

Clayton, MISSOURI



One Year Operating and Capital Improvements Budget and Two Year Plan

Fiscal Years

October 1, 2011 - September 30, 2014

CITY OF CLAYTON, MISSOURI

**ADOPTED OPERATING AND
CAPITAL IMPROVEMENTS BUDGET FOR
THE FISCAL YEAR OCTOBER 1, 2011 TO SEPTEMBER 30, 2012
(FY 2012)
AND TWO YEAR PLAN FOR FISCAL YEARS 2013 & 2014**

MEMBERS OF THE BOARD OF ALDERMEN

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Aldermen

Judy R. Goodman
Michelle Harris
Cynthia Garnholz

Steven E. Lichtenfeld
Andrea Maddox-Dallas
Mark Winings

City Manager

Craig S. Owens

Interim Finance Director

Betty Luebke



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Clayton
Missouri**

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

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October 1, 2011

Honorable Mayor and Board of Aldermen
City of Clayton, Missouri

I am pleased to transmit the adopted budget for Fiscal Year 2012. Though this budget is for the fiscal year from October 1, 2011 to September 30, 2012, also included is a budget plan for two additional fiscal years. This three year budget planning helps us understand upcoming needs and expenses and project revenue for planning purposes. We also prepared and include a five year Capital Improvement Plan that likewise manages the largest expenditures of the organization from a capital basis.

Below is a summary chart of the Adopted Budget:

Fund	Revenues	Expenditures	Over / (under)	Beginning balance	Ending Balance	% of ending balance to expenditures
General	22,135,235	24,954,795	(2,819,560)	19,201,372	16,381,812	65.65%
Capital Improvement	25,648,081	26,460,908	(812,827)	1,853,808	1,040,981	3.93%
Special Revenue	525,346	624,619	(99,273)	438,852	339,579	54.37%
Equipment Replacement	869,369	873,968	(4,599)	1,420,566	1,415,967	162.02%
Uniformed Pension	3,358,317	1,557,927	1,800,390	31,037,187	32,837,577	2,107.77%
Non-uniformed Pension	1,242,375	340,565	901,810	10,544,565	11,446,375	3,361.00%
Debt Service	4,550,560	10,839,531	(6,288,971)	8,702,508	2,413,537	22.27%
SUBTOTALS	58,329,283	65,652,313	(7,323,030)	73,198,858	65,875,828	
Inter-fund Transfers	12,542,516	12,542,516				
TOTALS	45,786,767	53,109,797				

Clayton, like most US cities, has faced an unusually challenging and unusually long duration of reduced revenue and increasing costs. Unlike most cities, Clayton has faced this recession and slow period of economic recovery with a very strong reserve. Our approach starting last year and continuing with this recommended budget is to again draw down on those reserves as the revenue sources regain momentum. Informed by our citizen survey and initial input from the Board of Aldermen and the citizens and businesses that participated in a series of Budget Forums, we are not recommending significant reductions in service levels.

General Fund Revenues

City Sales Tax is estimated to increase by .91% compared to last year's budget and real property tax is budgeted to increase by 2.24% from last year's budget. Utility tax is budgeted to increase by 6.00%. With all other fees and revenues for the General Fund, we are estimating a decline in the adopted

budget of .84% compared to that of last year. However, we estimate a 1.52% increase in the FY 2012 adopted budget compared to our estimate of final revenue receipts for FY 2011.

General Fund Expenditures

This budget continues to provide resources required to provide continued levels of service, maintain a professional staff with market-based compensation, training and necessary equipment, and renewal of our infrastructure to provide a lowest cost of ownership through lowest appropriate lifecycle cost. This is achieved with a General Fund expenditure increase of 1.60% compared with the adopted budget last year.

Personnel Cost

Overall the increase in personnel expense, the largest category in the General Fund, increases approximately 1%. This includes providing step increases for the uniformed employees and an equivalent merit pay pool for non-uniformed employees. It does not provide a general or cost of living increase except for employees that have reached the top of the pay scale (these employees received a 1.4% non-base-building increase). Health insurance for employees increased 7.5% this year, and pension costs decreased by 2.6% for the uniformed employees and increased 58.4% for the non-uniformed employees. The average pension contribution for all qualifying employees is \$7,629 (179 persons).

Some reduction in net full-time staffing has been implemented in the current year and also FY 2012. We have worked to find savings throughout the course of the year as pledged. One of the most important areas is in reevaluation of vacated positions. Each time a position is vacated a review has been conducted to explore opportunities for elimination of the position, reduction in scope to fit the position in a lower and more appropriate pay grade, reassignment of duties to other personnel, contract services, or conversion to part-time or seasonal.

Through this process we have managed to reduce full time staffing by 4 full-time positions. We believe these changes are sustainable and will have little noticeable impact on service provision.

Capital Improvement Fund

Last year the City showed very limited capital expenditure for FY 2011-13. This was not based on our assessed need, but was a response to our predicted declines in revenue and our projected deficit. Clayton continues to require regular reinvestment in the assets it owns and operates to provide services to the community. Clayton has enjoyed an enviable position to be able to cash fund most of the capital improvements it has required over the past few years with the exception of very large projects that are bond funded.

This budget is a "bridge" of some annual debt issuance between now and 2019 that will not require a tax increase, but will more strategically stretch our existing revenue stream and offer a plan to return to a primarily cash funded program for our capital improvements except for very large projects. This plan

keeps us on schedule to renew and protect the integrity of our infrastructure and ultimately keep us on track to provide high levels of service at the lowest cost of ownership.

Conclusion

I want to thank you, the Mayor and Board of Aldermen for the continued policy direction that allows us to plan and program services in a logical and efficient way to meet the needs of the community. I also want to commend and thank the dedicated management team of our city and the Finance Department for their hard work in developing this document and the plans and programs that are represented by this recommended budget. This was the tenth and last budget that was prepared under the direction of Don Yucuis. His expertise and dedication has contributed significantly to the success Clayton has experienced during his tenure.

Clayton continues to be the leader in municipal service provision in the St. Louis Area and throughout the region. The citizens and businesses that call Clayton home depend on excellent consistent services. Our organization, led by the Mayor and Board of Aldermen, is proud to continue to provide these services in an innovative and efficient way. The budget plan contained herein continues this tradition of service excellence.

Sincerely Yours,

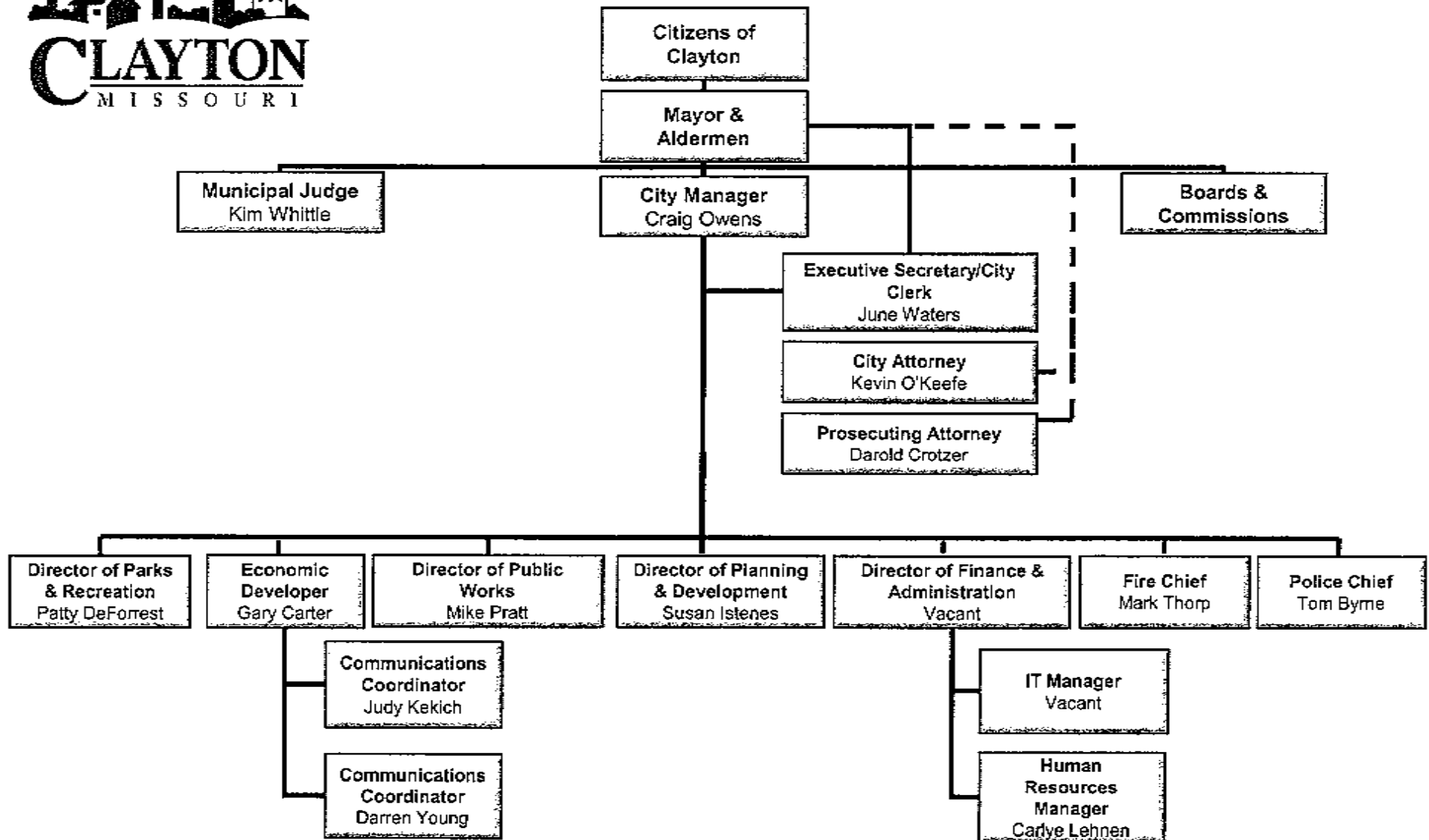


Craig S. Owens
City Manager

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City of Clayton Organization Chart





The City of Clayton places a major 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 Vision 2013 strategic plan, which sets policy and guides the City's development. The City Manager serves as the Budget Officer for the City and proposes a budget for the 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 the submitted budgets.
- City Manager submits Proposed Budget to the Board of Aldermen.
- Budget Reporting, Transfers and Amendments
 - a. 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.
 - b. Transfer of funds within a department requires approval by the City Manager.
 - c. Transfer of funds between departments or between funds requires approval by the Board of Aldermen.
 - d. Increasing the budget requires approval by the Board of Aldermen which normally occurs quarterly.

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

BUDGET CALENDAR FOR FY 2012

<u>Date</u>	<u>Description</u>
April 6, 2011	- Distribute and discuss budget instructions
April 7 - May 3, 2011	- Departments enter budget requests into the City budget system - Complete meetings regarding Equipment Replacement and IT requests - May 3, 2011, deadline for FY 2012-2014 Budget Requests
May 9 - June 2, 2011	- Budget Team review and Department Head Budget Presentations
June 6 - June 10, 2011	- Final Review with Budget Team and Department Heads
June 13 - June 23, 2011	- Preparation of recommended budget document by Budget Team
June 24 - June 30, 2011	- Final review by City Manager
July 1, 2011	- Distribution of recommended budget document to the Board
July 5 - August 5, 2011	- Budget Review Work Sessions (2 or more) with Mayor and Board of Aldermen
July 26, 2011	- Set and publish Public Notice for August 23 rd Public Hearing (15 days required)
August 23, 2011	- Public Hearing and 1 st Reading of Proposed Property Tax Levy - Public Hearing and 1 st Reading of Proposed Budget Ordinance
September 27, 2011	- Public Hearing and 2 nd Reading of Proposed Property Tax Levy - Public Hearing and 2 nd Reading of Proposed Budget Ordinance
September 30, 2011	- Property Tax Levy filing

OVERVIEW OF REVENUES AND EXPENDITURES FY 2010 TO FY 2012

Revenues by Fund – 3 Year Comparison

<u>Fund</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2012 % of Total</u>	<u>\$ Change FY 2011 to FY 2012</u>	<u>% Change FY 2011 to FY 2012</u>
General	24,054,285	21,380,407	21,371,413	36.6%	(8,994)	- 0.04%
Sewer Lateral	102,000	103,675	103,005	0.2%	(670)	- 0.65%
Special Tax District	237,275	398,275	422,341	0.7%	24,066	6.04%
Uniformed Pension	1,768,247	2,105,605	2,392,690	4.1%	287,085	13.63%
Non-Uniformed Pension	575,299	683,764	842,375	1.4%	158,611	23.20%
Equipment Replacement	1,389,000	67,750	70,747	0.1%	2,997	4.42%
Capital Improvement	23,095,605	6,801,088	19,492,586	33.4%	12,691,498	186.61%
Debt Service	893,208	1,234,954	1,091,610	1.9%	(143,344)	- 11.61%
Subtotal	52,114,919	32,775,518	45,786,767	78.5%	13,011,249	39.70%
Transfers In, All Funds	7,181,048	13,642,483	12,542,516	21.5%	(1,099,967)	- 8.06%
Total Revenue & Transfers In	59,295,967	46,418,001	58,329,283	100.0%	11,911,282	25.66%

Expenditures by Fund – 3 Year Comparison

<u>Fund</u>	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2012 % of Total</u>	<u>\$ Change FY 2011 to FY 2012</u>	<u>% Change FY 2011 to FY 2012</u>
General	21,253,407	20,739,410	21,314,764	32.5%	575,354	2.77%
Sewer Lateral	100,000	100,000	88,000	0.1%	(12,000)	- 12.00%
Special Tax District	392,501	273,167	363,119	0.6%	89,952	32.93%
Uniformed Pension	1,298,953	1,553,390	1,557,927	2.4%	4,537	0.29%
Non-Uniformed Pension	361,123	360,567	340,565	0.5%	(20,002)	- 5.55%
Equipment Replacement	2,473,708	1,371,820	873,968	1.3%	(497,852)	- 36.29%
Capital Improvement	14,956,256	15,073,040	23,787,418	36.2%	8,714,378	57.81%
Debt Service	3,637,940	4,737,339	4,784,036	7.3%	46,697	0.99%
Subtotal	44,473,888	44,208,733	53,109,797	80.9%	8,901,064	20.13%
Transfers Out, All Funds	7,181,048	13,642,483	12,542,516	19.1%	(1,099,967)	- 8.06%
Total Expenditures & Transfers Out	51,654,936	57,851,216	65,652,313	100.0%	7,801,097	13.48%

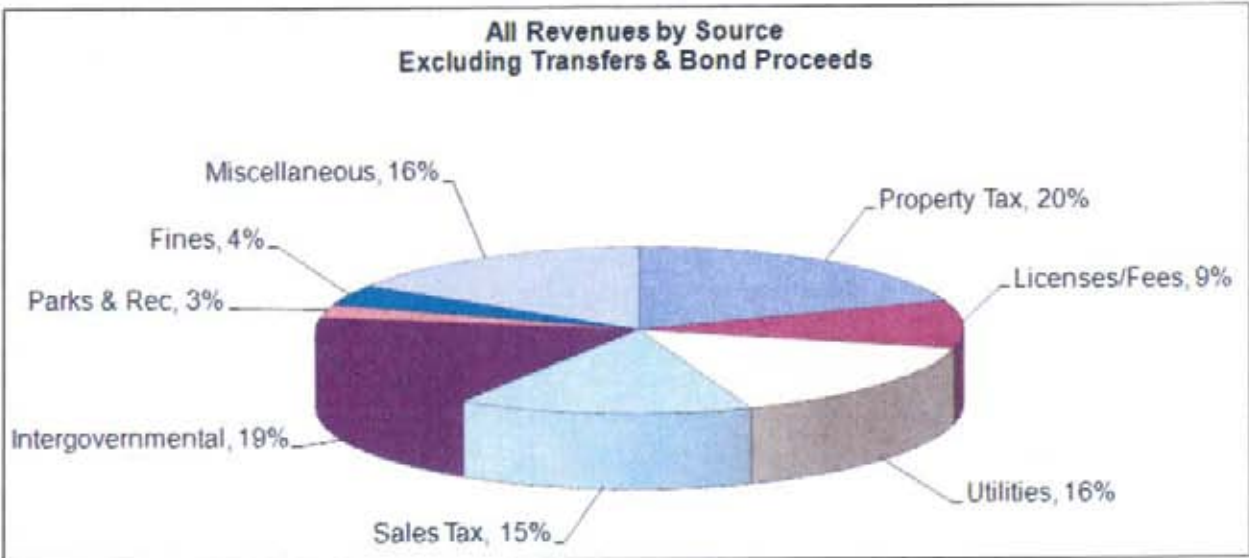
Revenues

Below is a comparative summary of revenues by major category including the dollar and percentage change between the FY 2011 and FY 2012 budgets:

<u>Revenues</u>	<u>2012 Budget</u>	<u>% of Total</u>	<u>2011 Budget</u>	<u>\$ Change FY 2011 to FY 2012</u>	<u>% Change FY 2011 to FY 2012</u>
Property Tax	7,002,465	12.01%	6,977,993	24,472	0.4%
Licenses/Fees	3,325,962	5.70%	3,625,119	(299,157)	- 8.3%
Utilities	5,567,084	9.55%	5,252,091	314,993	6.0%
Sales Tax	5,267,300	9.03%	5,217,566	49,734	1.0%
Intergovernmental	6,631,847	11.37%	5,139,867	1,491,980	29.0%
Parks & Rec	912,360	1.56%	968,521	(56,161)	- 5.8%
Fines	1,411,035	2.42%	1,346,926	64,109	4.8%
Misc	5,668,714	9.72%	4,247,435	1,421,279	33.5%
Bond Proceeds	10,000,000	17.14%	0	10,000,000	100.0%
Sub – total	45,786,767	78.50%	32,775,518	13,011,249	39.7%
Transfer In	12,542,516	21.50%	13,642,483	(1,099,967)	- 8.1%
Total	58,329,283	100.00%	46,418,001	11,911,282	25.7%

The significant increase from \$46,418,001 to \$58,329,283 is largely attributed to the planned borrowing of \$10 million in FY 2012 to be used to refurbish the new Police Facility. Net of transfers, the City expects to receive more than \$45 million in revenue in FY 2012. Property tax totaling \$7 million is 12% of the total and \$24,472 more than the FY 2011 budget. A decrease in Licenses/Fees of \$299,157 is a reflection of the decline in economic conditions with fewer submissions for building permits and lower license fees. Sales tax totaling \$5.3 million is 9% of the total and \$49,734 more than the FY 2011 budget. Utility tax revenues from electric, gas, water and telephone totaling \$5.6 million are 10% of the total and \$314,993 more than the FY 2011 budget primarily due to increased electric rates which were effective in the summer of 2011. The increase in Intergovernmental Revenues comes from Federal and other grants awarded for improvements to the City's Parks, the new Police facility, and the Forsyth Blvd. Pedestrian Underpass Project. Miscellaneous revenues totaling \$5.7 million is 9.7% of the total and \$1,421,279 more than the FY 2011 budget. This includes a \$1.5 million advance lease payment from RCCEEG for space in the new Police Facility and accounts for the majority of the increase.

The graph on the following page illustrates the percentage of revenue, by source, that is anticipated to be collected in FY 2012.



