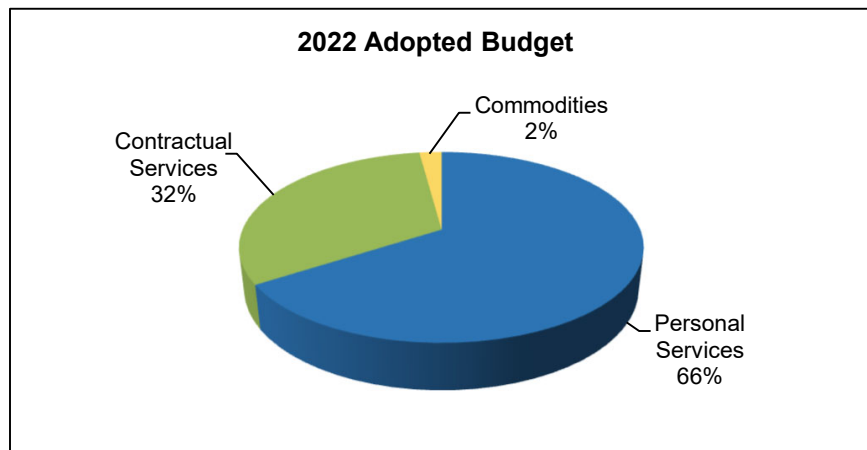
	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
City Manager	\$709,027	\$607,979	\$656,470	\$661,147	\$659,103	\$703,289	7%	7%
Economic Development	273,494	223,896	234,799	234,361	218,544	236,854	1%	8%
Events	303,662	147,827	285,544	161,282	103,192	263,731	-8%	156%
Parking Control	0	237,905	232,168	234,581	225,304	234,559	1%	4%
Finance	718,692	714,098	752,068	759,428	755,320	779,857	4%	3%
Human Resources	273,277	265,953	281,800	283,845	258,386	293,207	4%	13%
Technology Services	1,416,675	1,521,539	1,441,064	1,450,832	1,418,425	1,467,499	2%	3%
Municipal Court	374,161	336,048	362,231	364,025	316,727	375,641	4%	19%
Total Administrative Services	\$4,068,987	\$4,055,246	\$4,246,145	\$4,149,502	\$3,955,001	\$4,354,637	3%	10%





Administrative Services Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$2,318,651	\$2,578,391	\$2,745,379	\$2,715,177	\$2,672,845	\$2,862,000	4%	7%
Contractual Services	1,433,795	1,073,670	1,389,551	1,316,610	1,189,230	1,387,897	0%	17%
Commodities	92,780	75,502	88,215	85,215	69,926	91,740	4%	31%
Capital Outlay	0	74,913	23,000	32,500	23,000	13,000	-43%	-43%
Total Expenditures	3,845,226	3,802,476	4,246,145	4,149,502	3,955,001	4,354,637	3%	10%
Other Financing Uses	223,761	252,770	0	0	0	0	0%	0%
Total Administrative Services	\$4,068,987	\$4,055,246	\$4,246,145	\$4,149,502	\$3,955,001	\$4,354,637	3%	10%





General Fund - City Manager

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$235,518	\$263,592	\$291,625	\$291,625	\$290,501	\$329,674	13%	13%
Overtime	5,703	0	0	0	0	0	0%	0%
Other Compensation	22,889	14,243	21,806	21,806	22,945	22,681	4%	-1%
Social Security & Medicare	15,894	18,987	19,645	19,645	18,838	22,655	15%	20%
Medical Benefits	22,727	21,254	26,270	26,270	26,369	34,833	33%	32%
Pension Benefits	22,475	23,577	25,466	30,143	30,143	31,112	22%	3%
Other Fringe Benefits	2,983	2,621	3,120	3,120	3,320	3,067	-2%	-8%
Total Personal Services	328,190	344,273	387,932	392,609	392,116	444,021	14%	13%
<u>Contractual Services</u>								
Postage	10,584	8,573	7,575	7,575	10,602	7,405	-2%	-30%
Utilities	1,533	2,211	2,213	2,213	2,213	3,384	53%	53%
Travel & Training	4,789	13,030	13,011	13,011	13,025	16,737	29%	28%
Printing & Photography	13,180	7,806	8,500	8,500	13,707	13,189	55%	-4%
Dues & Memberships	3,199	2,634	2,590	2,590	5,085	5,325	106%	5%
Maintenance & Repair	978	601	767	767	624	964	26%	54%
Professional Services	22,131	28,480	3,900	3,900	500	3,900	0%	680%
Legal Services	169,353	188,278	207,501	207,501	202,941	202,604	-2%	0%
Service Contracts	145,900	8,783	17,866	17,866	16,305	3,155	-82%	-81%
Total Contractual Services	371,646	260,394	263,923	263,923	265,002	256,663	-3%	-3%
<u>Commodities</u>								
Office Supplies	1,709	401	815	815	785	655	-20%	-17%
Meetings and Receptions	6,695	2,124	3,800	3,800	1,200	1,950	-49%	63%
Total Commodities	8,404	2,525	4,615	4,615	1,985	2,605	-44%	31%
Total Expenditures	708,240	607,192	656,470	661,147	659,103	703,289	7%	7%
<u>Other Financing Uses</u>								
Transfers-Out	787	787	0	0	0	0	0%	0%
Total Other Financing Uses	787	787	0	0	0	0	0%	0%
Total Expenditures	\$709,027	\$607,979	\$656,470	\$661,147	\$659,103	\$703,289	7%	7%



General Fund - Economic Development

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$153,826	\$158,369	\$159,739	\$159,739	\$159,675	\$162,932	2%	2%
Salaries - Part-Time	3,434	0	0	0	0	0	0%	0%
Social Security & Medicare	11,037	11,110	12,220	12,220	11,223	12,465	2%	11%
Medical Benefits	20,749	20,035	20,146	20,146	20,225	21,542	7%	7%
Pension Benefits	12,152	12,789	13,949	16,511	16,511	15,376	10%	-7%
Other Fringe Benefits	2,107	2,140	2,142	2,142	2,372	1,726	-19%	-27%
Total Personal Services	203,304	204,444	208,196	210,758	210,006	214,041	3%	2%
<u>Contractual Services</u>								
Postage	79	1,635	106	106	106	250	136%	136%
Utilities	1,524	1,770	2,300	2,300	1,200	1,355	-41%	13%
Travel & Training	10,353	3,358	3,800	3,800	2,196	6,950	83%	216%
Printing & Photography	700	0	500	500	0	0	-100%	0%
Dues & Memberships	6,555	3,483	3,497	3,497	3,497	1,635	-53%	-53%
Advertising	2,658	4,650	9,000	9,000	0	5,000	-44%	100%
Maintenance & Repair	204	228	300	300	244	293	-2%	20%
Professional Services	43,000	0	0	0	0	0	0%	0%
Sponsorship	0	0	0	0	0	1,000	100%	100%
Total Contractual Services	65,073	15,124	19,503	19,503	7,243	16,483	-15%	128%
<u>Commodities</u>								
Office Supplies	809	405	1,295	1,295	795	1,105	-15%	39%
Uniforms and Clothing	45	93	0	0	0	100	100%	100%
Meetings and Receptions	3,476	3,044	5,805	2,805	500	5,125	-12%	925%
Total Commodities	4,330	3,541	7,100	4,100	1,295	6,330	-11%	389%
Total Expenditures	272,707	223,109	234,799	234,361	218,544	236,854	1%	8%
<u>Other Financing Uses</u>								
Transfers-Out	787	787	0	0	0	0	0%	0%
Total Other Financing Uses	787	787	0	0	0	0	0%	0%
Total Expenditures	\$273,494	\$223,896	\$234,799	\$234,361	\$218,544	\$236,854	1%	8%



General Fund - Events

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$49,477	\$55,337	\$54,821	\$4,355	\$4,354	\$30,702	-44%	605%
Overtime	54,539	0	67,167	67,167	56,000	70,667	5%	26%
Social Security & Medicare	7,834	3,951	9,333	5,476	2,000	7,755	-17%	288%
Medical Benefits	7,994	7,026	5,794	512	677	7,173	24%	960%
Pension Benefits	3,950	4,245	4,787	5,666	5,666	2,898	-39%	-49%
Other Fringe Benefits	3,805	2,026	3,899	1,804	42	4,392	13%	10357%
Total Personal Services	127,600	72,584	145,800	84,979	68,739	123,587	-15%	80%
<u>Contractual Services</u>								
Travel & Training	3,969	1,100	2,800	0	0	0	-100%	0%
Dues & Memberships	92	600	610	610	1,200	560	-8%	-53%
Advertising	1,590	0	0	0	0	0	0%	0%
Events	169,155	72,671	135,334	74,693	33,253	139,584	3%	320%
Total Contractual Services	174,805	74,372	138,744	75,303	34,453	140,144	1%	307%
<u>Commodities</u>								
Office Supplies	310	109	500	500	0	0	-100%	0%
Meetings and Receptions	183	0	500	500	0	0	-100%	0%
Total Commodities	493	109	1,000	1,000	0	0	-100%	0%
Total Expenditures	302,899	147,064	285,544	161,282	103,192	263,731	-8%	156%
<u>Other Financing Uses</u>								
Transfers-Out	763	763	0	0	0	0	0%	0%
Total Other Financing Uses	763	763	0	0	0	0	0%	0%
Total Expenditures	\$303,662	\$147,827	\$285,544	\$161,282	\$103,192	\$263,731	-8%	156%



General Fund - Parking Control

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$0	\$147,780	\$150,441	\$150,441	\$150,748	\$153,637	2%	2%
Overtime	0	0	500	500	500	500	0%	0%
Other Compensation	0	386	385	385	388	384	0%	-1%
Social Security & Medicare	0	10,414	11,577	11,577	10,868	11,821	2%	9%
Medical Benefits	0	32,653	33,333	33,333	28,669	27,096	-19%	-5%
Pension Benefits	0	11,656	13,137	15,550	15,550	14,498	10%	-7%
Other Fringe Benefits	0	9,369	10,120	10,120	10,121	10,472	3%	3%
Total Personal Services	0	212,258	219,493	221,906	216,844	218,409	0%	1%
<u>Contractual Services</u>								
Utilities	0	960	2,475	2,475	1,660	2,190	-12%	32%
Travel & Training	0	0	0	0	0	3,000	100%	100%
Printing & Photography	0	1,011	6,500	6,500	5,000	6,500	0%	30%
Dues & Memberships	0	0	0	0	0	750	100%	100%
Total Contractual Services	0	1,972	8,975	8,975	6,660	12,440	39%	87%
<u>Commodities</u>								
Office Supplies	0	67	700	700	300	700	0%	133%
Other Supplies and Materials	0	0	1,000	1,000	500	1,000	0%	100%
Uniforms and Clothing	0	869	2,000	2,000	1,000	2,010	1%	101%
Total Commodities	0	936	3,700	3,700	1,800	3,710	0%	106%
Total Expenditures	0	215,166	232,168	234,581	225,304	234,559	1%	4%
<u>Other Financing Uses</u>								
Transfers-Out	0	22,739	0	0	0	0	0%	0%
Total Other Financing Uses	0	22,739	0	0	0	0	0%	0%
Total Expenditures	\$0	\$237,905	\$232,168	\$234,581	\$225,304	\$234,559	1%	4%

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



General Fund - Finance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$433,861	\$451,535	\$458,867	\$458,867	\$458,691	\$474,756	3%	4%
Salaries - Part-Time	10,289	0	0	0	0	0	0%	0%
Overtime	1,651	2,583	2,000	2,000	1,900	2,000	0%	5%
Other Compensation	4,011	4,022	4,001	4,001	4,000	4,001	0%	0%
Social Security & Medicare	32,727	32,903	35,072	35,072	33,128	36,609	4%	11%
Medical Benefits	55,119	54,760	54,359	54,359	59,153	58,065	7%	-2%
Pension Benefits	34,261	36,108	40,070	47,430	47,430	44,804	12%	-6%
Other Fringe Benefits	6,659	6,469	6,449	6,449	6,767	4,985	-23%	-26%
Total Personal Services	578,578	588,379	600,818	608,178	611,069	625,219	4%	2%
<u>Contractual Services</u>								
Postage	2,924	3,328	4,429	4,429	3,096	3,808	-14%	23%
Utilities	2,013	2,146	2,450	2,450	2,265	2,630	7%	16%
Travel & Training	4,751	2,180	11,743	11,743	7,290	9,512	-19%	30%
Printing & Photography	3,589	3,202	4,960	4,960	3,995	5,020	1%	26%
Dues & Memberships	2,655	1,042	1,420	1,420	1,412	1,495	5%	6%
Maintenance & Repair	4,974	4,167	5,028	5,028	4,548	4,910	-2%	8%
Professional Services	41,277	39,955	43,325	43,325	53,055	54,175	25%	2%
Service Contracts	44,848	35,126	48,250	48,250	45,090	45,895	-5%	2%
Banking and Credit Card Fees	16,367	17,030	17,265	17,265	15,795	17,258	0%	9%
Rentals	408	538	580	580	540	555	-4%	3%
Total Contractual Services	123,805	108,716	139,450	139,450	137,086	145,258	4%	6%
<u>Commodities</u>								
Office Supplies	6,727	5,760	10,800	10,800	6,375	7,450	-31%	17%
Other Supplies and Materials	0	0	0	0	400	1,020	100%	155%
Uniforms and Clothing	228	0	0	0	0	360	100%	100%
Meetings and Receptions	1,067	438	1,000	1,000	390	550	-45%	41%
Total Commodities	8,022	6,198	11,800	11,800	7,165	9,380	-21%	31%
Total Expenditures	710,405	703,292	752,068	759,428	755,320	779,857	4%	3%
<u>Other Financing Uses</u>								
Transfers-Out	8,287	10,806	0	0	0	0	0%	0%
Total Other Financing Uses	8,287	10,806	0	0	0	0	0%	0%
Total Expenditures	\$718,692	\$714,098	\$752,068	\$759,428	\$755,320	\$779,857	4%	3%



General Fund - Human Resources

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$95,204	\$125,790	\$127,517	\$127,517	\$127,472	\$134,981	6%	6%
Overtime	29	0	300	300	250	500	67%	100%
Social Security & Medicare	7,004	9,366	9,779	9,779	9,354	10,365	6%	11%
Medical Benefits	11,075	13,917	14,323	14,323	14,373	18,071	26%	26%
Pension Benefits	10,636	10,128	11,135	13,180	13,180	12,739	14%	-3%
Other Fringe Benefits	1,884	2,136	2,147	2,147	2,154	1,611	-25%	-25%
Total Personal Services	125,832	161,337	165,201	167,246	166,783	178,267	8%	7%
<u>Contractual Services</u>								
Postage	504	333	639	639	421	492	-23%	17%
Utilities	788	1,099	1,272	1,272	1,272	1,271	0%	0%
Travel & Training	3,197	1,009	6,850	6,850	1,190	4,050	-41%	240%
Printing & Photography	813	0	280	280	0	1,280	357%	100%
Dues & Memberships	2,119	1,935	2,265	2,265	2,049	1,970	-13%	-4%
Advertising	3,752	2,341	2,500	2,500	4,000	1,992	-20%	-50%
Maintenance & Repair	811	426	585	585	571	935	60%	64%
Professional Services	28,466	0	10,250	10,250	0	10,250	0%	100%
Service Contracts	11,636	13,541	9,113	9,113	12,807	9,175	1%	-28%
Education Benefits	61,239	52,957	50,745	50,745	42,250	43,100	-15%	2%
Employee Relations	28,810	25,241	31,250	31,250	26,212	39,710	27%	51%
Total Contractual Services	142,135	98,883	115,749	115,749	90,772	114,225	-1%	26%
<u>Commodities</u>								
Office Supplies	635	387	400	400	443	400	0%	-10%
Uniforms and Clothing	164	0	0	0	0	115	100%	100%
Meetings and Receptions	1,224	58	450	450	388	200	-56%	-48%
Total Commodities	2,023	445	850	850	831	715	-16%	-14%
Total Expenditures	269,990	260,666	281,800	283,845	258,386	293,207	4%	13%
<u>Other Financing Uses</u>								
Transfers-Out	3,287	5,287	0	0	0	0	0%	0%
Total Other Financing Uses	3,287	5,287	0	0	0	0	0%	0%
Total Expenditures	\$273,277	\$265,953	\$281,800	\$283,845	\$258,386	\$293,207	4%	13%



General Fund - Technology Services

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$529,878	\$581,660	\$609,045	\$609,045	\$608,561	\$619,703	2%	2%
Overtime	603	688	600	600	500	600	0%	20%
Social Security & Medicare	38,251	41,885	46,782	46,782	44,061	47,597	2%	8%
Medical Benefits	83,901	88,319	88,674	88,674	88,746	92,954	5%	5%
Pension Benefits	45,769	46,454	53,184	62,952	62,952	58,481	10%	-7%
Other Fringe Benefits	9,711	10,028	10,156	10,156	10,207	7,412	-27%	-27%
Total Personal Services	708,113	769,035	808,441	818,209	815,027	826,747	2%	1%
<u>Contractual Services</u>								
Utilities	15,131	13,362	15,494	15,494	15,494	16,454	6%	6%
Travel & Training	17,385	5,592	22,100	22,100	18,413	27,520	25%	49%
Printing & Photography	102	0	0	0	0	0	0%	0%
Maintenance & Repair	160,116	135,005	179,026	179,026	169,710	189,439	6%	12%
Professional Services	2,508	0	0	0	0	0	0%	0%
Service Contracts	235,824	250,865	335,753	326,253	320,481	326,639	-3%	2%
Total Contractual Services	431,066	404,824	552,373	542,873	524,098	560,052	1%	7%
<u>Commodities</u>								
Office Supplies	152	0	1,100	1,100	550	550	-50%	0%
Other Supplies and Materials	65,421	59,651	53,900	53,900	53,900	65,300	21%	21%
Uniforms and Clothing	1,608	1,125	1,450	1,450	1,450	1,350	-7%	-7%
Meetings and Receptions	464	390	800	800	400	500	-38%	25%
Total Commodities	67,646	61,166	57,250	57,250	56,300	67,700	18%	20%
<u>Capital Outlay</u>								
Technology Projects	0	74,913	23,000	32,500	23,000	13,000	-43%	-43%
Total Capital Outlay	0	74,913	23,000	32,500	23,000	13,000	-43%	-43%
Total Expenditures	1,206,825	1,309,938	1,441,064	1,450,832	1,418,425	1,467,499	2%	3%
<u>Other Financing Uses</u>								
Transfers-Out	209,850	211,601	0	0	0	0	0%	0%
Total Other Financing Uses	209,850	211,601	0	0	0	0	0%	0%
Total Expenditures	\$1,416,675	\$1,521,539	\$1,441,064	\$1,450,832	\$1,418,425	\$1,467,499	2%	3%



General Fund - Municipal Court

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$155,515	\$144,405	\$111,870	\$111,870	\$109,363	\$114,157	2%	4%
Salaries - Part-Time	21,686	22,641	32,000	32,000	30,100	50,600	58%	68%
Overtime	15,461	6,155	17,610	17,610	5,000	15,000	-15%	200%
Social Security & Medicare	13,270	12,699	12,353	12,353	10,272	13,752	11%	34%
Medical Benefits	25,959	24,420	23,437	23,437	23,540	24,850	6%	6%
Pension Benefits	12,381	13,088	9,769	11,563	11,562	10,774	10%	-7%
Other Fringe Benefits	2,762	2,673	2,458	2,458	2,424	2,577	5%	6%
Total Personal Services	247,033	226,080	209,497	211,291	192,261	231,709	11%	21%
<u>Contractual Services</u>								
Postage	1,114	1,331	1,081	1,081	740	940	-13%	27%
Utilities	1,605	1,493	2,015	2,015	1,500	2,014	0%	34%
Travel & Training	2,848	1,282	3,950	3,950	1,000	3,950	0%	295%
Printing & Photography	119	322	900	900	2,000	1,983	120%	-1%
Dues & Memberships	1,020	300	1,045	1,045	1,000	990	-5%	-1%
Professional Services	2,400	600	1,300	1,300	600	2,200	69%	267%
Service Contracts	99,862	89,526	121,455	121,455	99,894	111,030	-9%	11%
Banking and Credit Card Fees	16,297	14,530	19,088	19,088	17,182	19,525	2%	14%
Total Contractual Services	125,266	109,385	150,834	150,834	123,916	142,632	-5%	15%
<u>Commodities</u>								
Office Supplies	1,678	478	1,500	1,500	450	1,000	-33%	122%
Uniforms and Clothing	0	0	150	150	0	150	0%	100%
Meetings and Receptions	184	104	250	250	100	150	-40%	50%
Total Commodities	1,862	582	1,900	1,900	550	1,300	-32%	136%
Total Expenditures	\$374,161	\$336,048	\$362,231	\$364,025	\$316,727	\$375,641	4%	19%



Department of Planning and Development Services

Funded Staffing			
	2020	2021	2022
<u>Planning & Development Services</u>			
Director of Planning & Development	1	1	1
Building Official	1	1	1
Plans Examiner	1	1	1
Building Inspector II	1	1	1
Principal Planner	0	0	1
Planner	1	0	0
Building Inspector I	3	3	3
Planning Technician	1	1	0
Permit Technician	1	1	1
Administrative Specialist	1	1	1
Total Planning & Development Services	11	10	10

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

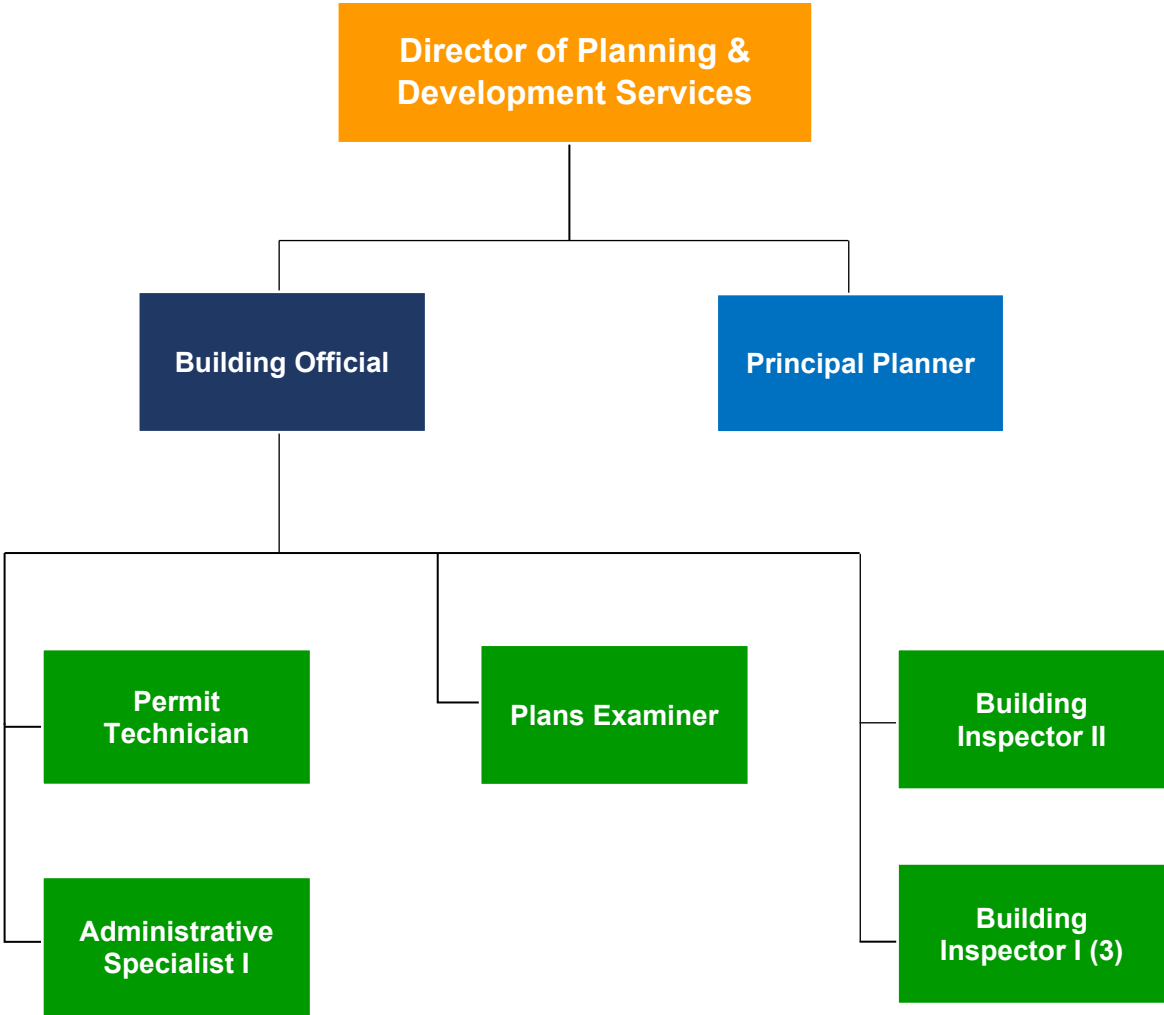
Planning and Sustainability

Performance Measures (by Fiscal Year):

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents rating appearance of Clayton as good or better	84%	–	–	90%	–
Process	% of property maintenance cases brought to compliance prior to referral to court	98%	95%	97%	98%	98%
	% of projects approved without modification to ARB guidelines	97%	95%	96%	95%	95%
People	Average Annual hours of training per employee	45	50	44	45	45
	Employee Engagement Index (actual results)	4.19	4.20	3.8	4.50	4.50

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

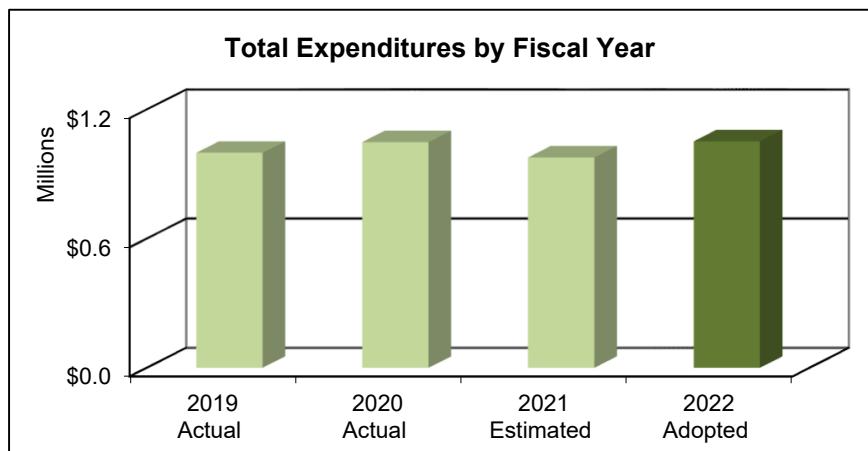
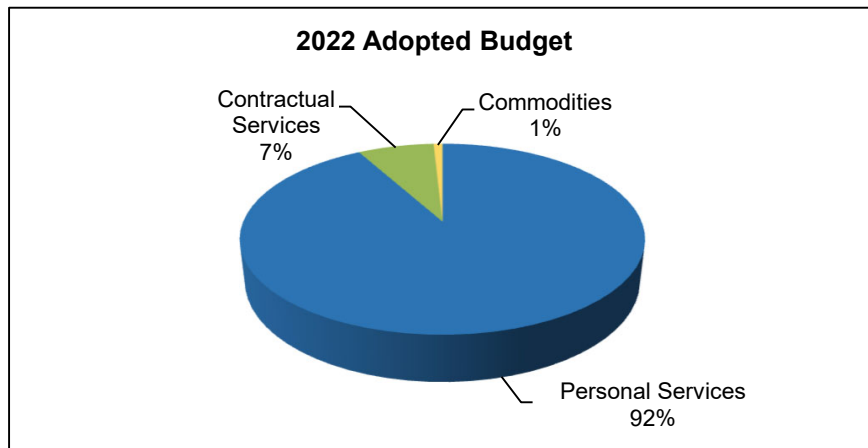
Planning & Development Services





Planning & Development Services Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$945,525	\$919,723	\$926,234	\$937,146	\$889,254	\$967,059	4%	9%
Contractual Services	43,763	119,800	57,650	94,150	79,002	76,401	33%	-3%
Commodities	9,921	8,674	14,100	14,100	8,750	8,900	-37%	2%
Total Expenditures	999,209	1,048,197	997,984	1,045,396	977,006	1,052,360	5%	8%
Other Financing Uses	14,919	16,828	0	0	0	0	0%	0%
Total Planning & Development	\$1,014,128	\$1,065,025	\$997,984	\$1,045,396	\$977,006	\$1,052,360	5%	8%





General Fund - Planning & Development Services

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$681,083	\$671,387	\$680,399	\$680,399	\$650,615	\$712,365	5%	9%
Salaries - Part-Time	734	0	0	0	0	0	0%	0%
Overtime	21,818	10,760	12,000	12,000	5,000	9,500	-21%	90%
Other Compensation	1,204	1,207	1,201	1,201	600	0	-100%	-100%
Social Security & Medicare	51,414	49,950	53,061	53,061	47,933	55,223	4%	15%
Medical Benefits	102,470	97,152	90,628	90,628	87,858	92,245	2%	5%
Pension Benefits	56,885	59,526	59,415	70,327	70,327	67,227	13%	-4%
Other Fringe Benefits	29,917	29,741	29,529	29,529	26,921	30,499	3%	13%
Total Personal Services	945,525	919,723	926,234	937,146	889,254	967,059	4%	9%
<u>Contractual Services</u>								
Postage	2,632	3,439	4,358	4,358	2,985	2,804	-36%	-6%
Utilities	8,567	7,859	9,700	9,700	8,400	9,350	-4%	11%
Travel & Training	6,521	931	7,550	4,050	2,650	7,550	0%	185%
Printing & Photography	1,124	1,278	1,500	1,500	900	1,300	-13%	44%
Dues & Memberships	1,679	1,539	1,800	1,800	1,800	1,800	0%	0%
Advertising	1,275	1,016	1,250	1,250	1,300	1,250	0%	-4%
Maintenance & Repair	1,964	2,295	2,367	2,367	1,924	2,501	6%	30%
Professional Services	2,918	86,900	17,500	57,500	45,000	40,000	129%	-11%
Service Contracts	7,322	0	2,500	2,500	0	0	-100%	0%
Banking and Credit Card Fees	9,762	14,543	9,125	9,125	14,043	9,846	8%	-30%
Total Contractual Services	43,763	119,800	57,650	94,150	79,002	76,401	33%	-3%
<u>Commodities</u>								
Office Supplies	6,765	6,787	11,700	11,700	7,500	6,500	-44%	-13%
Uniforms and Clothing	1,653	580	1,200	1,200	600	1,200	0%	100%
Meetings and Receptions	1,502	1,307	1,200	1,200	650	1,200	0%	85%
Total Commodities	9,921	8,674	14,100	14,100	8,750	8,900	-37%	2%
Total Expenditures	999,209	1,048,197	997,984	1,045,396	977,006	1,052,360	5%	8%
<u>Other Financing Uses</u>								
Transfers-Out	14,919	16,828	0	0	0	0	0%	0%
Total Other Financing Uses	14,919	16,828	0	0	0	0	0%	0%
Total Expenditures	\$1,014,128	\$1,065,025	\$997,984	\$1,045,396	\$977,006	\$1,052,360	5%	8%

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Department of Police

Funded Staffing			
	2020	2021	2022
<u>Police Operations</u>			
Chief of Police	1	1	1
Captain	1	1	2
Lieutenant	4	4	3
Sergeant	5	5	5
Detective	6	6	5
Police Officer	33	31	33
Police Administrative Supervisor	1	1	1
Administrative Specialist II	1	1	1
Forensic Examination Coordinator	1	1	1
Prosecutor Assist/Police Clerk	1	1	1
Data Analyst	1	1	1
Total Police	55	53	54

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

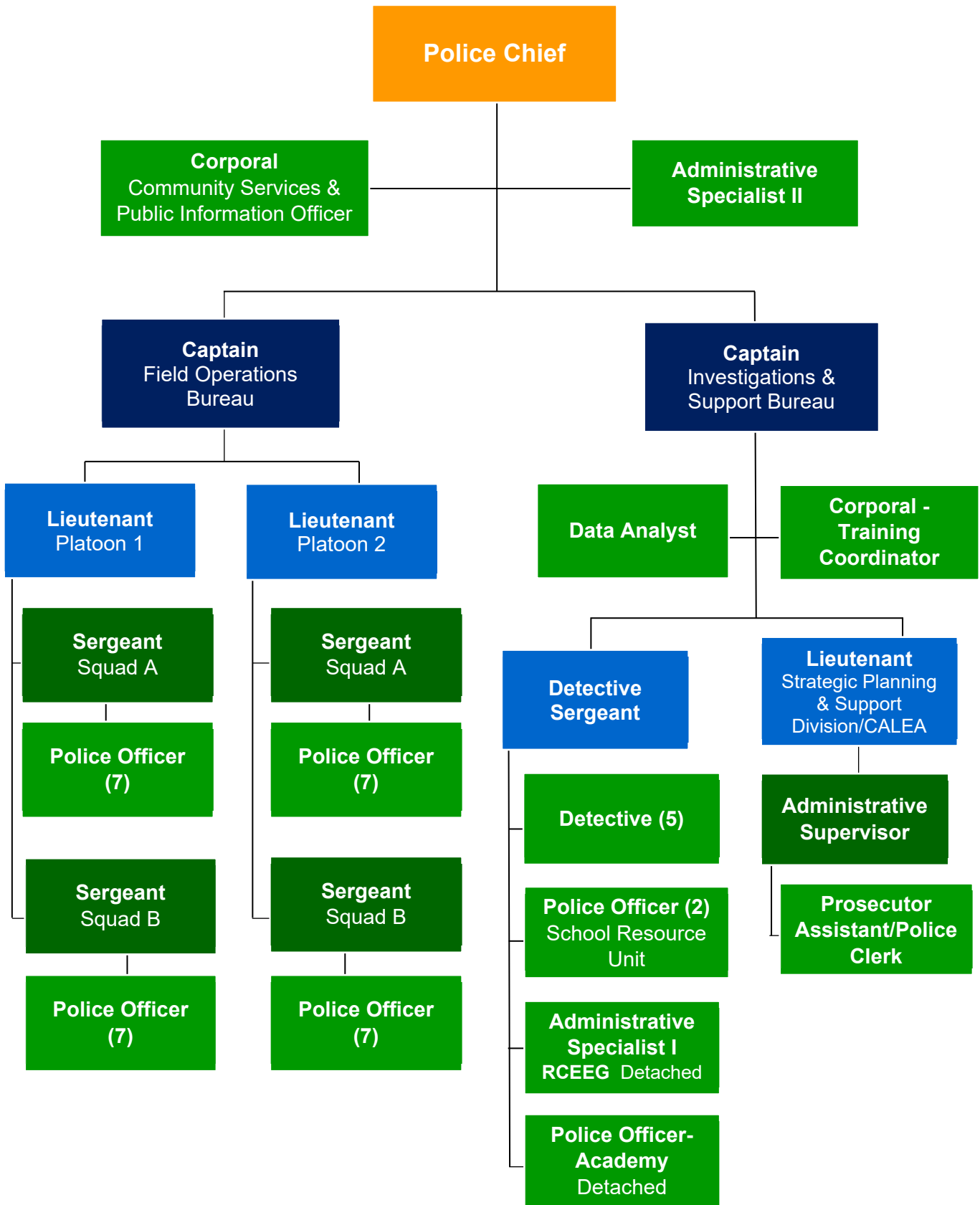
Performance Measures (by Fiscal Year):

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents who feel safe	88%	-	-	90%	-
Financial	Police cost per capita	\$152	\$157	\$144	\$152	\$153
Process	UCR Part I crimes per 1,000 population	15.70	18.00	16.50	18.00	18.00

	UCR Part I property crime clearance rate	32%	34%	21%	20%	20%
	UCR Part I violent crime clearance rate	73%	87%	75%	75%	75%
People	Annual training hours per employee	60	40	40	40	45
	% of employees meeting requirements to promote	74%	78%	64%	65%	65%
	Employee Engagement Index (actual results)	4.25	4.00	4.04	4.00	4.00

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

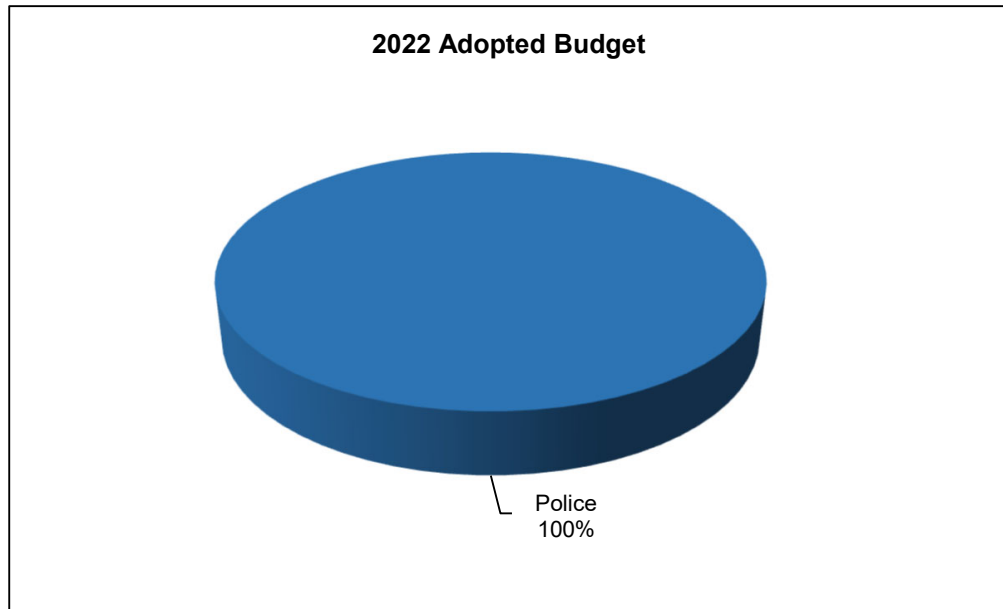
Police Department





Police Department Summary of Expenditures by Program

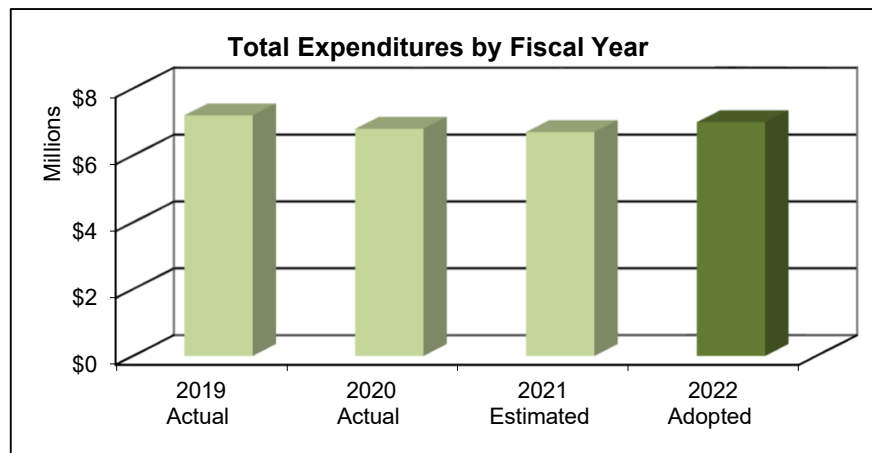
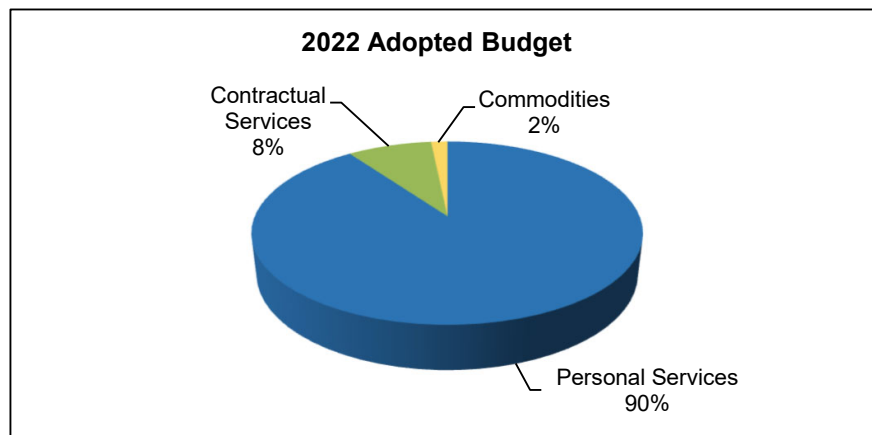
	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Police	\$6,976,205	\$6,794,790	\$6,731,529	\$6,735,503	\$6,699,996	\$6,994,243	4%	4%
Parking Control	220,084	0	0	0	0	0	0%	0%
Total Police Department	\$7,196,289	\$6,794,789	\$6,731,529	\$6,735,503	\$6,699,996	\$6,994,243	4%	4%





Police Department Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$6,243,836	\$5,940,551	\$6,070,388	\$6,074,362	\$6,051,104	\$6,299,792	4%	4%
Contractual Services	556,294	550,594	558,217	550,651	548,917	581,365	4%	6%
Commodities	160,188	113,472	102,924	110,490	99,975	113,086	10%	13%
Total Expenditures	6,960,318	6,604,616	6,731,529	6,735,503	6,699,996	6,994,243	4%	4%
Other Financing Uses	235,971	190,173	0	0	0	0	0%	0%
Total Police Department	\$7,196,289	\$6,794,789	\$6,731,529	\$6,735,503	\$6,699,996	\$6,994,243	4%	4%





General Fund - Police

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$4,157,786	\$4,055,625	\$4,187,451	\$4,187,451	\$4,120,787	\$4,332,403	3%	5%
Salaries - Part-Time	11,826	20,516	20,345	20,345	20,344	28,801	42%	42%
Overtime	141,827	148,406	142,001	142,001	135,000	134,000	-6%	-1%
Other Compensation	64,443	62,335	70,115	70,115	68,001	94,197	34%	39%
Social Security & Medicare	313,297	314,387	338,428	338,428	321,263	351,425	4%	9%
Medical Benefits	521,445	482,163	482,718	482,718	553,104	581,054	20%	5%
Pension Benefits	620,973	628,432	580,721	584,695	584,695	510,080	-12%	-13%
Other Fringe Benefits	223,069	228,687	248,609	248,609	247,910	267,832	8%	8%
Total Personal Services	6,054,665	5,940,551	6,070,388	6,074,362	6,051,104	6,299,792	4%	4%
<u>Contractual Services</u>								
Postage	1,537	1,832	2,362	2,362	1,618	2,336	-1%	44%
Utilities	29,906	28,692	34,764	34,764	34,764	36,200	4%	4%
Travel & Training	29,678	30,538	35,035	27,469	30,000	37,445	7%	25%
Printing & Photography	945	2,078	2,500	2,500	2,000	2,000	-20%	0%
Dues & Memberships	4,579	3,013	4,950	4,950	3,000	4,555	-8%	52%
Advertising	0	200	0	0	0	0	0%	0%
Maintenance & Repair	8,141	5,167	10,006	10,006	12,535	7,669	-23%	-39%
Professional Services	23,636	14,031	0	0	0	0	0%	0%
Service Contracts	451,428	462,473	462,620	462,620	462,000	486,430	5%	5%
Medical Services	3,249	2,571	5,980	5,980	3,000	4,730	-21%	58%
Total Contractual Services	553,100	550,594	558,217	550,651	548,917	581,365	4%	6%
<u>Commodities</u>								
Office Supplies	16,624	13,678	15,000	15,000	14,000	14,000	-7%	0%
Medical Supplies	1,800	0	0	0	0	0	0%	0%
Other Supplies and Materials	62,822	55,071	40,649	42,215	40,000	42,375	4%	6%
Uniforms and Clothing	64,601	36,392	37,975	43,975	37,975	48,211	27%	27%
Meetings and Receptions	10,009	8,330	9,300	9,300	8,000	8,500	-9%	6%
Total Commodities	155,855	113,472	102,924	110,490	99,975	113,086	10%	13%
Total Expenditures	6,763,620	6,604,617	6,731,529	6,735,503	6,699,996	6,994,243	4%	4%
<u>Other Financing Uses</u>								
Transfers-Out	212,585	190,173	0	0	0	0	0%	0%
Total Other Financing Uses	212,585	190,173	0	0	0	0	0%	0%
Total Expenditures	\$6,976,205	\$6,794,790	\$6,731,529	\$6,735,503	\$6,699,996	\$6,994,243	4%	4%



General Fund - Parking Control

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$126,574	\$0	\$0	\$0	\$0	\$0	0%	0%
Overtime	191	0	0	0	0	0	0%	0%
Other Compensation	444	0	0	0	0	0	0%	0%
Social Security & Medicare	8,794	0	0	0	0	0	0%	0%
Medical Benefits	33,884	0	0	0	0	0	0%	0%
Pension Benefits	10,691	0	0	0	0	0	0%	0%
Other Fringe Benefits	8,592	0	0	0	0	0	0%	0%
Total Personal Services	189,171	0	0	0	0	0	0%	0%
<u>Contractual Services</u>								
Utilities	1,936	0	0	0	0	0	0%	0%
Travel & Training	1,214	0	0	0	0	0	0%	0%
Printing & Photography	44	0	0	0	0	0	0%	0%
Total Contractual Services	3,194	0	0	0	0	0	0%	0%
<u>Commodities</u>								
Office Supplies	2,185	0	0	0	0	0	0%	0%
Other Supplies and Materials	166	0	0	0	0	0	0%	0%
Uniforms and Clothing	1,982	0	0	0	0	0	0%	0%
Total Commodities	4,333	0	0	0	0	0	0%	0%
Total Expenditures	196,698	0	0	0	0	0	0%	0%
<u>Other Financing Uses</u>								
Transfers-Out	23,386	0	0	0	0	0	0%	0%
Total Other Financing Uses	23,386	0	0	0	0	0	0%	0%
Total Expenditures	\$220,084	\$0	\$0	\$0	\$0	\$0	0%	0%

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



Department of Fire

Funded Staffing			
	2020	2021	2022
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
Total Fire	43	43	43

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, including 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, 1 quint/platform ladder truck, 1 primary ambulance, 1 reserve ambulance, 1 multi-purpose UTV rescue unit, and several Command Staff Units: Fire Chief, Assistant Chief/Fire Marshal, Battalion Chief, and Training Officer.

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 Officer, Administrative Specialist, and the three 13-person crews complete the staffing for the 24 hours per day, 7 days per week operation. The Training Officer is shared with three other neighboring cities (Brentwood, Maplewood, and Richmond Heights) 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

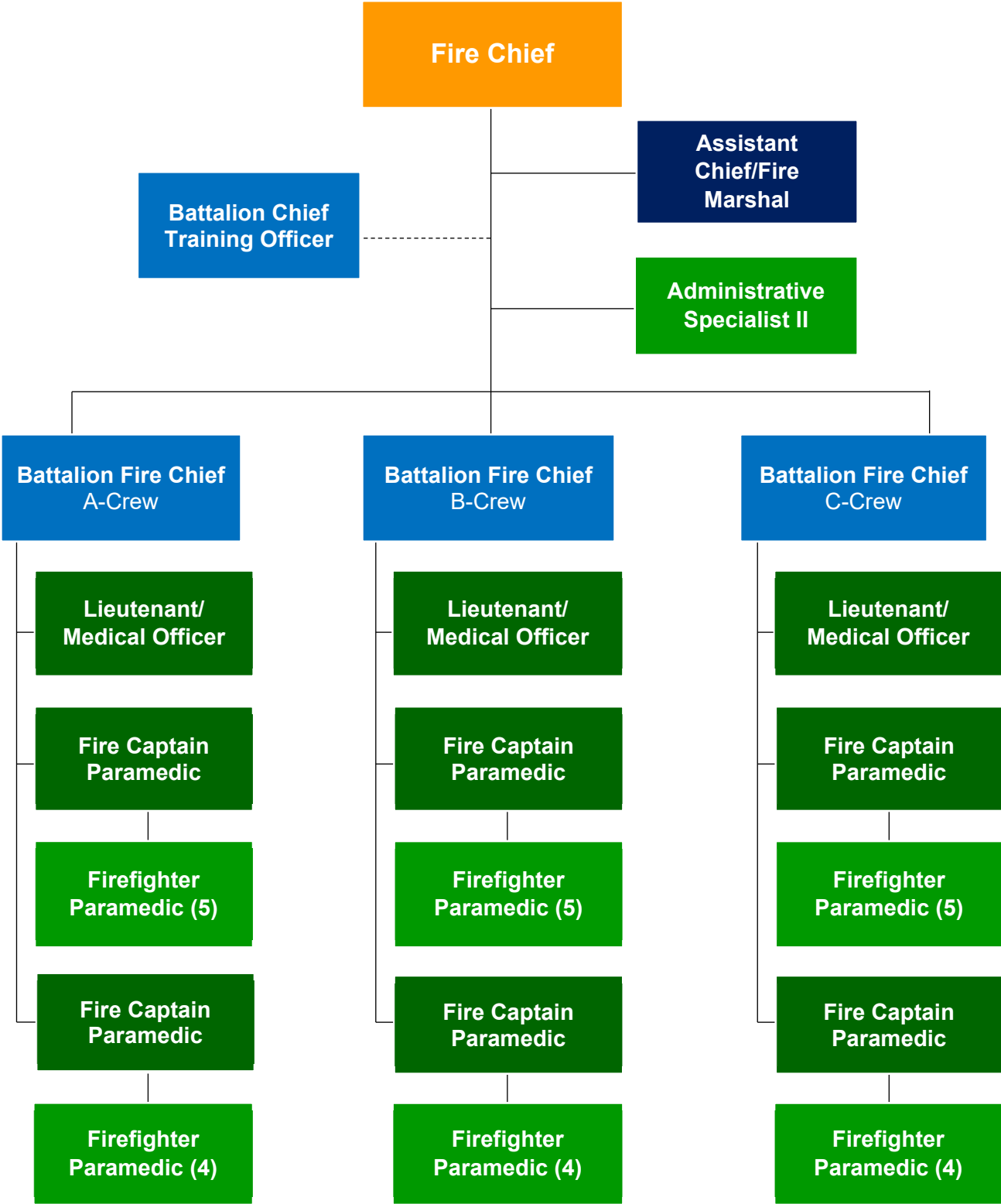
The safety and welfare of those who we serve.

Performance Measures (by Fiscal Year):

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents surveyed rating competency of Fire/EMS as good or excellent	89%	–	–	90%	–
	Fire/EMS cost per capita	\$121	\$115	\$137	\$115	\$130
Financial	% of fires contained to room of origin	100%	100%	93%	100%	100%
Process	% of cardiac arrest patients who exhibit a pulse upon delivery to hospital	57%	100%	67%	100%	100%
	Annual training hours per employee	315	200	349	200	200
People	% of employees meeting requirements to promote	50%	85%	80	85%	85%
	Employee Engagement Index (actual results)	4.42	4.3	4.26	4.3	4.3

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

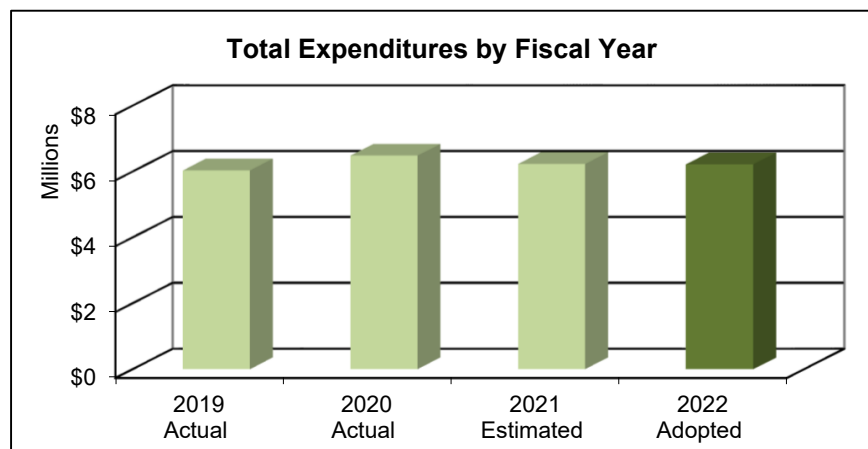
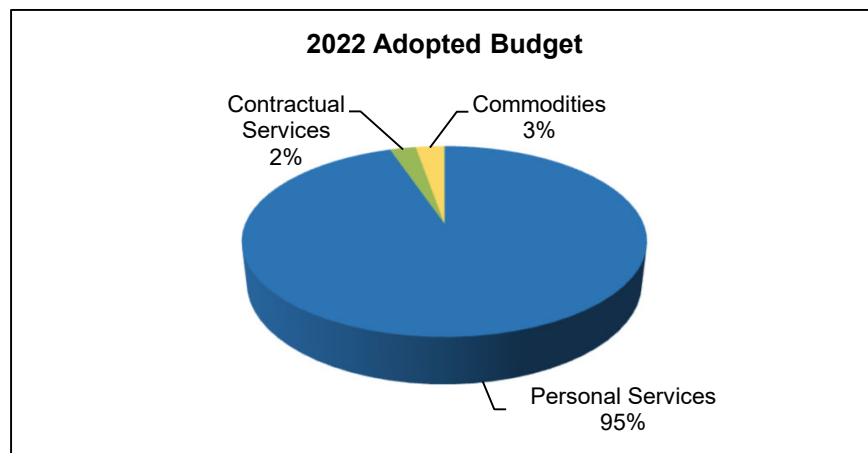
Fire Department





Fire Department Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$5,173,928	\$5,652,886	\$5,734,234	\$5,735,152	\$5,914,489	\$5,894,037	3%	0%
Contractual Services	173,509	116,981	159,384	149,384	144,427	153,975	-3%	7%
Commodities	205,809	244,555	167,558	167,558	174,358	170,258	2%	-2%
Total Expenditures	5,553,246	6,014,422	6,061,176	6,052,094	6,233,274	6,218,270	3%	0%
Other Financing Uses	480,760	471,035	0	0	0	0	0%	0%
Total Fire Department	\$6,034,006	\$6,485,457	\$6,061,176	\$6,052,094	\$6,233,274	\$6,218,270	3%	0%





General Fund - Fire

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$3,257,678	\$3,599,590	\$3,734,135	\$3,734,135	\$3,639,199	\$3,859,260	3%	6%
Overtime	396,181	428,804	315,282	315,282	574,439	319,005	1%	-44%
Other Compensation	91,085	85,134	95,729	95,729	92,869	114,157	19%	23%
Social Security & Medicare	275,093	303,760	306,611	306,611	316,828	329,465	7%	4%
Medical Benefits	368,647	376,506	399,651	399,651	390,526	424,317	6%	9%
Pension Benefits	512,148	538,436	525,810	526,728	526,728	457,646	-13%	-13%
Other Fringe Benefits	273,096	320,656	357,015	357,015	373,900	390,188	9%	4%
Total Personal Services	5,173,928	5,652,886	5,734,234	5,735,152	5,914,489	5,894,037	3%	0%
<u>Contractual Services</u>								
Postage	462	364	803	803	554	570	-29%	3%
Utilities	25,464	23,872	27,758	27,758	27,758	24,743	-11%	-11%
Travel & Training	63,088	22,491	51,440	41,440	38,750	43,695	-15%	13%
Printing & Photography	5,209	2,621	6,000	6,000	6,568	6,600	10%	0%
Dues & Memberships	5,886	6,365	5,955	5,955	5,255	5,255	-12%	0%
Maintenance & Repair	15,614	15,132	17,128	17,128	14,547	16,462	-4%	13%
Professional Services	14,757	11,860	8,000	8,000	8,000	8,000	0%	0%
Service Contracts	4,429	6,976	7,025	7,025	5,925	13,025	85%	120%
Medical Services	38,600	27,300	35,275	35,275	37,070	35,625	1%	-4%
Total Contractual Services	173,509	116,981	159,384	149,384	144,427	153,975	-3%	7%
<u>Commodities</u>								
Office Supplies	9,046	13,599	12,840	12,840	12,840	12,840	0%	0%
Minor Supplies and Equipment	5,396	5,186	7,498	7,498	5,998	5,998	-20%	0%
Medical Supplies	34,523	74,255	40,000	40,000	40,000	44,000	10%	10%
Other Supplies and Materials	38,287	87,145	46,170	46,170	46,170	46,370	0%	0%
Uniforms and Clothing	113,389	61,274	57,000	57,000	65,300	57,000	0%	-13%
Meetings and Receptions	5,168	3,096	4,050	4,050	4,050	4,050	0%	0%
Total Commodities	205,809	244,555	167,558	167,558	174,358	170,258	2%	-2%
Total Expenditures	5,553,246	6,014,422	6,061,176	6,052,094	6,233,274	6,218,270	3%	0%
<u>Other Financing Uses</u>								
Transfers-Out	480,760	471,035	0	0	0	0	0%	0%
Total Other Financing Uses	480,760	471,035	0	0	0	0	0%	0%
Total Expenditures	\$6,034,006	\$6,485,457	\$6,061,176	\$6,052,094	\$6,233,274	\$6,218,270	3%	0%



Department of Public Works

Funded Staffing			
	2020	2021	2022
<u>Engineering</u>			
Director of Public Works	1	1	1
Assistant Dir – PW, Fleet & Facilities	1	1	1
Assistant Dir – PW, Eng & Operations	1	1	0
Principal Civil Engineer	0	0	1
Civil Engineer	1	1	1
Engineering Technician	1	1	1
Administrative Specialist II	1	1	1
Total Engineering	6	6	6
<u>Street Maintenance</u>			
Public Works Superintendent	1	1	1
City Forester	2	2	2
Foreman I	2	2	1
Municipal Service Worker II	2	2	3
Municipal Service Worker I	5	4	6
Total Street Maintenance	12	11	13
<u>Facility Maintenance</u>			
Foreman I	1	1	1
Facility Maintenance Worker II	1	1	1
Facility Maintenance Worker I	1	1	1
Total Facility Maintenance	3	3	3
<u>Fleet Maintenance</u>			
Mechanic Foreman	1	1	1
Mechanic	2	2	2
Total Fleet Maintenance	3	3	3
<u>Parking Operations</u>			
Foreman II	1	1	1
Total Parking Operations	1	1	1
<u>Street Lighting</u>			
Municipal Service Foreman	1	1	1
Municipal Service Worker II	1	1	0
Total Street Lighting	2	2	1
Total Public Works	27	26	27

Vision

A premier, sustainable, and valued community.

Mission

Provide exceptional service and sustainable infrastructure that promotes valued neighborhoods.

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 (Street Maintenance, Parking Operations, and Street Lighting)

The Operations program is responsible for the maintenance and repair of all public streets, alleys, sidewalks, surface parking facilities, street lights, traffic control, traffic signals, snow removal, residential leaf collection, forestry, 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.