Expenditures

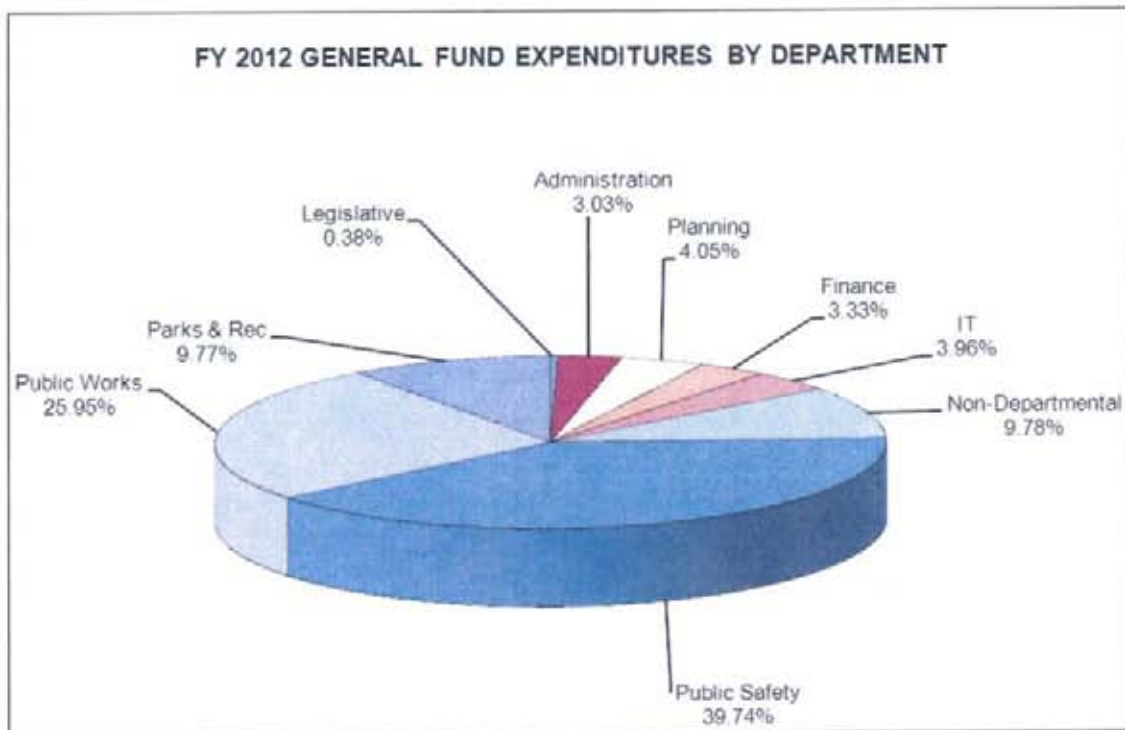
Overall expenditures are expected to increase by \$14,715,097 in FY 2012 from \$50,937,216 in FY 2011 to \$65,652,313 in FY 2012. The \$8.5 million increase in the Capital Improvement Fund is for renovations for the new police building, reconstruction of the Shaw Park tennis courts, Streetscape improvements and other capital improvements updates in FY 2012. The increase in Debt Service is due to transfers to the Capital Improvement Fund (CIP) to cover costs for the new Police Facility. A decrease of almost \$500,000 in the Equipment Replacement Fund reflects less need for replacements in rolling stock and other equipment in FY 2012. The Special Business District Fund accounts for approximately \$262,000 of the increase in expenditures and is due to an increase in the operations and maintenance costs and transfers to the CIP. General Fund expenditures account for another \$393,000 of the increase and are due to increases in personnel costs and commodities.

Below is a summary by fund of the budget changes in expenditures, including transfers out, from FY 2011 to FY 2012:

Expenditures	2012 Budget	% of Total	2011 Budget	\$ Change FY 2011 to FY 2012	% Change FY 2011 to FY 2012
General Fund	24,954,795	38.01%	24,561,831	392,964	1.6%
Sewer Lateral Fund	88,000	0.13%	100,000	(12,000)	- 12.0%
Uniformed Pension Non-Uniformed Pension	1,557,927	2.37%	1,553,390	4,537	0.3%
Special Tax District	340,565	0.52%	360,567	(20,002)	- 5.6%
ERF Fund	536,619	0.82%	274,167	262,452	95.7%
Capital Imp Fund	873,968	1.33%	1,371,820	(497,852)	- 36.3%
Debt Service	26,460,908	40.30%	17,978,102	8,482,806	47.2%
	10,839,531	16.51%	11,651,339	(811,808)	- 6.97%
Total	65,652,313	100%	50,937,216	14,715,097	28.9%

Below is a summary of expenditures for the major departments within the General Fund:

<u>Expenditures</u>	<u>2012 Budget</u>	<u>% of Total</u>	<u>2011 Budget</u>	<u>\$ Change FY 2011 to FY 2012</u>	<u>%Change FY 2011 to FY 2012</u>
General Fund					
Legislative	93,748	0.38%	84,940	8,808	10.4%
Administration	757,213	3.03%	786,323	(29,110)	- 3.7%
Planning	1,011,866	4.06%	931,766	80,100	8.6%
Finance	830,185	3.33%	791,930	38,255	4.8%
Information Technology	989,222	3.96%	744,485	244,737	3.3%
Non-Departmental	2,441,179	9.78%	3,079,052	(637,873)	- 20.7%
Public Safety	9,917,934	39.74%	9,588,474	329,460	3.4%
Public Works	6,474,603	25.95%	6,070,694	403,909	6.7%
Parks & Rec	2,438,845	9.77%	2,484,168	(45,323)	- 1.8%
Total General Fund	24,954,795	100.00%	24,561,832	392,963	1.6%

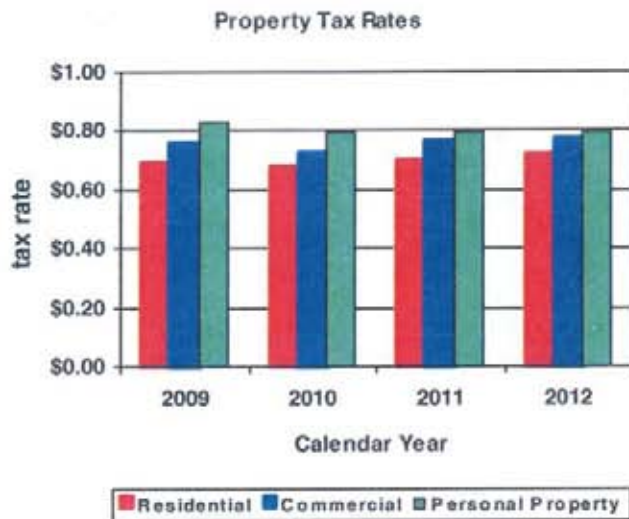


Grants – Federal/State/County

In FY 2012, the City of Clayton will receive grant funding from several sources. The major projects these sources will help fund are the Forsyth Blvd. pedestrian underpass project at Washington University, the Haddington Court buyout project, as well as parks grants and the solar panel grant for the new police facility.

Property Tax Rate Trends

Below is a comparison chart of the property tax rates by category since FY 2009:



	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
Residential	.690	.673	.696	.717
Commercial	.758	.724	.764	.772
Personal Prop	.829	.798	.798	.798

It is estimated that the FY 2012 tax rate will generate approximately \$7 million, a slight increase of \$24,472 over FY 2011.

The Special Business District tax, which is a special property tax on those properties within the Central Business District, will increase to the maximum allowable for both residential and commercial properties. The residential property tax rate of \$.110 for FY 2012 remains the same as FY 2011. The commercial tax rate for FY 2012 will increase to \$.131 from \$.129 in FY 2011. This is expected to raise approximately \$8,000 more than estimated for FY 2011.

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 general fund operating expenses in the General Fund. This fund balance goal gives the City the ability to deal with the unexpected, 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. Starting in FY 2011, the City accounted for revenue and expenditures from the Parking Fund and Insurance Fund in the General Fund. The General Operating Fund balance is projected to total \$16,381,812 by September 30, 2012, which is 66% of total expenditures.

Personnel Position Classification System

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

Since 2005, comprehensive salary and benefits analyses have been conducted by an outside consultant, CBIZ. They have been providing the City with salary structure updates free of charge. In FY 2010, the City renewed its contract with CBIZ to undertake another market survey and make recommendations to refine our current pay structure. The study was completed after the FY 2011 budget was approved and subsequently a new step system for public safety employees (excluding the two chiefs) was implemented and new pay ranges were implemented for non-uniformed staff.

Provisions for FY 2012 Pay Adjustments: In the past budget processes, prior to FY 2011, the Board of Aldermen had established a merit pay pool to reward employees' performance. Each employee has received a formal performance evaluation at the end of the fiscal year, and merit increases have been awarded at the start of the new fiscal year based on scores received. For employees who had not attained their maximum salary, an adjustment was made to their base wage until FY 2011 when they received a flat \$900 annual adjustment. For non-uniform employees who had attained their maximum salary, a merit adjustment was made in the form of a one-time non-base-building increase, while the uniformed public safety employees who were at maximum did not receive the non-base building adjustment as they had converted to a step system effective FY 2011. The merit pool has been 3% for the last several years (FY 2008 3.5%) – with FY 2011 being a flat \$900 adjustment and FY 2012 established at 2.66%.

In addition, beginning in FY 2000, a "midpoint adjustment" component was added to the City's compensation plan to bring employees to midpoint (defined as market) more quickly. If an employee's salary fell below midpoint on their anniversary date, they were eligible to receive a midpoint adjustment increase in addition to their merit increase. This has ranged from a high of 5% to a low of 1.5%.

For FY 2012, a variety of factors present challenges to this traditional approach. First and foremost, the City's decreased revenues and increased expenditures make it financially difficult to afford these types of increases. Clayton is not alone in this situation in that a number of our peer municipalities did not award salary increases in their most recent fiscal year or reduced the amount awarded from the prior fiscal year. The Consumer Price Index (CPI) for the St. Louis region, which increased 2.38% in the most recent twelve month period, should also be taken into consideration. The results overall, however, indicate that the City has done a relatively good job of remaining market competitive, particularly on the non-uniformed employee side, and major increases are not proposed as a result.

Based on the circumstances, the FY 2012 budget includes an overall increase of 2.66% with the uniformed employees progressing through the step system and the non-uniformed employees having a merit pool of 2.66%. It is recommended that the mid-point increases be awarded for the non-uniformed employees at an approximate cost of \$12,961.

Personnel Changes: No new positions were recommended in FY 2012. The position of Deputy City Manager was eliminated through attrition and combining duties with the Finance Director position to create the Director of Finance and Administration position. A full time Court Assistant position was eliminated, replaced with two part-time positions with a similar pay scale.

Pension: Effective July 1, 2000, the Board approved a variety of enhancements to the City's pension plans, and since that time, has agreed that no additional employee contributions would be imposed for these enhancements. Staff is recommending that the City start instituting the employee contribution of 3% for the Non-Uniformed Pension Plan and to phase it in over the next two fiscal years: 1.5% in FY 2012 and an additional 1.5% in FY 2013. The City's contribution to the uniformed plan was \$1,125,435 and \$990,993 in FY 2010 and FY 2011 and proposed to be \$965,627 in FY 2012. The City's contribution to the non-uniformed plan was \$215,485 and \$252,495 in FY 2010 and FY 2011 and proposed to be \$400,000 in FY 2012 (18.2% of the uniformed salaries and 8.0% of the non-uniformed salaries).

Health insurance: Effective July 1, 2009, the City joined the SLAIT (St. Louis Area Insurance Trust) health insurance pool. Our plan year now begins on July 1. In 2010 the rates increased 10% and in 2011 the City received a 7.5% increase despite making plan changes on office visit and prescription co-pays in both years.

FY 2011 premium contributions per pay period were \$19.50 for single coverage and \$94 for dependent coverage. The premium rates for FY 2012 will increase to \$21 for single coverage and \$101 for dependent coverage effective October 1. Effective January 1, 2011, the plan's deductible increased from \$400/\$800 to \$500/\$1,000. The plan changes are expected to offset the City's increased costs by about \$330,000.

The City continues to offer an opt-out option which currently pays employees who provide proof of coverage elsewhere \$1,400 for single coverage and \$2,500 for family coverage, with 15 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, and dental insurance; Employee Assistance Program (EAP); memberships to the Center of Clayton; tuition reimbursement up to \$2,000 per fiscal year; computer loans; and Metro PERC passes with a 25% subsidy. All of these programs have been successful and are well-received.

Bonded Indebtedness

As of September 2011, the total assessed valuation for the City of Clayton was \$859,917,718. 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 \$85,991,772 if approved by the voters. The current voter approved general obligation outstanding debt is \$1,960,000, which allows additional voter approved debt of \$84,031,772. In addition, the City has \$29,405,000 of special obligation debt that is not part of the debt ceiling. The total debt outstanding as of September 30, 2011 is \$31,365,000.

In November 1993, the voters of Clayton passed four propositions on two separate general obligation bond issues totaling \$14 million. The 1993 Bond Issue for \$9,500,000 was used to improve the City's parks, to resurface and repair streets and sidewalks throughout the City, to pay infrastructure costs for improvements to neighborhoods, to fund the construction of a new sound wall to resolve sound and safety problems in the Clayshire neighborhood, and to bring buildings into compliance with the Americans with Disabilities Act. The 1994 Bond Issue for \$4,500,000 was used for improvements to the Central Business District, improvements to the City's recreational facilities and to replace underground tanks at the City's Municipal Garage. The 1999 Bond Issue for \$8,410,000 was issued in advance to refund the 1993 and 1994 Bond Issues, which were paid off in February 2004. A 2009 Bond Issue refunded the remaining 1999 Bonds of \$3,950,000. The principal balance on this bond issue at September 30, 2011 is \$1,960,000.

In FY 1998, the City issued debt in three separate bond issues for the construction of a joint use recreation center, ice rink and tennis court renovations, two neighborhood improvement districts, and a parking garage. In 2005, the 2005 A Series was used to refinance the 1997 and 1998 Bond Issues and a 2005 B Series was used to refinance the 1998 B taxable Bond Issue. The principal balance at September 30, 2011 for the 2005 A and 2005 B issue is \$9,075,000.

In 2002, the City issued \$9.95 million of special obligation bonds to pay for the majority of costs associated with the new Shaw Park Pool, a new Fire Station and renovations to City Hall. In 2007, \$8.175 million of special obligation bonds were issued to refund the principal coming due on the 2002 bonds and establish a long term debt repayment structure and reserve. The principal balance on this bond issue at September 30, 2011 is \$5,895,000.

In FY 2010, the City issued \$15 million in two series (2009 A - \$6,420,000 and 2009 B - \$8,580,000) in Build America Bonds to pay for the purchase of a new Clayton Police facility. The principal balances at September 30, 2011 for the 2009 A and 2009 B issues are \$5,855,000 and \$8,580,000 respectively.

THE CITY OF CLAYTON – A PERSPECTIVE

Form of Government

With a population of 15,939 residential citizens, 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 approximately 180 full-time employees and approximately 250 part-time employees. Day to day responsibilities are managed by eight City departments: Administration, Finance, Fire, Information Technology, Parks & Recreation, Planning & Development Services, Police, and Public Works.

Community Overview

Just west of the City of St. Louis, Clayton is the hub of metropolitan St. Louis and the seat of St. Louis County. On April 14, 1913 voters approved incorporation of the City. The City has a residential population of approximately 15,939 and an estimated daytime population of 80,000, at its peak. 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 Cross County Extension and its two passenger stations. The light rail route facilitates travel to and from Clayton for visitors and for the 46,000 individuals who come to work here each day.

Within two and a half square miles, Clayton blends a bustling business district with an outstanding housing mix and beautiful, quiet, and secure residential neighborhoods. Downtown Clayton combines approximately 7,000,000 square feet of prestigious office space with the vitality of 1,000,000 square feet of retail space. Clayton's charming residential neighborhoods include stately single-family homes, condominiums and multi-family apartments. Much of the residential area is within walking distance of specialty boutiques, shops and cafes, which compliment the fine architecture of Clayton's business districts.

Clayton's thriving retail community includes approximately 80 restaurants (many of which are award-winning), 80 vibrant retail boutiques and 230 personal service businesses. Clayton's downtown is the region's premier business district and home to Forbes and Fortune 500 headquarters and branch offices. To name just a few, Clayton's quality of life has attracted Apex Oil, Enterprise Rent-A-Car, Brown Shoe Group, Commerce Bank, PNC Bank, Rehab Care Group, Graybar, Barry-Wehmiller Companies, Olin Corporation, and many of the largest law firms in the St. Louis area. Clayton maintains one of the highest commercial occupancy rates in the region, is the second largest business district in the St. Louis office market, and one of the steadiest submarkets in the St. Louis area. Office vacancy is estimated at 9.4%. This is one of the lowest vacancy rates in the metropolitan area.

Over the past year Clayton has seen several new restaurants invest in the community. Bocci Bar, Half & Half, Break N Egg, Mad Tomato and Tucci and Fresta now call Clayton home.

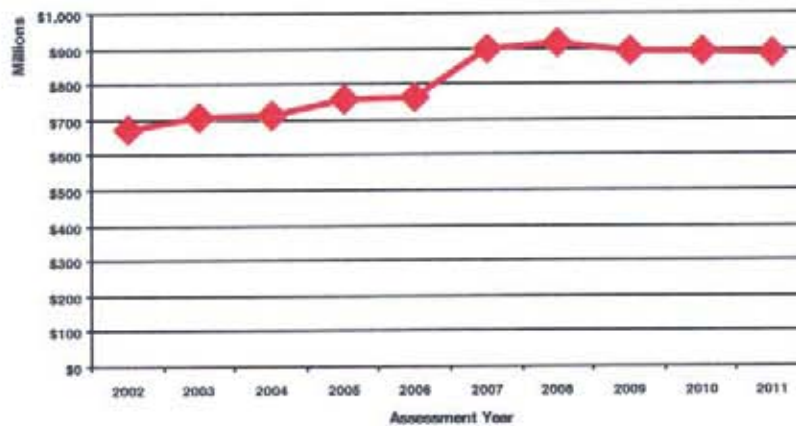
Clayton's average home values remain among the highest in the region and throughout the state.

Development

In November 2010, Sasaki Associates completed the revisions to the downtown master plan. As a comprehensive plan for downtown Clayton, the plan suggests an increased emphasis on downtown residential projects and walkable streets. The new plan should serve as a guide for development for the next 15 to 20 years.

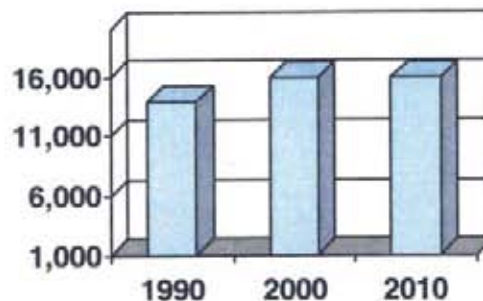
The City's residential base remains strong in light of the slow economy as evidenced by the number of significant residential upgrades and home remodeling and additions. In the period from October 1, 2010 to September 30, 2011, the City has experienced more than \$16 million in residential construction of new homes and remodeling of existing residential structures. Even with the challenges of a slower housing market, the City expects continued reinvestment in its neighborhoods, new homes in place of smaller ranch-style structures, and continued interest in residential projects within Downtown Clayton.

Total Assessed Valuation



The 2010 census determined that 15,939 people resided within the City of Clayton. This reflects a 4 person increase over the 2000 census, which indicated the City's population to be 15,935.

City of Clayton Population



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 expanding the citywide recycling program to further reduce 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 most of the region.

Enriching the City's quality of life is its award-winning public school system. The Clayton School District is one of the nation's best, with 98% of its high school graduates going on to college (based on the most recent data from 2010). Clayton is also home to several stellar private institutions, including Washington University, Fontbonne University and Concordia Seminary.

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, it 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.

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

The Fire Department maintains a rating from the Insurance Service Organization (ISO) of three (on a scale of one to ten where one is the highest and best rating). This rating is achieved by satisfying numerous safety and emergency and fire response standards. This rating places our Department in the top nine percent (9%) of all departments in the country. Also, the Fire Department has received the International Fire Life Safety Award for 15 out of the last 16 years – only 1,100 departments in the world receive such an award.

The Planning and Development Services Department was also rated by ISO and received a 2 rating (1 being the highest). 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. No other city in the state has received this high of a rating.

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.

The Finance Department provides prudent fiscal management and was recently awarded the Certificate of Achievement in Financial Reporting by the Government Finance Officers Association - for the 24th year in a row. Additionally, in FY 2011 the Finance Department received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the fourth year in a row. The award is the highest form of recognition in governmental budgeting.

In FY 2011, the Information Technology (IT) Department continued the implementation of its five year IT Master Plan which will assist the Department in its mission to maintain a state-of-the-art information system. The array of services provided by the IT Department, including the provision of various WI-FI hotspots, further enhances the quality neighborhoods and world-class Central Business District.

City of Clayton at a Glance

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

Demographics

Population

2001	15,917*
2002	16,027
2003	15,976
2004	15,988
2005	16,005
2006	15,978
2007	16,059
2008	16,091
2009	16,074
2010	15,939

* Years 2001-2009 are estimates

Median Age	29
No. of Households	5,322
Average Household Size	2.12

Racial Composition

White	12,431
Black or African American	1,305
Asian	1,722
Hispanic or Latino	488

Note: Hispanic or Latino data includes persons that claim two races.

Source: 2010 Census Data

Education

Number of Public Schools in Clayton School District

Pre-K	1
Elementary	3
Middle School	1
High School	1

Total Number of Students	2,590
% of Population with Bachelor's Degree	69.7%
% of Population in Professional Management	70.0%

Land Use

Land Area	1,648 Acres or 2.5 square miles
Land Use:	Acres
Single Family	579
Right-of-Way	337
Commercial	187
Private Schools	142
Public Buildings	129
Multi-Family	113
Recreation	91
<u>Parks</u>	<u>70</u>
Total	1,648

Assessed Real Estate Value	\$ 893,428,000
Estimated Actual	\$3,787,977

Commercial

Number of Businesses in Clayton	2,000
Estimated In/Out Daytime Population	80,000
Employees in CBD	35,000

Residential

Average Home Sale Price in 2007	\$832,682
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Source: 2008 St. Louis Business Journal

Property Tax Rate Breakdown (\$100 assessed valuation)

City of Clayton	\$0.692
School Tax	\$3.743
St. Louis County	\$0.679
Special School District	\$0.995
Metro Zoo Museum	\$0.255
St. Louis Community College	\$0.218
State Tax	\$0.030
Sheltered Workshop	\$0.079
<u>Other</u>	<u>\$0.243</u>
Total Tax Rate	\$6.934

Bond Ratings

Standard & Poor's Rating	AAA
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City of Clayton

Vision 2013



www.ci.clayton.mo.us

Vision 2013

VISION

To be a leading community that thrives on innovative thinking, adaptive approaches to new challenges and 21st Century sustainable practices.

MISSION

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

GOALS

- I. Ensure the public's safety and respond effectively and efficiently to all emergencies throughout the community.
- II. Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of our residential neighborhoods, and is consistent with the Comprehensive Plan.
- III. Create and maintain a beautiful, clean and healthy community where resources are used responsibly.
- IV. Encourage widespread participation in a variety of recreational and cultural activities, which are accessible to all community members.**
- V. Foster all safe and accessible modes of travel including walking and biking.
- VI. Efficiently and transparently align organizational resources to achieve the Vision, Mission and Goals of the City of Clayton.



Vision 2013

GUIDING PRINCIPLE: I

The City of Clayton will consistently assess its performance to ensure that all citizens can expect and receive high quality emergency services as well as emergency prevention and preparedness. Clayton has developed and long provided excellent emergency response services through its dedicated police and fire department personnel.

GOAL

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



GUIDING PRINCIPLE: II

Clayton strives to be a regional business leader by supporting and developing vibrant business areas, which can be enjoyed by our residents, workers, students and visitors. The combination of corporate headquarters and smaller businesses will provide a strong economic engine to support the high quality services and daily life that our residents and business community have come to expect. At the same time, the City values the quality and history of its neighborhoods and will support and dialogue with all residents about their needs.

GOAL

Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of our residential neighborhoods, and is consistent with the Comprehensive Plan.



GUIDING PRINCIPLE: III

Clayton resolves to be a leader in environmental initiatives. The 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. We also recognize the importance of expanding the citywide recycling program to further reduce the amount of refuse transferred into local landfills.

GOAL

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



GUIDING PRINCIPLE: IV

We will evaluate facilities and offerings to expand appeal to and participation by all citizens, including multigenerational groups with diverse interests and abilities. Clayton residents place great value on community amenities that provide a wide array of recreational and cultural activities for residents and workers.

GOAL

Encourage widespread participation in a variety of recreational and cultural activities, which are accessible to all community members.



GUIDING PRINCIPLE: V

Clayton is committed to preserving the quality of pavement maintenance and to developing specific plans that promote safe alternative modes of travel, such as pedestrian friendly streets, and walking and biking paths throughout the City. Clayton's streets and sidewalks are recognized as some of the best-maintained in the region.

GOAL

Foster all safe and accessible modes of travel including walking and biking.



Vision 2013

GUIDING PRINCIPLE: VI

The goals of Vision 2013 are worthy and achievable with the support and participation of residents, businesses and institutions. The City is committed to ensuring that information is accessible to the public, as well as to ongoing dialogue with citizens, institutions, businesses and neighboring communities to explore and expand opportunities for partnership, efficiencies, and cooperation in delivering the best services at affordable levels.

GOAL

Efficiently and transparently align organizational resources to achieve the Vision, Mission and Goals of the City of Clayton.



City of Clayton Vision 2013 Scorecard

		2008	2009	2010	2011 YTD	2012 Goal
Goal I: Public Safety						
Customer	% residents surveyed who feel safe	N/A	94%	94%	94%	95%
	% of EMS patients surveyed rating service as good or better	N/A	96%	92%	100%	90%
Financial	Police cost per capita	\$106.00	\$117.00	\$121.00	\$120.00	\$ 123.00
	Fire/EMS cost per capita	\$71.03	\$74.00	\$82.78	\$83.73	\$86.00
Process	Response time for priority police calls (dispatch receipt of call to personnel arrival on scene)	5:06	4:45	4:14	4:11	4:00
	Response time for priority EMS calls (dispatch receipt of call to personnel arrival on scene)	5:00	4:55	4:37	5:07	5:00
	% of fires contained in room of origin	86%	100%	100%	100%	100%
	UCR Part I crimes per 1,000 population	21.83	20.3	19.24	19.76	18.9
People	% cardiac arrest patients who exhibit a pulse upon delivery to hospital	61%	26%	25%	67%	40%
	Annual training hours average per employee (Police = 83; Fire = 171 for FY 11)	N/A	N/A	147.25	118.43	146.5
	% employees meeting requirements to promote (Police = 65%; Fire = 75% for FY 11)	N/A	N/A	82%	68%	85%
	Police Employee Engagement Index	N/A	N/A	4.23	N/A	N/A
	Fire Employee Engagement Index	N/A	N/A	3.83	N/A	N/A
Goal II: Economic Development						
Customer	% businesses rating business climate as good or better	N/A	N/A	N/A	83%	80%
	% residents rating culture, dining and shopping environment as good or better	N/A	N/A	79%	69%	85%
Financial	Sales tax per sq. ft.	\$5.97	\$5.39	\$5.15	\$5.42	\$5.25
	Commercial property tax per sq. ft.	\$0.34	\$0.35	\$0.35	\$0.34	\$0.34
Process	# annual prospect or retention visits	N/A	N/A	41	42	45
People	Training hours per year	N/A	N/A	32	11	48
Goal III: Planning and Sustainability						
Customer	% of residents rating appearance of Clayton as good or better	N/A	92%	92%	92%	95%
Financial	Years to return on investment for implemented sustainable alternatives in city operations	N/A	N/A	N/A	N/A	N/A
	Annual cost per square yard of maintained planting beds	N/A	N/A	N/A	N/A	N/A
Process	Annual community-wide greenhouse gas emissions	415,760*	399,753*	Pending**	Pending**	Pending**
	Annual greenhouse gas emissions produced from City operations	5,426*	5,669*	Pending**	Pending**	Pending**
	Total value of public tree inventory	N/A	N/A	N/A	N/A	N/A
	% of property maintenance cases brought to compliance prior to referral to court	89%	93%	95%	94.5%*	95%
People	% of projects approved without modification to ARB guidelines	96%	94%	97%	99%*	96%
	Average of Annual hours of training per employee	29.75	30.45	24.83	19.38*	32
	Employee Engagement Index	N/A	N/A	4.34	N/A	N/A
*Figures are calendar year. **The City is in the process of developing greenhouse gas targets and sustainability measures. These measures can only be reported for calendar year. Data for FY 2010 and FY 2011 is not currently available.						
Goal IV: Recreation and Culture						
Customer	% residents rating overall satisfaction with parks and recreation service as good or better	96%	97%	94%	N/A	95%
Financial	Cost of park maintenance per acre maintained	\$8,567	\$8,639	\$9,239	\$10,371	\$9,000
	Cost per program participant	\$43.96	\$40.01	\$35.75	\$34.38	\$35.00
Process	Total annual program participants	21,076	21,742	21,137	23,347	21,500
	Total recreation facility attendance	N/A	566,380	652,938	638,649	650,000
	Acres properly maintained per 1000 acres	N/A	81.25%	81.56%	82.42%	82.00%
	% households with one or more recreation pass holders	N/A	28.47%	29.70%	30.33%	30%
People	Annual training hours per full-time equivalent employee	N/A	N/A	31.83	35.21	30
	Employee Engagement Index	N/A	N/A	4.22	N/A	N/A
Goal V: Transportation						
Customer	% of residents rating streets as good or better	91%	88%	90%	-	>90%
	% of businesses rating streets as good or better	N/A	N/A	N/A	N/A	75%
Financial	Cost per linear mile for streets, sidewalks and bike lanes or paths ¹	\$3,100	\$20,200	\$11,500	\$17,700	\$5,000
Process	% Lane Miles with Pavement Condition Index Rating of 3 or higher	90%	73%	92%	91%	85%
	Annual sidewalk defects per 1000 population	1.10	N/A	1.54	1.12	1.75
	MetroLink Ridership at Clayton Stations	N/A	N/A	340,000	247,000	350,000
People	Annual training hours per employee	N/A	N/A	N/A	15	20
	Employee Engagement Index	N/A	N/A	0.04	N/A	N/A
	Turnover rate (public works department only)	3.60%	3.40%	0%	3%	0%
¹ - Parameters for this data point are set by ICMA. Prior to FY 2009, unit expenditures did not include federal funded projects. Also note that unit expenditures fluctuate based on the Pavement Management Program that schedules major roadwork based on each roadway's Pavement Condition Index (PCI). FY '09 Brentwood, Maryland, Wydown, and Residential Microsurfacing; FY '09-'10 Davis Pl Resurfacing; FY '11 Forsyth/N Meramec Resurfacing						
Goal VI: Organizational Excellence						
Customer	% of employees who have had contact with HR rating service as good or better	82.35%	92.04%	92.68%	N/A	94%
	% of employees who have had contact with IT rating service as good or better	N/A	N/A	N/A	N/A	87%
Financial	% of employees who have had contact with finance department rating service as good or better	N/A	N/A	84%	84%	90%
	IT cost per user	2879*	3105*	\$1,051	\$692	\$4,000
	HR cost per employee	\$202	\$199	\$228	\$212	\$232
Process	Finance cost per \$1M in expenditure	\$33,314	\$32,584	\$30,493	\$31,470	\$30,000
	Annual % IT system "up" time	99.90%	99.90%	99.90%	99.92%	99.99%
	Annual # auditor adjusting entries	5	1	0	Pending**	0
	Annual \$ of auditor adjusting entries	\$1,141,000	\$51,476	\$0	Pending**	<\$100,000
People	City-wide annual rate of turnover (excluding retirement, disability or death)	6.70%	4.40%	3.30%	5.06%	<5%
	Annual training hours per employee (includes Finance - 4, MIS - 22, & HR - 30.5)	N/A	36.8	19.8	11.8	32
	Employee Engagement Index	N/A	N/A	3.83	N/A	N/A
*Cost does not include part-time employees. **Information not yet available.						

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MAJOR REVENUE SOURCES



MAJOR REVENUE SOURCES

This section provides a detailed analysis of each major revenue source. In total, approximately 80% of all revenues are covered by this section. Revenues are presented in descending order of projected receipts.

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

Each revenue page includes information regarding the following:

Legal Authorization

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

Description

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

Comments

This describes what factors were included in the City's analysis of past revenue collection and future forecast.

Fund Distribution/Revenue Information

This section either gives a breakdown of components of the revenue or a fund distribution. The past two years' revenue, the most recent fiscal year's estimate and the next two fiscal years' projection are also provided. The bottom part of this section shows the impact this revenue source has on the funds' and the total City's budget.

Financial Trend

This is a graphical display of the last two fiscal years, the most recent fiscal year estimate, the budgeted fiscal year adopted projection and the one year of future projected revenue from the revenue source.



Real & Personal Property Tax

Legal Authorization

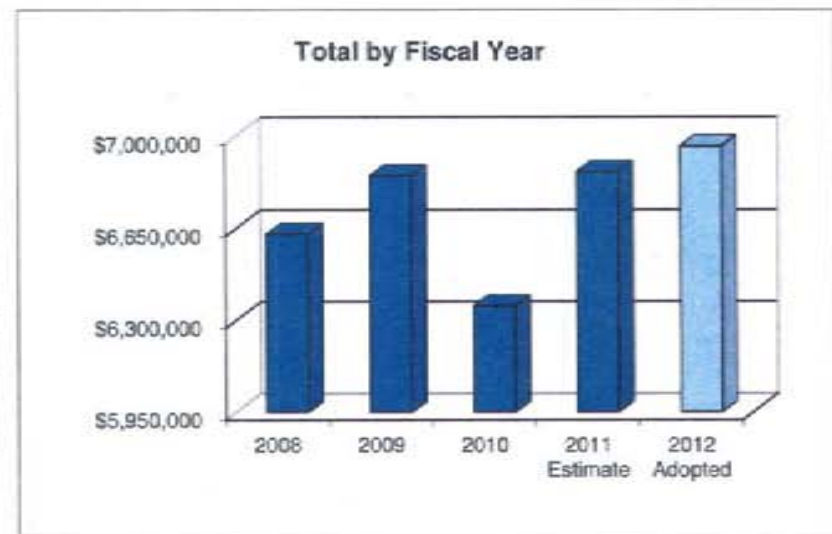
State Statute: 137.073
 MO Constitution: Article 10, Section 22
 City Ordinance: City Charter

Description

The City levies a property tax on all real and personal property within Clayton. This revenue is deposited primarily into the City's General Fund. In addition, a special levy is allocated to the Special Business District (an overlay Central Business District geographical area) and the Debt Service Fund.

Financial Trend

<u>Year</u>		<u>General Fund</u>	<u>Special Business District</u>	<u>G.O. Debt Service Fund</u>	<u>Total</u>
2008	Actual	\$5,342,125	\$190,632	\$1,095,462	\$6,628,219
2009	Actual	\$5,498,802	\$247,296	\$1,103,130	\$6,849,228
2010	Actual	\$5,339,014	\$223,154	\$791,991	\$6,354,159
2011	Estimate	\$5,642,265	\$413,305	\$808,484	\$6,864,054
2012	Adopted	\$5,726,110	\$421,571	\$813,484	\$6,961,165
Percent of Funds' 2012 Revenues		25.9%	99.8%	99.9%	



Trend Analysis

The property tax levy rate starting in 2009 for general and Special Business District (SBD) are at the maximum allowable by State of Missouri law. Growth in new property tax dollars from one year to the next is restricted by a State of Missouri index and new construction. Property tax revenue for general and SBD are anticipated to increase 1.55% and 2%, respectively. The property tax dollars for the General Obligation (GO) Debt levy was at the maximum in 2008 and 2009 and then reduced in anticipation of paying off the debt in 2013 by using existing cash balances and a reduced levy rate.



Interest on Investments

Legal Authorization

State Statute: N/A
 City Ordinance: City Charter

Description

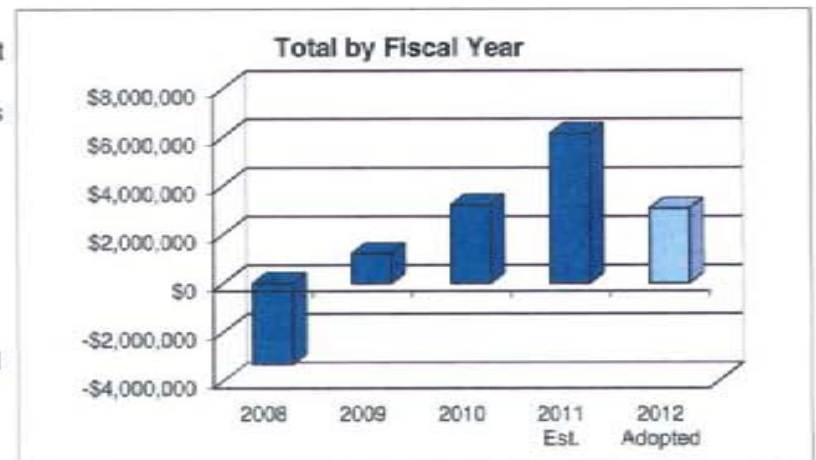
Pursuant to City policy, the City invests in approved instruments in a manner which will provide maximum security, protecting the principal as a primary goal, while meeting the daily cash flow demands of the City. The majority of interest is earned by the Uniformed and Non-Uniformed Pension Funds. A separate board manages the assets of each pension fund with the assistance of an investment advisor. The remaining operating investments are handled internally and earnings are distributed among all remaining major City funds.

Financial Trend

Year		<u>General Fund</u>	<u>Sewer Lateral Fund</u>	<u>Uniformed Pension Fund</u>	<u>Non-Uniformed Pension Fund</u>	<u>Special Tax District</u>	<u>ERF Fund</u>	<u>CIP Fund</u>	<u>Debt Service</u>	<u>Total All Funds</u>
2008	Actual	\$853,567	\$8,202	(\$3,528,321)	(\$955,566)	\$6,588	\$84,619	\$107,624	\$112,305	(\$3,310,982)
2009	Actual	\$714,746	\$7,310	\$690,497	(\$476,366)	\$8,587	\$72,765	\$117,864	\$75,169	\$1,210,572
2010	Actual	\$352,473	\$3,528	\$2,108,326	\$630,204	\$636	\$30,058	\$59,566	\$39,103	\$3,223,894
2011	Estimate	\$245,000	\$1,794	\$4,138,000	\$1,643,625	\$769	\$15,801	\$33,439	\$56,760	\$6,135,188
2012	Adopted	\$160,000	\$1,500	\$2,108,260	\$770,000	\$270	\$3,937	\$3,625	\$28,104	\$3,075,696
Percent of Funds' 2012 Total		.72%	1.5%	62.8%	62.0%	.06%	.45%	.03%	.62%	

Trend Analysis

Short-term interest rates dropped significantly in 2008, as the Federal Reserve cut the Federal Fund Rate several times over the course of a few months and the FFR has been maintained there. This along with ever changing market conditions resulted in interest on investments decreasing dramatically. Aside from the pension fund investments, most City investments are short-term and tied somewhat to the FFR, changes in the two pension funds were significantly down in FY 2008 due to the overall market conditions. Interest on investments increased significantly in FY 2009 and FY 2010 compared to FY 2008, mainly in the pension area. The market conditions saw a recovery in FY 2011 and the fiscal year is estimated to end in a much better financial position than the three previous fiscal years. However, the market continues to grow at a slow pace and the proposed FY 2012 interest on investment revenue is expected to be lower than the FY 2011 estimate.