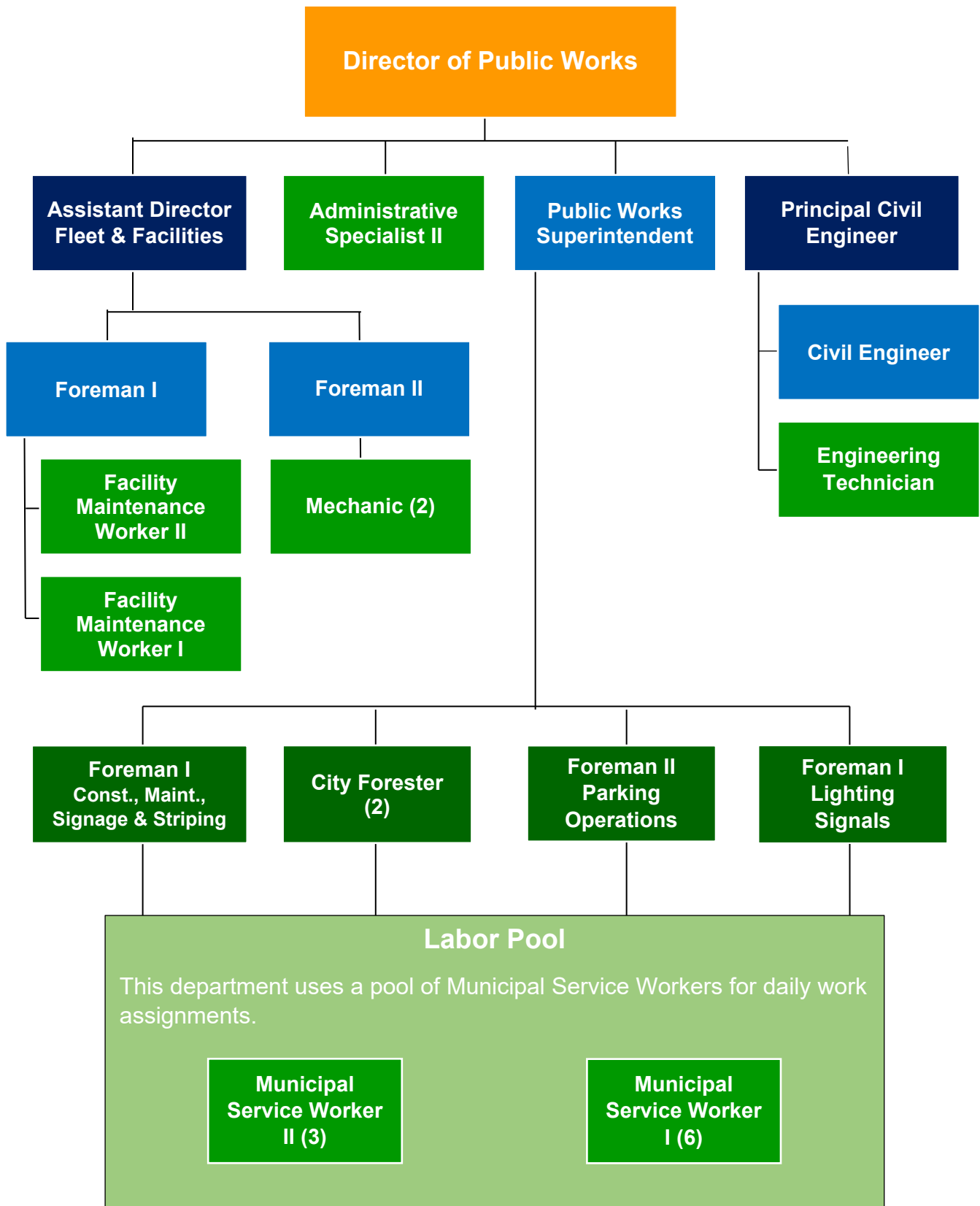
Key Intended Outcome

Transportation

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents rating streets as good or better	63%	–	–	80%	–
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths*	\$10,746	\$24,434	\$61,391	\$60,938	\$40,625
Process	% Lane Miles with Pavement Condition Index Rating of 3 or higher	85%	85%	92%	89%	94%
	% of linear miles with dedicated/shared bicycle routes	15%	16%	15%	16%	16%
	Annual sidewalk defects per 1,000 linear feet	–	0.86	2.7	–	2
People	Annual training hours per employee	32	35	13	35	32
	Employee Engagement Index (actual results)	4.11	4.20	4.24	4.20	4.20

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

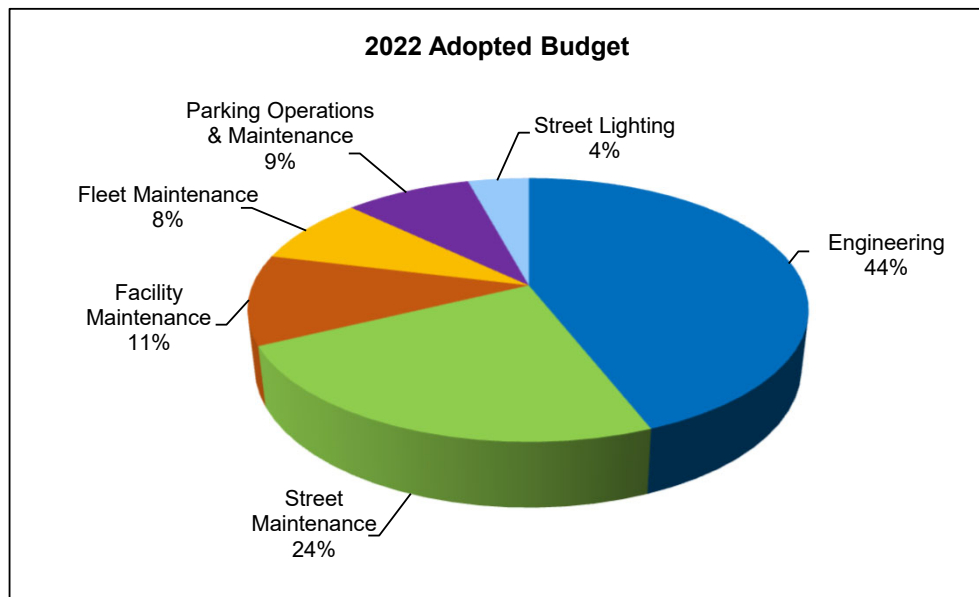
Public Works Department





Public Works Summary of Expenditures by Program

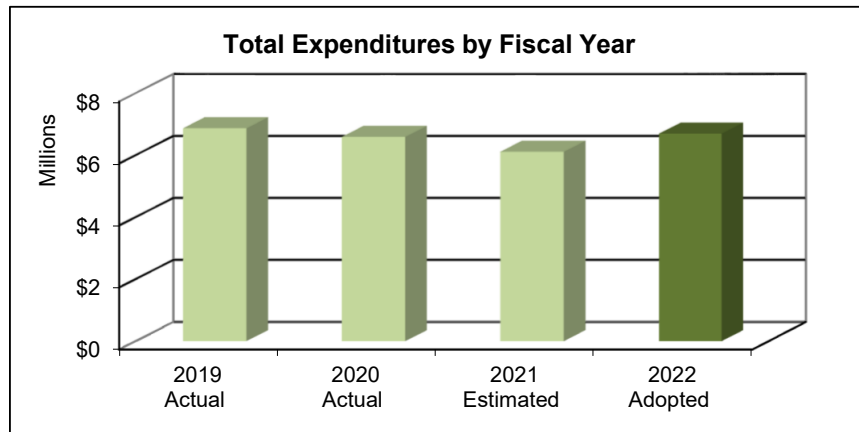
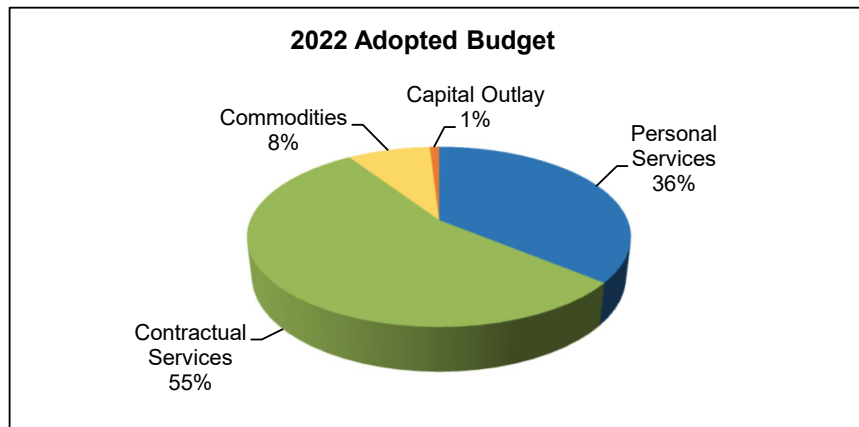
	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Engineering	\$2,653,335	\$2,605,979	\$2,877,969	\$2,756,528	\$2,720,927	\$2,949,689	2%	8%
Street Maintenance	1,660,035	1,638,355	1,499,733	1,430,043	1,393,592	1,588,861	6%	14%
Facility Maintenance	869,587	798,915	731,741	732,776	690,971	740,003	1%	7%
Fleet Maintenance	588,701	557,368	580,939	584,070	513,721	554,617	-5%	8%
Parking Operations & Maintenance	664,379	606,909	637,653	609,286	520,624	583,665	-8%	12%
Street Lighting	435,881	385,267	391,448	385,933	272,694	280,396	-28%	3%
Total Public Works	\$6,871,919	\$6,592,793	\$6,719,483	\$6,498,636	\$6,112,529	\$6,697,231	0%	10%





Public Works Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$2,215,503	\$2,125,947	\$2,320,852	\$2,310,045	\$2,124,944	\$2,409,952	4%	13%
Contractual Services	3,287,252	3,278,074	3,739,827	3,570,687	3,401,697	3,666,655	-2%	8%
Commodities	560,920	465,330	607,804	561,604	534,304	557,123	-8%	4%
Capital Outlay	109,490	71,840	51,000	56,300	51,584	63,501	25%	23%
Total Expenditures	6,173,166	5,941,191	6,719,483	6,498,636	6,112,529	6,697,231	0%	10%
Other Financing Uses	698,753	651,602	0	0	0	0	0%	0%
Total Public Works	\$6,871,919	\$6,592,793	\$6,719,483	\$6,498,636	\$6,112,529	\$6,697,231	0%	10%





General Fund - Engineering

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$460,915	\$408,265	\$458,838	\$458,838	\$445,073	\$518,351	13%	16%
Salaries - Part-Time	10,409	0	16,800	10,000	8,960	19,040	13%	113%
Overtime	296	1,929	3,629	3,629	3,737	3,862	6%	3%
Other Compensation	3,049	0	0	0	0	0	0%	0%
Social Security & Medicare	35,432	30,071	36,664	36,664	32,870	41,406	13%	26%
Medical Benefits	43,942	42,377	49,169	49,169	47,923	63,385	29%	32%
Pension Benefits	39,956	42,392	40,067	47,426	47,426	48,917	22%	3%
Other Fringe Benefits	10,889	11,069	12,178	12,178	11,568	12,943	6%	12%
Total Personal Services	604,888	536,103	617,345	617,904	597,557	707,904	15%	18%
<u>Contractual Services</u>								
Postage	532	296	800	800	568	596	-26%	5%
Utilities	17,330	17,151	20,699	20,699	20,699	19,992	-3%	-3%
Travel & Training	7,641	917	10,482	8,482	6,000	11,895	13%	98%
Printing & Photography	376	162	400	400	400	400	0%	0%
Dues & Memberships	1,282	1,001	1,499	1,499	1,499	1,295	-14%	-14%
Advertising	0	425	0	0	1,171	0	0%	-100%
Maintenance & Repair	1,104	1,041	1,203	1,203	1,203	1,144	-5%	-5%
Professional Services	0	-4,836	21,000	16,000	10,500	17,800	-15%	70%
Service Contracts	12,117	2,427	3,991	3,991	4,065	4,168	4%	3%
Waste and Recycling	1,966,385	2,012,077	2,192,423	2,077,423	2,071,500	2,177,670	-1%	5%
Total Contractual Services	2,006,766	2,030,660	2,252,497	2,130,497	2,117,605	2,234,960	-1%	6%
<u>Commodities</u>								
Office Supplies	872	1,522	2,900	2,900	1,890	2,360	-19%	25%
Other Supplies and Materials	3,241	306	1,401	1,401	1,000	1,300	-7%	30%
Uniforms and Clothing	1,315	200	1,675	1,675	1,675	1,475	-12%	-12%
Meetings and Receptions	1,529	225	2,151	2,151	1,200	1,690	-21%	41%
Total Commodities	6,957	2,254	8,127	8,127	5,765	6,825	-16%	18%
Total Expenditures	2,618,610	2,569,017	2,877,969	2,756,528	2,720,927	2,949,689	2%	8%
<u>Other Financing Uses</u>								
Transfers-Out	34,725	36,962	0	0	0	0	0%	0%
Total Other Financing Uses	34,725	36,962	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$2,653,335	\$2,605,979	\$2,877,969	\$2,756,528	\$2,720,927	\$2,949,689	2%	8%



General Fund - Street Maintenance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$607,816	\$632,753	\$623,900	\$623,900	\$600,649	\$657,431	5%	9%
Salaries - Part-Time	10,280	0	24,357	0	8,400	26,880	10%	220%
Overtime	38,820	26,332	34,235	34,235	21,704	31,419	-8%	45%
Other Compensation	265	266	265	265	122	0	-100%	-100%
Social Security & Medicare	47,879	47,504	52,231	52,231	43,192	54,753	5%	27%
Medical Benefits	107,656	110,758	110,090	110,090	108,074	134,061	22%	24%
Pension Benefits	52,020	52,549	54,481	64,488	64,488	62,041	14%	-4%
Other Fringe Benefits	64,876	63,360	69,896	69,896	63,496	75,734	8%	19%
Total Personal Services	929,612	933,521	969,455	955,105	910,125	1,042,319	8%	15%
<u>Contractual Services</u>								
Utilities	23,524	25,553	26,115	26,115	26,115	26,118	0%	0%
Travel & Training	6,999	543	8,052	6,712	6,361	9,620	19%	51%
Dues & Memberships	545	674	756	756	300	676	-11%	125%
Advertising	102	0	250	250	150	175	-30%	17%
Maintenance & Repair	596	1,300	20,500	20,500	23,065	30,500	49%	32%
Service Contracts	192,582	213,443	246,045	231,045	231,045	278,261	13%	20%
Rentals	1,285	1,805	1,500	1,500	750	1,500	0%	100%
Waste and Recycling	946	995	3,500	3,500	1,500	1,500	-57%	0%
Total Contractual Services	226,579	244,313	306,718	290,378	289,286	348,350	14%	20%
<u>Commodities</u>								
Office Supplies	1,110	1,262	1,175	1,175	901	1,170	0%	30%
Minor Supplies and Equipment	7,760	7,351	7,051	7,051	7,051	7,051	0%	0%
Agriculture Supplies General	46,353	42,798	35,000	35,000	35,000	40,000	14%	14%
Medical Supplies	920	1,483	1,288	1,288	1,500	1,500	16%	0%
Snow and Ice Control Materials	31,247	50,839	51,000	28,000	33,000	39,001	-24%	18%
Construction Materials	22,596	4,610	28,300	12,300	18,800	22,500	-20%	20%
Traffic Supplies	15,018	24,530	31,676	31,676	29,551	27,300	-14%	-8%
Other Supplies and Materials	15,173	5,405	10,000	10,000	10,000	10,000	0%	0%
Uniforms and Clothing	7,620	6,145	7,470	7,470	7,470	7,070	-5%	-5%
Meetings and Receptions	3,190	1,688	2,600	2,600	2,600	2,600	0%	0%
Total Commodities	150,985	146,112	175,560	136,560	145,873	158,192	-10%	8%
<u>Capital Outlay</u>								
Equipment	74,690	10,464	0	0	0	0	0%	0%
Roadways and Parking Lots	0	38,390	48,000	48,000	48,308	40,000	-17%	-17%
Total Capital Outlay	74,690	48,854	48,000	48,000	48,308	40,000	-17%	-17%
Total Expenditures	1,381,867	1,372,800	1,499,733	1,430,043	1,393,592	1,588,861	6%	14%
<u>Other Financing Uses</u>								
Transfers-Out	278,168	265,555	0	0	0	0	0%	0%
Total Other Financing Uses	278,168	265,555	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$1,660,035	\$1,638,355	\$1,499,733	\$1,430,043	\$1,393,592	\$1,588,861	6%	14%



General Fund - Facility Maintenance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$148,914	\$154,828	\$158,065	\$158,065	\$157,223	\$163,019	3%	4%
Salaries - Part-Time	5,724	5,358	8,400	8,400	8,960	9,520	13%	6%
Overtime	2,158	797	4,224	4,224	1,500	2,867	-32%	91%
Social Security & Medicare	11,746	12,197	13,058	13,058	11,965	13,419	3%	12%
Medical Benefits	19,747	16,788	17,382	17,382	17,445	18,356	6%	5%
Pension Benefits	11,882	12,569	13,803	16,338	16,338	15,384	11%	-6%
Other Fringe Benefits	8,499	9,360	10,292	10,292	9,642	11,149	8%	16%
Total Personal Services	208,670	211,896	225,225	227,760	223,073	233,715	4%	5%
<u>Contractual Services</u>								
Utilities	250,997	197,648	270,500	251,200	236,000	240,800	-11%	2%
Travel & Training	5,818	552	6,991	5,491	2,319	5,492	-21%	137%
Dues & Memberships	405	369	618	618	581	581	-6%	0%
Maintenance & Repair	78,605	91,345	93,256	96,356	93,364	90,961	-2%	-3%
Service Contracts	91,974	84,978	89,025	92,025	88,144	102,258	15%	16%
Total Contractual Services	427,800	374,893	460,390	445,690	420,408	440,092	-4%	5%
<u>Commodities</u>								
Minor Supplies and Equipment	3,048	2,677	3,500	3,500	2,515	2,500	-29%	-1%
Medical Supplies	80	0	300	300	127	150	-50%	18%
Other Supplies and Materials	39,203	44,899	37,651	45,851	41,324	39,110	4%	-5%
Uniforms and Clothing	1,869	1,692	1,795	1,795	1,751	1,795	0%	3%
Meetings and Receptions	2,439	2,192	2,880	2,880	1,773	2,640	-8%	49%
Total Commodities	46,639	51,460	46,126	54,326	47,490	46,195	0%	-3%
<u>Capital Outlay</u>								
Facility Improvements	31,800	22,986	0	5,000	0	20,001	100%	100%
Total Capital Outlay	31,800	22,986	0	5,000	0	20,001	100%	100%
Total Expenditures	714,908	661,234	731,741	732,776	690,971	740,003	1%	7%
<u>Other Financing Uses</u>								
Transfers-Out	154,679	137,681	0	0	0	0	0%	0%
Total Other Financing Uses	154,679	137,681	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$869,587	\$798,915	\$731,741	\$732,776	\$690,971	\$740,003	1%	7%



General Fund - Fleet Maintenance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$185,775	\$191,017	\$195,226	\$195,226	\$153,332	\$182,072	-7%	19%
Overtime	644	402	2,067	2,067	1,000	1,870	-10%	87%
Social Security & Medicare	14,238	14,746	15,284	15,284	12,220	14,263	-7%	17%
Medical Benefits	17,810	13,201	14,370	14,370	11,796	14,737	3%	25%
Pension Benefits	14,882	15,551	17,048	20,179	17,048	17,182	1%	1%
Other Fringe Benefits	8,142	8,144	8,802	8,802	6,866	8,877	1%	29%
Total Personal Services	241,491	243,060	252,798	255,929	202,262	239,001	-5%	18%
<u>Contractual Services</u>								
Postage	36	0	0	0	0	0	0%	0%
Travel & Training	4,573	337	5,800	5,800	5,800	5,600	-3%	-3%
Dues & Memberships	499	499	500	500	499	500	0%	0%
Maintenance & Repair	18,119	46,582	41,236	45,236	40,235	36,510	-11%	-9%
Service Contracts	11,152	6,311	8,950	9,350	5,200	12,386	38%	138%
Total Contractual Services	34,378	53,729	56,486	60,886	51,734	54,996	-3%	6%
<u>Commodities</u>								
Office Supplies	285	347	300	300	275	300	0%	9%
Minor Supplies and Equipment	6,987	3,773	2,500	2,500	2,400	3,500	40%	46%
Medical Supplies	312	0	350	350	250	350	0%	40%
Vehicle Parts	91,818	75,107	100,000	95,600	90,000	90,000	-10%	0%
Fuel and Lubricants	165,245	127,132	162,000	162,000	162,400	161,965	0%	0%
Other Supplies and Materials	2,635	4,764	5,650	5,650	3,500	3,650	-35%	4%
Uniforms and Clothing	428	762	855	855	900	855	0%	-5%
Total Commodities	267,711	211,885	271,655	267,255	259,725	260,620	-4%	0%
Total Expenditures	543,580	508,674	580,939	584,070	513,721	554,617	-5%	8%
<u>Other Financing Uses</u>								
Transfers-Out	45,121	48,694	0	0	0	0	0%	0%
Total Other Financing Uses	45,121	48,694	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$588,701	\$557,368	\$580,939	\$584,070	\$513,721	\$554,617	-5%	8%



General Fund - Parking Operations & Maintenance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$66,567	\$68,841	\$69,405	\$69,405	\$69,111	\$70,794	2%	2%
Salaries - Part-Time	0	0	5,480	0	8,400	8,960	64%	7%
Overtime	1,339	1,547	2,265	2,265	2,000	2,568	13%	28%
Other Compensation	169	169	169	169	170	169	0%	-1%
Social Security & Medicare	5,047	5,285	5,916	5,916	5,383	6,311	7%	17%
Medical Benefits	9,191	7,485	5,794	5,794	5,758	6,119	6%	6%
Pension Benefits	5,301	5,566	6,061	7,174	7,174	6,681	10%	-7%
Other Fringe Benefits	3,406	3,489	3,827	3,827	765	4,825	26%	531%
Total Personal Services	91,019	92,383	98,917	94,550	98,761	106,427	8%	8%
<u>Contractual Services</u>								
Utilities	20,238	2,295	3,747	3,747	3,747	3,870	3%	3%
Travel & Training	0	0	2,501	2,501	2,500	2,500	0%	0%
Printing & Photography	521	0	700	700	350	400	-43%	14%
Maintenance & Repair	832	12	500	500	500	500	0%	0%
Service Contracts	228,219	316,968	303,328	303,328	267,352	277,156	-9%	4%
Banking and Credit Card Fees	168,111	95,454	154,424	154,424	106,537	158,781	3%	49%
Rentals	26,000	24,000	24,500	4,000	4,000	0	-100%	-100%
Total Contractual Services	443,921	438,729	489,700	469,200	384,986	443,207	-9%	15%
<u>Commodities</u>								
Office Supplies	583	45	650	650	350	350	-46%	0%
Minor Supplies and Equipment	953	1,457	800	800	800	800	0%	0%
Agriculture Supplies General	3,560	2,247	5,500	5,500	3,000	3,000	-45%	0%
Construction Materials	4,074	758	8,801	5,001	4,751	3,445	-61%	-27%
Traffic Supplies	1,760	50	6,200	6,200	4,200	1,001	-84%	-76%
Parking Supplies Meters	8,254	8,898	23,585	23,585	20,000	21,435	-9%	7%
Other Supplies and Materials	19,917	0	0	0	0	0	0%	0%
Uniforms and Clothing	468	543	500	500	500	500	0%	0%
Total Commodities	39,567	13,996	46,036	42,236	33,601	30,531	-34%	-9%
<u>Capital Outlay</u>								
Roadways and Parking Lots	3,000	0	0	0	0	0	0%	0%
Facility Improvements	0	0	3,000	3,300	3,276	3,500	17%	7%
Total Capital Outlay	3,000	0	3,000	3,300	3,276	3,500	17%	7%
Total Expenditures	577,507	545,108	637,653	609,286	520,624	583,665	-8%	12%
<u>Other Financing Uses</u>								
Transfers-Out	86,872	61,801	0	0	0	0	0%	0%
Total Other Financing Uses	86,872	61,801	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$664,379	\$606,909	\$637,653	\$609,286	\$520,624	\$583,665	-8%	12%



General Fund - Street Lighting

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$94,632	\$72,006	\$105,050	\$105,050	\$65,674	\$54,944	-48%	-16%
Overtime	2,324	4,644	3,909	3,909	2,500	3,834	-2%	53%
Social Security & Medicare	7,038	5,663	8,336	8,336	3,776	4,497	-46%	19%
Medical Benefits	18,853	11,237	19,334	19,334	5,403	6,119	-68%	13%
Pension Benefits	7,670	8,255	9,174	10,859	10,859	5,186	-43%	-52%
Other Fringe Benefits	9,308	7,178	11,309	11,309	4,954	6,006	-47%	21%
Total Personal Services	139,823	108,984	157,112	158,797	93,166	80,586	-49%	-14%
<u>Contractual Services</u>								
Utilities	109,942	108,294	135,858	135,858	103,000	107,000	-21%	4%
Maintenance & Repair	397	3	1,000	1,000	500	500	-50%	0%
Service Contracts	37,470	27,454	37,178	37,178	34,178	37,550	1%	10%
Total Contractual Services	147,809	135,750	174,036	174,036	137,678	145,050	-17%	5%
<u>Commodities</u>								
Minor Supplies and Equipment	819	1,089	1,500	1,500	1,500	5,500	267%	267%
Construction Materials	428	0	700	700	350	500	-29%	43%
Traffic Supplies	25,819	6,606	15,000	15,000	10,000	10,000	-33%	0%
Other Supplies and Materials	21,995	31,929	43,100	35,900	30,000	38,760	-10%	29%
Total Commodities	49,061	39,624	60,300	53,100	41,850	54,760	-9%	31%
Total Expenditures	336,693	284,358	391,448	385,933	272,694	280,396	-28%	3%
<u>Other Financing Uses</u>								
Transfers-Out	99,188	100,909	0	0	0	0	0%	0%
Total Other Financing Uses	99,188	100,909	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$435,881	\$385,267	\$391,448	\$385,933	\$272,694	\$280,396	-28%	3%

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Department of Parks and Recreation

Funded Staffing			
	2020	2021	2022
<u>Recreation</u>			
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	0.5
Aquatics Supervisor	0.25	0.25	0.25
Inclusion Services Coordinator	1	1	1
Administrative Specialist II	1	1	1
Total Recreation	5.75	5.25	5.75
<u>Park Operations</u>			
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	4
Total Park Operations	8	8	9
<u>Clayton Community Foundation</u>			
Foundation Administrator	1.0	1.0	1.0
Total Clayton Community Foundation	1.0	1.0	1.0
Total Parks & Recreation	14.75	14.25	15.75

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

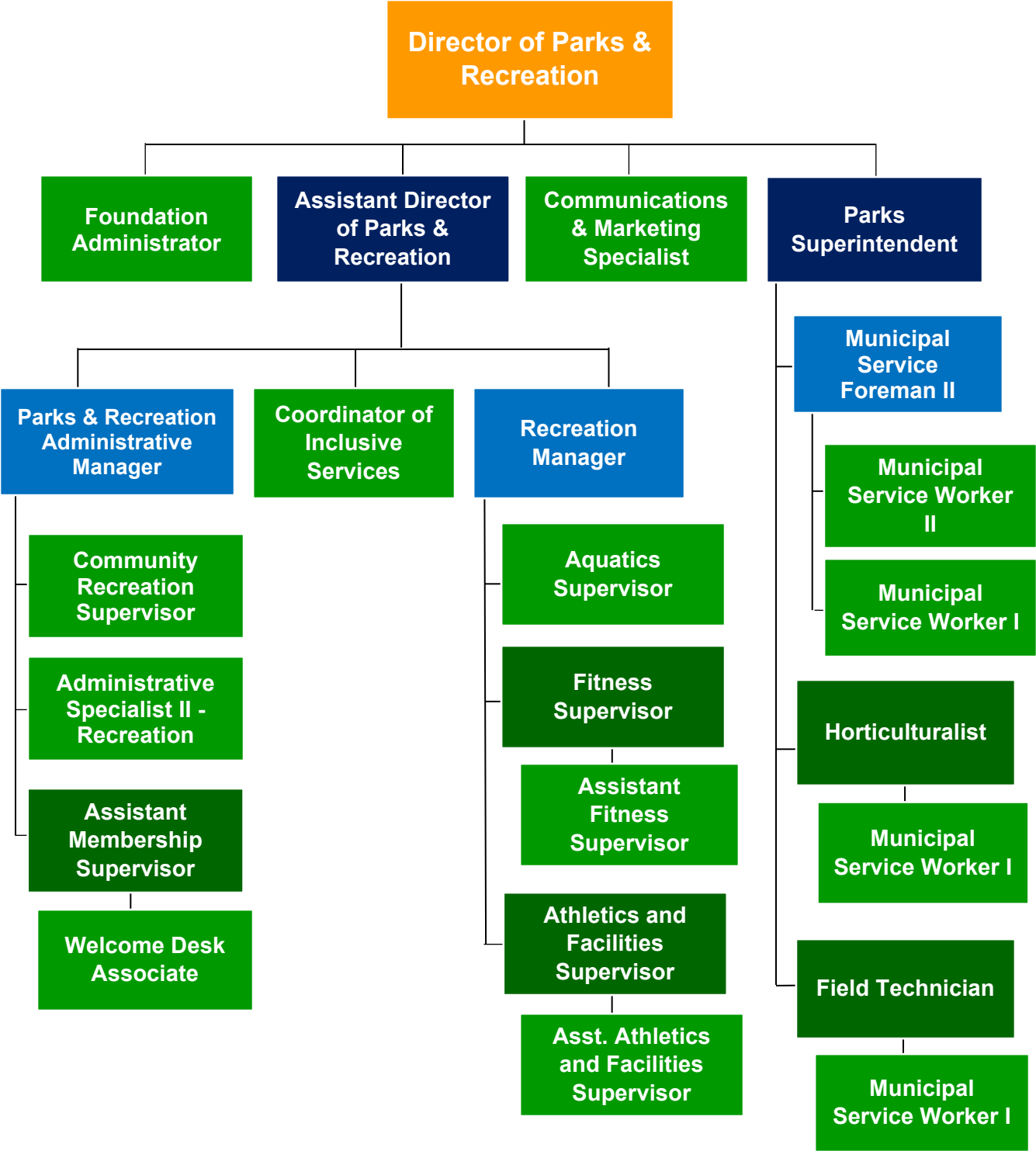
Recreation and Culture

Performance Measures (by Fiscal Year):

Category	Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Customer	% of residents rating overall satisfaction as good or better	94%	–	–	95%	–
Financial	Cost of park maintenance per acre maintained	\$14,842	\$15,000	\$13,564	\$15,000	\$13,500
	% operating cost recovery for recreation facilities	97%	94%	63%	94%	80%
Process	% of registrants per total capacity of recreation programs	76%	75%	74%	75%	75%
	Acres properly maintained (per park inspection index)	85%	85%	84%	85%	85%
	% households with one or more recreation pass holders	32%	35%	22%	35%	26%
People	Average annual training hours per full-time equivalent employee	19	30	15	30	20
	Employee Engagement Index (actual results)	4.46	4.20	4.09	4.20	4.20

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

Parks and Recreation Department

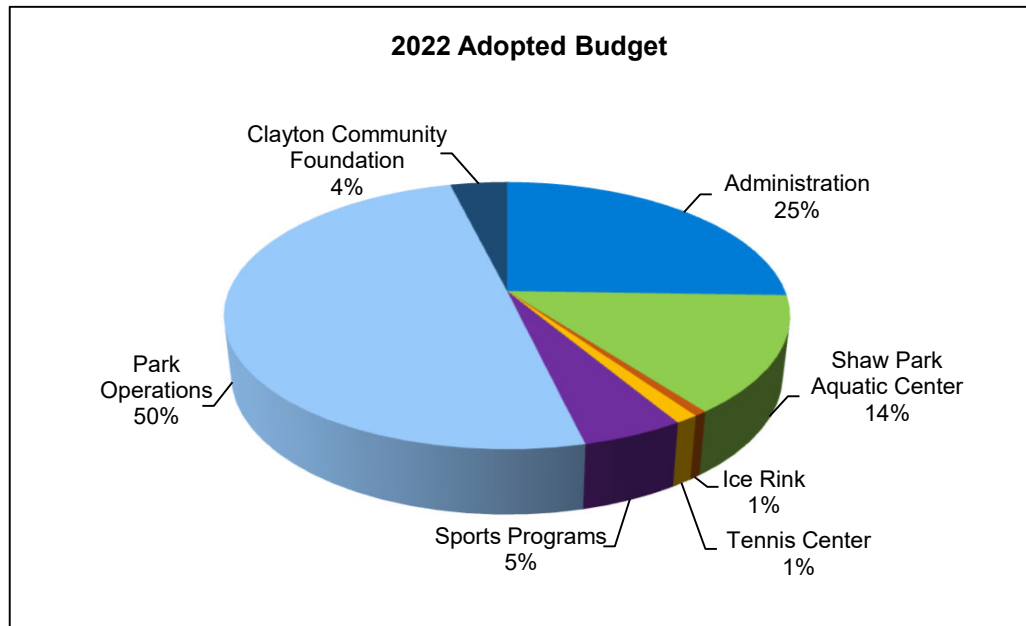


Some recreation positions are funded through the CRSWC.