City Sales Tax

Legal Authorization

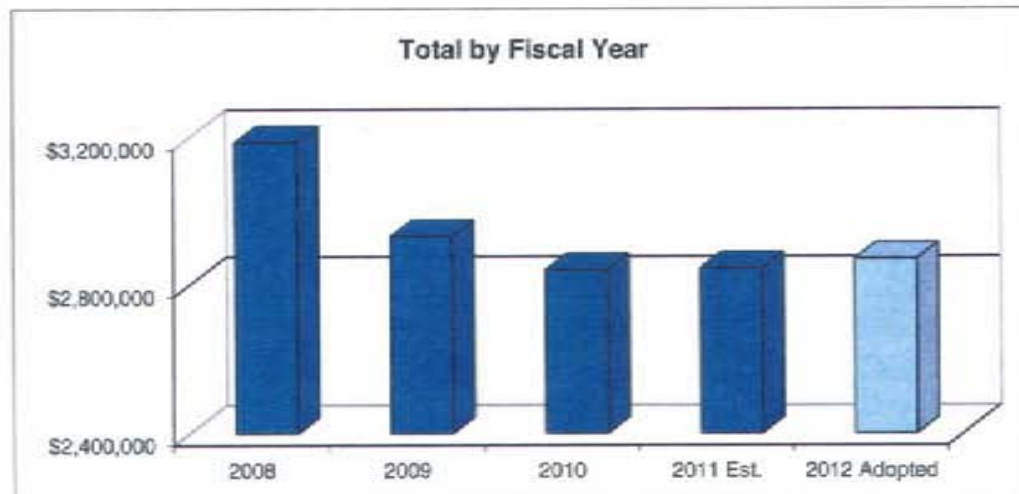
State Statute: 94.850
 City Ordinance: Municipal Code Chapter 9

Description

The City levies a one and a quarter cent sales tax on retail sales. The City sales tax is allocated to the General Fund and is used to provide a broad range of traditional City services.

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	3,186,884
2009	Actual	2,931,587
2010	Actual	2,840,301
2011	Estimate	2,844,000
2012	Adopted	2,870,000
Percent of Fund's 2012 Revenues		13.0%



Trend Analysis

The City has experienced a decrease in collection of sales tax revenue for the last several years. In FY 2011, sales tax revenue is estimated to increase very slightly by 1%. The reduction in revenue in FY 2008 was due in part to reconstruction of a major highway south of Clayton that provided easy access to and from the City. The drop in sales tax in 2009 and 2010 was due in part to the highway construction but related more to the overall poor condition of the regional economy. The City anticipates sales tax revenue improving in FY 2012 as there is some indication that the economy is improving, but very slowly, and the City has experienced a trend in small increases in sales tax revenue throughout FY 11. This trend is expected to continue at a modest growth rate.



Utility Tax - Electric

Legal Authorization

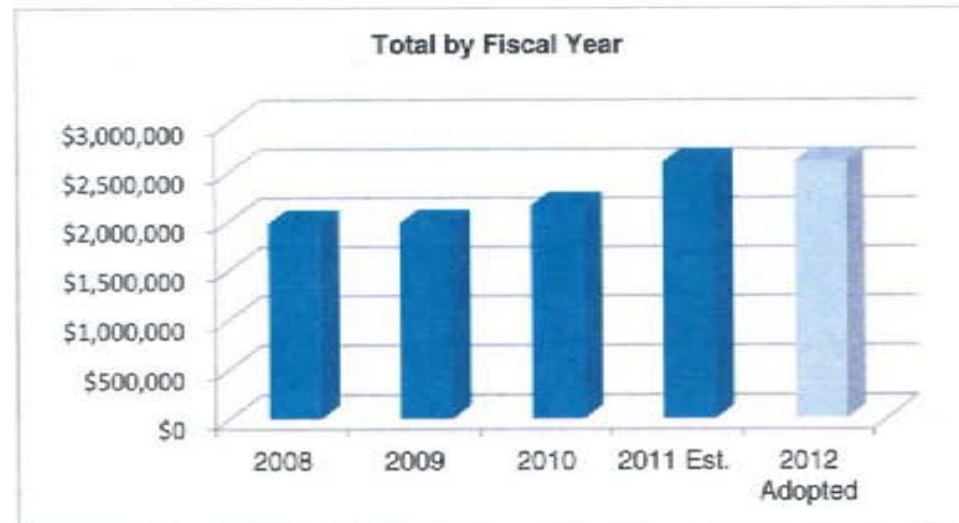
State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

The City levies an 8% gross receipts tax on utilities doing business in the City. Ameren UE provides electricity to Clayton. This tax is passed on to the customers by the utility company and remitted to the City each subsequent month.

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	\$1,977,341
2009	Actual	\$1,980,879
2010	Actual	\$2,161,952
2011	Estimate	\$2,602,000
2012	Adopted	\$2,610,244
Percent of Fund's 2012 Revenues		11.8%



Trend Analysis

Utility taxes are susceptible to business activity, climatic conditions, changes in technology, and regulated rates. The City's electric utility tax revenue has continued to increase over the last few years. Ameren UE raised its rates by 10% at the end of fiscal year 2010, which accounts for the estimated large increase in FY 2011.



Utility Tax – Telephone

Legal Authorization

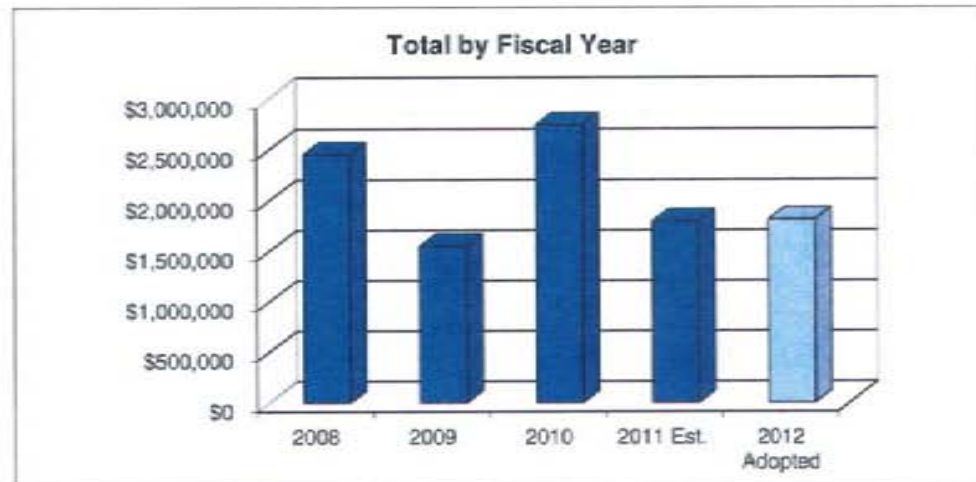
State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

The City levies an 8% gross receipts tax on utilities doing business in the City. Multiple telephone companies provide service to Clayton. This tax is passed on to its customers by the utility company and remitted to the City the following month.

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	\$2,456,351
2009	Actual	\$1,550,931
2010	Actual	\$2,746,266
2011	Estimate	\$1,795,000
2012	Adopted	\$1,813,000
Percent of Fund's 2012 Revenues		8.2%



Trend Analysis

In FY 2008, in addition to regular revenue, one time funds from a legal settlement for taxes from 2003 and prior involving AT&T, Sprint/Nextel and Verizon (\$859,200) were collected and contribute to the significant increase in FY 2008 revenue. The City received a one-time revenue payment of \$1,000,000 from a legal settlement with AT&T in FY 2010, which accounts for the large increase in 2010. Additionally, there was a 40% increase in AT&T land line charges starting in December 2009 (FY 2010). The City receives telephone utility taxes from approximately twenty-five telephone companies and expects to receive a small increase in telephone utility revenue in FY 2012 compared to FY 2011.



Parking Meter/Lot

Legal Authorization

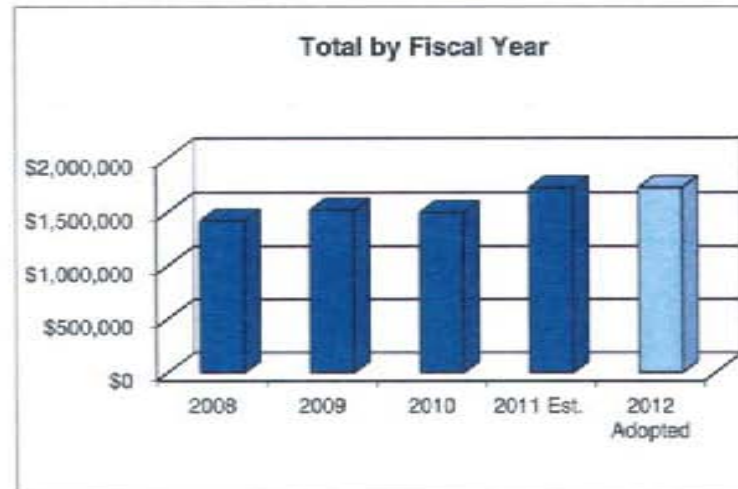
State Statute: N/A
 City Ordinance: Municipal Code Chapter 300

Description

This is revenue from on street meters, permit parking, and Bonhomme and Shaw Park parking structures.

Financial Trend

<u>Year</u>		<u>Parking Fund</u>	<u>General Fund</u>
2008	Actual	\$1,420,623	\$0
2009	Actual	\$1,520,587	\$0
2010	Actual	\$1,496,153	\$0
2011	Estimate	\$0	\$1,725,407
2012	Adopted	\$0	\$1,728,033
Percent of Fund's 2012 Revenues			7.8%



Trend Analysis

On January 1, 2009, the City increased the hourly rate for on-street parking meters from \$.50 per hour to \$.75 per hour and as part of the FY 2011 Budget an increase to \$1.00 per hour was approved. This is enforced Monday through Friday from 8 a.m. to 5 p.m. Starting in FY 2011, the Parking Fund was combined with the General Fund and is reflected in the chart above. Revenue from this source is expected to increase by a small amount in FY 2012.



Two Half-Cent Sales Tax Capital Improvements Fund

Legal Authorization

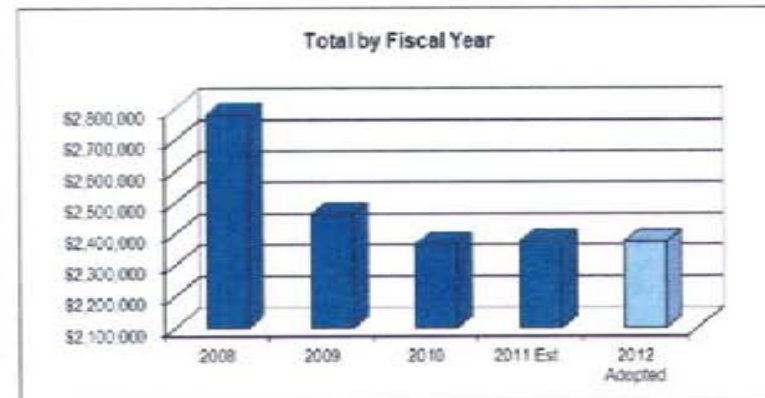
State Statute: 94.577 (Capital Improvements) & 644.032 (Recreation & Stormwater)
 City Ordinance: Municipal Code Chapter 9

Description

State law allows municipalities to levy up to a half-cent sales tax for capital improvements and storm water control and/or park services. The Missouri Department of Revenue collects and administers all sales tax in the state. Businesses remit on a monthly or quarterly basis in the period following the actual transaction.

In 1993, the voters approved a half-cent sales tax for capital improvements. Fifteen percent of the sales tax collected must be shared with St. Louis County. In April 1997, the voters approved a half cent sales tax for recreation and storm water improvements. Revenues are used to pay for ongoing recreation and storm water capital needs. 100% of the revenue is captured by the City. There is no redistribution on this sales tax. Prior to FY 2011, these taxes were distributed to the City's Revolving Public Improvement Fund (RPIF) and the Recreation and Stormwater Fund. Beginning in FY 2011, the RPIF and Recreation and Stormwater Fund were combined into a single Capital Improvements Fund and both taxes are now distributed to this single Fund.

<u>Year</u>		<u>Capital Improvements Fund</u>	<u>Recreation & Stormwater Fund</u>	<u>Total</u>
2008	Actual	\$1,277,290	\$1,502,694	\$2,779,984
2009	Actual	\$1,130,686	\$1,330,219	\$2,460,905
2010	Actual	\$1,086,347	\$1,278,055	\$2,364,402
2011	Estimate	\$2,373,566	\$0	\$2,373,566
2012	Adopted	\$2,373,566	\$0	\$2,373,566
Percent of Fund's 2012 Revenues		10.0%		



Trend Analysis

The reduction in revenue in 2009 and 2010 was due in part to reconstruction of a major highway south of Clayton that provided easy access to and from the City and the overall poor condition of the local economy. The City is projecting a slight increase in revenue from this source in FY 2011 and FY 2012, as the market has shown signs of a slow recovery. The majority of this revenue is used to repay debt related to the Clayton Recreation Center and Clayton's Shaw Park Pool.



Permits & Fees

Legal Authorization

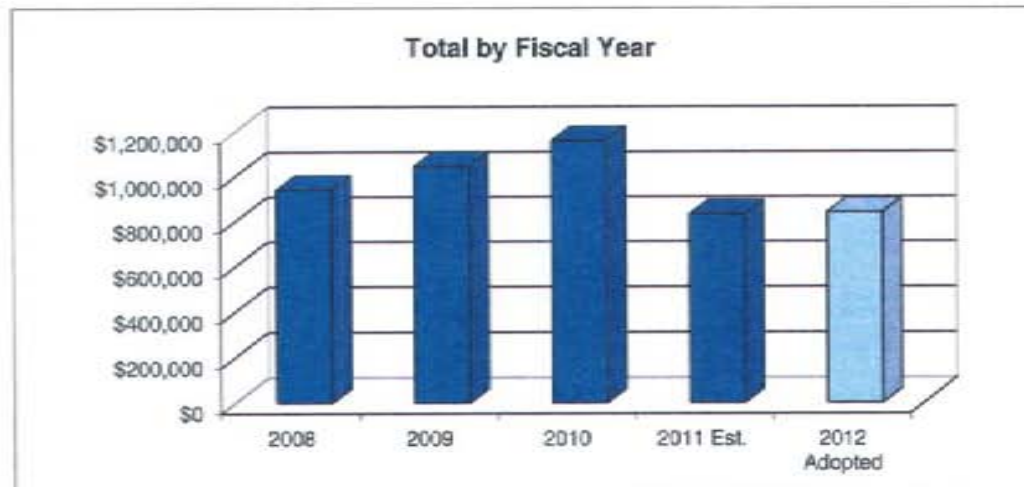
State Statute: 79.450
 City Ordinance: Municipal Code Chapter 5

Description

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

Financial Trend

Year		<u>General Fund</u>
2008	Actual	\$942,572
2009	Actual	\$1,046,217
2010	Actual	\$1,159,940
2011	Estimate	\$832,583
2012	Adopted	\$841,599
Percent of Fund's 2012 Revenues		3.8%



Trend Analysis

The spikes in permit fees are attributed to one or two large scale developments. The City will continue to see stable revenue collection from this source as development and building rehab is strong in Clayton, but large increases in the near future are not expected, as growth nationally, regionally, and locally is weak.



Municipal Court/Parking Fees & Fines

Legal Authorization

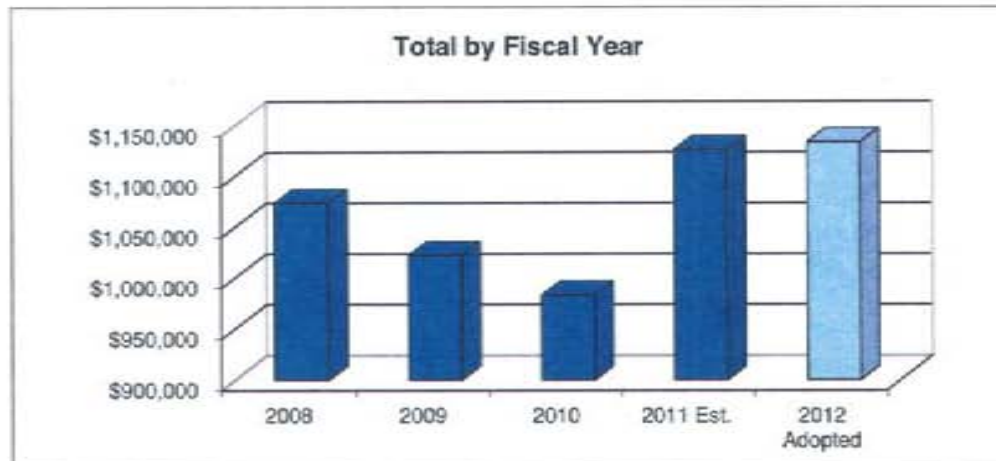
State Statute: 479.050 & 479.260
 City Ordinance: Municipal Code Chapter 7

Description

This revenue includes fines levied by the Municipal Court in the adjudication of tickets and citations issued by the Clayton police officers. In addition, this revenue includes parking tickets and fines issued by the parking enforcement officers. All collection efforts are made by the City of Clayton.

Financial Trend

Year		<u>General Fund</u>
2008	Actual	\$1,073,535
2009	Actual	\$1,022,003
2010	Actual	\$962,733
2011	Estimate	\$1,126,100
2012	Adopted	\$1,133,600
Percent of Fund's 2012 Revenues		5.1%



Trend Analysis

Municipal Court fees and fines increased substantially in 2008 due to an increase in fine rates and issuing more tickets. In FY 2009, the City experienced a slight decrease in revenue from court fees and fines, and another small decrease FY 2010 compared to FY 2009. Revenue from this source depends mostly on activity in the Central Business District (CBD). Due to the overall decline in the economy, the CBD experienced less activity in FY 2009 and FY 2010. Beginning in FY 2011, revenue from this source is expected to increase due to the City doubling the fine for its expired meter tickets from \$5 per ticket to \$10.



Utility Tax - Gas

Legal Authorization

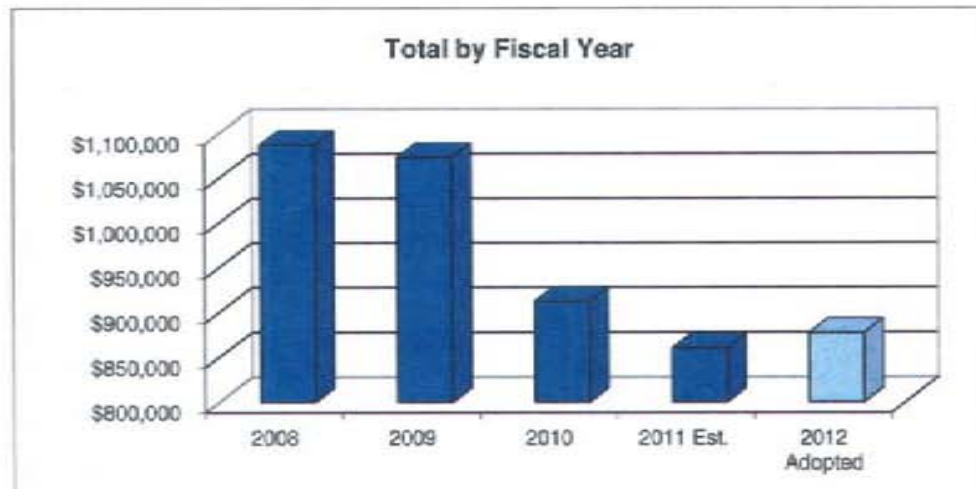
State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

The City levies an 8% gross receipts tax on utilities doing business in the City. Laclede Gas provides this utility to Clayton. This tax is passed on to its customers by the utility company and remitted to the City each subsequent month.

Financial Trend

Year		General Fund
2008	Actual	\$1,087,218
2009	Actual	\$1,073,174
2010	Actual	\$911,964
2011	Estimate	\$860,000
2012	Adopted	\$877,200
Percent of Fund's 2012 Revenues		4.0%



Trend Analysis

The City has experienced a decrease in collection of gas utility revenue over the past few years and based on FY 2011 actual receipts to date, another decrease is anticipated in FY 2011. Revenue fluctuates based on the price of natural gas and weather conditions throughout the year and it is projected to remain about the same throughout FY 2012.



St. Louis County Road & Bridge Tax

Legal Authorization

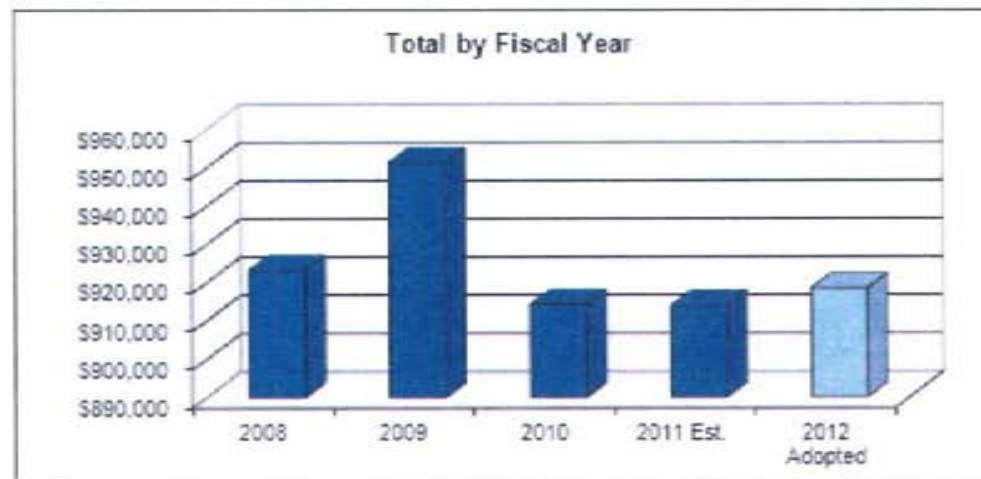
State Statute: N/A
 City Ordinance: N/A

Description

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

Financial Trend

Year		<u>Capital Improvements Fund</u>
2008	Actual	\$923,195
2009	Actual	\$951,439
2010	Actual	\$914,219
2011	Estimate	\$913,920
2012	Adopted	\$918,490
Percent of Fund's 2012 Revenues		7.0%



Trend Analysis

While assessed value specifically for Clayton increases at a greater percentage compared to County-wide assessed values, the City has experienced a small decrease in revenue from this source. The City anticipates the revenue from this source to remain steady in FY 2012 and future years, with no large increases or decreases.



Business & Liquor License Revenue

Legal Authorization

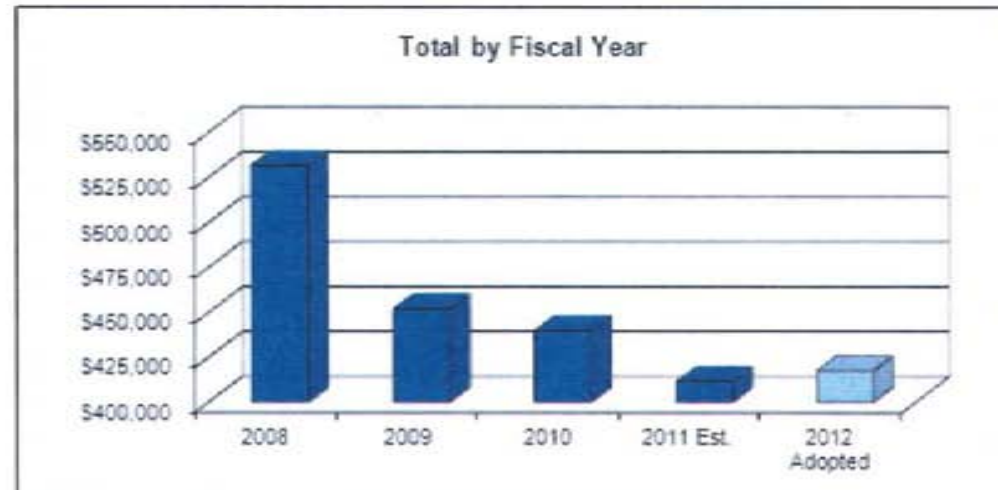
State Statute: 94.270
 City Ordinance: Municipal Code Chapters 3 and 16

Description

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

Financial Trend

Year		<u>General Fund</u>
2008	Actual	\$531,515
2009	Actual	\$451,847
2010	Actual	\$439,643
2011	Estimate	\$411,239
2012	Adopted	\$417,557
Percent of Fund's 2012 Revenues		1.9%



Trend Analysis

Change in this revenue is based on commercial retail growth and occupancy rates. Commercial growth has been stagnant over the past few years, which accounts for the decrease in revenue starting FY 2008. The City anticipates slow growth, if any, over the next few years, and as a result expects revenue from this source to remain lower than in the past.



Gasoline Tax

Legal Authorization

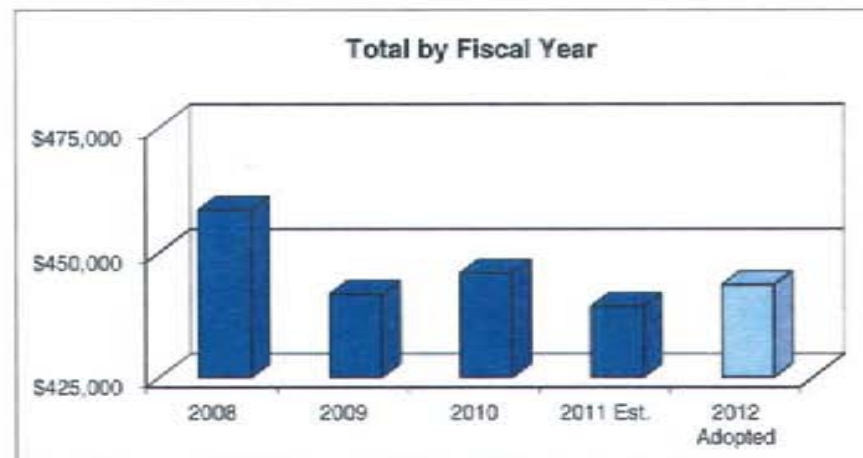
State Statute: 142.345
 City Ordinance: Municipal Code Chapter 9

Description

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

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	\$458,504
2009	Actual	\$441,629
2010	Actual	\$445,865
2011	Estimate	\$439,143
2012	Adopted	\$443,543
Percent of Fund's 2012 Revenues		2.0%



Trend Analysis

The tax is per gallon used. Therefore, the change in revenue is a function of usage, not fuel price. Travel decreased in 2009, contributing to the decrease in revenue. Due to the rising gas levels in FY 2011, travel decreased again relating to the decrease in revenue. The other factor is the City's population. The City's population remained unchanged according to the 2010 Census. The City's population and usage are expected to remain about the same in FY 2012.



Utility Tax - Water

Legal Authorization

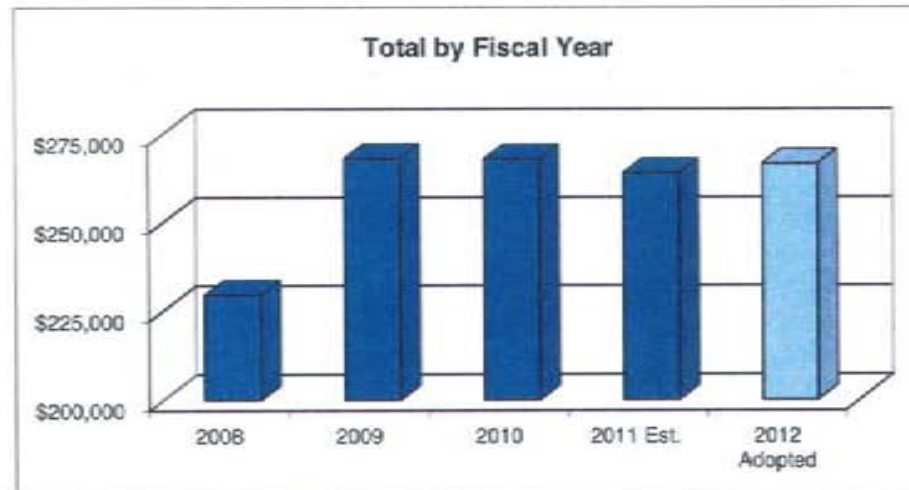
State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

The City levies an 8% gross receipts tax on utilities doing business in the City. Missouri American Water provides water to Clayton. This tax is passed on to the customers by the utility company and remitted to the City each subsequent month.

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	\$229,447
2009	Actual	\$268,041
2010	Actual	\$267,882
2011	Estimate	\$264,000
2012	Adopted	\$266,640
Percent of Fund's 2012 Revenues		1.2%



Trend Analysis

Mainly rate increases by the utility company and usage account for changes in revenue. FY 2008 saw a reduction in revenue, as water usage was down due to a wet spring and summer. FY 2009 saw an increase in revenue from this source as the rain fall levels returned to normal. There was little change in revenue from this source in FY 2010 when compared to FY 2009. FY 2011 revenue is expected to be slightly lower than FY 2010 due to a wet spring. It is anticipated that FY 2012 will be close to revenue levels in FY 2009 and FY 2010.



Cable Franchise Fees

Legal Authorization

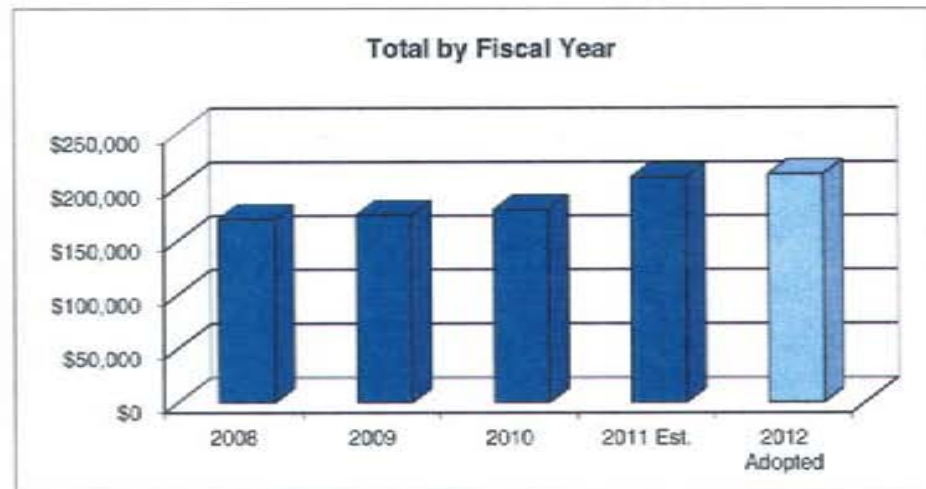
State Statute: 94.270
 City Ordinance: Municipal Code Chapter 9

Description

Charter Communication provides the majority of service to the residents of Clayton. All cable companies are required to remit 5% of their gross receipts to the City within 45 days following the end of the quarter for which payment is to be made.

Financial Trend

<u>Year</u>		<u>General Fund</u>
2008	Actual	\$170,009
2009	Actual	\$173,837
2010	Actual	\$178,766
2011	Estimate	\$208,498
2012	Adopted	\$212,000
Percent of Fund's 2012 Revenues		.96%



Trend Analysis

The revenue is dependent on cable television usage and rates.



Sewer Lateral Fees

Legal Authorization

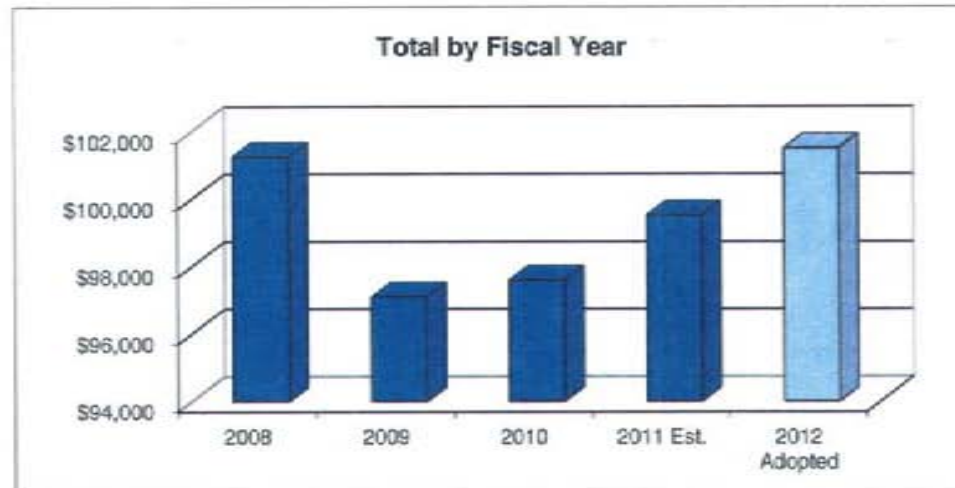
State Statute: 249.422
 City Ordinance: Municipal Code Chapter 5

Description

Clayton residents approved an annual fee of \$28.00 for sewer later repairs up to \$3,000 from the City on all residential property having six or less dwelling units. The City has maintained the fee at \$28, but in FY 2008 the reimbursement amount was increased from \$3,000 per unit to \$4,000.

Financial Trend

Year		<u>Sewer Lateral Fund</u>
2008	Actual	\$101,250
2009	Actual	\$97,099
2010	Actual	\$97,595
2011	Estimate	\$99,514
2012	Adopted	\$101,505
Percent of Fund's 2012 Revenues		98.5%



Trend Analysis

Fees have more than covered the eligible costs for this program.

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GENERAL FUND

The General Fund accounts for all revenues and expenditures associated with the traditional services provided by the Clayton City government. These services fall into the broad categories of General Government Administration, Finance, Information Systems, Public Safety (Police and Fire), Planning and Development, Parks and Recreation, Public Works, and Non-Departmental. Primary revenue sources for this fund include property taxes; sales taxes; utility taxes; fees; licenses; parking meter, lot and facility receipts; and other intergovernmental revenues.

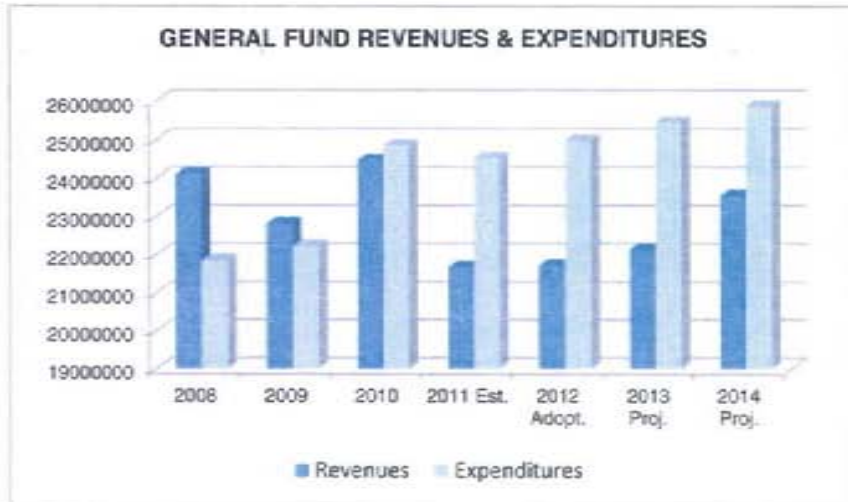
Beginning in Fiscal Year 2011, the Parking Fund and Insurance Fund were included in the General Fund. The Parking Fund, previous to FY 2011, was independently reported as a City Enterprise Fund used to account for those revenues and expenditures associated with the operation of municipal parking lots and structures as well as on-street, metered parking.

The Insurance Fund historically was classified as an internal service fund. The transactions were accounted for in a separate fund, primarily due to revenue received from participants in the City's health plan which are to be used specifically for payment of insurance.

The decision to roll the Parking Fund and Insurance Fund into the General Fund was made to allow a single fund view of the majority of costs associated with the primary services of the City.

10 GENERAL FUND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$ 19,457,368	\$ 21,718,484	\$ 22,315,880	\$ 21,927,216	\$ 19,201,372	\$ 16,381,812	\$ 13,494,348
Revenues	\$ 24,112,652	\$ 22,819,243	\$ 24,474,239	\$ 21,802,879	\$ 22,135,235	\$ 22,564,256	\$ 23,980,718
Expenditures	\$ 21,851,536	\$ 22,221,847	\$ 24,862,903	\$ 24,528,723	\$ 24,954,795	25,451,720	25,864,970
Revenues Over (Under) Expenditures	\$ 2,261,116	\$ 597,396	(\$388,664)	(\$2,725,844)	(\$2,819,560)	(\$2,887,464)	(\$1,884,252)
Ending Fund Balance	\$ 21,718,484	\$ 22,315,880	\$ 21,927,216	\$ 19,201,372	\$ 16,381,812	\$ 13,494,348	\$ 11,610,096
% Fund Balance to Expenditures	99.39%	100.42%	88.19%	78.28%	65.65%	53.02%	44.89%

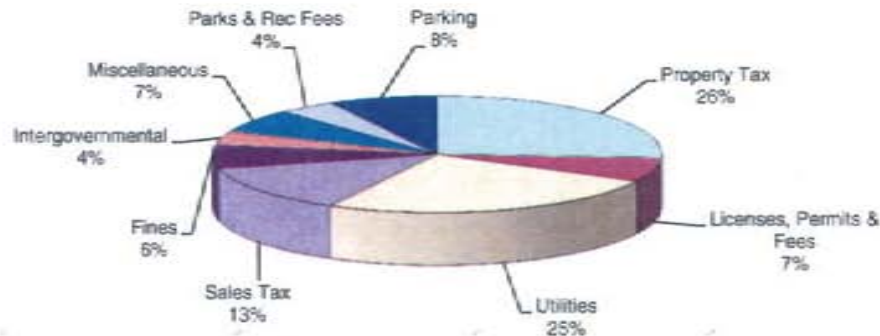


The gap between revenues and expenditures narrowed in FY 2009. In FY 2010, expenditures exceeded revenues by a small amount. In FY 2011, expenditures are anticipated to surpass revenues by approximately \$2.8 Million. The City faces a challenge in the upcoming years of maintaining its preferred fund balance of 33%. Expenditures are expected to exceed revenues in FY 2012 going forward. At this time, the City is being proactive in its approach to eliminate the deficits that began in FY 2010 by implementing a full-community strategic plan effort to identify service level requirements, appropriate funding available to meet those requirements, and future goals of the City.