Parks & Recreation Summary of Expenditures by Program

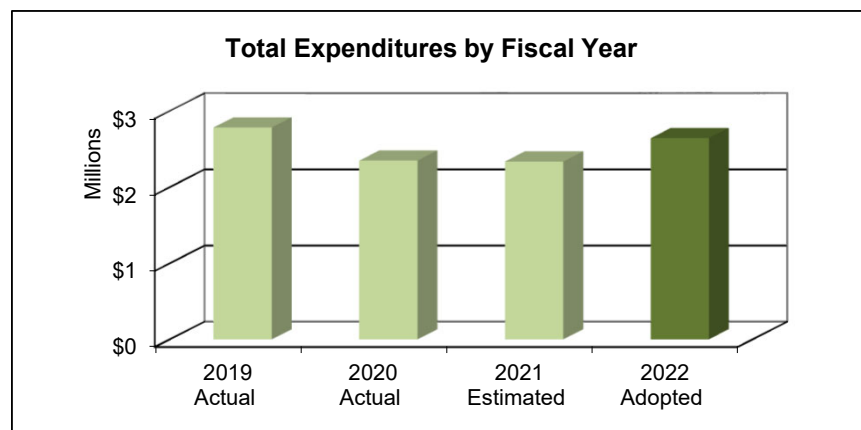
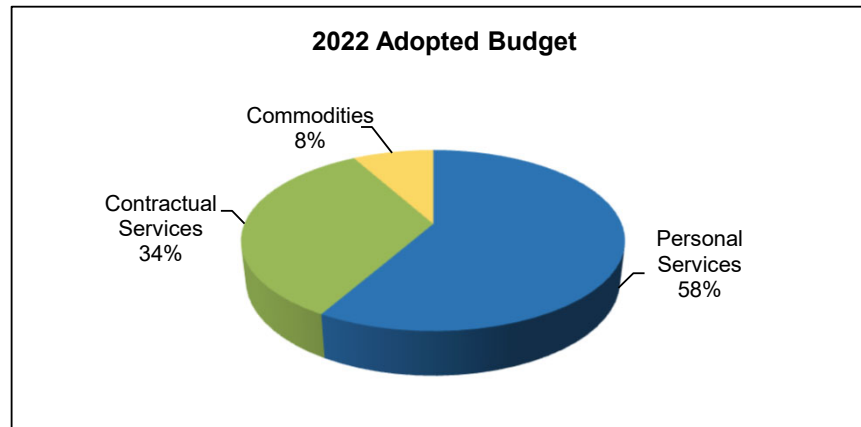
	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Administration	\$668,111	\$605,040	\$642,877	\$594,188	\$577,994	\$673,887	5%	17%
Shaw Park Aquatic Center	422,443	301,337	335,862	335,862	338,673	373,463	11%	10%
Ice Rink	122,270	17,009	24,820	24,820	16,000	16,600	-33%	4%
Tennis Center	44,685	22,929	23,850	23,850	19,600	29,525	24%	51%
Sports Programs	140,817	45,901	134,062	85,062	89,749	130,159	-3%	45%
Park Operations	1,328,800	1,257,949	1,274,177	1,271,537	1,207,998	1,316,806	3%	9%
Clayton Community Foundation	55,206	98,381	101,077	91,604	86,208	102,558	1%	19%
Total Parks & Recreation	\$2,782,332	\$2,348,546	\$2,536,725	\$2,426,923	\$2,336,222	\$2,642,998	4%	13%





Parks & Recreation Summary of Expenditures by Category

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Personal Services	\$1,359,106	\$1,272,592	\$1,419,018	\$1,376,716	\$1,347,751	\$1,540,185	9%	14%
Contractual Services	899,562	664,558	905,010	842,510	789,599	888,016	-2%	12%
Commodities	268,701	166,065	207,097	202,097	198,872	214,797	4%	8%
Capital Outlay	0	5,758	5,600	5,600	0	0	-100%	0%
Total Expenditures	2,527,369	2,108,974	2,536,725	2,426,923	2,336,222	2,642,998	4%	13%
Other Financing Uses	254,963	239,572	0	0	0	0	0%	0%
Total Parks & Recreation	\$2,782,332	\$2,348,546	\$2,536,725	\$2,426,923	\$2,336,222	\$2,642,998	4%	13%





General Fund - Parks & Recreation Administration

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$410,273	\$401,938	\$383,519	\$383,519	\$383,558	\$422,571	10%	10%
Salaries - Part-Time	6,867	9,025	16,340	0	2,000	14,160	-13%	608%
Overtime	2,448	2,839	4,001	4,001	4,000	5,000	25%	25%
Social Security & Medicare	29,903	29,880	31,087	31,087	29,370	33,984	9%	16%
Medical Benefits	49,383	47,252	48,432	48,432	46,425	54,223	12%	17%
Pension Benefits	34,511	33,275	33,490	39,641	39,641	39,879	19%	1%
Other Fringe Benefits	17,799	17,942	18,260	18,260	17,308	19,159	5%	11%
Total Personal Services	551,184	542,152	535,129	524,940	522,302	588,975	10%	13%
<u>Contractual Services</u>								
Postage	3,384	3,346	4,968	4,968	3,411	6,173	24%	81%
Utilities	11,209	2,411	2,550	2,550	2,550	1,950	-24%	-24%
Travel & Training	5,157	3,862	5,745	5,745	5,200	5,545	-3%	7%
Printing & Photography	757	1,800	2,530	2,530	2,030	2,300	-9%	13%
Dues & Memberships	2,574	3,564	3,630	3,630	3,165	4,895	35%	55%
Advertising	1,690	1,967	1,800	1,800	1,800	1,680	-7%	-7%
Maintenance & Repair	0	260	500	500	500	500	0%	0%
Service Contracts	12,078	1,532	1,300	1,300	1,966	2,800	115%	42%
Banking and Credit Card Fees	22,537	12,792	20,200	20,200	16,095	21,344	6%	33%
Events	36,262	18,844	42,925	4,425	4,000	18,025	-58%	351%
Total Contractual Services	95,649	50,378	86,148	47,648	40,717	65,212	-24%	60%
<u>Commodities</u>								
Office Supplies	8,489	7,341	13,450	13,450	8,350	11,250	-16%	35%
Other Supplies and Materials	7,549	2,765	5,725	5,725	4,200	3,750	-34%	-11%
Uniforms and Clothing	193	207	400	400	400	1,600	300%	300%
Meetings and Receptions	3,776	926	2,025	2,025	2,025	3,100	53%	53%
Total Commodities	20,008	11,239	21,600	21,600	14,975	19,700	-9%	32%
Total Expenditures	666,840	603,769	642,877	594,188	577,994	673,887	5%	17%
<u>Other Financing Uses</u>								
Transfers-Out	1,271	1,271	0	0	0	0	0%	0%
Total Other Financing Uses	1,271	1,271	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$668,111	\$605,040	\$642,877	\$594,188	\$577,994	\$673,887	5%	17%



General Fund - Shaw Park Aquatic Center

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$31	\$0	\$0	\$0	\$0	\$0	0%	0%
Salaries - Part-Time	18,446	3,629	7,900	7,900	7,900	9,219	17%	17%
Social Security & Medicare	1,267	278	605	605	576	706	17%	23%
Other Fringe Benefits	307	233	370	370	380	469	27%	23%
Total Personal Services	20,051	4,140	8,875	8,875	8,856	10,394	17%	17%
<u>Contractual Services</u>								
Utilities	48,921	38,556	49,170	49,170	48,000	50,000	2%	4%
Maintenance & Repair	37,347	5,920	14,500	14,500	18,500	18,000	24%	-3%
Service Contracts	192,565	151,947	207,942	207,942	207,942	240,494	16%	16%
Total Contractual Services	278,834	196,423	271,612	271,612	274,442	308,494	14%	12%
<u>Commodities</u>								
Other Supplies and Materials	55,135	32,364	49,775	49,775	55,375	54,575	10%	-1%
Total Commodities	55,135	32,364	49,775	49,775	55,375	54,575	10%	-1%
<u>Capital Outlay</u>								
Equipment	0	0	5,600	5,600	0	0	-100%	0%
Total Capital Outlay	0	0	5,600	5,600	0	0	-100%	0%
Total Expenditures	354,019	232,927	335,862	335,862	338,673	373,463	11%	10%
<u>Other Financing Uses</u>								
Transfers-Out	68,424	68,410	0	0	0	0	0%	0%
Total Other Financing Uses	68,424	68,410	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$422,443	\$301,337	\$335,862	\$335,862	\$338,673	\$373,463	11%	10%



General Fund - Ice Rink

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$3,975	\$0	\$0	\$0	\$0	\$0	0%	0%
Salaries - Part-Time	32,241	0	0	0	0	0	0%	0%
Social Security & Medicare	2,771	0	0	0	0	0	0%	0%
Other Fringe Benefits	1,614	0	0	0	0	0	0%	0%
Total Personal Services	40,601	0	0	0	0	0	0%	0%
<u>Contractual Services</u>								
Utilities	24,140	14,052	24,820	24,820	16,000	16,600	-33%	4%
Maintenance & Repair	30,439	730	0	0	0	0	0%	0%
Total Contractual Services	54,579	14,781	24,820	24,820	16,000	16,600	-33%	4%
<u>Commodities</u>								
Medical Supplies	117	0	0	0	0	0	0%	0%
Other Supplies and Materials	26,544	2,228	0	0	0	0	0%	0%
Uniforms and Clothing	429	0	0	0	0	0	0%	0%
Total Commodities	27,090	2,228	0	0	0	0	0%	0%
Total Expenditures	\$122,270	\$17,009	\$24,820	\$24,820	\$16,000	\$16,600	-33%	4%



General Fund - Tennis Center

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Contractual Services</u>								
Maintenance & Repair	\$875	\$910	\$600	\$600	\$600	\$600	0%	0%
Service Contracts	22,666	217	20,000	20,000	17,000	26,525	33%	56%
Total Contractual Services	23,541	1,127	20,600	20,600	17,600	27,125	32%	54%
<u>Commodities</u>								
Other Supplies and Materials	804	866	3,250	3,250	2,000	2,400	-26%	20%
Total Commodities	804	866	3,250	3,250	2,000	2,400	-26%	20%
Total Expenditures	24,345	1,993	23,850	23,850	19,600	29,525	24%	51%
<u>Other Financing Uses</u>								
Transfers-Out	20,340	20,936	0	0	0	0	0%	0%
Total Other Financing Uses	20,340	20,936	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$44,685	\$22,929	\$23,850	\$23,850	\$19,600	\$29,525	24%	51%



General Fund - Sports Programs

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Part-Time	\$52,021	\$20,236	\$64,915	\$44,915	\$52,955	\$73,748	14%	39%
Social Security & Medicare	3,980	1,548	4,966	4,966	3,310	5,642	14%	70%
Other Fringe Benefits	2,641	1,578	3,039	3,039	3,342	3,747	23%	12%
Total Personal Services	58,642	23,362	72,920	52,920	59,607	83,137	14%	39%
<u>Contractual Services</u>								
Service Contracts	59,199	9,783	43,670	19,670	17,670	29,550	-32%	67%
Total Contractual Services	59,199	9,783	43,670	19,670	17,670	29,550	-32%	67%
<u>Commodities</u>								
Recreation Supplies	22,977	12,756	17,472	12,472	12,472	17,472	0%	40%
Total Commodities	22,977	12,756	17,472	12,472	12,472	17,472	0%	40%
Total Expenditures	\$140,817	\$45,901	\$134,062	\$85,062	\$89,749	\$130,159	-3%	45%



General Fund - Park Operations

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$419,150	\$422,931	\$458,922	\$458,922	\$436,965	\$494,889	8%	13%
Salaries - Part-Time	27,647	18,512	36,120	26,120	18,500	30,000	-17%	62%
Overtime	24,650	5,989	19,589	19,589	20,520	19,500	0%	-5%
Other Compensation	286	0	0	0	0	0	0%	0%
Social Security & Medicare	34,602	32,364	39,370	39,370	36,090	41,646	6%	15%
Medical Benefits	64,031	72,891	80,530	80,530	81,973	92,610	15%	13%
Pension Benefits	35,929	36,749	40,074	47,434	47,434	46,703	17%	-2%
Other Fringe Benefits	27,987	30,589	32,072	32,072	30,846	33,432	4%	8%
Total Personal Services	634,283	620,025	706,677	704,037	672,328	758,781	7%	13%
<u>Contractual Services</u>								
Utilities	200,056	197,499	254,254	254,254	219,794	221,452	-13%	1%
Travel & Training	2,944	1,106	3,290	3,290	3,000	5,200	58%	73%
Dues & Memberships	0	360	570	570	570	700	23%	23%
Maintenance & Repair	3,961	10,486	17,286	17,286	17,281	17,303	0%	0%
Service Contracts	178,435	176,146	175,700	175,700	179,000	191,120	9%	7%
Rentals	1,915	1,090	2,100	2,100	2,175	1,800	-14%	-17%
Total Contractual Services	387,311	386,687	453,200	453,200	421,820	437,575	-3%	4%
<u>Commodities</u>								
Medical Supplies	182	0	500	500	250	250	-50%	0%
Other Supplies and Materials	135,315	89,856	105,900	105,900	105,900	112,900	7%	7%
Uniforms and Clothing	5,619	6,396	5,700	5,700	6,700	5,900	4%	-12%
Meetings and Receptions	1,162	272	2,200	2,200	1,000	1,400	-36%	40%
Total Commodities	142,278	96,524	114,300	114,300	113,850	120,450	5%	6%
<u>Capital Outlay</u>								
Equipment	0	5,758	0	0	0	0	0%	0%
Total Capital Outlay	0	5,758	0	0	0	0	0%	0%
Total Expenditures	1,163,872	1,108,994	1,274,177	1,271,537	1,207,998	1,316,806	3%	9%
<u>Other Financing Uses</u>								
Transfers-Out	164,928	148,955	0	0	0	0	0%	0%
Total Other Financing Uses	164,928	148,955	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$1,328,800	\$1,257,949	\$1,274,177	\$1,271,537	\$1,207,998	\$1,316,806	3%	9%



General Fund - Clayton Community Foundation

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Personal Services</u>								
Salaries - Full-Time	\$20,243	\$58,402	\$65,903	\$65,903	\$65,878	\$67,643	3%	3%
Salaries - Part-Time	24,041	8,723	10,530	0	0	11,700	11%	100%
Social Security & Medicare	3,885	4,715	5,848	5,848	4,773	6,070	4%	27%
Medical Benefits	3,375	5,022	5,794	5,794	5,814	6,119	6%	5%
Pension Benefits	2,359	5,039	5,755	6,812	6,812	6,383	11%	-6%
Other Fringe Benefits	444	1,013	1,587	1,587	1,381	982	-38%	-29%
Total Personal Services	54,346	82,914	95,417	85,944	84,658	98,898	4%	17%
<u>Contractual Services</u>								
Utilities	451	747	960	960	850	960	0%	13%
Travel & Training	0	1,750	2,000	2,000	0	2,000	0%	100%
Professional Services	0	2,882	2,000	2,000	500	500	-75%	0%
Total Contractual Services	451	5,379	4,960	4,960	1,350	3,460	-30%	156%
<u>Commodities</u>								
Office Supplies	209	90	500	500	0	0	-100%	0%
Other Supplies and Materials	0	9,963	0	0	0	0	0%	0%
Meetings and Receptions	200	35	200	200	200	200	0%	0%
Total Commodities	409	10,088	700	700	200	200	-71%	0%
Total Expenditures	\$55,206	\$98,381	\$101,077	\$91,604	\$86,208	\$102,558	1%	19%



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. These transfers are no longer shown in the Non-Departmental section due to no activity since 2018.

Insurance expenditures include premium and deductible payments associated with the following types of coverage: property, general liability, network security, Public Officials, and unemployment claims. 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 2015, the General Fund provided an interfund advance to the Capital Improvement Fund to provide funding for energy efficiency projects. The energy savings were 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 that cost \$25,000 or more with a useful life of 5 or more years were passed through General Fund programs by the Capital Improvement Fund. Beginning in 2021, these transfers are no longer recorded in the General Fund.

Summary of General Fund Transfers

Transfers to	2019 Actual	2020 Actual	2021 Estimate	2022 Adopted
Interfund Advance*	43,726	33,575	0	0
Equipment Replacement Fund*	1,865,401	1,788,405	0	0
Total Transfers-out	\$1,909,127	\$1,821,980	\$0	\$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.

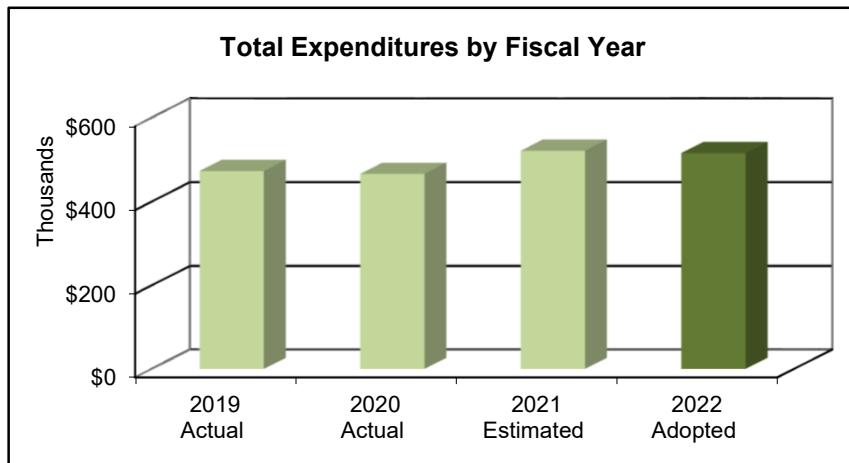
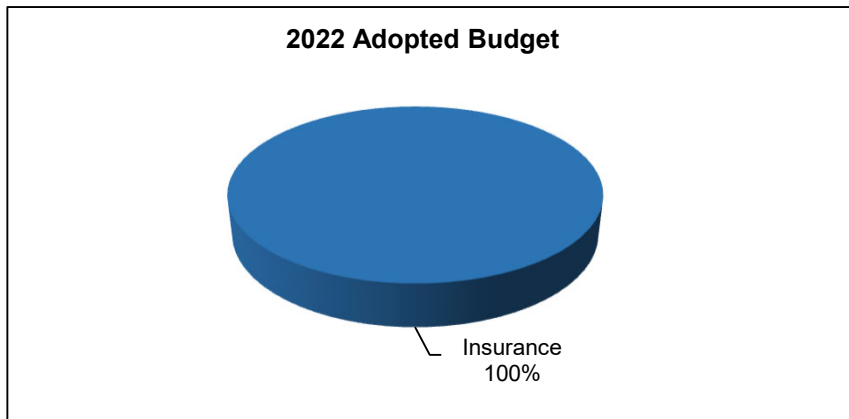
Performance Measures (by Fiscal Year):

Measure	2019 Actual	2020 Goal	2020 Actual	2021 Goal	2022 Goal
Premium per \$100 of insured property	\$0.15	\$0.18	\$0.15	\$0.18	\$0.18
Loss expenditures per property loss incident	\$4,386	< \$2,000	243	<\$2,000	<\$2,000
Number of general liability claims filed	31	<12	14	<20	<20
Number of workers' compensation claims filed	16	< 20	19	<20	<20



Non-Departmental Summary of Expenditures by Program

	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Insurance	\$473,303	\$466,413	\$504,966	\$504,966	\$521,704	\$516,033	2%	-1%
Total Non-Departmental	\$473,303	\$466,413	\$504,966	\$504,966	\$521,704	\$516,033	2%	-1%





General Fund - Insurance

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Contractual Services</u>								
Service Contracts	\$20,140	\$20,266	\$20,519	\$20,519	\$20,519	\$20,500	0%	0%
Premiums Property	154,029	156,784	188,004	188,004	175,179	178,681	-5%	2%
Premiums General Liability	199,897	206,179	209,792	209,792	211,272	215,498	3%	2%
Other Insurance Premiums	43,377	46,753	44,151	44,151	57,615	59,854	36%	4%
Deductibles and Losses	55,860	36,432	42,500	42,500	57,119	41,500	-2%	-27%
Total Contractual Services	473,303	466,413	504,966	504,966	521,704	516,033	2%	-1%
Total Expenditures	\$473,303	\$466,413	\$504,966	\$504,966	\$521,704	\$516,033	2%	-1%

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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.

Annual Reimbursements to Residents			
Fiscal Year	Number	Total Cost	Average Cost
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	42	\$74,128	\$1,765
2021 Estimated	36	\$70,280	\$1,929
2022 Adopted	40	\$80,000	\$2,000



Sewer Lateral Fund

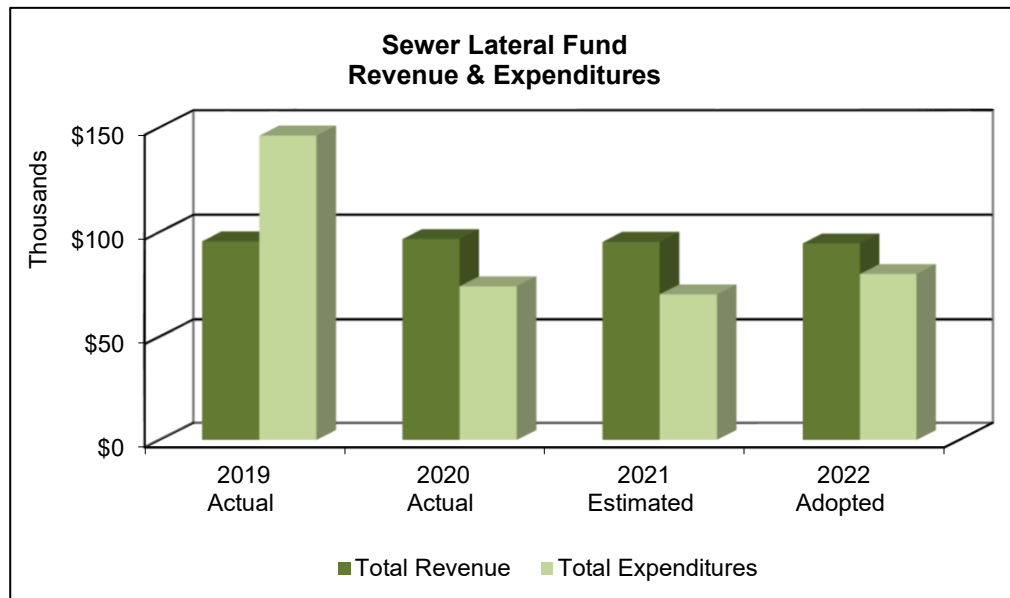
Summary of Revenue and Expenditures

Fiscal Years 2019 - 2022

Fund 20	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$80,695	\$30,164	\$52,709	\$77,773
Total Revenue	95,608	96,673	95,344	94,605
Total Expenditures	146,140	74,128	70,280	80,000
Surplus (Deficit)	(50,532)	22,545	25,064	14,605
Ending Fund Balance	\$30,164	\$52,709	\$77,773	\$92,378
% Fund Balance to Expenditures	21%	71%	111%	115%

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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Licenses, Permits, & Fees								
Service Fees	\$93,235	95,343	\$93,875	\$93,875	\$94,453	\$94,250	0%	0%
Total Licenses, Permits & Fees	93,235	95,343	93,875	93,875	94,453	94,250	0%	0%
Interest Income								
Interest on Investments	2,373	1,330	899	899	891	355	-61%	-60%
Total Interest Income	2,373	1,330	899	899	891	355	-61%	-60%
Total Revenue	\$95,608	96,673	\$94,774	\$94,774	\$95,344	\$94,605	0%	-1%

Sewer Lateral Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Sewer Lateral Reimbursements	\$146,140	74,128	\$78,000	\$78,000	\$70,280	\$80,000	3%	14%
Total Expenditures	\$146,140	74,128	\$78,000	\$78,000	\$70,280	\$80,000	3%	14%

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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 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.

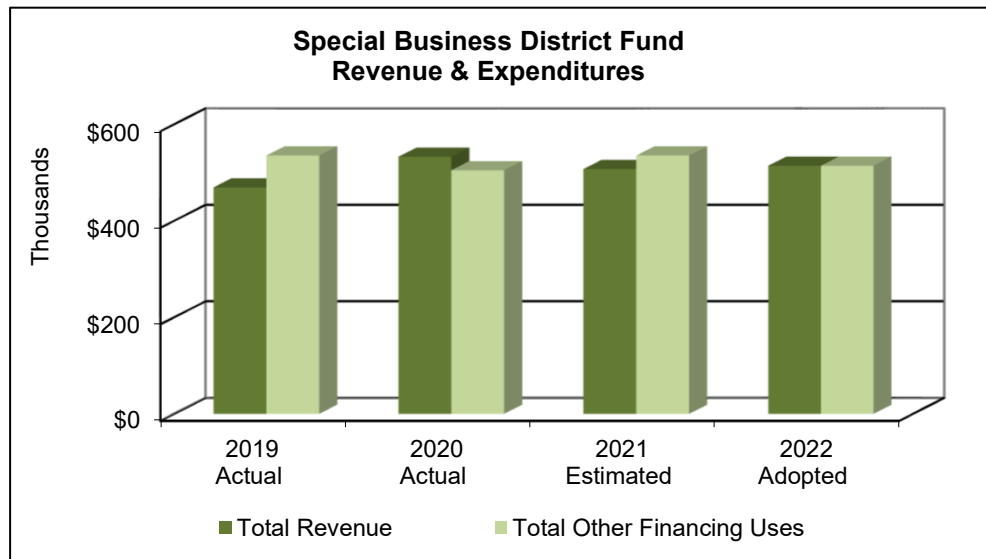
	2021 Estimated	2022 Adopted
Revenue		
Property Tax	\$506,908	\$513,729
Interest	801	600
Total Revenue	\$507,709	\$514,329
Transfer for Economic Development & Events		
Advertising	\$9,000	\$9,000
Dues & Memberships	4,607	4,107
Events	135,334	128,834
Events Staff Time	67,166	67,167
Meetings & Receptions	6,805	5,805
Parking Improvements	16,873	0
Personnel & Benefits	252,073	207,932
Plant Watering	17,820	5,000
Postage	106	250
Printing & Photography	500	500
Streetscape	17,474	74,120
Telephone	2,300	1,664
Travel & Training	5,498	9,950
Total Transfer	\$535,556	\$514,329



Special Business District Fund Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 21	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$133,089	\$66,828	\$94,975	\$67,124
Total Revenue	469,450	533,117	507,709	514,329
Total Other Financing Uses	535,711	504,970	535,560	514,329
Surplus (Deficit)	(66,261)	28,147	(27,851)	0
Ending Fund Balance	\$66,828	\$94,975	\$67,124	\$67,124
% Fund Balance to Expenditures	12%	19%	13%	13%

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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax								
Real Property Tax	\$455,280	\$500,899	\$516,751	\$516,751	\$495,776	\$505,729	-2%	2%
Financial Institutions Tax	11,110	29,632	18,000	18,000	11,132	8,000	-56%	-28%
Total Property Tax	466,390	530,531	534,751	534,751	506,908	513,729	-4%	1%
Interest Income								
Interest on Investments	3,060	2,586	1,256	1,256	801	600	-52%	-25%
Total Interest Income	3,060	2,586	1,256	1,256	801	600	-52%	-25%
Total Revenue	\$469,450	\$533,117	\$536,007	\$536,007	\$507,709	\$514,329	-4%	1%

Special Business District Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Other Financing Uses								
Transfers Out to General Fund	\$535,711	\$504,970	\$535,556	\$535,556	\$535,560	\$514,329	-4%	-4%
Total Other Financing Uses	535,711	504,970	535,556	535,556	535,560	514,329	-4%	-4%
Total Expenditures & Other Financing Uses	\$535,711	\$504,970	\$535,556	\$535,556	\$535,560	\$514,329	-4%	-4%

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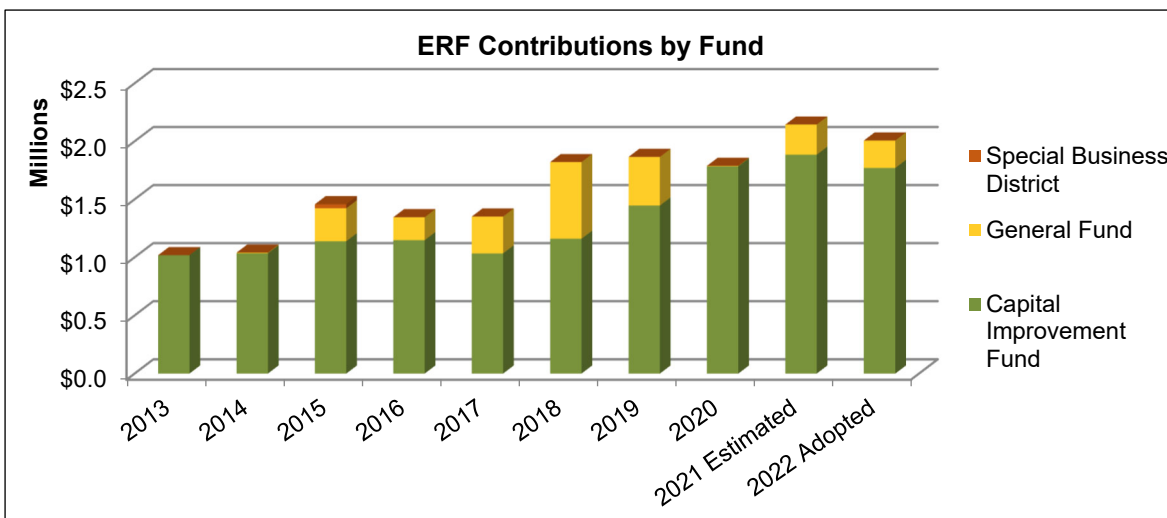
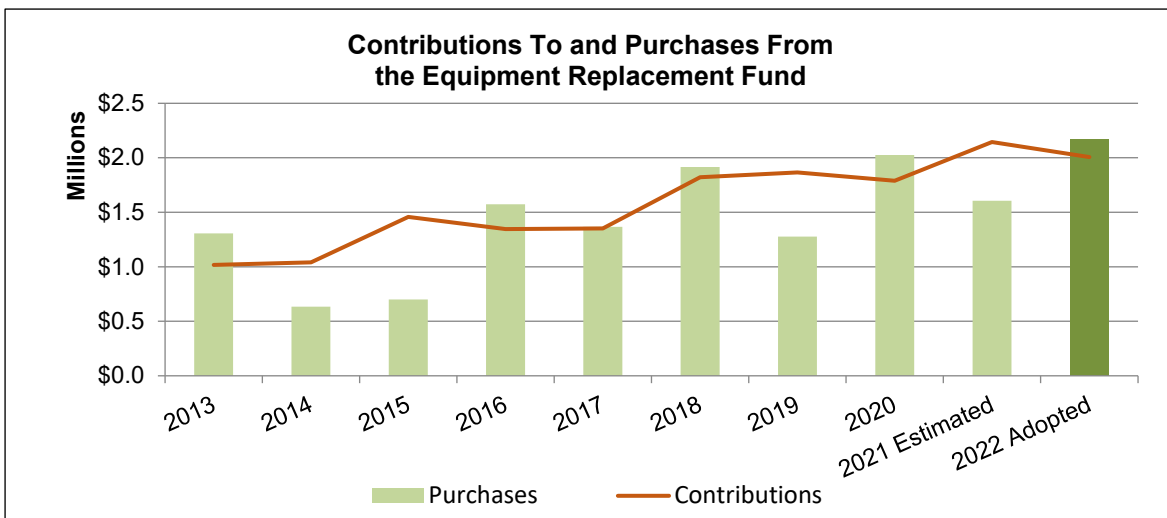


Equipment Replacement Fund

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.



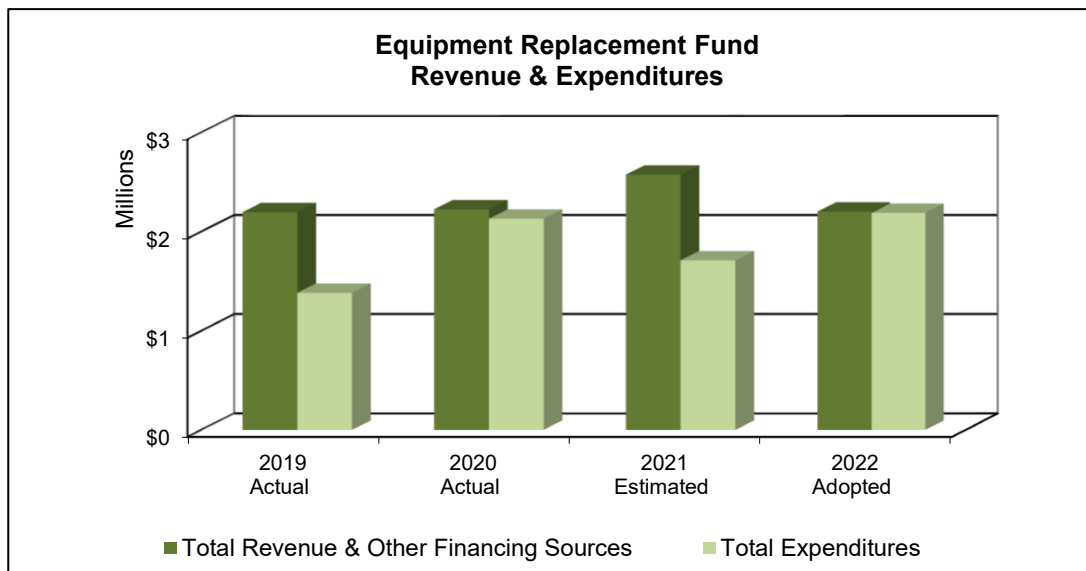


Equipment Replacement Fund Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 50	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$5,049,805	\$6,229,291	\$6,324,376	\$7,188,931
Revenue	191,377	194,627	344,587	106,525
Other Financing Sources	2,003,531	2,029,105	2,228,402	2,093,791
Total Revenue & Other Financing Sources	2,194,908	2,223,732	2,572,989	2,200,316
Total Expenditures	1,379,947	2,128,647	1,708,434	2,188,458
Surplus (Deficit)	814,962	95,085	864,555	11,858
Ending Fund Balance	\$6,229,291	\$6,324,376	\$7,188,931	\$7,200,789
% Fund Balance to Expenditures	451%	297%	421%	329%

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 returned to 100% of the calculated contribution, and the full amount of the contribution is recorded with a transfer from the Capital Improvement Fund to the Equipment Replacement Fund.





Equipment Replacement Fund - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Grants & Donations								
Federal Grants	\$0	\$39,091	\$336,000	\$696,909	\$247,840	\$52,800	-84%	-79%
State & Local Grants	0	2,881	0	0	5,762	5,700	100%	-1%
Donations	50,598	20,190	0	0	12,000	12,000	100%	0%
Total Grants & Donations	50,598	62,162	336,000	696,909	265,602	70,500	-79%	-73%
Interest Income								
Interest on Investments	140,667	127,965	73,908	73,908	74,402	36,025	-51%	-52%
Total Interest Income	140,667	127,965	73,908	73,908	74,402	36,025	-51%	-52%
Miscellaneous								
Other Income	112	4,500	0	0	4,583	0	0%	-100%
Total Miscellaneous	112	4,500	0	0	4,583	0	0%	-100%
Total Revenue	191,377	194,627	409,908	770,817	344,587	106,525	-74%	-69%
Other Financing Sources								
Sale of Assets General	138,130	240,700	17,745	52,745	84,200	87,075	391%	3%
Transfers-In	1,865,401	1,788,405	2,144,202	2,144,202	2,144,202	2,006,716	-6%	-6%
Total Other Financing Sources	2,003,531	2,029,105	2,161,947	2,196,947	2,228,402	2,093,791	-3%	-6%
Total Revenue & Other Financing Sources	\$2,194,908	\$2,223,732	\$2,571,855	\$2,967,764	\$2,572,989	\$2,200,316	-14%	-14%



Equipment Replacement Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Administration								
Equipment - Finance	\$0	\$0	\$0	\$0	\$0	\$9,623	100%	100%
Vehicles - IT	0	0	6,242	6,242	0	0	-100%	0%
Technology Projects - IT	395,725	400,288	152,768	251,668	216,486	453,165	197%	109%
Total Administration	395,725	400,288	159,010	257,910	216,486	462,788	191%	114%
Planning								
Vehicles - Planning	0	17,361	18,360	18,360	17,464	36,720	100%	110%
Total Planning	0	17,361	18,360	18,360	17,464	36,720	100%	110%
Public Safety								
Vehicles - Police	184,845	93,520	82,739	125,367	103,884	246,330	198%	137%
Vehicles - Parking Control	38,296	0	0	0	0	0	0%	0%
Vehicles - Fire	114	424,132	0	0	0	0	0%	0%
Facility Improv. - Police	0	0	0	42,180	42,480	0	0%	-100%
Facility Improv. - Fire	0	900	110,000	110,000	110,000	0	-100%	-100%
Equipment - Police	0	0	8,784	8,784	9,500	10,155	16%	7%
Equipment - Parking Control	64,753	0	0	0	0	0	0%	0%
Equipment - Fire	2,331	293,374	0	4,040	0	18,300	100%	100%
Total Public Safety	290,339	811,926	201,523	290,371	265,864	274,785	36%	3%
Public Works								
Vehicles - Engineering	25,324	0	55,590	0	26,540	57,120	3%	115%
Vehicles - Street Maintenance	307,204	421,927	241,485	241,485	236,745	136,680	-43%	-42%
Vehicles - Street Lighting	0	0	0	0	0	163,965	100%	100%
Facility Improv. - Facility Maint.	91,955	169,747	408,681	374,681	74,410	447,355	9%	501%
Facility Improv. - Fleet	0	0	41,310	41,310	48,815	0	-100%	-100%
Equipment - Street Maint.	11,570	28,473	66,616	72,136	58,464	14,014	-79%	-76%
Equipment - Facility Maint.	0	0	0	0	0	30,000	100%	100%
Equipment - Fleet Maint.	38,863	18,069	23,620	23,620	3,482	8,244	-65%	137%
Equipment - Parking Operations	8,835	66,390	30,920	30,920	30,920	60,464	96%	96%
Equipment - Street Lighting	23,414	48,864	500,158	951,280	503,407	7,466	-99%	-99%
Total Public Works	507,164	753,470	1,368,380	1,735,432	982,783	925,308	-32%	-6%
Parks & Recreation								
Vehicles - Park Operations	63,931	24,211	0	0	0	151,470	100%	100%
Facility Improv. - Aquatics	9,210	0	110,942	110,942	110,942	220,217	98%	98%
Facility Improv. - Park Operations	10,560	0	0	0	11,877	100,000	100%	742%
Equipment - Park Operations	0	18,374	8,491	8,491	0	0	-100%	0%
Total Parks & Recreation	83,701	42,585	119,433	119,433	122,819	471,687	295%	284%
Total Capital Outlay	1,276,929	2,025,629	1,866,706	2,421,506	1,605,416	2,171,288	16%	35%
Debt Service								
Debt Service Principal	103,018	103,018	103,018	103,018	103,018	17,170	-83%	-83%
Total Debt Service	103,018	103,018	103,018	103,018	103,018	17,170	-83%	-83%
Total Expenditures	\$1,379,947	\$2,128,647	\$1,969,724	\$2,524,524	\$1,708,434	\$2,188,458	11%	28%



Equipment Schedule Fiscal Years 2022-2024

Department	2022 Adopted	2023 Projected	2024 Projected
Police			
Vehicles	\$246,330	\$144,095	\$188,895
Equipment & Systems	10,155	0	0
	\$256,485	\$144,095	\$188,895
Fire Department			
Vehicles	\$0	\$53,477	\$47,754
Equipment & Systems	18,300	415,224	17,575
	\$18,300	\$468,701	\$65,329
Parks & Recreation			
Vehicles	\$151,470	\$38,495	\$68,448
Equipment & Systems	0	20,046	9,133
Facilities	320,217	215,038	27,000
	\$471,687	\$273,579	\$104,581
Public Works			
Vehicles	\$357,765	\$157,048	\$468,497
Equipment & Systems	120,188	172,958	181,284
Facilities	447,355	1,462,769	223,148
	\$925,308	\$1,792,775	\$872,929
Planning and Development			
Vehicles	\$36,720	\$0	\$0
	\$36,720	\$0	\$0
Administrative Services			
Equipment & Systems	\$462,788	\$144,401	\$185,496
	\$462,788	\$144,401	\$185,496
Grand Total	\$2,171,288	\$2,823,551	\$1,417,230

Count of Items Scheduled for Replacement

Category	2022	2023	2024
Vehicles & Motorized Fleet	18	9	15
Equipment & Systems	32	24	15
Facility Components	10	18	8
Total	60	51	38

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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, street lighting and traffic signal improvements. Parks & Recreation projects include improvements to and construction of park facilities, playgrounds, and ball fields.

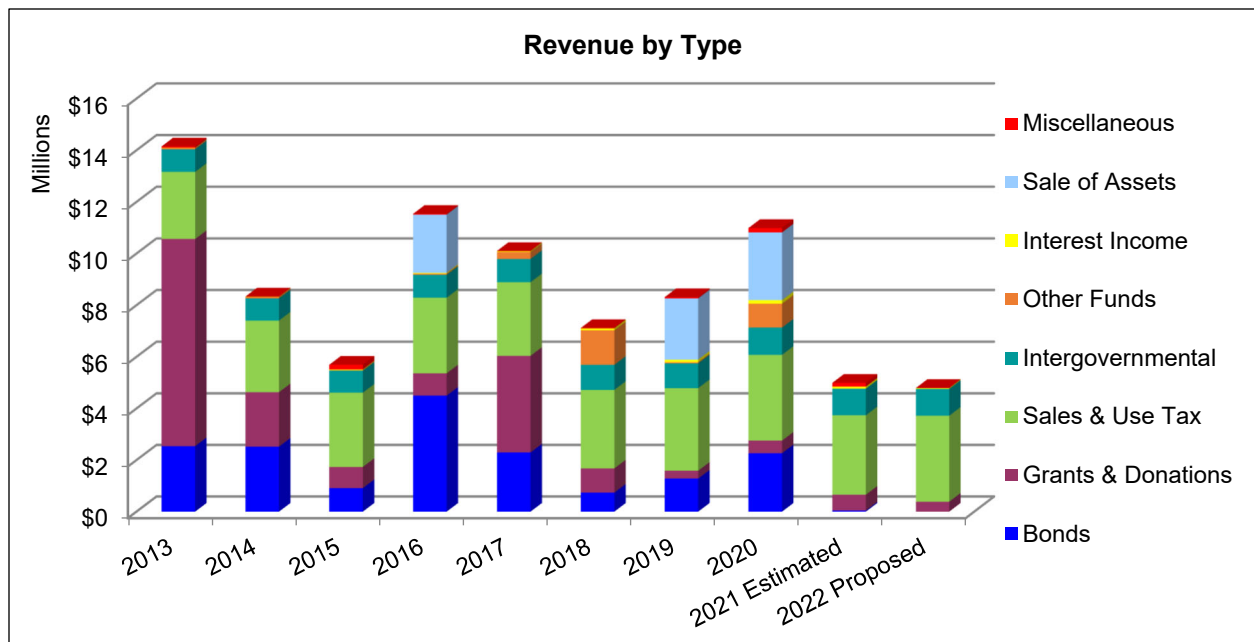
Transfers from the Capital Improvement Fund include transfers to support debt service funds for the 2011 bond issue for the Police Building renovation and other city-wide projects. In 2019, a 2014 refunding bond issuance matured.

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.

Until 2021, this fund recorded expenditures for construction projects funded by the 2014 General Obligation bond issuance, which were offset by a transfer-in from the 2014 General Obligation Bond Debt Service Fund. Beginning in 2021, the bond-funded project expenditures and related transfer-in were shifted to the 2014 General Obligation Bond Projects Construction Fund.

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



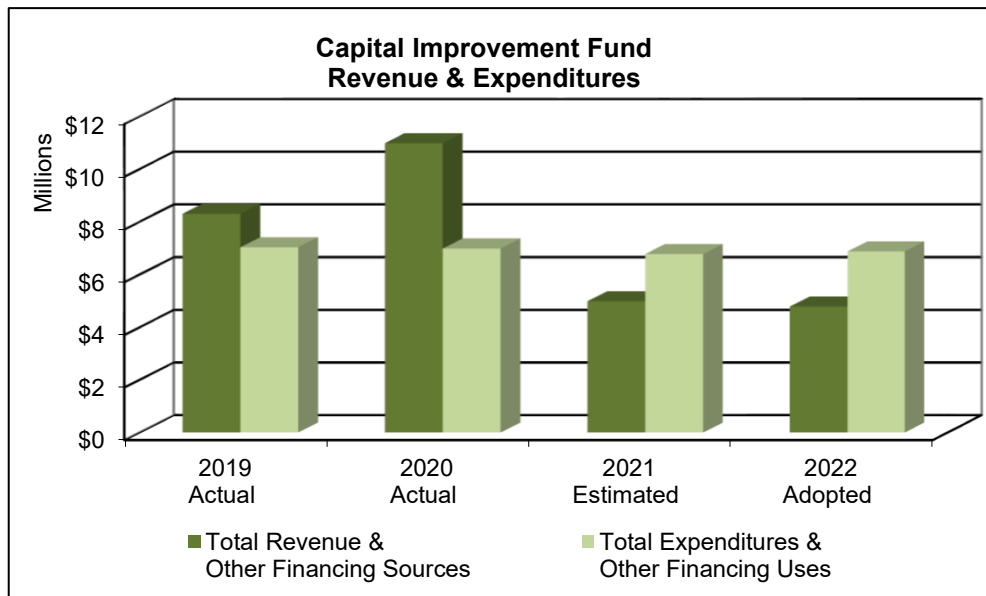


Capital Improvement Fund Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 51	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$3,795,956	\$5,062,968	\$9,056,701	\$7,266,429
Revenue	4,610,426	5,174,157	4,951,623	4,795,898
Other Financing Sources	3,700,337	5,815,237	42,123	0
Total Revenue & Other Financing Sources	8,310,763	10,989,394	4,993,746	4,795,898
Expenditures	3,749,450	3,864,783	2,654,219	3,253,317
Other Financing Uses	3,294,301	3,130,879	4,129,799	3,630,691
Total Expenditures & Other Financing Uses	7,043,751	6,995,662	6,784,018	6,884,008
Surplus (Deficit)	1,267,012	3,993,732	(1,790,272)	(2,088,110)
Ending Fund Balance	\$5,062,968	\$9,056,701	\$7,266,429	\$5,178,319
% Fund Balance to Expenditures	135%	234%	274%	159%

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 2022 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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax								
Railroad & Other Utilities	\$2,620	\$2,894	\$3,000	\$3,000	\$3,136	\$3,000	0%	-4%
Total Property Tax	2,620	2,894	3,000	3,000	3,136	3,000	0%	-4%
Sales Tax								
Capital Improvement Sales Tax (0.5%)	1,344,893	1,084,728	1,078,152	1,078,152	1,127,499	1,240,249	15%	10%
Parks-Storm Water Sales Tax (0.5%)	1,582,225	1,150,221	874,891	874,891	990,683	1,111,751	27%	12%
Use Tax	272,697	1,088,437	732,918	732,918	961,137	980,360	34%	2%
Total Sales Tax	3,199,814	3,323,385	2,685,961	2,685,961	3,079,319	3,332,360	24%	8%
Intergovernmental								
St. Louis County Road & Bridge	957,829	1,051,900	1,060,233	1,060,233	1,028,859	1,039,148	-2%	1%
Total Intergovernmental	957,829	1,051,900	1,060,233	1,060,233	1,028,859	1,039,148	-2%	1%
Grants & Donations								
Federal Grants	44,494	455,836	0	40,820	40,820	20,000	100%	-51%
State & Local Grants	0	6,400	300,000	420,000	420,000	0	-100%	-100%
Donations	262,192	27,924	0	105,000	155,000	366,500	100%	136%
Total Grants & Donations	306,686	490,160	300,000	565,820	615,820	386,500	29%	-37%
Interest Income								
Interest on Investments	98,284	134,871	47,564	47,564	76,412	29,698	-38%	-61%
Total Interest Income	98,284	134,871	47,564	47,564	76,412	29,698	-38%	-61%
Miscellaneous								
Special Assessment Principal	5,192	5,192	5,995	5,995	12,425	5,192	-13%	-58%
Other Income	40,001	165,755	0	0	135,652	0	0%	-100%
Total Miscellaneous	45,193	170,947	5,995	5,995	148,077	5,192	-13%	-96%
Total Revenue	4,610,426	5,174,157	4,102,753	4,368,573	4,951,623	4,795,898	17%	-3%
Other Financing Sources								
Sale of Assets General	2,374,507	2,624,575	0	0	0	0	0%	0%
Transfers-In	1,325,830	3,190,662	0	42,123	42,123	0	0%	-100%
Total Other Financing Sources	3,700,337	5,815,237	0	42,123	42,123	0	0%	-100%
Total Revenue & Other Financing Sources	\$8,310,763	\$10,989,394	\$4,102,753	\$4,410,696	\$4,993,746	\$4,795,898	17%	-4%



Capital Improvement Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
<u>Expenditures</u>								
<u>Public Works</u>								
Professional Services	\$0	\$4,611	\$0	\$44,770	\$44,770	\$78,000	100%	74%
Curb and Sidewalks	117,239	42,462	0	0	0	20,000	100%	100%
Alleys	701,084	437,314	0	0	0	0	0%	0%
Roadways & Parking Lots	0	0	0	0	0	176,486	100%	100%
Resurfacing	115,893	1,314,427	140,000	214,360	214,360	0	-100%	-100%
Microsurfacing	264,096	1,116,339	577,352	501,700	448,583	461,331	-20%	3%
Street Lighting	590	0	0	0	0	0	0%	0%
Facility Improvements	954,355	519,332	530,000	534,500	537,506	299,000	-44%	-44%
Total Public Works	2,153,256	3,434,485	1,247,352	1,295,330	1,245,219	1,034,817	-17%	-17%
<u>Parks & Recreation</u>								
Service Contracts	37,596	0	0	0	0	102,000	100%	100%
Contribution to CRSWC	173,385	293,973	800,000	700,000	700,000	500,000	-38%	-29%
Park Improv. General	0	0	0	0	100,000	250,000	100%	150%
Park Improv. Shaw Park	169,800	0	325,000	558,500	559,000	1,150,000	254%	106%
Park Improv. Oak Knoll Park	393,406	109,909	0	50,000	50,000	150,000	100%	200%
Park Improv. DeMun Park	463,619	26,080	0	0	0	0	0%	0%
Park Improv. Anderson Park	0	0	0	0	0	66,500	100%	100%
Park Acquisition	357,615	0	0	0	0	0	0%	0%
Debt Service Interest	773	336	0	0	0	0	0%	0%
Total Parks & Recreation	1,596,194	430,298	1,125,000	1,308,500	1,409,000	2,218,500	97%	57%
Total Expenditures	3,749,450	3,864,783	2,372,352	2,603,830	2,654,219	3,253,317	37%	23%
<u>Other Financing Uses</u>								
Transfers Out to General Fund	2,007,992	2,436,179	417,851	417,851	417,851	475,300	14%	14%
Transfers Out to 2011 SO								
Bond Fund	649,163	649,700	648,888	648,888	648,888	648,675	0%	0%
Transfers Out to 2014 SO								
Refunding Bond Fund	637,147	0	0	0	0	0	0%	0%
Transfers Out to Equipment								
Replacement Fund	0	0	2,144,202	2,144,202	2,144,202	2,006,716	-6%	-6%
Transfers Out to 2014 GO								
Bond Construction Fund	0	0	75,000	476,982	476,982	0	-100%	-100%
Transfers Out to Center								
Renovations Project Fund	0	45,000	0	415,000	441,876	0	0%	-100%
Transfers Out to Ice Rink								
Project Fund	0	0	0	0	0	500,000	100%	100%
Total Other Financing Uses	3,294,301	3,130,879	3,285,941	4,102,923	4,129,799	3,630,691	10%	-12%
Total Expenditures & Other Financing Uses	\$7,043,751	\$6,995,662	\$5,658,293	\$6,706,753	\$6,784,018	\$6,884,008	22%	1%



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 City's portion of 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 Program (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 described in the attached summary of the ranking system. Those scores appear for each project.

Staff from each department submitting projects for consideration in the Five-Year Capital Projects Plan 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 submission 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.

Overview of the Five-Year Capital Improvements Plan (Fiscal Years 2022 – 2026)

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; and competing project needs due to aging infrastructure and the desire to enhance parks and recreation facilities. The attached Five-Year Capital Plan does not include additional major project debt issuance.

In 2021, several projects will be completed including resurfacing of Brentwood Boulevard, exterior improvements to the 10 S. Brentwood building and Maryland Avenue resurfacing. Work continues to progress on the microsurfacing of Claverach/Wydown and Forsyth/N. Meramec, Shaw Park playground replacements and the design of the Central Business District phase one of resurfacing.

Projects starting in 2022 include extension of street lighting on Linden Avenue; the Bike/Pedestrian and Parks Master Plans; improvements to the Police Department training room; Maryland Avenue park development, Shaw Park service road repairs; microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park; and continuing improvements to sidewalks and curbs. The plan also includes the demolition of the Ice Rink and relocation of the park electrical system.

The following projects are included in the future five-year plan: resurfacing the second phase of the Central Business District; continued microsurfacing projects; the Planning Department lobby renovation and security upgrade; several park improvements including the roof at 1 Oak Knoll Park, improvements to the Oak Knoll pond, enhancing the North and South shelters; and lighting upgrades for Shaw Park and the tennis center.

The projects included in the five-year plan are associated with over \$1.85 million in external grants and donations and over \$2.48 million in remaining bonds.

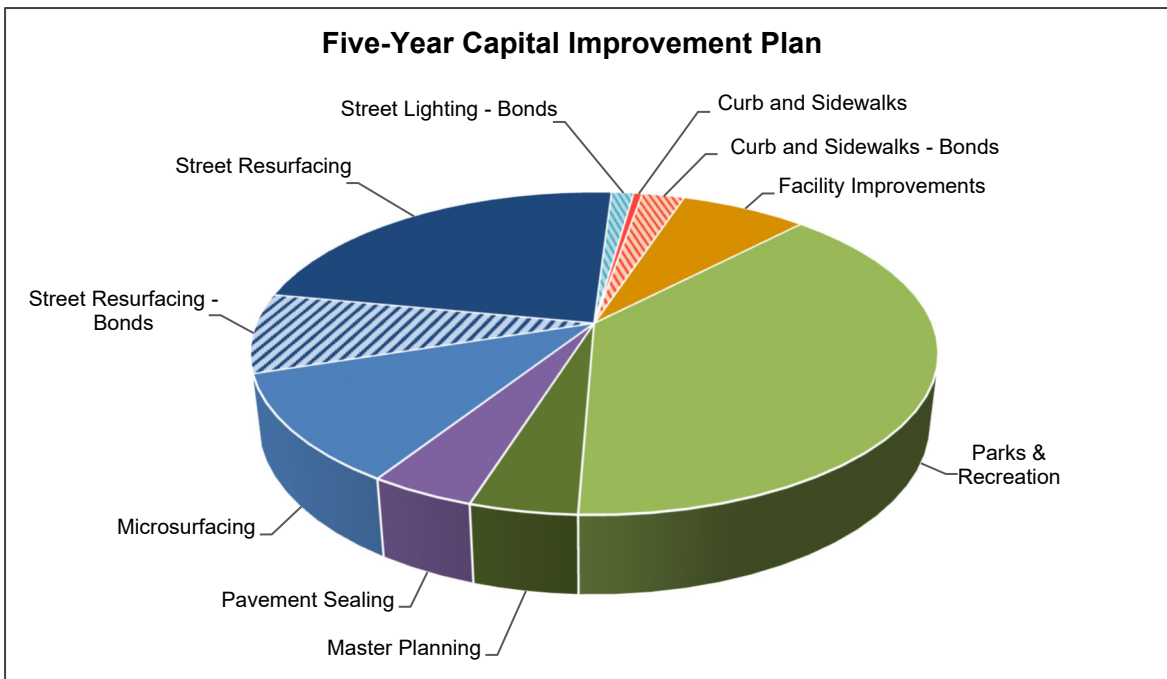
The combined fund balance of the Capital Improvement Fund and the bond construction funds is projected to be \$3,867,131 at the end of fiscal year 2026.

The schedule below provides information regarding the City funds that support the capital plan over the next five years.

Funded Capital Project Costs by Fund					
Fund	2022 Adopted	2023 Planning	2024 Planning	2025 Planning	2026 Planning
Capital Improvement Fund	\$2,753,317	\$908,117	\$2,329,600	\$540,000	\$1,101,910
2014 GO Bond Projects Construction	1,452,889	272,303	1,723,029	0	0
Total Funded Expenditures	\$4,206,206	\$1,180,420	\$4,052,629	\$540,000	\$1,101,910

This list of capital projects includes new projects budgeted in 2022 through 2026. It does not include projects that were near completion in 2021 and may have remaining expenditures in 2022 and beyond.

The chart below illustrates project expenditures, by category, per this plan over the next five years.



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.

Capital Improvements Program Guide to the Budget

To showcase the funded projects, the FY 2022 Budget incorporates project pages for projects with a significant portion of their expenditure activity occurring in FY 2022 through FY 2026. 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 2022 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 2022 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 5-year CIP is to establish a plan that outlines the projected infrastructure improvement needs of the City to assist in the planning and budgeting process. This plan will include a summary of the improvements, an estimated cost, a schedule for the improvements, and the source of funding for the project. The CIP will prioritize the identified projects into yearly plans based on areas of emphasis and project rankings. Because the City's goals and resources are constantly changing, this plan is designed to be re-evaluated each year to reaffirm or reprioritize the capital improvement projects. Some projects may remain relatively fixed in their prioritization if substantial outside funding commitments have been made to the projects and accepted by the City.

C. Prioritization

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

D. Project Types

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

E. Funding Limits

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

process, the projects will be fully analyzed for the source or sources of funding available.