City of Clayton General Fund Summary

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
GENERAL FUND REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PROPERTY TAX	\$5,358,091	\$5,537,884	\$5,358,914	\$5,715,850	\$5,715,850	\$5,677,365	\$5,767,410	0.90%	\$5,881,804	\$7,027,784
LICENSES PERMITS FEES	\$1,644,094	\$1,671,898	\$1,778,345	\$1,717,391	\$1,717,391	\$1,452,320	\$1,471,156	-14.34%	\$1,594,585	\$1,663,631
FINES	\$1,317,401	\$1,288,511	\$1,285,874	\$1,346,926	\$1,346,926	\$1,437,615	\$1,411,035	4.76%	\$1,416,304	\$1,421,561
UTILITIES	\$5,750,387	\$4,873,025	\$6,088,065	\$5,252,091	\$5,324,213	\$5,521,000	\$5,567,084	6.00%	\$5,697,421	\$5,832,316
INTERGOVT	\$4,184,945	\$3,822,103	\$3,798,109	\$3,748,508	\$3,748,508	\$3,778,476	\$3,812,974	1.72%	\$3,857,365	\$3,900,625
MISCELLANEOUS	\$2,509,897	\$2,113,581	\$2,559,572	\$1,791,612	\$1,321,402	\$1,323,249	\$1,465,183	-18.22%	\$1,435,687	\$1,446,422
PARKS MISC. REVENUE	\$123,408	\$143,514	\$122,938	\$213,685	\$181,685	\$161,641	\$172,625	-19.22%	\$175,075	\$177,290
PARKING STRUCTURE	\$402,338	\$397,995	\$383,988	\$406,900	\$406,900	\$437,701	\$435,363	7.00%	\$440,818	\$443,066
PARKING METER/PERMITS	\$1,018,285	\$1,122,592	\$1,112,165	\$1,375,502	\$1,375,502	\$1,287,706	\$1,292,670	-6.02%	\$1,293,848	\$1,295,029
SHAW PARK AQUATICS	\$276,563	\$277,624	\$339,803	\$297,022	\$297,022	\$307,586	\$313,436	5.53%	\$332,534	\$332,534
SHAW PARK ICE RINK	\$48,305	\$61,360	\$76,350	\$80,629	\$80,572	\$76,618	\$86,584	7.39%	\$86,584	\$86,614
SHAW PARK TENNIS	\$65,950	\$73,458	\$52,394	\$73,439	\$73,439	\$57,351	\$49,165	-33.05%	\$58,781	\$58,781
SPORTS PROGRAMS	\$310,761	\$294,905	\$294,365	\$303,746	\$303,746	\$284,251	\$290,550	-4.34%	\$293,450	\$295,065
TRANSFER IN	\$1,102,227	\$1,140,793	\$1,223,357	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL GENERAL FUND REVENUES	\$24,112,652	\$22,819,243	\$24,474,239	\$22,323,301	\$21,893,156	\$21,802,679	\$22,135,235	-0.84%	\$22,564,256	\$23,980,718

FY 2012 General Fund Revenues by Source



10 GENERAL FUND 01 FINANCE

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PROPERTY TAX										
1010000 REAL PROPERTY TAX - CURRENT	\$4,683,770	\$4,815,261	\$4,701,208	\$5,050,000	\$5,050,000	\$5,050,000	\$5,122,000	1.43%	\$5,224,440	\$6,358,226
1020000 REAL PROPERTY TAX - DELINQUENT	\$48,175	\$81,737	\$42,636	\$15,750	\$15,750	\$56,000	\$57,120	262.67%	\$58,262	\$59,428
1030000 PERSONAL PROP. TAX - CURRENT	\$578,877	\$497,461	\$564,763	\$600,000	\$600,000	\$530,000	\$540,600	-9.90%	\$551,412	\$562,440
1040000 PERSONAL PROP. TAX - DELINQUENT	\$9,230	\$82,978	\$8,508	\$6,600	\$6,600	\$6,265	\$6,390	-3.18%	\$6,390	\$6,390
1050000 FINANCIAL INSTITUTION TAX	\$15,415	\$35,610	\$19,900	\$20,000	\$20,000	\$18,000	\$20,000	0.00%	\$20,000	\$20,000
1060000 RAILROAD & OTHER UTILITIES	\$22,073	\$21,365	\$21,897	\$22,000	\$22,000	\$17,000	\$21,000	-4.55%	\$21,000	\$21,000
1070000 MISCELLANEOUS	\$551	\$3,473	\$0	\$1,500	\$1,500	\$100	\$300	-80.00%	\$300	\$300
TOTAL PROPERTY TAX	\$5,358,091	\$5,537,885	\$5,358,914	\$5,715,850	\$5,715,850	\$5,677,365	\$5,767,410	0.90%	\$5,881,804	\$7,027,784
LICENSES PERMITS FEES										
2000000 MERCHANTS LICENSE	\$167,938	\$107,363	\$81,757	\$106,050	\$106,050	\$84,840	\$85,688	-19.20%	\$86,973	\$88,278
2010000 PEDDLERS/TEMP. MERCHANT PERMIT	\$395	\$345	\$320	\$350	\$350	\$350	\$350	0.00%	\$350	\$350
2020000 RESTAURANT LICENSE	\$113,146	\$104,493	\$81,693	\$106,050	\$106,050	\$82,000	\$82,820	-21.90%	\$84,062	\$85,323
2030000 OCCUPATION LICENSE	\$201,508	\$193,643	\$227,639	\$200,000	\$200,000	\$200,000	\$202,000	1.00%	\$205,030	\$208,105
2050000 SIDEWALK CONTRACTOR LICENSE	\$0	\$0	\$0	\$0	\$0	\$300	\$500	0.00%	\$500	\$500
2060000 VENDING MACHINE STICKERS	\$5,630	\$5,770	\$5,830	\$5,845	\$5,845	\$5,945	\$5,995	2.57%	\$6,045	\$5,920
2090000 TAXICAB STANDS	\$5,400	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	\$2,700	0.00%	\$2,700	\$2,700
2150000 BUSINESS LICENSE PENALTIES	\$1,059	\$2,451	\$3,672	\$1,500	\$1,500	\$1,000	\$1,200	-20.00%	\$1,200	\$1,200
2300000 SUNDAY LIQUOR LICENSE	\$30,062	\$28,313	\$29,145	\$27,750	\$27,750	\$28,500	\$30,000	8.11%	\$30,000	\$30,000
2310000 ALL BUT SUNDAY LIQUOR LICENSE	\$2,700	\$3,600	\$3,150	\$4,050	\$4,050	\$3,150	\$4,050	0.00%	\$4,050	\$4,050
2320000 LIQUOR BY THE PACKAGE	\$488	\$150	\$188	\$450	\$450	\$188	\$188	-58.22%	\$188	\$188
2330000 LIQUOR BY THE PACKAGE - SUNDAY	\$1,888	\$1,388	\$1,875	\$1,350	\$1,350	\$975	\$975	-27.78%	\$975	\$975
2370000 5 % BEER - 14 % WINE - SUNDAY	\$1,068	\$1,068	\$1,373	\$1,068	\$1,068	\$1,220	\$1,220	14.23%	\$1,220	\$1,220
2380000 5 % BEER - 14 % WINE	\$158	\$158	\$53	\$105	\$105	\$53	\$53	-49.52%	\$53	\$53
2400000 TEMPORARY LIQUOR LICENSE	\$265	\$405	\$195	\$280	\$280	\$280	\$280	0.00%	\$280	\$280
2420000 WINE, MALT BEV. & DIST. SPIRIT TASTINGS	\$0	\$0	\$0	\$38	\$38	\$38	\$38	0.00%	\$38	\$38
2500000 RIGHT OF WAY PERMITS	\$17,028	\$11,609	\$16,618	\$16,000	\$16,000	\$34,446	\$18,800	17.50%	\$19,176	\$19,560
2500010 AFTER HOURS PERMIT	\$0	\$0	\$0	\$15,000	\$15,000	\$3,750	\$5,000	-66.67%	\$5,000	\$5,000
2510000 PLUMBING PERMITS	\$44,896	\$40,034	\$48,909	\$50,000	\$50,000	\$50,000	\$50,000	0.00%	\$50,000	\$50,000
2520000 MASTER PLUMBING LICENSE	\$3,810	\$3,520	\$4,604	\$3,320	\$3,320	\$3,320	\$3,320	0.00%	\$3,320	\$3,320
2540000 MECHANICAL PERMITS	\$26,731	\$25,400	\$32,290	\$30,000	\$30,000	\$29,000	\$30,000	0.00%	\$30,000	\$30,000
2550000 BID SPECS.	\$866	\$1,800	\$945	\$0	\$0	\$600	\$0	0.00%	\$0	\$0
2560000 SIGN PERMITS	\$8,469	\$4,470	\$8,982	\$8,500	\$8,500	\$13,500	\$13,500	58.82%	\$13,500	\$13,500
2570000 BUILDING PERMITS	\$643,306	\$810,012	\$663,907	\$725,000	\$725,000	\$550,000	\$550,000	-24.14%	\$650,000	\$700,000
2580000 ZONING ORDINANCES	\$159	\$42	\$44	\$50	\$50	\$50	\$50	0.00%	\$50	\$50
2590000 ZONING APPLICATION FEES	\$2,550	\$1,315	\$2,000	\$1,750	\$1,750	\$2,000	\$1,750	0.00%	\$1,750	\$1,750

(Continued)

10 GENERAL FUND 01 FINANCE

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
LICENSES PERMITS FEES (Continued)										
2600000 OCCUPANCY PERMITS	\$9,130	\$6,425	\$15,480	\$8,000	\$8,000	\$10,000	\$10,000	25.00%	\$10,000	\$10,000
2610000 TENANCY PERMITS	\$37,888	\$31,064	\$42,036	\$42,200	\$42,200	\$42,200	\$42,200	0.00%	\$42,200	\$42,200
2620000 PRIOR TO SALE INSPECTIONS	\$0	\$0	\$2,625	\$2,625	\$2,625	\$2,625	\$2,625	0.00%	\$2,625	\$2,625
2630000 FIRE SAFETY PERMITS	\$17,221	\$19,460	\$28,966	\$30,000	\$30,000	\$27,000	\$27,000	-10.00%	\$27,000	\$27,000
2640000 MULCH DELIVERY FEE	\$6,676	\$5,330	\$8,366	\$7,500	\$7,500	\$7,042	\$7,704	2.72%	\$7,650	\$7,996
2650000 CABLE T.V. FRANCHISE FEES	\$170,009	\$173,837	\$178,766	\$189,907	\$189,907	\$208,498	\$212,000	11.63%	\$215,000	\$218,000
2660000 FIBER OPTICS FRANCHISE FEE	\$9,655	\$57,375	\$9,730	\$10,003	\$10,003	\$0	\$0	-100.00%	\$0	\$0
2670000 CONDITIONAL USE	\$4,800	\$3,050	\$4,250	\$3,300	\$3,300	\$2,400	\$2,500	-24.24%	\$2,500	\$2,500
2680000 SITE PLAN REVIEW/ARCHICT. REVIEW BD.	\$8,278	\$4,875	\$10,350	\$11,700	\$11,700	\$11,700	\$11,700	0.00%	\$13,200	\$13,200
2690000 PUBLIC HEARING NOTICE FEES	\$166	\$990	\$125	\$350	\$350	\$350	\$350	0.00%	\$350	\$350
2700000 OUTDOOR DINING PERMIT	\$2,500	\$2,400	\$5,200	\$5,500	\$5,500	\$5,500	\$5,500	0.00%	\$5,500	\$5,500
2710000 LANDSCAPE ARCHITECT REVIEW FEES	\$22,656	\$12,409	\$9,413	\$10,700	\$10,700	\$10,700	\$10,700	0.00%	\$11,700	\$11,700
2720000 TRAFFIC STUDY FEE	\$71,300	\$0	\$39,900	\$80,000	\$80,000	\$17,700	\$40,000	-50.00%	\$50,000	\$80,000
2730000 SWPPP PLAN REVIEW FEES	\$0	\$1,500	\$4,200	\$5,400	\$5,400	\$5,400	\$5,400	0.00%	\$7,200	\$7,200
2750000 CONDO FLAT/BOUNDARY ADJUSTMENTS	\$4,467	\$3,137	\$1,100	\$3,000	\$3,000	\$3,000	\$3,000	0.00%	\$3,000	\$3,000
TOTAL LICENSES PERMITS FEES	\$1,644,096	\$1,671,901	\$1,778,349	\$1,717,391	\$1,717,391	\$1,452,320	\$1,471,156	-14.34%	\$1,594,585	\$1,663,631
PARKING STRUCTURE										
2500001 BONHOMME GARAGE	\$344,232	\$278,301	\$269,343	\$282,900	\$282,900	\$333,200	\$325,200	14.95%	\$328,452	\$328,452
2510002 PARKING STRUCTURE- ST.L COUNTY/S.PARK	\$0	\$61,587	\$37,056	\$62,000	\$62,000	\$36,769	\$37,504	-35.51%	\$38,254	\$39,020
2550001 ST.L COUNTY REIMB. - BONHOMME GAR	\$58,107	\$58,107	\$77,587	\$62,000	\$62,000	\$67,732	\$72,659	17.19%	\$74,112	\$75,594
TOTAL PARKING STRUCTURE	\$402,339	\$397,995	\$383,986	\$406,900	\$406,900	\$437,701	\$435,363	7.00%	\$440,818	\$443,066
UTILITIES										
3010000 ELECTRICAL UTILITIES	\$1,977,341	\$1,960,879	\$2,161,952	\$2,150,000	\$2,150,000	\$2,602,000	\$2,610,244	21.41%	\$2,714,651	\$2,823,296
3020000 GAS UTILITIES	\$1,087,218	\$1,073,174	\$911,964	\$991,820	\$991,820	\$860,000	\$877,200	-11.56%	\$885,000	\$893,000
3030000 WATER UTILITIES	\$229,477	\$268,041	\$267,882	\$240,000	\$240,000	\$264,000	\$266,640	11.10%	\$266,640	\$266,640
3040000 TELEPHONE UTILITIES	\$2,456,351	\$1,550,931	\$2,746,266	\$1,870,271	\$1,942,393	\$1,795,000	\$1,813,000	-3.06%	\$1,831,130	\$1,849,440
TOTAL UTILITIES	\$5,750,387	\$4,873,025	\$6,088,064	\$5,252,091	\$5,324,213	\$5,521,000	\$5,567,084	6.00%	\$5,697,421	\$5,832,316

10 GENERAL FUND 01 FINANCE

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
INTERGOVT										
3500000 CITY SALES TAX	\$3,186,884	\$2,931,587	\$2,840,301	\$2,844,000	\$2,844,000	\$2,844,000	\$2,870,000	0.91%	\$2,910,000	\$2,950,000
3510000 CITY SALES TAX-AUTOS	\$98,027	\$82,801	\$87,266	\$81,010	\$81,010	\$81,010	\$81,700	0.85%	\$82,900	\$82,900
3520000 VEHICLE FEE INCREASE	\$69,982	\$69,280	\$68,690	\$66,633	\$66,633	\$69,400	\$70,094	5.19%	\$70,094	\$70,094
3530000 GASOLINE TAX	\$458,504	\$441,629	\$445,865	\$441,000	\$441,000	\$439,143	\$443,543	0.58%	\$443,543	\$443,543
3540000 CIGARETTE TAX	\$100,803	\$100,542	\$100,488	\$100,488	\$100,488	\$100,488	\$100,488	0.00%	\$100,488	\$100,488
3580000 FEDERAL GRANT	\$35,709	\$31,534	\$43,646	\$0	\$0	\$28,600	\$28,600	0.00%	\$28,600	\$28,600
3580001 STATE GRANT	\$75,000	\$0	\$7,376	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3590000 SCHOOL DISTRICT REIMB. SRO	\$79,145	\$81,120	\$120,238	\$130,377	\$130,377	\$128,930	\$131,646	0.97%	\$134,240	\$138,000
3600000 ST. LOUIS COUNTY REIMB./ POLICE ACADEMY	\$76,421	\$78,508	\$81,000	\$85,000	\$85,000	\$86,215	\$86,903	2.24%	\$87,500	\$89,000
3620000 RICHMOND HEIGHTS REIMB./PARKING	\$4,470	\$5,103	\$3,238	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL INTERGOVT	\$4,184,945	\$3,822,104	\$3,798,108	\$3,748,508	\$3,748,508	\$3,778,476	\$3,812,974	1.72%	\$3,857,365	\$3,900,625
SHAW PARK AQUATICS										
4010000 SPAC-FAMILY RES SEASON PASS	\$60,392	\$61,612	\$75,435	\$62,195	\$62,195	\$70,240	\$71,500	14.96%	\$76,935	\$76,935
4020000 SPAC-ADULT RES SEASON PASS	\$9,916	\$11,031	\$10,315	\$10,448	\$10,448	\$10,448	\$10,703	2.44%	\$11,553	\$11,553
4020001 SPAC-CORPORATE RES SEASON PASS	\$50,087	\$56,985	\$63,012	\$55,649	\$55,649	\$55,857	\$56,249	1.08%	\$61,983	\$61,983
4020002 SPAC-SENIOR RES SEASON PASS	\$3,175	\$2,905	\$3,970	\$3,958	\$3,958	\$3,958	\$4,023	1.64%	\$5,233	\$5,233
4030000 SPAC-YOUTH RES SEASON PASS	\$1,641	\$1,535	\$2,082	\$2,142	\$2,142	\$2,142	\$2,272	6.07%	\$2,492	\$2,492
4030010 SPAC-FAMILY NR SEASON PASS	\$30,868	\$35,317	\$38,545	\$34,314	\$34,314	\$35,800	\$36,314	5.83%	\$39,945	\$39,945
4030020 SPAC-ADULT NR SEASON PASS	\$11,020	\$12,407	\$14,588	\$11,312	\$11,312	\$11,312	\$11,912	5.30%	\$13,512	\$13,512
4030030 SPAC-SENIOR NR SEASON PASS	\$1,479	\$1,053	\$2,316	\$1,426	\$1,426	\$1,426	\$1,921	34.71%	\$2,339	\$2,339
4030040 SPAC-YOUTH NR SEASON PASS	\$625	\$250	\$1,084	\$660	\$660	\$660	\$825	25.00%	\$825	\$825
4040000 SPAC-ADMISSIONS	\$53,523	\$44,537	\$63,011	\$50,825	\$50,825	\$52,000	\$52,500	3.30%	\$52,500	\$52,500
4040001 SPAC-RENTALS	\$27,432	\$30,269	\$37,113	\$36,920	\$36,920	\$36,920	\$37,880	2.60%	\$37,880	\$37,880
4040002 SPAC - PROGRAMS	\$25,823	\$19,215	\$27,857	\$26,073	\$26,073	\$26,073	\$26,562	1.88%	\$26,562	\$26,562
4060000 SPAC-LOCKERS & MISC.	\$583	\$509	\$477	\$1,100	\$1,100	\$750	\$775	-29.55%	\$775	\$775
TOTAL SHAW PARK AQUATICS	\$276,584	\$277,625	\$339,805	\$297,022	\$297,022	\$307,586	\$313,436	5.53%	\$332,534	\$332,534
SHAW PARK ICE RINK										
4070000 SPIR-FAMILY RES SEASON PASSES	\$1,708	\$2,210	\$3,109	\$2,685	\$2,628	\$2,628	\$2,685	0.00%	\$2,685	\$2,685
4080000 SPIR-ADULT RES SEASON PASSES	\$87	\$212	\$307	\$326	\$326	\$326	\$342	4.91%	\$342	\$342
4080001 SPIR-SENIOR RES SEASON PASSES	\$82	\$72	\$140	\$199	\$199	\$199	\$209	5.03%	\$209	\$209
4090000 SPIR-FAMILY RES SEASON PASSES	-\$24	\$75	\$260	\$77	\$77	\$212	\$216	180.52%	\$216	\$216
4090010 SPIR-CORPORATE NR SEASON PASSES	\$595	\$787	\$1,398	\$1,762	\$1,762	\$1,762	\$1,850	4.99%	\$1,850	\$1,850
4090020 SPIR-FAMILY NR SEASON PASSES	\$1,145	\$1,147	\$1,057	\$1,169	\$1,169	\$1,169	\$1,227	4.96%	\$1,227	\$1,227
4090030 SPIR-ADULT NR SEASON PASSES	\$63	\$187	\$146	\$164	\$164	\$164	\$172	4.88%	\$172	\$172
4090040 SPIR-SENIOR NR SEASON PASSES	\$85	\$15	\$13	\$13	\$13	\$0	\$14	7.69%	\$14	\$14
4100000 SPIR-ADMISSIONS	\$11,657	\$18,241	\$20,558	\$21,275	\$21,275	\$21,982	\$22,339	5.00%	\$22,339	\$22,339
4100001 SPIR-RINK RENTALS	\$22,361	\$23,670	\$35,605	\$38,199	\$38,199	\$34,216	\$41,000	7.33%	\$41,000	\$41,000
4100002 SPIR-SKATE RENTAL	\$5,321	\$6,546	\$6,562	\$6,800	\$6,800	\$6,862	\$6,800	0.00%	\$6,800	\$6,800
4100003 SPIR-SKATING PROGRAMS	\$5,119	\$7,971	\$7,092	\$7,860	\$7,860	\$6,962	\$9,630	22.52%	\$9,630	\$9,660
4120000 SPIR-MISC.	\$85	\$226	\$93	\$100	\$100	\$136	\$100	0.00%	\$100	\$100
TOTAL SHAW PARK ICE RINK	\$48,304	\$61,359	\$76,352	\$80,629	\$80,572	\$76,618	\$86,584	7.39%	\$86,584	\$86,614