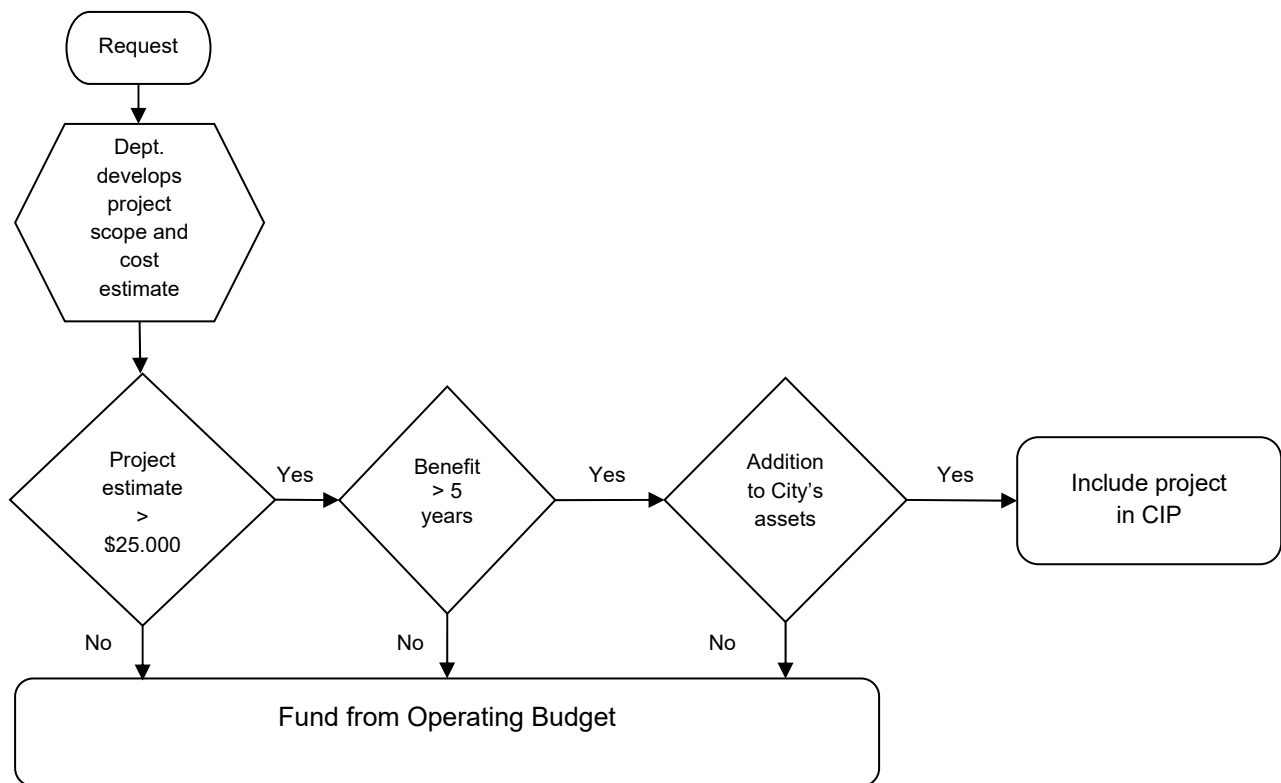
F. Scheduling of Projects

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

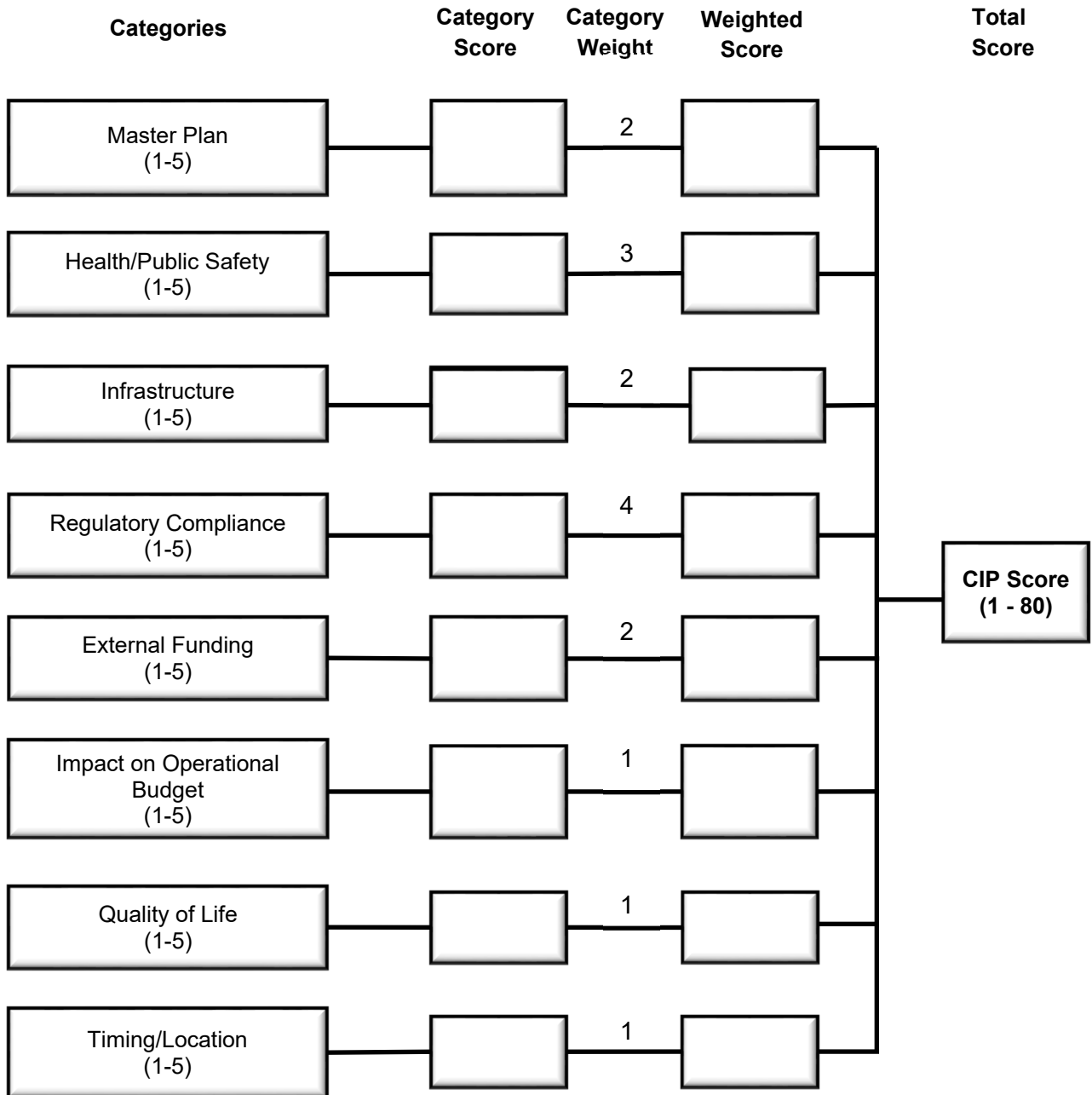
G. Production of CIP Plan

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

CIP Definition Flow Chart



Ranking System



Ranking System 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/ Score	Fiscal Year Project Costs						Total
		Prior Years	2022	2023	2024	2025	2026	
Police Dept. Training Room	Active	\$0	\$84,000	\$0	\$0	\$0	\$0	\$84,000
Bike & Pedestrian Master Plan	Active	-	78,000	-	-	-	-	\$78,000
Parks & Recreation Master Plan	Active	-	102,000	-	-	-	-	\$102,000
Shaw Park Service Road Repairs	Active	-	200,000	-	-	-	-	\$200,000
* Street Lighting Extension - Linden Ave	Active	8,392	52,451	-	-	-	-	\$60,843
* Central Business Dist. Resurfacing Phase 1	Active	175,000	1,300,438	-	-	-	-	\$1,475,438
Central Business Dist. Resurfacing Phase 2	Active	140,000	-	50,000	1,089,600	-	-	\$1,279,600
Planning Dept. Lobby Renovation & Security	Active	-	-	113,000	-	-	-	\$113,000
Sidewalks & Curbs (CDBG)	Active	-	20,000	20,000	20,000	20,000	20,000	\$100,000
* Sidewalks, Curbs & Accessibility Improvements	Active	-	100,000	100,000	100,000	100,000	100,000	\$500,000
Maryland Avenue Park Building Demolition	58	100,000	-	-	-	-	-	\$100,000
Anderson Park Entry Enhancements	56	-	66,500	-	-	-	-	\$66,500
Microsurfacing of Clayton Gardens, Clayshire, Parkside, Polo & Carondelet	54	-	-	473,117	-	-	-	\$473,117
Microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park	54	-	461,331	-	-	-	-	\$461,331
Mircosurfacing Moorlands, Hillcrest, Wydown Forest	54	-	-	-	-	-	461,910	\$461,910
Shaw Park Lighting System Upgrades	54	-	-	-	420,000	420,000	-	\$840,000
Oak Knoll Comfort Station Enhancements	53	-	-	50,000	-	-	-	\$50,000
Maryland Avenue Park Development	51	-	250,000	-	-	-	-	\$250,000
North Shelter Enhancements	51	-	-	50,000	-	-	-	\$50,000
South Shelter Enhancements	51	-	-	80,000	-	-	-	\$80,000
Demolition of Ice Rink Building & Relocation of Park Electrical Service	49	95,000	950,000	-	-	-	-	\$1,045,000
* Street Lighting Replacement - Hi-Pointe/DeMun & DeMun Ave	49	-	-	80,408	804,080	-	-	\$884,488
* Street Lighting Replacement - Wydown Forest	49	-	-	91,895	918,949	-	-	\$1,010,843
Shaw Park Tennis Center Lighting	48	-	-	-	200,000	-	-	\$200,000
Roof Replacement at #1 Oak Knoll Building	42	-	-	-	500,000	-	-	\$500,000
Oak Knoll Pond Improvements	37	50,000	150,000	-	-	-	-	\$200,000
Garage Security at 10 S. Brentwood	31	-	-	72,000	-	-	-	\$72,000
City Hall Council Chamber Security & Executive Conf. Room	31	-	-	-	-	-	463,000	\$463,000
Fire Department Office Reconfiguration	27	-	-	-	-	-	57,000	\$57,000
Pavement Sealing of Moorlands, Hillcrest, Wydown Forest	23	-	106,029	-	-	-	-	\$106,029
Pavement Sealing of Brentwood Blvd and Maryland Ave	23	-	70,457	-	-	-	-	\$70,457
Air Handler Improvements at 10 N. Bemiston	21	-	215,000	-	-	-	-	\$215,000
Total		\$568,392	\$4,206,206	\$1,180,420	\$4,052,629	\$540,000	\$1,101,910	\$11,649,556

Note: This list of capital projects includes new projects budgeted in FY 2022 through FY 2026. It does not include projects that were near completion in FY 2021 and may have remaining expenditures in FY 2022 and beyond.

* Project expenditures included in the Bond Construction Funds.



Police Department Training Room

Budget: \$84,000
Department: Police
Location: 10 S. Brentwood



Description

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

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$84,000	\$-	\$-	\$-	\$-	\$84,000

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.



Bike & Pedestrian Master Plan

Budget: \$78,000
Department: Public Works
Location: City of Clayton (various)



Description

This project is a master plan update to the 2009 Bikeable Walkable Communities Plan. The goal is to update the current master plan to identify proposed improvements/routes and connections to create a network within the City, as well as consider regional plans and identify connections to trailheads and at the City boundaries.

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$78,000	\$-	\$-	\$-	\$-	\$78,000

Justification

This plan will 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.



Parks & Recreation Master Plan

Budget: \$102,000
Department: Parks & Recreation
Location: City of Clayton

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.



Funding	2022	2023	2024	2025	2026	Total
City Funding	\$102,000	\$-	\$-	\$-	\$-	\$102,000

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 fourteen 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.



Shaw Park Service Road Repairs

Budget: \$200,000
Department: Parks & Recreation
Location: Shaw Park

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 include rebuilding of the road up where the Moneta Garden and Chapman Pavilion meet.



Funding	2022	2023	2024	2025	2026	Total
City Funding	\$200,000	\$-	\$-	\$-	\$-	\$200,000

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

These repairs will not have a significant impact financially, although there will be a slight reduction in repair costs for the existing path.

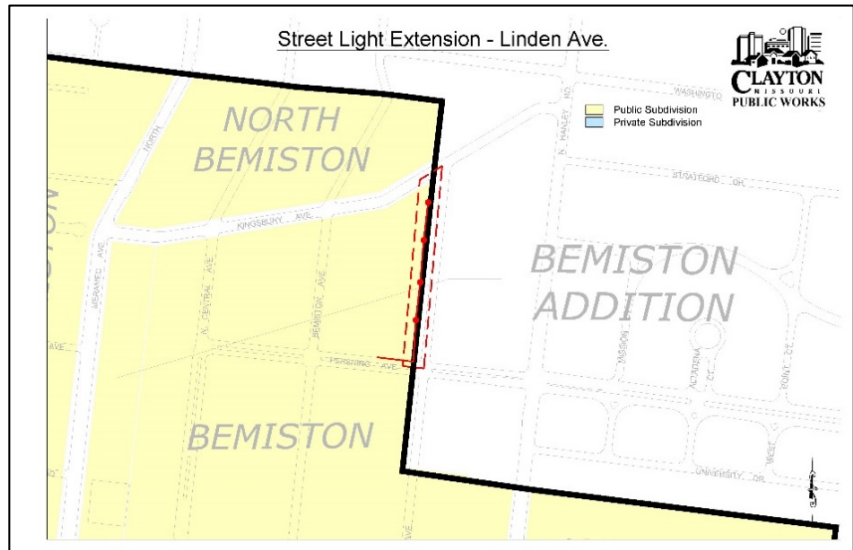


Street Lighting Extension – Linden Ave

Budget: \$60,843
Department: Public Works
Locations: Linden Ave

Description

This project includes the design and construction of an extension of the city street lighting system on 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. University City lights are very few and dim 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.



Funding	Prior Years	2022	2023	2024	2025	Total
2014 G.O. Bonds	\$8,392	\$52,451	\$-	\$-	\$-	\$60,843

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.



Central Business District Street Resurfacing Phase 1 and 2

Budget: \$2,755,038
Department: Public Works
Location: Central Business District



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 planned for 2022 (Phase 1). Central, Carondelet, Bemiston and portions of Brentwood is planned for 2024 (Phase 2). Design began in 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 and has been recommended for funding by the EW Gateway review committee, but final approval by the board is not expected until October.

Funding	Prior Years	2022	2023	2024	Total
Federal Grants	\$-	\$965,535	\$-	\$-	\$965,535
2014 G.O. Bonds	\$175,000	\$334,903	\$-	\$-	\$509,903
City Funding	\$140,000	\$-	\$50,000	\$1,089,600	\$1,279,600
Total	\$315,000	\$1,300,438	\$50,000	\$1,089,600	\$2,755,038

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 partial funding of the first phase and is anticipating partial grant funding 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.



Planning & Development Lobby Renovation and Security Upgrade

Budget: \$113,000
Department: Public Works
Location: 10 N. Bemiston



Description

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

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$113,000	\$-	\$-	\$-	\$113,000

Justification

The Planning and Development Services Department has added a new position in recent years and the space is limited for expansion. This space will also ensure customers have adequate area to discuss their project needs.

Financial Implications

Annual maintenance costs will not increase related to this project.



Sidewalks, Curbs & Accessibility Improvements

Budget: \$600,000
Department: Public Works
Location: Public Right-of-Way
 City-wide



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. This project also addresses issues reported by residents or detected during city inspections throughout the year.

Funding	2022	2023	2024	2025	2026	Total
Federal Grants	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
2014 G.O. Bonds	\$100,000	\$100,00	\$-	\$-	\$-	\$200,000
City Funding	\$-	\$-	\$100,000	\$100,000	\$100,000	\$300,000
Total	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000

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.



Maryland Avenue Park Building Demolition and Development

Budget: \$350,000
Department: Parks & Recreation
Location: Maryland Ave



Description

This project will transform the property from a residence for the previous owners and will become a Pocket Park serving Downtown Clayton. This will become Clayton's twelfth public park and will create a space where visitors can relax under the shade of a canopy of trees, enjoy a stop along the City's new bike path and wonder at the beauty of the fountain and green wall.

Funding	Prior Years	2022	2023	2024	Total
Other Grants & Donations	\$100,000	\$200,000	\$-	\$-	\$300,000
City Funding	\$-	\$50,000	\$-	\$-	\$50,000
Total	\$100,000	\$250,000	\$-	\$-	\$350,000

Justification

In 2015, the City completed a Park Land Needs Assessment to identify gaps in the community's park and open space needs. This study concluded that, due to an increase in the future residential population projected for the Downtown, a pocket park or urban plaza should be considered if land became available. This park is intended to address that need.

Financial Implications

Due to the park being small, it will not have a significant impact on the parks budget. There will be expenses related to landscaping and utilities. Based upon the department's current cost of maintenance per acre, it is projected to be less than \$6,000 per year.

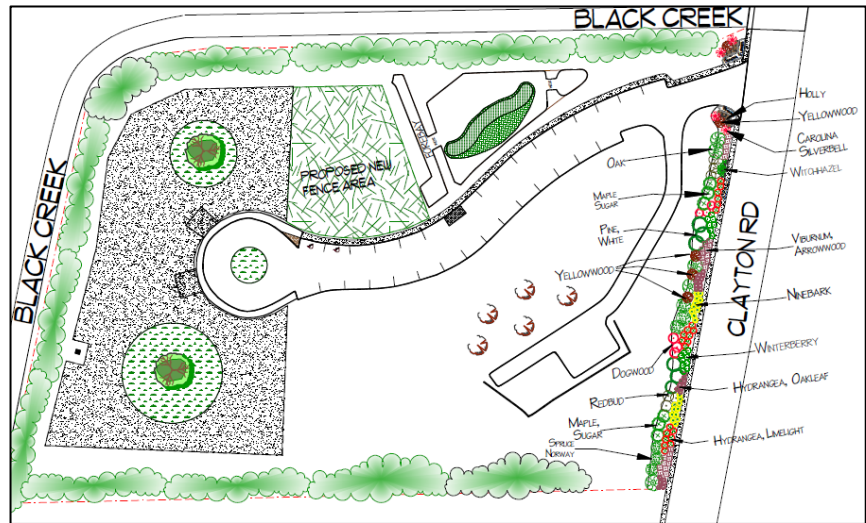


Anderson Park Entry Enhancements

Budget: \$66,500
Department: Parks & Recreation
Location: Anderson Park

Description

Anderson Park has been closed since 2019 for the MSD Tunnel Project. In preparation for reopening the City will be completing enhancements to the entrance and frontage along Clayton Road. This will include new signage, landscaping, new monument trees to repopulate the park's tree canopy, additional benches, and a pet washing station.



Funding	2022	2023	2024	2025	Total
Other Grants & Donations	\$66,500	\$-	\$-	\$-	\$66,500

Justification

The entrance to Anderson Park was not improved in either the original dog park construction or during the MSD Project. Through a private donation, we will have the funds to do this work and will be installing new park signage in order to make the site more identifiable. Due to the MSD work, most of the trees on site were removed. This will allow us to plant large trees that will provide shade more quickly as well as refresh the site amenities prior to reopening.

Financial Implications

By enhancing the park, the City will see more usage which will result in additional revenue.

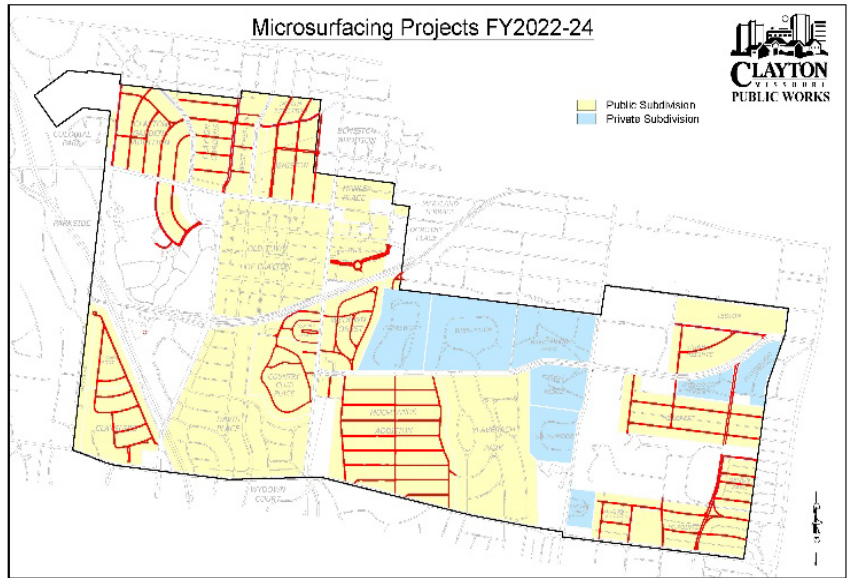


Microsurfacing Projects

Budget: \$1,396,358
Department: Public Works
Locations: Various Subdivisions

Description

This project consists of the application of microsurfacing pavement to residential streets. Select curb and sidewalk work may be included as needed. No curb ramp reconstruction is anticipated with these projects as the ramps were upgraded between 2015 and 2017.



Projects	Budget	Fiscal Year
Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park	\$461,331	2022
Clayton Gardens, Clayshire, Parkside, Polo and Carondelet	\$473,117	2023
Moorlands, Hillcrest, and Wydown Forest	\$461,910	2026

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$461,331	\$473,117	\$-	\$-	\$461,910	\$1,396,358

Justification

These projects will improve the pavement condition of these areas, which is a performance measurement attribute. These projects are a part of the City's Pavement Management Program and serves to extend the life of pavements and minimize costly repairs and/or 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.



Shaw Park & Tennis Center Lighting System Upgrades

Budget: \$1,040,000
Department: Parks & Recreation
Location: Shaw Park,
 Tennis Center



Description

This project includes the replacement of old serpentine lighting with LED lights and new poles within Shaw Park. The Shaw Park Tennis Center project includes the replacement of poles, lights, and associated electrical components.

Projects	Budget	Fiscal Year
Shaw Park	\$840,000	2024-2025
Shaw Park Tennis Center	\$200,000	2024

Funding	2022	2023	2024	2025	2026	Total
State & Local Grants	\$-	\$-	\$420,000	\$-	\$-	\$420,000
City Funding	\$-	\$-	\$200,000	\$420,000	\$-	\$620,000
Total	\$-	\$-	\$420,000	\$420,000	\$-	\$1,040,000

Justification

The lighting in the park is aged and outdated; replacement lighting will be much more energy efficient and provide better lighting for all park activities. The City made improvements to the Tennis Center in 2013, however, this previous project did not include replacement of the lighting system. The height of the current lighting system is dim and would be replaced with more energy-efficient lights.

Financial Implications

The new lighting system will be long lasting, and once the project is complete, the City should see a reduction in energy costs.



Park Shelter Comfort Station Improvements

Budget: \$180,000
Department: Parks & Recreation
Locations: Shaw Park
 Oak Knoll Park

Description

This project consists of the replacement of fixtures, partitions, and associated plumbing to park comfort stations; updates to energy efficient LED lighting fixtures; replacement of roof, soffit, fascia, and gutters; and repainting exterior wood surfaces. The Shaw Park South Shelter project also includes resurfacing of a concrete slab that has settled and become uneven.



Projects	Budget	Fiscal Year
Shaw Park North Shelter	\$50,000	2023
Shaw Park South Shelter	\$80,000	2023
Oak Knoll Park Comfort Station	\$50,000	2023

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$180,000	\$-	\$-	\$-	\$180,000

Justification

These shelters are over 60 years old, and the components contained within are nearly as old. This project would help to improve the overall aesthetics of the facility while providing more energy efficient fixtures. Additionally, in the South Shelter, the existing concrete slab requires resurfacing in order to address several large cracks.

Financial Implications

Once this project is complete, the City should see a reduction in energy costs.



Demolition of Ice Rink Building and Relocation of Park Electrical Service

Budget: \$1,045,000
Department: Parks & Recreation
Location: Shaw Park



Description

This project includes the demolition of the Ice Rink Building and slab as well as relocation of the electric service from the building to a separate stand-alone structure in the park.

Funding	Prior Years	2022	2023	2024	2025	Total
City Funding	\$95,000	\$950,000	\$-	\$-	\$-	\$1,045,000

Justification

The Ice Rink closed in 2019 and has not been used since that time. The removal of the structure and the slab associated with it will allow the city to restore the land while awaiting a determination on a future facility at this site. The electric service for the entire park is located in this building and will be relocated and service improved in order to allow for planned improvements to the park.

Financial Implications

There will be a reduction in utility costs due to the removal of the building. In addition, expenses related to maintenance of the facility will be eliminated. Improved electric service to the park will allow for the conversion of the old lighting to new energy efficient lighting which will also have a positive impact on costs for electric and repairs to the old system.

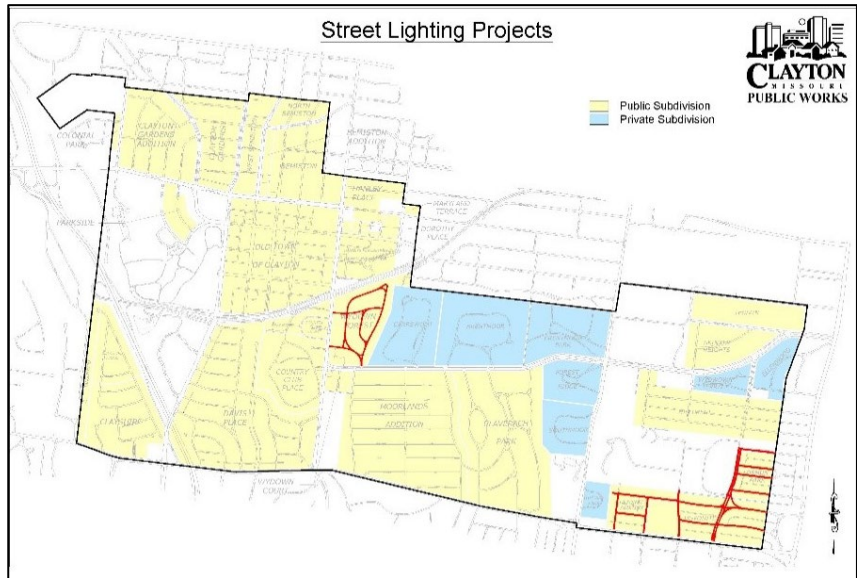


Street Lighting Replacement Projects

Budget: \$1,895,331
Department: Public Works
Locations: Hi-Pointe, DeMun, Wydown Forest

Description

This project consists of replacing existing, outdated, and inadequate lighting, direct burial of cable and power equipment in Wydown Forest and Hi-Pointe/DeMun. These areas were identified as priorities in the City’s 2018 Lighting Standards study, and they have a high rate of maintenance issues and breaks which have led to extended outages and costly repairs.



Projects	Budget	Fiscal Year
Hi-Pointe/DeMun and DeMun Ave Replacement	\$884,488	2023-2024
Wydown Forest Replacement	\$1,010,843	2023-2024

Funding	Prior Years	2022	2023	2024	2025	Total
2014 G.O. Bonds	\$-	\$-	\$172,303	\$1,723,029	\$-	\$1,895,331

Justification

All equipment, streetlight poles, luminaries, cable, conduit, and load centers will need to be replaced in thier entirety to bring the Hi-Pointe, DeMun, and Wydown Forest street lighting illumination in compliance with the Illuminating Engineering Society of North America (IESNA) roadway lighting minimum standards,

Financial Implications

This project will reduce annual maintenance and outages. Additionally, the installation of conduit will make future repairs less costly and time consuming, minimizing the need cut open an area or directionally bore new lines. New electrical line will be pulled through the conduit installed as part of this project. This project will also replace any old lights with modern and energy efficient LED fixtures.



Roof Replacement of #1 Oak Knoll Building

Budget: \$500,000
Department: Parks & Recreation
Location: Oak Knoll Park



Description

This project includes the replacement of the roof and associated material with a new slate roof.

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$-	\$500,000	\$-	\$-	\$500,000

Justification

This roof on this building is over 100 years old and needs full replacement due to leaks and deterioration. Repairs would be only slightly less than full replacement and would not provide assurance that the repairs will hold up for as long a duration. Cheaper solutions have been considered, but the City has continued to prioritize maintaining the design intent of the properties in Oak Knoll Park.

Financial Implications

The replacement of the roof will result in reduction of the costs associated with future mitigation and repair.



Oak Knoll Pond Improvements

Budget: \$200,000
Department: Parks & Recreation
Location: Oak Knoll Park



Description

Repairs to be made include tuckpointing, pond improvements, enhanced landscaping, picnic site and improvements to path.

Funding	Prior Years	2022	2023	2024	2025	Total
Other Grants & Donations	\$50,000	\$150,000	\$-	\$-	\$-	\$200,000

Justification

The pond at Oak Knoll Park has a leak resulting in the need to continually add water during the summer. Stage area and surrounding stone walls/walkways are beginning to deteriorate. The project will include complete major tuckpointing and repair as well as pond maintenance. In addition, enhancements to the pond ecology and landscaping will be incorporated along with a new picnic site.

Financial Implications

These improvements will decrease water and sewer expenditures due to ongoing issues with leakage and the need to add water on an ongoing basis during the season.

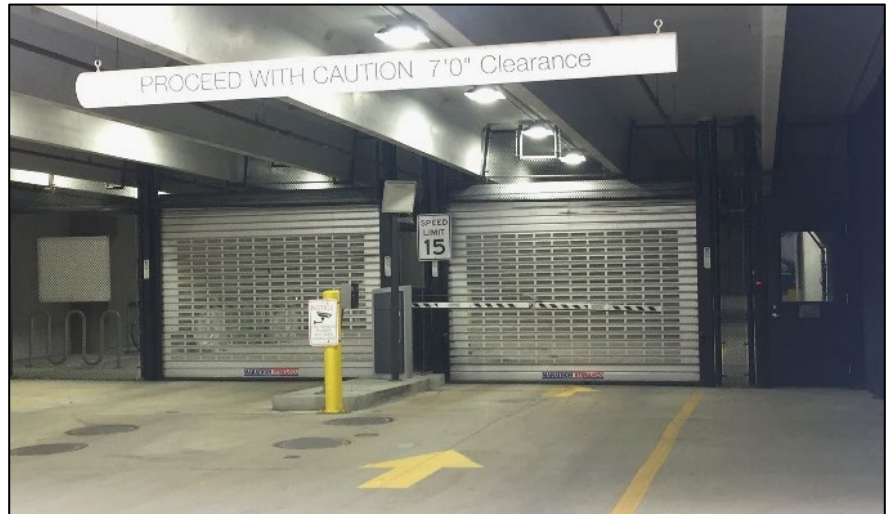


Garage Security at 10 S. Brentwood Blvd.

Budget: \$72,000
Department: Public Works
Location: 10 S. Brentwood

Description

This project involves installing high speed grills at four ingress/egress points on the first and second levels and a steel door on the third level access to the stair tower. All access points will be a part of the City's automated access system.



Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$72,000	\$-	\$-	\$-	\$72,000

Justification

The installation of the gates will complete the security around the perimeter of the parking structure, ensuring the security of City staff and City assets, including Police vehicles.

Financial Implications

In addition to the initial cost installation, there will be ongoing costs of operation including electric usage, repairs, and annual preventative maintenance.



City Hall Council Chamber Security & Executive Conference Room

Budget: \$463,000
Department: Public Works
Location: 10 N. Bemiston

Description

This project consists of improving security aspects of the council chambers and converting space behind the council chambers into one large conference room.



Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$-	\$-	\$-	\$463,000	\$463,000

Justification

This project will provide a large conference room for Board of Aldermen executive meetings directly adjacent to the Council Chambers and other meeting space needs. Space could also serve as a secure room as part of the improved security of hardening of the dais.

Financial Implications

Maintenance and operation costs will not increase related to this project.



Fire Department Office Reconfiguration

Budget: \$57,000
Department: Public Works
Location: 10 N. Bemiston



Description

This project will reconfigure the actual office space by moving ingress/egress and installing doors that segregates the office space from the department entry way. The work eliminates a walking path through the center of a workspace and increases the functionality of the office area.

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$-	\$-	\$-	\$-	\$57,000	\$57,000

Justification

The entrance to the Fire Department Administrative area comes directly into the support staff work area. The staff member conducting business is restricted and prohibited from privacy due to typical travel pathways of occupants passing through the 140 square foot office space. The fire department staff member typically converses on the phone with customers dealing with sensitive topics. The layout does not allow privacy of desktop screens or phone conversations.

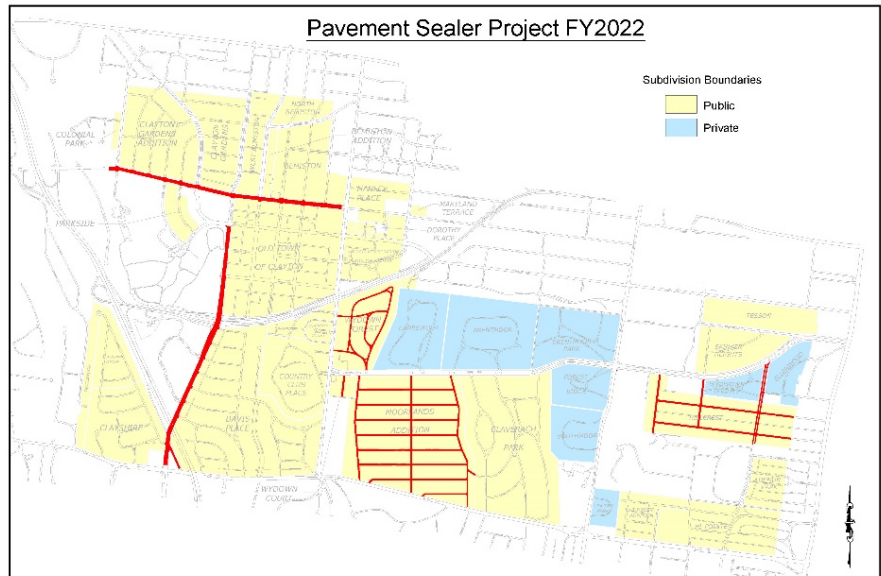
Financial Implications

Maintenance and operation costs will not increase related to this project.



Pavement Sealing Projects

Budget: \$176,486
Department: Public Works
Locations: Brentwood Blvd,
 Maryland Ave,
 Moorlands,
 Hillcrest,
 Wydown Forest



Description

This project is expected to extend the life of the City asphalt pavements and save costs over the life of the pavement. This pavement sealing installation along Brentwood Blvd and

Maryland Ave would install the initial coat following their overlays in 2020 and 2021. Installation along Brentwood Blvd would be from Forsyth to Clayton, and along Maryland Ave from Gay Ave to Hanley Road.

The project in the Moorlands, Hillcrest, and Wydown Forest subdivisions would install the second coat of a pavement sealer to these streets. The initial coat was installed in 2017, the same year as the mill and overlay, and has been evaluated since that time. The pavement is performing well, and staff recommends the continued application of the sealer every 5 - 7 years, which will extend the overall life of the pavement and delay required microsurfacing.

Projects	Budget	Fiscal Year
Brentwood Blvd and Maryland Ave	\$70,457	2022
Moorlands, Hillcrest, and Wydown Forest	\$106,029	2022

Funding	2022	2023	2024	2025	2026	Total
City Funding	\$176,486	\$-	\$-	\$-	\$-	\$176,486

Justification

The cost of the sealer is roughly one-fifth the cost of a microsurfacing and is expected to lengthen the life of the pavement by approximately 5 or more years over the life of the pavement and delay the need for periodic microsurfacing.

Financial Implications

Sealing of these streets is projected to extend the time between repaving by at least 2 to 3 years, and perhaps longer, thereby reducing the annualized cost of maintenance to these roadways and disruption to residents.

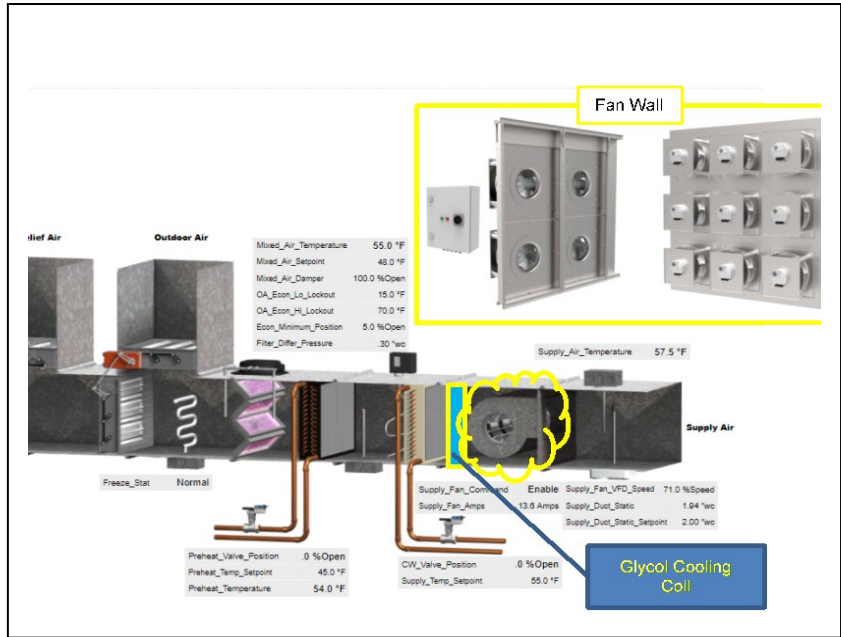


Air Handler Improvements at 10 N. Bemiston

Budget: \$215,000
Department: Public Works
Location: 10 N. Bemiston

Description

This project involves improvements to the City's air handlers which service the fire department living spaces. Improvements include the installation of a new chiller and fan wall, and other connections to the HVAC system above the fire department living spaces. These improvements should have a substantial impact on the air temperature and humidity of these living quarters.



Funding	2022	2023	2024	2025	2026	Total
City Funding	\$215,000	\$-	\$-	\$-	\$-	\$215,000

Justification

The original HVAC design from the fire station's 2004 renovation was intended for commercial buildings but staff's living quarters are more similar to the needs of a residential building. Warmer temperatures and higher humidity have resulted in making sleeping quarters difficult for 24-hour staff during the heat of the summer. This issue has been evaluated for several years with various smaller improvements making incremental enhancements. After consultation with external professionals, the City believes this larger improvement will result in a more livable space for employees.

Financial Implications

In addition to the initial cost of installation, there will be on-going costs of operation including an increase in electrical usage, repairs, and monthly preventative maintenance above the current costs of operation.

Capital Improvements Plan Impact of Capital Investments on Operating Budget Fiscal Years 2022 - 2026

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	2022	2023	2024	2025	2026
Police Dept. Training Room	Contractual, Commodities	\$600	\$1,200	\$1,236	\$1,273	\$1,311
Bike & Pedestrian Master Plan	No Impact	-	-	-	-	-
Parks & Recreation Master Plan	Commodities	2,500	1,000	-	-	-
Shaw Park Service Road Repairs	Commodities	2,000	-	-	-	-
Street Lighting Extension - Linden Ave	Contractual, Commodities	200	200	200	200	200
Central Business Dist. Resurfacing	Contractual, Commodities	-	100	200	13,135	600
Planning Dept. Lobby Renovation & Security	No Impact	-	-	-	-	-
Sidewalks, Curbs, & Accessibility Improvements	Commodities	200	200	200	200	200
Maryland Avenue Park Building Demolition and Development	Personnel, Contractual, Commodities	4,500	8,500	8,800	9,100	9,400
Anderson Park Entry Enhancements	Revenue, Personnel, Contractual, Commodities	17,000	3,100	3,300	3,500	3,700
Microsurfacing of Clayton Gardens, Clayshire, Parkside, Polo & Carondelet	Contractual, Commodities	-	-	200	400	700
Microsurfacing of Old Town, Skinker Heights, Hi-Pointe, DeMun, and Northmoor Park	Contractual, Commodities	-	200	400	700	1,000
Mircosurfacing Moorlands, Hillcrest, Wydown Forest	Contractual, Commodities	-	-	-	-	200
Shaw Park & Tennis Center Lighting System Upgrades	No Impact	-	-	-	-	-
Park Shelter Comfort Station Improvements	No Impact	-	-	-	-	-
Demolition of Ice Rink Building & Relocation of Park Electrical Service	Contractual	-	10,000	10,000	10,000	10,000
Street Lighting Replacement - Hi-Pointe/DeMun & DeMun Ave	Contractual, Commodities	-	-	-	300	600
Street Lighting Replacement - Wydown Forest	Contractual, Commodities	-	-	-	300	600
Roof Replacement at #1 Oak Knoll Building	No Impact	-	-	-	-	-
Oak Knoll Pond Improvements	Contractual, Commodities	-	5,000	5,200	5,500	5,700
Garage Security at 10 S. Brentwood	Contractual	-	-	1,500	1,545	1,591
City Hall Council Chamber Security & Executive Conf. Room	No Impact	-	-	-	-	-
Fire Department Office Reconfiguration	No Impact	-	-	-	-	-
Pavement Sealing of Moorlands, Hillcrest, Wydown Forest	Contractual, Commodities	-	400	800	1,200	1,600
Pavement Sealing of Brentwood Blvd and Maryland Ave	Contractual	-	300	600	900	1,200
Air Handler Improvements at 10 N. Bemiston	Contractual, Commodities	8,750	9,013	9,283	9,561	9,848
Net Operating Budget - Expenditures (Revenues)		\$35,750	\$39,213	\$41,919	\$57,814	\$48,451



2014 General Obligation Bond Projects Construction Fund

This fund is 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, established in 2021, provides greater detail regarding the use 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 phase one resurfacing of the Central Business District; sidewalk, curb, and accessibility improvements; and the following street lighting projects:

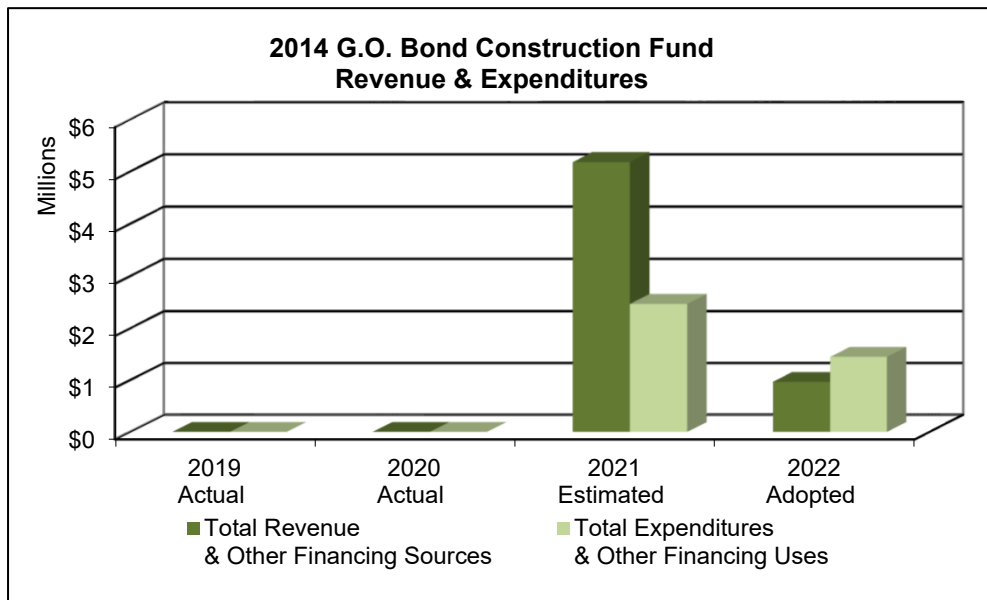
- Street lighting extension on Linden Avenue
- Street lighting replacement for Hi-Pointe and DeMun
- Street lighting replacement for Wydown Forest



2014 General Obligation Bond Construction Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 61	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$0	\$0	\$0	\$2,715,655
Revenue	0	0	979,091	969,864
Other Financing Sources	0	0	4,207,643	0
Total Revenue & Other Financing Sources	0	0	5,186,734	969,864
Expenditures	0	0	2,428,956	1,452,889
Other Financing Uses	0	0	42,123	0
Total Expenditures & Other Financing Uses	0	0	2,471,079	1,452,889
Surplus (Deficit)	0	0	2,715,655	(483,025)
Ending Fund Balance	\$0	\$0	\$2,715,655	\$2,232,630
% Fund Balance to Expenditures	0%	0%	0%	154%

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





2014 G.O. Bond Construction - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Grants & Donations								
Federal Grants	\$0	\$0	\$848,710	\$948,710	\$948,710	\$965,535	14%	2%
Total Grants & Donations	0	0	848,710	948,710	948,710	965,535	14%	2%
Interest Income								
Interest on Investments	0	0	37,825	37,825	30,381	4,329	-89%	-86%
Total Interest Income	0	0	37,825	37,825	30,381	4,329	-89%	-86%
Total Revenue	0	0	886,535	986,535	979,091	969,864	9%	-1%
Other Financing Sources								
Transfers-In	0	0	3,115,932	4,207,914	4,207,643	0	-100%	-100%
Total Other Financing Sources	0	0	3,115,932	4,207,914	4,207,643	0	-100%	-100%
Total Revenue & Other Financing Sources	\$0	\$0	\$4,002,467	\$5,194,449	\$5,186,734	\$969,864	-76%	-81%

2014 G.O. Bond Construction - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Public Works								
Professional Services General	\$0	\$0	\$300,000	\$300,000	\$300,000	\$0	-100%	-100%
Curb and Sidewalks	0	0	100,000	181,536	181,536	100,000	0%	-45%
Streetscapes	0	0	8,392	8,392	8,392	52,451	525%	525%
Alleys	0	0	0	129,649	129,649	0	0%	-100%
Resurfacing	0	0	1,534,111	1,809,379	1,809,379	1,300,438	-15%	-28%
Total Public Works	0	0	1,942,503	2,428,956	2,428,956	1,452,889	-25%	-40%
Total Expenditures	0	0	1,942,503	2,428,956	2,428,956	1,452,889	-25%	-40%
Other Financing Uses								
Transfers-Out	0	0	0	42,123	42,123	0	0%	-100%
Total Other Financing Uses	0	0	0	42,123	42,123	0	0%	-100%
Total Expenditures & Other Financing Uses	\$0	\$0	\$1,942,503	\$2,471,079	\$2,471,079	\$1,452,889	-25%	-41%



The Center of Clayton Renovation Project Construction Fund

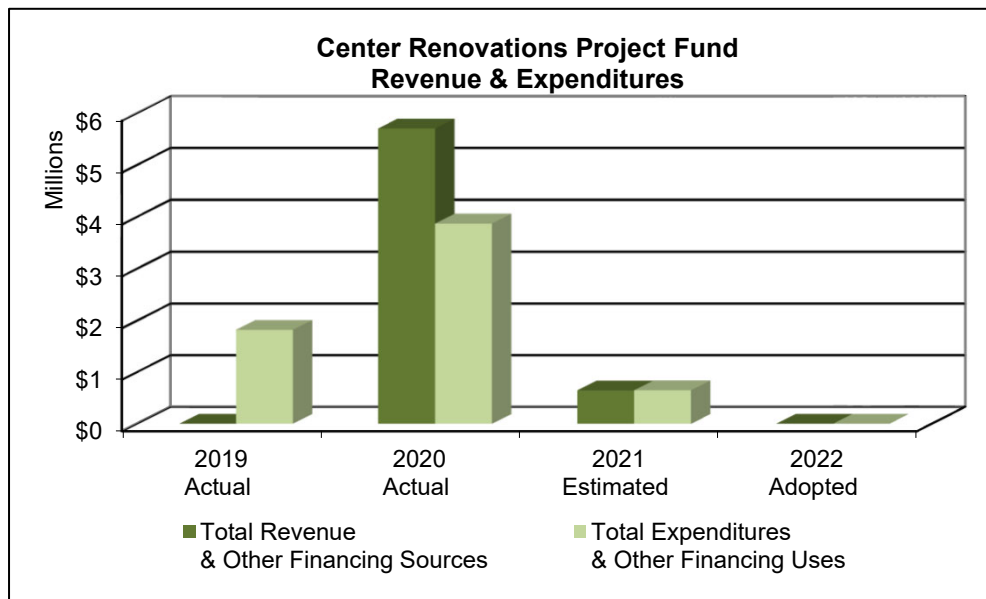
This fund is used to track the Center of Clayton Renovation Project which is funded by \$4,830,000 in bonds issued in 2019. The Center of Clayton underwent a 6,000 square foot expansion of the fitness center and administrative suite and improvements to key mechanical systems. The renovation included enhancements and improvements throughout the building, including the first and second floor lobby, common spaces, the locker rooms, and restrooms. The existing fitness center was refurbished, and the aquatic pool tanks and deck were resurfaced. Additional improvements included painting, new flooring, and energy efficient lighting upgrades. The project also constructed a new parking lot. The total cost for the improvements was \$10.6 million with the City and the School District of Clayton each providing 50% of the project costs. The project was completed in 2021.



Center Renovations Project Fund Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 62	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	(\$0)	(\$1,827,237)	\$3,532	\$0
Revenue	0	300,224	206,009	0
Other Financing Sources	0	5,406,618	441,876	0
Total Revenue & Other Financing Sources	0	5,706,841	647,885	0
Expenditures	1,827,237	3,817,105	651,417	0
Other Financing Uses	0	58,968	0	0
Total Expenditures & Other Financing Uses	1,827,237	3,876,073	651,417	0
Surplus (Deficit)	(1,827,237)	1,830,769	(3,532)	0
Ending Fund Balance	(\$1,827,237)	\$3,532	\$0	\$0
% Fund Balance to Expenditures	0%	0%	0%	0%

The Center Renovations Project Fund was 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 was completed in 2021.





Center Renovations Project Fund - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Grants & Donations								
Donations	\$0	\$265,080	\$0	\$206,000	\$206,000	\$0	0%	-100%
Total Grants & Donations	0	265,080	0	206,000	206,000	0	0%	-100%
Interest Income								
Interest on Investments	0	35,144	0	0	9	0	0%	-100%
Total Interest Income	0	35,144	0	0	9	0	0%	-100%
Total Revenue	0	300,224	0	206,000	206,009	0	0%	-100%
Other Financing Sources								
Bond Proceeds	0	5,361,618	0	0	0	0	0%	0%
Transfers-In	0	45,000	0	415,000	441,876	0	0%	-100%
Total Other Financing Sources	0	5,406,618	0	415,000	441,876	0	0%	-100%
Total Revenue & Other Financing Sources	\$0	\$5,706,841	\$0	\$621,000	\$647,885	\$0	0%	-100%

Center Renovations Project Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Parks & Recreation								
Contribution to CRSWC	\$1,827,237	\$3,236,207	\$0	\$211,000	\$238,401	\$0	0%	-100%
Park Improvements Shaw Park	0	580,898	0	413,532	413,016	0	0%	-100%
Total Parks & Recreation	1,827,237	3,817,105	0	624,532	651,417	0	0%	-100%
Total Expenditures	1,827,237	3,817,105	0	624,532	651,417	0	0%	-100%
Other Financing Uses								
Bond Issuance Costs	0	58,968	0	0	0	0	0%	0%
Total Other Financing Uses	0	58,968	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$1,827,237	\$3,876,073	\$0	\$624,532	\$651,417	\$0	0%	-100%



Ice Rink Project Construction Fund

This fund tracks activity related to the Ice Rink Multi-Purpose facility project. Due to the scope of the project, it will require funding by a future bond issuance. Prior year expenditures are recorded in this fund, including a transfer out to reimburse the Capital Improvement Fund in 2020 for expenditures related to the Ice Rink construction prior to the establishment of this new fund.

The project has been postponed to allow time for economic activity to stabilize after impacts of the pandemic, and to evaluate this and other desired capital projects against available funding and repayment sources. Currently the fund reflects a negative fund balance, which will be eliminated over the next few years by annual transfer-in from the Capital Improvement Fund. No other future activity is estimated as this time.



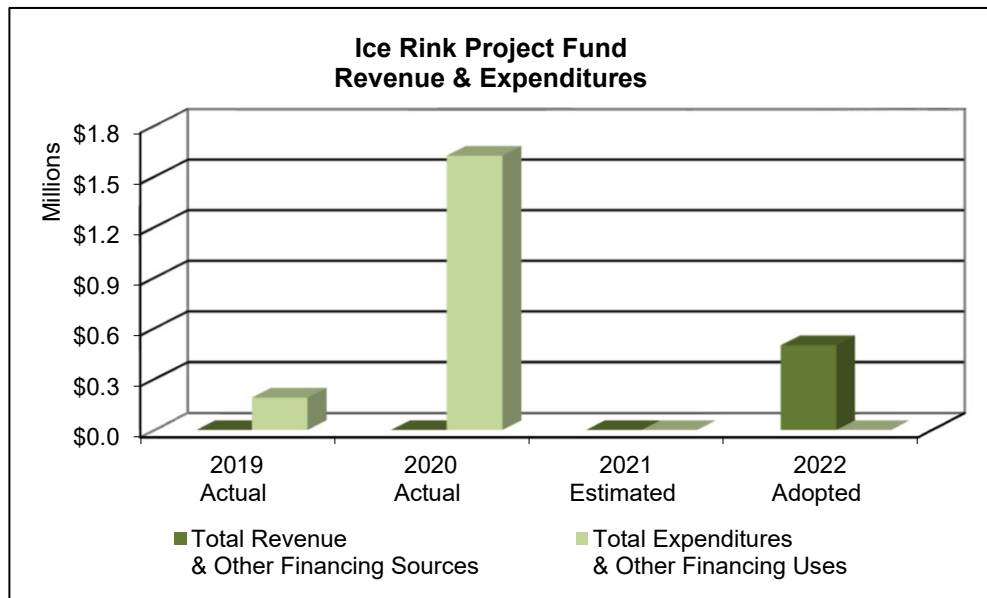
Ice Rink Project Fund

Summary of Revenue and Expenditures

Fiscal Years 2019 - 2022

Fund 63	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$0	(\$190,778)	(\$1,814,543)	(\$1,814,543)
Other Financing Sources	0	0	0	500,000
Total Revenue & Other Financing Sources	(0)	0	0	500,000
Expenditures	190,778	731,557	0	0
Other Financing Uses	0	892,208	0	0
Total Expenditures & Other Financing Uses	190,778	1,623,765	0	0
Surplus (Deficit)	(190,778)	(1,623,765)	0	500,000
Ending Fund Balance	(190,778)	(1,814,543)	(1,814,543)	(1,314,543)
% Fund Balance to Expenditures	0%	-248%	0%	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 are recorded this fund resulting in a negative fund balance, which will be repaid by annual transfers-in from the Capital Improvement Fund over the next few years. A bond issue may provide funding for remaining project expenditures if the project resumes.





Ice Rink Project Fund - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Other Financing Sources								
Transfers-In	\$0	\$0	\$0	\$0	\$0	\$500,000	100%	100%
Total Other Financing Sources	0	0	0	0	0	500,000	100%	100%
Total Revenue & Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$500,000	100%	100%

Ice Rink Project Fund - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Parks & Recreation Projects								
Park Improvements Shaw Park	\$190,778	\$731,557	\$0	\$0	\$0	\$0	0%	0%
Projects	190,778	731,557	0	0	0	0	0%	0%
Total Expenditures	190,778	731,557	0	0	0	0	0%	0%
Other Financing Uses								
Transfers Out to Capital Improvement Fund	0	892,208	0	0	0	0	0%	0%
Total Other Financing Uses	0	892,208	0	0	0	0	0%	0%
Total Expenditures & Other Financing Uses	\$190,778	\$1,623,765	\$0	\$0	\$0	\$0	0%	0%

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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.

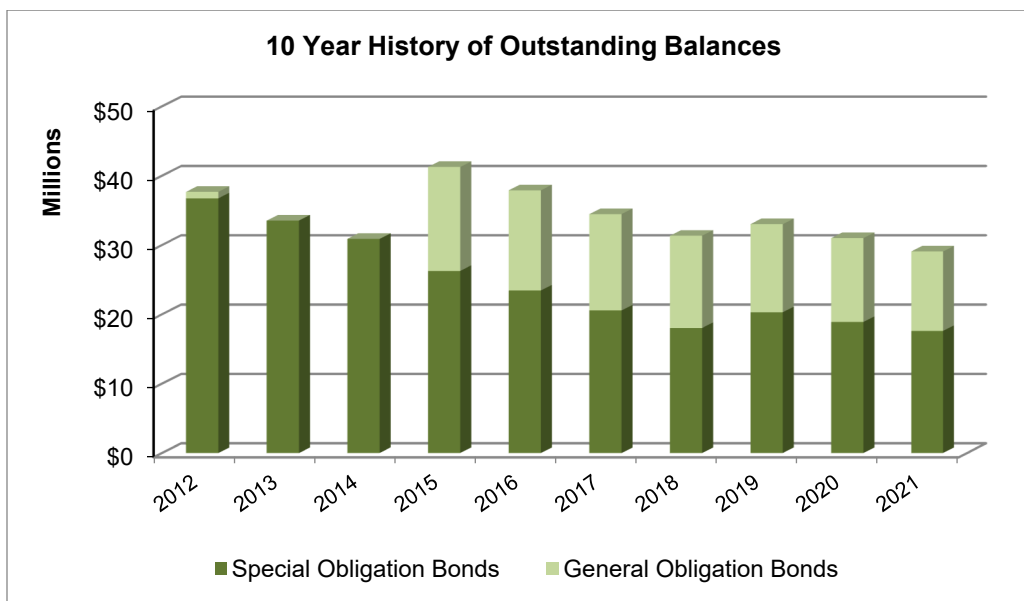
General Obligation Bonds

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, 2021 is \$11,455,000.

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, 2021 is \$17,625,000.

Outstanding Bond Issues by Issuance Date	Total Outstanding	Payoff Fiscal Year
2011 Special Obligation Bonds \$9,845,000 issued in November 2011	\$6,030,000	2032
2014 General Obligation Bonds \$15,000,000 issued in October 2014	\$11,455,000	2034
2019 Special Obligation Refund. & Improv. Bonds \$12,430,000 issued in October 2019	\$11,595,000	2032
Total Outstanding Bonds as of 9/30/2021	\$29,080,000	





Debt Service Debt Repayment by Funding Source

Debt Repayment by Funding Source from 2022 to 2034				
-----Funding Sources-----				
Fiscal Year	Total Debt	Property Tax *	Sales Tax **	Capital Improvement
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
2031	2,257,846	1,117,769	494,600	645,478
Future Years 32-34	4,583,369	3,443,150	494,900	645,319
Grand Total	34,948,880	22,409,481	5,427,925	7,111,474

*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 is now recorded in the 2019 SO Refunding Bond Fund due to a bond refunding. 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 a portion of the 2019 debt issuance related to the renovation of the Center of Clayton.



Debt Service Debt Repayment by Bond Issue

Debt Repayment by Bond Issue from 2022 to 2034 (Principal and Interest)					
Fiscal Year	2011 Special Obligation	2014 General Obligation	2019 Special Obligation Refunding	2019 Special Obligation Improvement	Totals
2022	646,675	1,010,738	931,350	492,425	3,081,188
2023	647,938	1,010,438	933,475	495,675	3,087,525
2024	648,163	1,027,663	933,850	493,050	3,102,725
2025	647,938	1,030,538	932,475	494,550	3,105,500
2026	647,263	1,047,438	929,350	490,175	3,114,225
2027	646,138	1,058,213	929,350	489,925	3,123,625
2028	644,563	1,077,788	931,650	490,850	3,144,850
2029	647,463	1,086,163	936,025	495,325	3,164,975
2030	644,540	1,108,263	933,800	496,450	3,183,053
2031	645,478	1,117,769	-	494,600	2,257,846
Future Years 32-34	645,319	3,443,150	-	494,900	4,583,369
Grand Total	7,111,474	14,018,156	8,391,325	5,427,925	34,948,880



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 \$8,580,000 outstanding balance of the 2009 Series B bonds. 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 contribution toward renovation of the Center of Clayton. A recent court decision, unrelated to the City of Clayton, will cause this levy to reduce by approximately \$84,000. This amount is reflected in the FY 2022 revenue.

The bond issue is scheduled to mature in 2032.

2019 Special Obligation Bond Refunding and Improvement - \$12,430,000			
Interest Rate Range: 2.0% to 5.0%			
	Principal	Interest	Total Debt Service
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	480,000	14,600	494,500
2032	490,000	4,900	494,900
Outstanding Principal Balance at 9/30/2021:			\$11,595,000



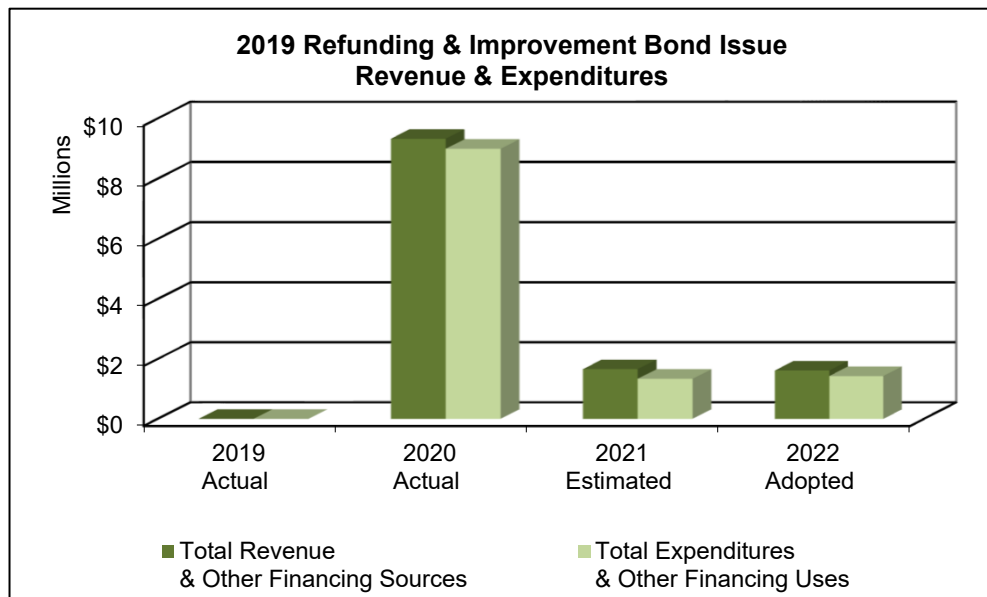
2019 Refunding & Improvement Bond Issue

Summary of Revenue and Expenditures

Fiscal Years 2019 - 2022

Fund 35	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$0	\$0	\$329,834	\$646,589
Revenue	0	677,309	1,656,530	1,614,543
Other Financing Sources	0	8,646,627	0	0
Total Revenue & Other Financing Sources	0	9,323,936	1,656,530	1,614,543
Expenditures	0	348,627	1,339,775	1,428,775
Other Financing Uses	0	8,645,475	0	0
Total Expenditures & Other Financing Uses	0	8,994,102	1,339,775	1,428,775
Surplus (Deficit)	0	329,834	316,755	185,768
Ending Fund Balance	\$0	\$329,834	\$646,589	\$832,357
% Fund Balance to Expenditures	0%	0%	48%	58%

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. All bond proceeds were spent as of 2021. The refinance of the 2009 debt saved approximately \$720,000.