10 GENERAL FUND 01 FINANCE

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
SHAW PARK TENNIS										
4140000 SPTC-FAMILY RES SEASON PASSES	\$4,529	\$4,631	\$3,252	\$4,960	\$4,960	\$3,985	\$4,230	-14.72%	\$4,230	\$4,230
4150000 SPTC-ADULT RES SEASON PASSES	\$320	\$258	\$306	\$410	\$410	\$365	\$386	-5.85%	\$386	\$386
4150001 SPTC-SENIORS RES SEASON PASSES	\$212	\$241	\$245	\$339	\$339	\$269	\$286	-15.63%	\$286	\$286
4150002 TENNIS/CORP. ADULT	\$1,074	\$1,241	\$1,612	\$1,482	\$1,482	\$1,294	\$1,368	-7.69%	\$1,368	\$1,368
4160000 SPTC-STUDENT PASSES	\$116	\$40	\$85	\$112	\$112	\$77	\$83	-25.89%	\$83	\$83
4160010 SPTC-FAMILY NR SEASON PASS	\$1,015	\$1,017	\$797	\$1,169	\$1,169	\$1,104	\$1,162	-0.60%	\$1,162	\$1,162
4160020 SPTC-ADULT NR SEASON PASS	\$173	\$187	\$146	\$164	\$164	\$164	\$172	4.88%	\$172	\$172
4160030 SPTC-SENIOR NR SEASON PASS	\$15	\$15	\$13	\$13	\$13	\$13	\$14	7.69%	\$14	\$14
4160040 SPTC-YOUTH NR SEASON PASS	\$29	\$0	\$12	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4170000 SPTC-ADMISSIONS	\$4,605	\$4,647	\$4,224	\$5,050	\$5,050	\$4,400	\$3,664	-27.45%	\$4,580	\$4,580
4170001 SPTC-COURT RENTALS	\$3,020	\$4,210	\$2,693	\$3,215	\$3,215	\$2,180	\$3,000	-6.69%	\$3,000	\$3,000
4170002 SPTC-TENNIS PROGRAMS	\$60,843	\$66,972	\$39,011	\$66,525	\$66,525	\$43,500	\$34,800	-38.43%	\$43,500	\$43,500
TOTAL SHAW PARK TENNIS	\$65,951	\$73,459	\$52,396	\$73,439	\$73,439	\$67,351	\$49,165	-33.05%	\$58,781	\$58,781
PARKS MISC. REVENUE										
4200000 SHAW PARK CONCESSIONS	\$65,524	\$63,132	\$68,997	\$74,160	\$74,160	\$74,160	\$76,500	3.16%	\$78,500	\$80,500
4210000 VENDING MACHINE	\$1,790	\$1,756	\$1,490	\$3,250	\$3,250	\$3,250	\$3,400	4.62%	\$3,550	\$3,700
4220000 HANLEY HOUSE ADMISSIONS	\$1,183	\$4,558	\$3,971	\$5,950	\$5,950	\$10,720	\$6,550	10.08%	\$6,850	\$6,915
4290000 SHELTER/RENTALS	\$7,410	\$12,275	\$11,370	\$25,525	\$25,525	\$17,125	\$18,125	-28.99%	\$18,125	\$18,125
4300000 INSTRUCTIONAL - GENERAL PROGRAMS	\$7,975	\$1,667	\$1,600	\$5,700	\$5,700	\$0	\$0	-100.00%	\$0	\$0
4310000 SPECIAL EVENTS	\$24,399	\$42,325	\$20,568	\$42,000	\$22,000	\$17,870	\$18,950	-54.88%	\$18,950	\$18,950
4320000 I.D. CARD PROCESSING FEE	\$260	\$130	\$115	\$100	\$100	\$100	\$100	0.00%	\$100	\$100
4330000 MEMORIAL DONATIONS	\$4,615	\$1,524	\$0	\$38,000	\$26,000	\$19,416	\$30,000	-21.05%	\$30,000	\$30,000
4350000 CORPORATE PICNICS	\$10,254	\$16,147	\$14,827	\$19,000	\$19,000	\$19,000	\$19,000	0.00%	\$19,000	\$19,000
TOTAL PARKS MISC. REVENUE	\$123,410	\$143,514	\$122,938	\$213,685	\$181,685	\$161,641	\$172,625	-19.22%	\$175,075	\$177,290
SPORTS PROGRAMS										
4420000 BALLFIELD COMPLEX-RENTALS	\$5,206	\$7,916	\$8,792	\$7,206	\$7,206	\$8,006	\$8,405	16.64%	\$8,430	\$8,785
4440100 FITNESS	\$93,039	\$89,463	\$78,974	\$80,000	\$80,000	\$67,175	\$68,000	-15.00%	\$68,000	\$68,000
4440101 AQUATICS	\$95	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4440102 LEAGUES - ADULT	\$49,664	\$48,934	\$53,016	\$54,440	\$54,440	\$50,855	\$53,780	-1.21%	\$53,780	\$53,780
4440110 LEAGUES - YOUTH	\$120,460	\$118,401	\$124,618	\$114,900	\$114,900	\$124,375	\$126,525	10.12%	\$129,400	\$130,600
4440112 INSTRUCIONAL - SPORTS CAMPS	\$42,022	\$30,141	\$30,967	\$47,200	\$47,200	\$33,840	\$33,840	-28.31%	\$33,840	\$33,920
4450000 I.D. CARD PROCESSING FEE	\$275	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL SPORTS PROGRAMS	\$310,761	\$294,905	\$294,365	\$303,746	\$303,746	\$284,251	\$290,550	-4.34%	\$293,450	\$295,065

10 GENERAL FUND OF FINANCE

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
FINES										
4500000 ACCIDENT REPORT CHARGES	\$3,025	\$2,079	\$2,239	\$2,000	\$2,000	\$2,065	\$2,000	0.00%	\$2,000	\$2,000
4500001 FIRE/EMS - REPORT CHARGES	\$121	\$282	\$155	\$150	\$150	\$150	\$150	0.00%	\$150	\$150
4520000 PRIVATE SUBDIVISION FEES	\$10,564	\$10,842	\$11,120	\$10,800	\$10,800	\$11,500	\$11,500	6.48%	\$11,500	\$11,500
4540000 FONTBONNE FIRE PROTECTION	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	0.00%	\$10,000	\$10,000
4560000 CONCORDIA FIRE PROTECTION	\$16,395	\$16,395	\$16,682	\$16,395	\$16,395	\$33,721	\$35,365	115.83%	\$37,154	\$39,011
4570000 WASHINGTON UNIVERSITY FIRE PROTECTION	\$170,775	\$173,085	\$173,085	\$178,600	\$178,600	\$178,600	\$182,100	1.96%	\$185,600	\$189,000
4580000 DATA PROCESSING SERVICES	\$0	\$0	\$0	\$35	\$35	\$0	\$0	-100.00%	\$0	\$0
4640000 VALET PARKING PERMITS	\$1,700	\$1,500	\$1,800	\$1,500	\$1,500	\$1,100	\$1,200	-20.00%	\$1,200	\$1,200
5010000 FINES-TRAFFIC VIOLATIONS	\$495,141	\$411,256	\$378,510	\$500,000	\$500,000	\$500,000	\$507,500	1.50%	\$507,500	\$507,500
5020000 FINES-MUNICIPAL COURT	\$496,770	\$522,852	\$517,702	\$501,000	\$501,000	\$540,000	\$540,000	7.78%	\$540,000	\$540,000
5050000 C-V-C FEES	\$12,904	\$16,492	\$13,231	\$17,512	\$17,512	\$4,100	\$4,100	-76.59%	\$4,100	\$4,100
5060000 FALSE ALARMS	\$2,363	\$85	\$21,067	\$4,000	\$4,000	\$3,000	\$3,000	-25.00%	\$3,000	\$3,000
5060001 FALSE ALARMS - FIRE DEPARTMENT	\$12,326	\$34,492	\$48,250	\$15,000	\$15,000	\$54,200	\$15,000	0.00%	\$15,000	\$15,000
5070000 COURT FEES	\$68,720	\$71,403	\$73,290	\$72,264	\$72,264	\$82,000	\$82,000	13.47%	\$82,000	\$82,000
5070010 (IPCF) I PAY CONVENIENCE FEES	\$0	-\$53	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
5080000 LAW ENFORCEMENT TRAINING	\$11,031	\$11,815	\$11,707	\$11,920	\$11,920	\$11,920	\$12,100	1.51%	\$12,100	\$12,100
5120000 REIMBURSEMENT POLICE COST	\$5,565	\$5,985	\$7,035	\$5,750	\$5,750	\$5,000	\$5,000	-13.04%	\$5,000	\$5,000
TOTAL FINES	\$1,317,401	\$1,288,511	\$1,285,873	\$1,346,926	\$1,346,926	\$1,437,615	\$1,411,035	4.76%	\$1,416,304	\$1,421,561
PARKING METER/PERMITS										
5610000 UPPER 8000 MARYLAND	\$8,673	-\$50	\$1,028	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
5630000 120 NORTH MERAMEC	\$51,894	\$53,952	\$35,872	\$30,176	\$30,176	\$26,143	\$28,560	-5.36%	\$29,400	\$30,240
5640000 HANLEY & CARONDELET LOT	\$4,570	\$4,216	\$3,742	\$4,272	\$4,272	\$4,218	\$4,680	9.55%	\$4,680	\$4,680
5650000 HANLEY & WYDOWN	\$6,760	\$8,327	\$7,705	\$7,000	\$7,000	\$7,836	\$7,920	13.14%	\$7,920	\$7,920
5670000 10-22 NORTH BRENTWOOD	\$10,328	\$12,946	\$14,813	\$15,960	\$15,960	\$13,632	\$11,700	-26.69%	\$11,700	\$11,700
5710000 7600 WYDOWN LOT	\$5,449	\$5,890	\$5,568	\$4,100	\$4,100	\$6,178	\$6,600	60.98%	\$6,600	\$6,600
5720000 FORSYTH/BRENTWOOD	\$25,225	\$22,891	\$17,278	\$17,798	\$17,798	\$16,716	\$19,800	11.25%	\$19,800	\$19,800
5750000 RENTAL OF PARKING METERS	\$83,570	\$98,065	\$27,960	\$24,446	\$24,446	\$33,470	\$33,805	38.28%	\$34,143	\$34,484
5760000 PARKING METERS REVENUE	\$694,271	\$802,302	\$846,502	\$1,142,000	\$1,142,000	\$1,025,000	\$1,025,000	-10.25%	\$1,025,000	\$1,025,000
5760001 SO. CENTRAL/COUNTY LOT	\$62,364	\$74,166	\$110,041	\$91,700	\$91,700	\$114,000	\$114,000	24.32%	\$114,000	\$114,000
5770000 FORSYTH/WASHINGTON UNIVERSITY	\$33,075	\$22,050	\$22,050	\$22,050	\$22,050	\$22,050	\$22,050	0.00%	\$22,050	\$22,050
5780000 NO. MERAMEC LOT	\$16,901	\$17,228	\$19,607	\$16,000	\$16,000	\$18,463	\$18,555	15.97%	\$18,555	\$18,555
TOTAL PARKING METER/PERMITS	\$1,002,880	\$1,121,983	\$1,112,166	\$1,375,502	\$1,375,502	\$1,287,706	\$1,292,670	-6.02%	\$1,293,848	\$1,295,029

10 GENERAL FUND 01 FINANCE

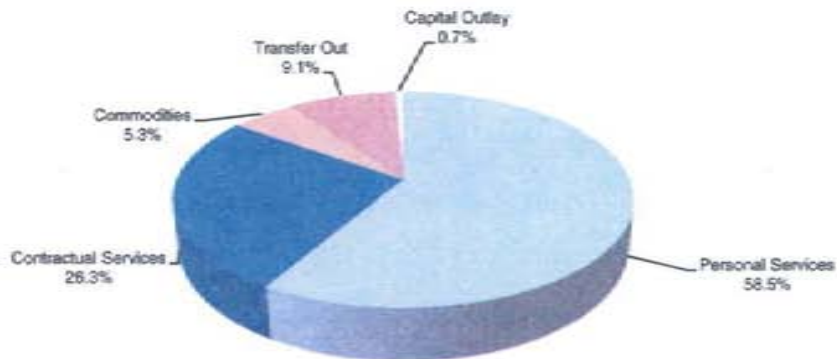
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
01 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
MISCELLANEOUS										
7010000 SALE OF HISTORY BOOKS	\$115	\$17	\$60	\$125	\$125	\$30	\$50	-60.0%	\$50	\$50
7060000 ZONING BOOKS, MAPS, & XEROX COPIES	\$3,253	\$1,640	\$2,903	\$500	\$500	\$1,200	\$1,200	140.0%	\$1,200	\$1,200
7070000 OTHER INCOME	\$50,328	\$16,494	\$82,737	\$75,000	\$84,537	\$84,603	\$75,200	0.3%	\$75,200	\$75,200
7070001 JSC-REIMB-RH & CLAYTON	\$617	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7070002 TRANSIT PASS REIMBURSEMENT	\$2,805	\$3,432	\$1,847	\$2,448	\$2,448	\$1,118	\$2,220	-9.3%	\$2,220	\$2,220
7100000 INTEREST ON INVESTMENTS	\$853,567	\$714,746	\$352,473	\$303,400	\$303,400	\$245,000	\$160,000	-47.3%	\$140,000	\$140,000
7110000 TREE CALIPER	\$123,770	\$331	\$2,640	\$2,000	\$2,000	\$0	\$1,000	-50.0%	\$1,000	\$1,000
7250000 AMBULANCE CHARGES	\$319,837	\$297,975	\$308,658	\$300,000	\$300,000	\$292,500	\$300,000	0.0%	\$300,000	\$300,000
7260000 TASTE OF CLAYTON	\$245,552	\$129,559	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7270000 SPECIAL EVENT STANDBY	\$900	\$360	\$2,930	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7320000 REIMBURSEMENTS	\$72,873	\$50,374	\$73,380	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7330000 VEST PARTNERSHIP	\$0	\$0	\$1,887	\$9,000	\$9,000	\$8,406	\$2,800	-68.9%	\$2,800	\$2,800
7340000 RCCEEG - REIMB./POLICE OFFICER	\$57,344	\$104,232	\$93,243	\$138,245	\$138,245	\$138,245	\$142,391	3.0%	\$146,662	\$149,500
7340100 RCCEEG/FBI RENT	\$17,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,500	\$18,500	-8.3%	\$0	\$0
7340200 HERITAGE BUILDING	\$0	\$0	\$399,179	\$0	\$48,253	\$48,253	\$0	0.0%	\$0	\$0
9230000 TRANSFER FROM FUND 70	\$0	\$0	\$0	\$328,000	\$0	\$0	\$0	-100.0%	\$0	\$0
9250000 TRANSFER FROM SPECIAL TAX DISTRICT	\$0	\$0	\$0	\$1,000	\$1,000	\$73,500	\$73,500	7250.0%	\$73,500	\$73,500
9460000 INS-TRANSFER FROM GENL/PARKING	\$556,600	\$528,000	\$532,500	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
9400000 HEALTH INSURANCE TRANSFERS	\$913,048	\$948,120	\$1,047,512	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
9420000 DENTAL TRANSFERS	\$151,685	\$153,686	\$140,507	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
9460000 GROUP LIFE INSURANCE TRANSFERS	\$37,494	\$38,988	\$35,338	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7000000 EMPLOYEE CONTRIBUTIONS-DEP. MEDICAL	\$210,966	\$241,856	\$263,274	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
7000001 EMPLOYEE CONTRIBUTION-DEP.DENTAL	\$5,350	\$7,142	\$6,531	\$0	\$0	\$0	\$0	0.0%	\$0	\$0
9600000 TRANSFER FROM RPIF 60	\$0	\$0	\$417,522	\$613,894	\$413,894	\$413,894	\$690,322	12.4%	\$693,055	\$700,952
TOTAL MISCELLANEOUS	\$3,627,523	\$3,254,977	\$3,782,921	\$1,791,612	\$1,321,402	\$1,323,249	\$1,465,183	-18.2%	\$1,435,687	\$1,446,422
TOTAL 01 FINANCE	\$24,112,652	\$22,819,243	\$24,474,239	\$22,323,301	\$21,893,156	\$21,802,879	\$22,135,235	-0.8%	\$22,564,256	\$23,980,718

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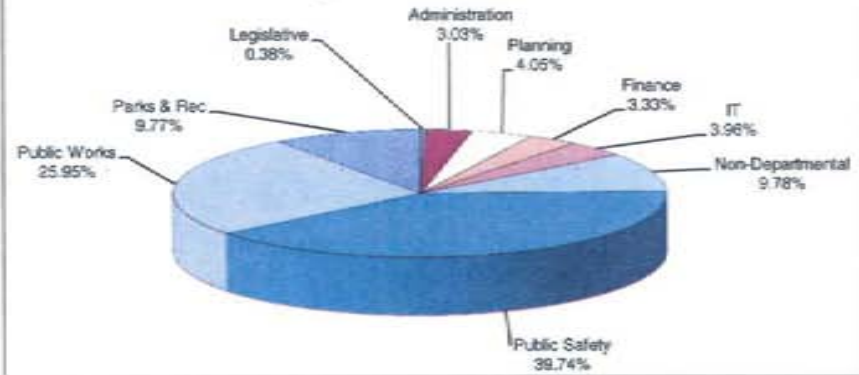
City of Clayton General Fund by Category