2019 Refunding & Improvement Bond Issue - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax								
Real Property Tax	\$0	\$509,929	\$1,135,868	\$1,135,868	\$1,082,714	\$1,022,128	-10%	-6%
Personal Property Tax	0	37,129	102,192	102,192	103,131	97,315	-5%	-6%
Total Property Tax	0	547,058	1,238,060	1,238,060	1,185,845	1,119,443	-10%	-6%
Sales & Use Taxes								
Parks-Storm Water Sales Tax (0.5%)	0	125,999	470,000	470,000	470,000	495,000	5%	5%
Total Sales & Use Taxes	0	125,999	470,000	470,000	470,000	495,000	5%	5%
Interest Income								
Interest on Investments	0	4,251	3,621	3,621	685	100	-97%	-85%
Total Interest Income	0	4,251	3,621	3,621	685	100	-97%	-85%
Total Revenue	0	677,308	1,711,681	1,711,681	1,656,530	1,614,543	-6%	-3%
Other Financing Sources								
Bond Proceeds	0	8,646,627	0	0	0	0	0%	0%
Total Other Financing Sources	0	8,646,627	0	0	0	0	0%	0%
Total Revenue & Other Financing Sources	\$0	\$9,323,936	\$1,711,681	\$1,711,681	\$1,656,530	\$1,614,543	-6%	-3%

2019 Refunding & Improvement Bond Issue - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Contractual Services								
Professional Services General	\$0	\$318	\$5,000	\$5,000	\$1,000	\$5,000	0%	400%
Total Contractual Services	0	318	5,000	5,000	1,000	5,000	0%	400%
Debt Service								
Debt Service Principal	0	0	835,000	835,000	835,000	965,000	16%	16%
Debt Service Interest	0	348,309	503,775	503,775	503,775	458,775	-9%	-9%
Total Debt Service	0	348,309	1,338,775	1,338,775	1,338,775	1,423,775	6%	6%
Total Expenditures	0	348,627	1,343,775	1,343,775	1,339,775	1,428,775	6%	7%
Other Financing Uses								
Bond Issuance Costs	0	92,391	0	0	0	0	0%	0%
Transfer to Trustee	0	8,553,084	0	0	0	0	0%	0%
Total Other Financing Uses	0	8,645,475	0	0	0	0	0%	0%
Total Expenditures and Other Financing Uses	\$0	\$8,994,102	\$1,343,775	\$1,343,775	\$1,339,775	\$1,428,775	6%	7%



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

In 2021, the remaining fund balance reserved for capital projects was transferred out of this debt service fund into the new 2014 General Obligation Bond Construction Fund which is a Capital Improvement fund. The City plans to explore a refunding of these bonds in 2022 to realize interest savings over the remaining life of the bonds.

2014 General Obligation Bond Neighborhood Streets, Street Lighting and Alleys \$15,000,000			
Interest Rate Range: 2.0% to 3.25%			
	Principal	Interest	Total Debt Service
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	995,000	122,769	1,117,769
2032-2034	3,280,000	163,150	3,443,150
Outstanding Principal Balance at 9/30/2021:			\$11,455,000

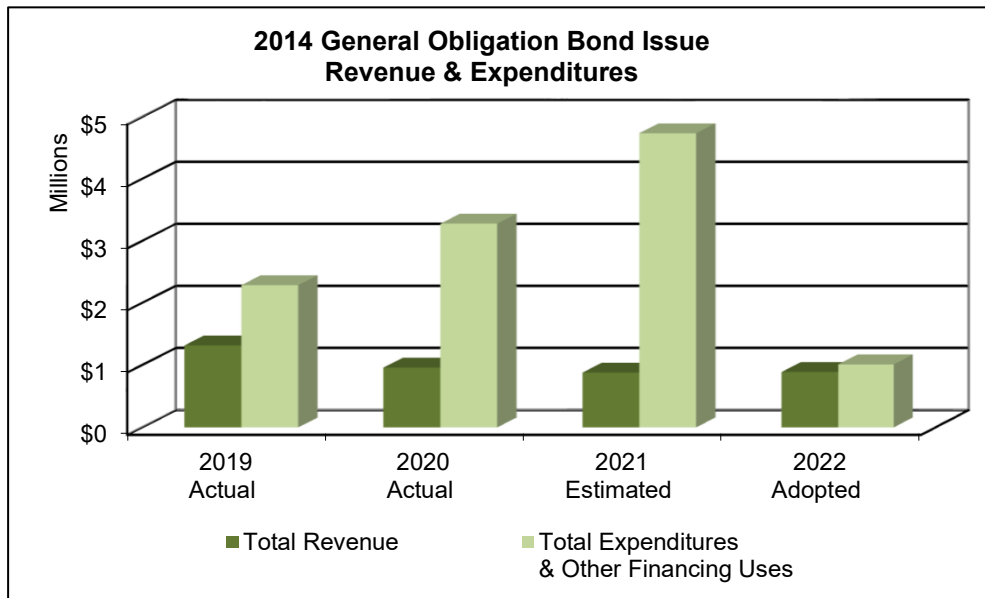


2014 General Obligation Bond Issue Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 32	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$8,231,017	\$7,261,716	\$4,942,109	\$1,084,183
Total Revenue	1,318,609	961,387	880,173	891,259
Expenditures	1,005,806	1,016,115	1,007,438	1,012,738
Other Financing Uses	1,282,104	2,264,879	3,730,661	0
Total Expenditures & Other Financing Uses	2,287,909	3,280,994	4,738,099	1,012,738
Surplus (Deficit)	(969,300)	(2,319,607)	(3,857,926)	(121,479)
Ending Fund Balance	\$7,261,716	\$4,942,109	\$1,084,183	\$962,704
% Fund Balance to Expenditures	722%	486%	108%	95%

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 moved the remaining bond proceeds to the new 2014 GO Bond Construction Fund where projects are now recorded. This change will allow the remaining construction funds to be separated from debt service funds.





2014 General Obligation Bond Issue - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax								
Real Property Tax	\$1,074,635	\$774,629	\$861,794	\$861,794	\$797,598	\$818,861	-5%	3%
Personal Property Tax	99,446	59,572	68,712	68,712	65,033	65,960	-4%	1%
Total Property Tax	1,174,081	834,201	930,506	930,506	862,631	884,821	-5%	3%
Interest Income								
Interest on Investments	144,528	127,186	10,222	10,222	17,542	6,438	-37%	-63%
Total Interest Income	144,528	127,186	10,222	10,222	17,542	6,438	-37%	-63%
Total Revenue	\$1,318,609	\$961,387	\$940,728	\$940,728	\$880,173	\$891,259	-5%	1%

2014 General Obligation Bond Issue - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Contractual Services								
Professional Services General	\$318	\$3,977	\$3,500	\$3,500	\$500	\$2,000	-43%	300%
Total Contractual Services	318	3,977	3,500	3,500	500	2,000	-43%	300%
Debt Service								
Debt Service Principal	595,000	620,000	640,000	640,000	640,000	670,000	5%	5%
Debt Service Interest	410,488	392,138	366,938	366,938	366,938	340,738	-7%	-7%
Total Debt Service	1,005,488	1,012,138	1,006,938	1,006,938	1,006,938	1,010,738	0%	0%
Total Expenditures	1,005,806	1,016,115	1,010,438	1,010,438	1,007,438	1,012,738	0%	1%
Other Financing Uses								
Transfers Out to Capital Improvement Fund	1,282,104	2,264,879	0	0	0	0	0%	0%
Transfers Out to 2014 GO Bond Construction Fund	0	0	3,040,932	3,730,932	3,730,661	0	-100%	-100%
Total Other Financing Uses	1,282,104	2,264,879	3,040,932	3,730,932	3,730,661	0	-100%	-100%
Total Expenditures & Other Financing Uses	\$2,287,909	\$3,280,994	\$4,051,370	\$4,741,370	\$4,738,099	\$1,012,738	-75%	-79%



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
- Historic Hanley House Improvements
- Shaw Park Tennis Court Renovation
- Shaw Park Ice Rink Improvements
- Shaw Park Ball Field Improvements
- Shaw Park Walking Trail
- Shaw Park Aquatic Center Improvements

This bond issue is scheduled to mature in 2032. The City plans to explore a refunding of these bonds in 2022 to realize interest savings over the remaining life of the bonds.

2011 Special Obligation Bond Police Facility and Other Capital Projects - \$9,845,000			
Interest Rate Range: 2.0% to 3.25%			
	Principal	Interest	Total Debt Service
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	615,000	30,477	645,477
2032	635,000	10,319	645,319
Outstanding Principal Balance at 9/30/2021:			\$6,030,000



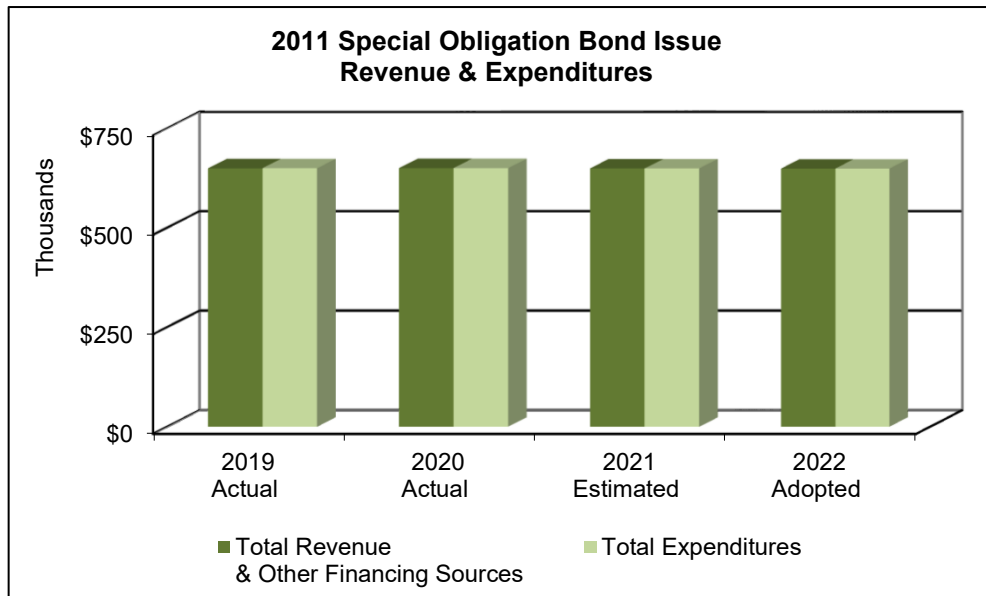
2011 Special Obligation Bond Issue

Summary of Revenue and Expenditures

Fiscal Years 2019 - 2022

Fund 31	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$13,428	\$13,244	\$13,316	\$13,249
Revenue	186	258	133	20
Other Financing Sources	649,163	649,700	648,888	648,675
Total Revenue & Other Financing Sources	649,349	649,958	649,021	648,695
Total Expenditures	649,533	649,885	649,088	648,675
Surplus (Deficit)	(185)	72	(67)	20
Ending Fund Balance	\$13,244	\$13,316	\$13,249	\$13,269
% Fund Balance to Expenditures	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. The debt service payments are supported by a transfer-in from the Capital Improvement Fund.





2011 Special Obligation Bond Issue - Revenue

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Interest Income								
Interest on Investments	\$186	\$258	\$144	\$144	\$133	\$20	-86%	-85%
Total Interest Income	186	258	144	144	133	20	-86%	-85%
Total Revenue	186	258	144	144	133	20	-86%	-85%
Other Financing Sources								
Transfers-In	649,163	649,700	648,888	648,888	648,888	648,675	0%	0%
Total Other Financing Sources	649,163	649,700	648,888	648,888	648,888	648,675	0%	0%
Total Revenue & Other Financing Sources	\$649,349	\$649,958	\$649,032	\$649,032	\$649,021	\$648,695	0%	0%

2011 Special Obligation Bond Issue - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Contractual Services								
Professional Services General	\$371	\$186	\$3,500	\$3,500	\$200	\$2,000	-43%	900%
Total Contractual Services	371	186	3,500	3,500	200	2,000	-43%	900%
Debt Service								
Debt Service Principal	440,000	450,000	460,000	460,000	460,000	470,000	2%	2%
Debt Service Interest	209,162	199,700	188,888	188,888	188,888	176,675	-6%	-6%
Total Debt Service	649,162	649,700	648,888	648,888	648,888	646,675	0%	0%
Total Expenditures	\$649,533	\$649,885	\$652,388	\$652,388	\$649,088	\$648,675	-1%	0%



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.



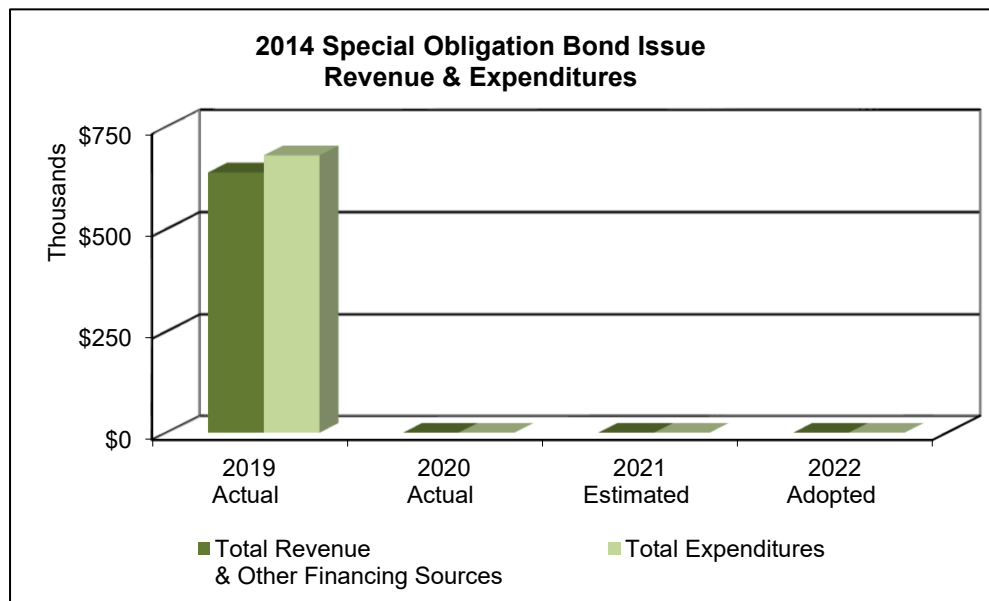
2014 Special Obligation Refunding Bond Issue

Summary of Revenue and Expenditures

Fiscal Years 2019 - 2022

Fund 33	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$163,344	\$0	\$0	\$0
Revenue	1,251	0	0	0
Other Financing Sources	637,147	0	0	0
Total Revenue & Other Financing Sources	638,397	0	0	0
Total Expenditures	680,183	0	0	0
Surplus (Deficit)	(41,785)	0	0	0
Ending Fund Balance	\$0	\$0	\$0	\$0
% Fund Balance to Expenditures	0%	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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Interest Income								
Interest on Investments	\$422	\$0	\$0	\$0	\$0	\$0	0%	0%
Total Interest Income	422	0	0	0	0	0	0%	0%
Miscellaneous								
Special Assessment Principal	829	0	0	0	0	0	0%	0%
Total Miscellaneous	829	0	0	0	0	0	0%	0%
Total Revenue	1,251	0	0	0	0	0	0%	0%
Other Financing Sources								
Transfers-In	637,147	0	0	0	0	0	0%	0%
Total Other Financing Sources	637,147	0	0	0	0	0	0%	0%
Total Revenue & Other Financing Sources	\$638,397	\$0	\$0	\$0	\$0	\$0	0%	0%

2014 Special Obligation Refunding Bond Issue - Expenditures

Account	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Contractual Services								
Professional Services General	\$133	\$0	\$0	\$0	\$0	\$0	0%	0%
Total Contractual Services	133	0	0	0	0	0	0%	0%
Debt Service								
Debt Service Principal	670,000	0	0	0	0	0	0%	0%
Debt Service Interest	10,050	0	0	0	0	0	0%	0%
Total Debt Service	680,050	0	0	0	0	0	0%	0%
Total Expenditures	\$680,183	\$0	\$0	\$0	\$0	\$0	0%	0%



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.



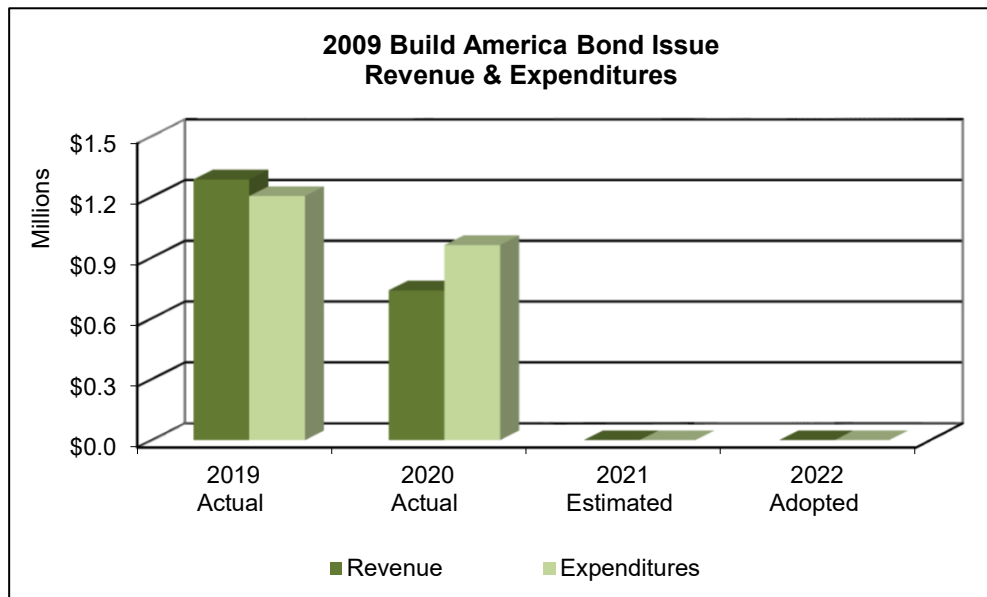
2009 Build America Bond Issue Summary of Revenue and Expenditures Fiscal Years 2019 - 2022

Fund 30	2019 Actual	2020 Actual	2021 Estimated	2022 Adopted
Beginning Fund Balance	\$141,602	\$224,057	\$0	\$0
Revenue	1,286,522	738,360	0	0
Expenditures	1,204,067	962,417	0	0
Surplus (Deficit)	82,455	(224,057)	0	0
Ending Fund Balance	\$224,057	\$0	\$0	\$0
% Fund Balance to Expenditures	19%	0%	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	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Revenue								
Property Tax								
Real Property Tax	\$1,014,144	\$593,095	\$0	\$0	\$0	\$0	0%	0%
Personal Property Tax	101,940	62,906	0	0	0	0	0%	0%
Total Property Tax	1,116,084	656,002	0	0	0	0	0%	0%
Intergovernmental								
Federal Rebate	167,192	81,149	0	0	0	0	0%	0%
Total Intergovernmental	167,192	81,149	0	0	0	0	0%	0%
Interest Income								
Interest on Investments	3,246	1,209	0	0	0	0	0%	0%
Total Interest Income	3,246	1,209	0	0	0	0	0%	0%
Total Revenue	\$1,286,522	\$738,360	\$0	\$0	\$0	\$0	0%	0%

2009 Build America Bond Issue - Expenditures

Expenditures	2019 Actual	2020 Actual	2021 Budget	2021 Amended	2021 Estimated	2022 Adopted	% 2022 to 2021 Budget	% 2022 to 2021 Est.
Expenditures								
Contractual Services								
Professional Services General	\$1,166	\$1,025	\$0	\$0	\$0	\$0	0%	0%
Total Contractual Services	1,166	1,025	0	0	0	0	0%	0%
Debt Service								
Debt Service Principal	695,000	715,000	0	0	0	0	0%	0%
Debt Service Interest	507,901	246,393	0	0	0	0	0%	0%
Total Debt Service	1,202,901	961,393	0	0	0	0	0%	0%
Total Expenditures	\$1,204,067	\$962,417	\$0	\$0	\$0	\$0	0%	0%



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.

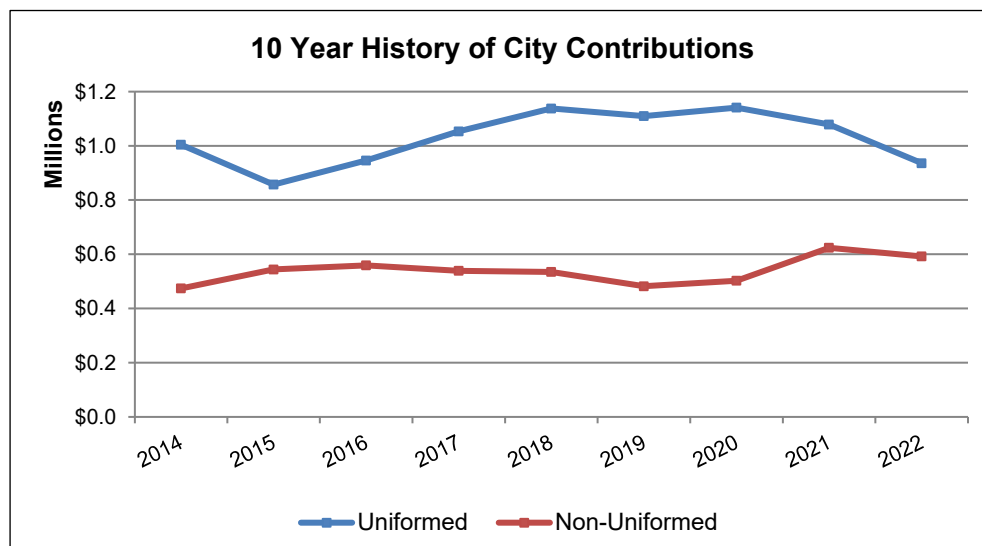
Revenue and expenditure outcomes are highly dependent on factors outside the City's control, such as market conditions, employees' retirement decisions, and the number of years that retirees and/or their beneficiaries receive benefits. The two pension plans are not considered budgeted funds of the City, 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 2021 Estimated	1,703,020	520,935	2,223,955
FY 2022 Projected	1,528,041	581,635	2,109,676

Ten Year History of City Contributions



Non-uniformed City and Employee contributions include employees of the Center of Clayton.



**Supplemental Detailed Debt Service Schedules
Debt Service Outstanding as of 9-30-21**

Special Obligation Refunding and Improvement Bonds, Series 2019

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

Interest rate range: 3.0% to 5.0%

		Principal	Interest	Payment Total	Interest by FY	Total by FY
	12/1/2021	640,000	153,675	793,675		
FY 2022	6/1/2022		137,675	137,675	291,350	931,350
	12/1/2022	675,000	137,675	812,675		
FY 2023	6/1/2023		120,800	120,800	258,475	933,475
	12/1/2023	710,000	120,800	830,800		
FY 2024	6/1/2024		103,050	103,050	223,850	933,850
	12/1/2024	745,000	103,050	848,050		
FY 2025	6/1/2025		84,425	84,425	187,475	932,475
	12/1/2025	780,000	84,425	864,425		
FY 2026	6/1/2026		64,925	64,925	149,350	929,350
	12/1/2026	820,000	64,925	884,925		
FY 2027	6/1/2027		44,425	44,425	109,350	929,350
	12/1/2027	860,000	44,425	904,425		
FY 2028	6/1/2028		27,225	27,225	71,650	931,650
	12/1/2028	895,000	27,225	922,225		
FY 2029	6/1/2029		13,800	13,800	41,025	936,025
	12/1/2029	920,000	13,800	933,800		
FY 2030					13,800	933,800

Refund Series 2009B
Outstanding at 9/30/21:

7,045,000	1,346,325	8,391,325	1,346,325	8,391,325
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Recreation Center Project - \$4,830,000

Interest rate range: 2.0% to 5.0%

		Principal	Interest	Payment Total	Interest by FY	Total by FY
	12/1/2021	325,000	87,775	412,775		
FY 2022	6/1/2022		79,650	79,650	167,425	492,425
	12/1/2022	345,000	79,650	424,650		
FY 2023	6/1/2023		71,025	71,025	150,675	495,675
	12/1/2023	360,000	71,025	431,025		
FY 2024	6/1/2024		62,025	62,025	133,050	493,050
	12/1/2024	380,000	62,025	442,025		
FY 2025	6/1/2025		52,525	52,525	114,550	494,550
	12/1/2025	395,000	52,525	447,525		
FY 2026	6/1/2026		42,650	42,650	95,175	490,175
	12/1/2026	415,000	42,650	457,650		
FY 2027	6/1/2027		32,275	32,275	74,925	489,925
	12/1/2027	435,000	32,275	467,275		
FY 2028	6/1/2028		23,575	23,575	55,850	490,850
	12/1/2028	455,000	23,575	478,575		
FY 2029	6/1/2029		16,750	16,750	40,325	495,325
	12/1/2029	470,000	16,750	486,750		
FY 2030	6/1/2030		9,700	9,700	26,450	496,450
	12/1/2030	480,000	9,700	489,700		
FY 2031	6/1/2031		4,900	4,900	14,600	494,600
	12/1/2031	490,000	4,900	494,900		
FY 2032					4,900	494,900

Recreation Center Project
Outstanding at 9/30/21:

4,550,000	877,925	5,427,925	877,925	5,427,925
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Grand Total

Outstanding at 9/30/21:	11,595,000	2,224,250	13,819,250	2,224,250	13,819,250
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**Supplemental Detailed Debt Service Schedules
Debt Service Outstanding as of 9-30-21**

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

Interest rate range: 2.0% to 3.25%

		Principal	Interest	Payment Total	Interest by FY	Total by FY
	3/15/2022	670,000	177,068.75	847,068.75		
FY 2022	9/15/2022	-	163,668.75	163,668.75	340,737.50	1,010,737.50
	3/15/2023	690,000	163,668.75	853,668.75		
FY 2023	9/15/2023	-	156,768.75	156,768.75	320,437.50	1,010,437.50
	3/15/2024	725,000	156,768.75	881,768.75		
FY 2024	9/15/2024	-	145,893.75	145,893.75	302,662.50	1,027,662.50
	3/15/2025	750,000	145,893.75	895,893.75		
FY 2025	9/15/2025	-	134,643.75	134,643.75	280,537.50	1,030,537.50
	3/15/2026	790,000	134,643.75	924,643.75		
FY 2026	9/15/2026	-	122,793.75	122,793.75	257,437.50	1,047,437.50
	3/15/2027	825,000	122,793.75	947,793.75		
FY 2027	9/15/2027	-	110,418.75	110,418.75	233,212.50	1,058,212.50
	3/15/2028	870,000	110,418.75	980,418.75		
FY 2028	9/15/2028	-	97,368.75	97,368.75	207,787.50	1,077,787.50
	3/15/2029	905,000	97,368.75	1,002,368.75		
FY 2029	9/15/2029	-	83,793.75	83,793.75	181,162.50	1,086,162.50
	3/15/2030	955,000	83,793.75	1,038,793.75		
FY 2030	9/15/2030	-	69,468.75	69,468.75	153,262.50	1,108,262.50
	3/15/2031	995,000	69,468.75	1,064,468.75		
FY 2031	9/15/2031	-	53,300.00	53,300.00	122,768.75	1,117,768.75
	3/15/2032	1,045,000	53,300.00	1,098,300.00		
FY 2032	9/15/2032	-	36,318.75	36,318.75	89,618.75	1,134,618.75
	3/15/2033	1,090,000	36,318.75	1,126,318.75		
FY 2033	9/15/2033	-	18,606.25	18,606.25	54,925.00	1,144,925.00
	3/15/2034	1,145,000	18,606.25	1,163,606.25		
FY 2034	9/15/2034	-	-	-	18,606.25	1,163,606.25
Outstanding at 9/30/21:		11,455,000	2,563,156.25	14,018,156.25	2,563,156.25	14,018,156.25



**Supplemental Detailed Debt Service Schedules
Debt Service Outstanding as of 9-30-21**

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

Interest rate range: 2.0% to 3.25%

		Principal	Interest	Payment Total	Interest by FY	Total by FY
	12/1/2021	470,000	91,568.75	561,568.75		
FY 2022	6/1/2022	-	85,106.25	85,106.25	176,675.00	646,675.00
	12/1/2022	485,000	85,106.25	570,106.25		
FY 2023	6/1/2023	-	77,831.25	77,831.25	162,937.50	647,937.50
	12/1/2023	500,000	77,831.25	577,831.25		
FY 2024	6/1/2024	-	70,331.25	70,331.25	148,162.50	648,162.50
	12/1/2024	515,000	70,331.25	585,331.25		
FY 2025	6/1/2025	-	62,606.25	62,606.25	132,937.50	647,937.50
	12/1/2025	530,000	62,606.25	592,606.25		
FY 2026	6/1/2026	-	54,656.25	54,656.25	117,262.50	647,262.50
	12/1/2026	545,000	54,656.25	599,656.25		
FY 2027	6/1/2027	-	46,481.25	46,481.25	101,137.50	646,137.50
	12/1/2027	560,000	46,481.25	606,481.25		
FY 2028	6/1/2028	-	38,081.25	38,081.25	84,562.50	644,562.50
	12/1/2028	580,000	38,081.25	618,081.25		
FY 2029	6/1/2029	-	29,381.25	29,381.25	67,462.50	647,462.50
	12/1/2029	595,000	29,381.25	624,381.25		
FY 2030	6/1/2030	-	20,158.75	20,158.75	49,540.00	644,540.00
	12/1/2030	615,000	20,158.75	635,158.75		
FY 2031	6/1/2031	-	10,318.75	10,318.75	30,477.50	645,477.50
	12/1/2031	635,000	10,318.75	645,318.75		
FY 2032				-	10,318.75	645,318.75
Outstanding at 9/30/21:		6,030,000	1,081,473.75	7,111,473.75	1,081,473.75	7,111,473.75

BILL NO. 6860

ORDINANCE NO. 6722

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR FISCAL YEAR 2022
COMMENCING ON OCTOBER 1, 2021 AND APPROPRIATING FUNDS PURSUANT
THERETO**

WHEREAS, the City Manager has presented to the Board of Aldermen an annual budget for the Fiscal Year 2022 commencing on October 1, 2021; and

WHEREAS, a public hearing on the budget was conducted on September 14, 2021, 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 2022 commencing on October 1, 2021, 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.

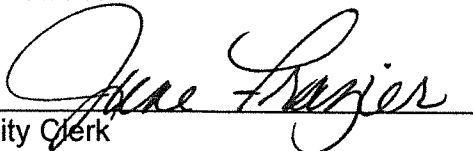
Section 3. This ordinance shall be in full force and effect from and after its passage by the Board of Aldermen.

Passed this 28th day of September 2021.



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.

CRSWC – This acronym stands for Clayton Recreation, Sports and Wellness Commission and is the organization that operates the recreation center, which is a joint venture between the City of Clayton and the School District of Clayton.

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.