GENERAL FUND EXPENDITURES	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
CATEGORY	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES	\$12,646,278	\$12,939,375	\$14,000,491	\$14,457,505	\$14,397,464	\$14,253,128	\$14,604,700	1.02%	\$15,007,909	\$15,360,170
CONTRACTUAL SERVICES	\$6,492,442	\$6,622,645	\$7,473,655	\$6,188,194	\$6,241,418	\$6,245,710	\$6,572,453	6.21%	\$6,600,142	\$6,687,586
COMMODITIES	\$1,035,806	\$972,857	\$1,080,912	\$1,206,897	\$1,224,173	\$1,300,363	\$1,325,613	9.84%	\$1,425,905	\$1,408,315
TRANSFER OUT	\$1,269,600	\$1,290,500	\$2,020,091	\$2,584,035	\$2,584,035	\$2,604,522	\$2,278,405	-11.83%	\$2,280,264	\$2,290,899
CAPITAL OUTLAY	\$176,607	\$165,665	\$56,956	\$125,200	\$125,200	\$125,000	\$173,624	38.68%	\$137,500	\$118,000
DEBT	\$230,808	\$230,808	\$230,808	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
EXPENDITURES	\$21,851,541	\$22,221,850	\$24,862,913	\$24,561,831	\$24,572,290	\$24,528,723	24,954,795	1.60%	\$25,451,720	\$25,864,970

FY 2012 GENERAL FUND EXPENDITURES BY CATEGORY



FY 2012 GENERAL FUND EXPENDITURES BY DEPARTMENT



City of Clayton General Fund Summary

---Includes General, Parking and Insurance Funds---

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
GENERAL FUND EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2011	PROJECTED	PROJECTED
1001 MAYOR, BOARD OF ALDERMAN & CITY CLERK	\$76,531	\$67,745	\$80,526	\$84,940	\$84,940	\$84,186	\$93,748	10.37%	\$97,042	\$96,094
1003 MUNICIPAL COURT	\$209,627	\$192,572	\$207,545	\$276,913	\$272,313	\$267,929	\$284,692	2.81%	\$282,580	\$285,861
1004 LEGAL	\$267,391	\$129,510	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1005 BOARDS & COMMISSIONS	\$2,731	\$3,683	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1006 CITY MANAGER	\$430,166	\$459,168	\$677,891	\$615,813	\$663,238	\$678,958	\$580,214	-5.78%	\$541,706	\$549,901
1007 HUMAN RESOURCES	\$133,135	\$140,449	\$170,444	\$170,510	\$170,510	\$152,816	\$176,999	3.81%	\$175,124	\$176,798
1008 PLANNING & DEVELOPMENT	\$734,971	\$750,779	\$869,906	\$931,766	\$902,718	\$856,908	\$1,011,866	8.60%	\$925,329	\$945,356
1101 FINANCE	\$518,297	\$530,785	\$551,623	\$515,017	\$500,923	\$504,544	\$545,493	5.92%	\$561,589	\$572,639
1102 MANAGEMENT INFORMATION SYSTEMS	\$516,340	\$558,856	\$504,289	\$744,485	\$744,485	\$690,368	\$989,222	32.87%	\$943,197	\$993,321
1200 POLICE	\$4,896,236	\$4,963,979	\$5,450,762	\$5,558,403	\$5,558,403	\$5,519,375	\$5,674,963	2.10%	\$5,823,493	\$5,951,025
1201 PARKING CONTROL	\$193,966	\$205,209	\$228,317	\$245,098	\$245,098	\$243,450	\$265,455	8.31%	\$283,431	\$288,838
1300 FIRE	\$3,267,478	\$3,408,825	\$3,807,431	\$3,784,972	\$3,784,972	\$3,795,212	\$3,977,516	5.09%	\$4,028,300	\$4,108,807
1401 ENGINEERING	\$3,203,111	\$3,341,901	\$2,332,819	\$2,611,211	\$2,611,211	\$2,555,057	\$2,677,967	2.56%	\$2,753,138	\$2,779,892
1403 STREET MAINTENANCE	\$0	\$0	\$1,228,088	\$1,331,373	\$1,331,373	\$1,315,005	\$1,460,757	9.72%	\$1,519,352	\$1,558,464
1404 BUILDING MAINTENANCE	\$357,915	\$395,962	\$858,041	\$545,504	\$545,504	\$608,551	\$669,279	4.67%	\$636,257	\$618,258
1405 FLEET MAINTENANCE	\$606,132	\$514,839	\$569,019	\$627,193	\$627,193	\$726,619	\$771,214	22.96%	\$861,854	\$869,582
1406 PARKING OPERATIONS & MAINTENANCE	\$187,281	\$149,839	\$182,973	\$684,998	\$684,998	\$706,914	\$680,789	2.37%	\$687,958	\$691,498
1409 STREET LIGHTING	\$0	\$0	\$248,426	\$290,415	\$290,415	\$292,467	\$314,597	8.33%	\$331,979	\$332,328
1501 COMMUNICATIONS	\$69,655	\$63,963	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1502 TASTE OF CLAYTON	\$241,362	\$129,559	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1503 CENTURY FOUNDATION	\$0	\$27,191	\$30,408	\$29,703	\$29,703	\$29,608	\$34,845	17.31%	\$33,643	\$32,625
1601 P&R ADMINISTRATION	\$527,849	\$547,038	\$559,421	\$755,171	\$735,171	\$743,854	\$755,284	0.01%	\$820,580	\$829,771
1603 SHAW PARK POOL	\$211,935	\$224,597	\$257,961	\$239,264	\$239,264	\$235,326	\$237,643	-0.68%	\$242,479	\$247,320
1604 ICE RINK	\$68,500	\$78,199	\$91,117	\$145,797	\$129,797	\$101,809	\$133,156	-8.67%	\$137,124	\$141,123
1606 HANLEY HOUSE	\$8,554	\$8,489	\$8,930	\$17,457	\$17,457	\$24,723	\$14,955	-14.33%	\$13,672	\$14,074
1607 TENNIS CENTER	\$44,908	\$54,940	\$50,038	\$59,962	\$59,962	\$45,423	\$37,341	-37.73%	\$39,550	\$38,107
1608 SPORTS PROGRAMS	\$185,287	\$172,838	\$170,541	\$210,350	\$210,350	\$180,701	\$184,918	-12.09%	\$187,697	\$189,046
1610 PARK MAINTENANCE	\$727,607	\$726,707	\$818,235	\$959,779	\$959,779	\$960,577	\$975,487	1.64%	\$1,006,734	\$1,023,560
1613 CONCESSIONS	\$65,484	\$58,780	\$64,625	\$66,685	\$66,685	\$64,825	\$65,216	-2.20%	\$65,930	\$66,553
1701 GENERAL	\$80,336	\$53,469	\$49,731	\$59,000	\$59,000	\$60,497	\$62,475	5.89%	\$63,510	\$63,128
1702 COMMUNITY RELATIONS	\$18,845	\$18,465	\$17,520	\$8,000	\$15,500	\$15,126	\$18,820	213.67%	\$19,450	\$20,100
1703 EMPLOYEE BENEFITS	\$74,698	\$82,663	\$136,638	\$111,823	\$149,099	\$132,306	\$112,023	0.18%	\$112,625	\$112,728
1704 INSURANCE	\$0	\$0	\$0	\$803,575	\$803,575	\$801,648	\$772,078	-3.92%	\$781,488	\$790,524
1900 TRANSFER TO INSURANCE FUND	\$515,600	\$480,500	\$482,000	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1900 TRANSFER TO DEBT SERVICE	\$0	\$0	\$0	\$1,676,654	\$1,676,654	\$1,701,141	\$1,475,783	-11.98%	\$1,474,909	\$1,477,649
1900 TRANSFERS	\$795,100	\$856,974	\$1,158,735	\$422,000	\$422,000	\$422,000	\$0	0.00%	\$0	\$0
00 PARKING GARAGES	\$372,121	\$461,967	\$413,731	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
20 DEBT	\$304,458	\$299,462	\$303,663	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
88 INSURANCE	\$1,935,923	\$2,081,945	\$2,281,509	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL GENERAL FUND EXPENDITURES	\$21,851,536	\$22,221,847	\$24,862,903	\$24,561,831	\$24,572,290	\$24,528,723	\$24,954,795	1.60%	\$25,451,720	\$25,864,970

LEGISLATIVE

Mission and Description

Mission: Clayton's mission is to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions, and a healthy natural environment through an open, accessible and fiscally responsible government.

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

SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: LEGISLATIVE

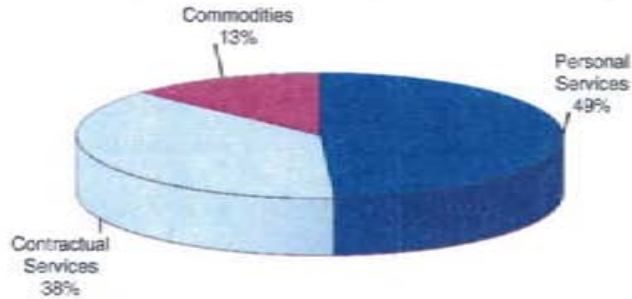
FUND: GENERAL

CATEGORY: ALL

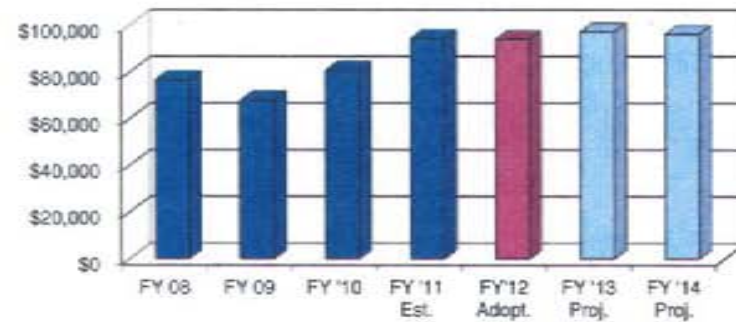
DIVISION ACCOUNT: 1001

LEGISLATIVE - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$35,126	\$20,942	\$31,771	\$33,640	\$33,640	\$49,786	\$45,998	36.74%	\$47,242	\$48,244
CONTRACTUAL SERVICES	\$28,913	\$38,979	\$39,996	\$37,750	\$37,750	\$32,600	\$35,500	-5.96%	\$37,550	\$35,600
COMMODITIES	\$12,492	\$7,824	\$8,760	\$13,550	\$13,550	\$11,800	\$12,250	-9.59%	\$12,250	\$12,250
TOTAL	\$76,531	\$67,745	\$80,527	\$84,940	\$84,940	\$94,186	\$93,748	10.37%	\$97,042	\$96,094

FY 2012 ADOPTED BUDGET



TOTAL EXPENDITURES



10 GENERAL FUND - MAYOR & BOARD OF ALDERMAN

10X1001	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
MAYOR & BOARD OF ALDERMAN	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$32,570	\$19,392	\$29,314	\$31,059	\$31,059	\$46,103	\$42,501	36.84%	\$43,845	\$44,544
1140000 FICA - EMPLOYER PORTION	\$2,471	\$1,465	\$2,222	\$2,376	\$2,376	\$3,527	\$3,251	36.83%	\$3,349	\$3,449
1180000 GROUP LIFE INSURANCE PREMIUM	\$85	\$85	\$235	\$205	\$205	\$156	\$246	20.00%	\$248	\$251
TOTAL PERSONAL SERVICES	\$35,126	\$20,942	\$31,771	\$33,640	\$33,640	\$49,786	\$45,998	36.74%	\$47,242	\$48,244
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$5,394	\$6,534	\$17,528	\$8,000	\$8,000	\$5,200	\$8,000	0.00%	\$8,000	\$8,000
2130000 TRAVEL & TRAINING	\$5,167	\$3,686	\$1,936	\$5,000	\$5,000	\$5,000	\$5,000	0.00%	\$5,000	\$5,000
2150000 ADVERTISING	\$2,666	\$3,543	\$1,854	\$1,600	\$1,600	\$1,600	\$1,600	0.00%	\$1,600	\$1,600
2160000 PRINTING, PHOTOGRAPHY & BLUE PRINTING	\$733	\$519	\$857	\$800	\$800	\$800	\$800	0.00%	\$2,800	\$800
2330000 TELEPHONE	\$3,369	\$3,414	\$3,589	\$6,030	\$6,030	\$5,300	\$5,400	-10.45%	\$5,450	\$5,500
2550000 DUES & MEMBERSHIPS	\$6,900	\$12,417	\$9,809	\$9,640	\$9,640	\$9,500	\$9,500	-1.45%	\$9,500	\$9,500
2700000 CONTRACTUAL SERVICES	\$4,684	\$8,867	\$4,423	\$6,680	\$6,680	\$5,200	\$5,200	-22.16%	\$5,200	\$5,200
TOTAL CONTRACTUAL SERVICES	\$28,913	\$38,980	\$39,996	\$37,750	\$37,750	\$32,600	\$35,500	-5.96%	\$37,550	\$35,600
COMMODITIES										
3010000 OFFICE SUPPLIES	\$807	\$753	\$491	\$800	\$800	\$500	\$500	-37.50%	\$500	\$500
3020000 MAGAZINES BOOKS & MAPS	\$0	\$0	\$258	\$2,000	\$2,000	\$1,000	\$1,000	-50.00%	\$1,000	\$1,000
3210000 MEETINGS & RECEPTIONS	\$8,514	\$6,231	\$6,780	\$9,000	\$9,000	\$9,000	\$9,000	0.00%	\$9,000	\$9,000
3250000 JSC-CLAYTON-RICHMOND HGTS.	\$40	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3330000 AWARDS & MEMORIALS	\$3,131	\$840	\$1,231	\$1,750	\$1,750	\$1,300	\$1,750	0.00%	\$1,750	\$1,750
TOTAL COMMODITIES	\$12,492	\$7,824	\$8,760	\$13,550	\$13,550	\$11,800	\$12,250	-9.59%	\$12,250	\$12,250
TOTAL 1001 MAYOR & BOARD OF ALDERMAN	\$76,531	\$67,746	\$80,527	\$84,940	\$84,940	\$94,186	\$93,748	10.37%	\$97,042	\$96,094

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DEPARTMENT OF ADMINISTRATIVE SERVICES

Mission and Description

Mission: To 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 identification of priorities and establishment of management procedures that develop and effectively utilize City resources; and foster community pride in the City government through excellent customer service.

Description: 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 for advising the City's elected officials on policy matters, appointing and supervising the employees of the City, recommending an annual budget, 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.

Goal and Key Intended Outcome

Goal VI: Efficiently and transparently align organizational resources to achieve the Vision, Mission and Goals of the City of Clayton.

Key Intended Outcome: Organizational Excellence

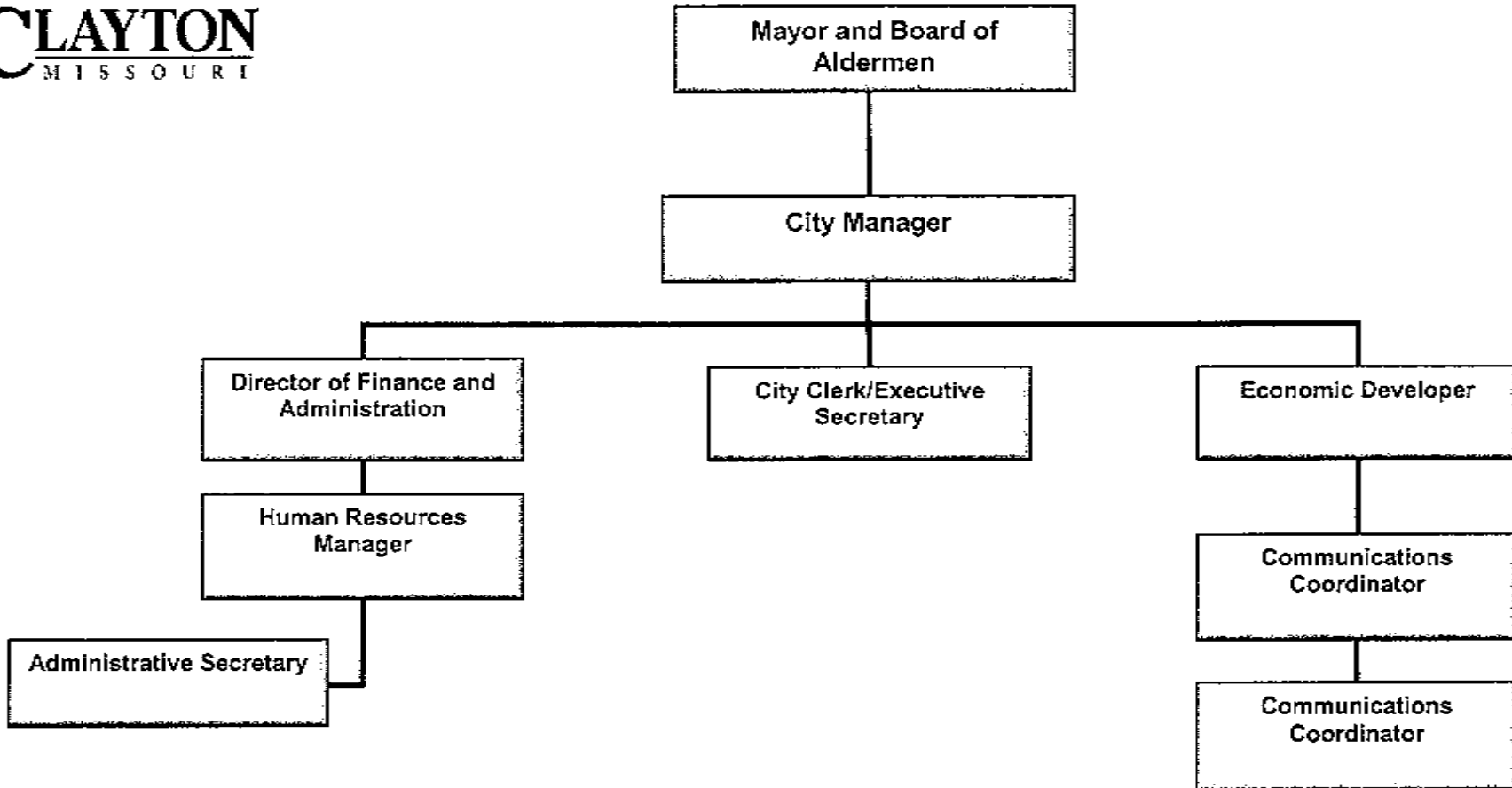
Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of employees who have had contact with HR rating service as good or better</i>	82.35%	92.04%	92.68%	94%	94%
<i>Financial</i>	<i>HR cost per employee</i>	\$202.03	\$198.94	\$227.81	\$232	\$232
<i>Process</i>	<i>Annual rate of turnover (excluding retirement, disability or death)</i>	6.7%	4.4%	3.30%	< 5%	<5%
<i>People</i>	<i>Annual training hours per employee</i>	N/A	41.5*	7	32	32
	<i>Employee Engagement Index</i>	N/A	N/A	3.83	In Progress	In Progress

**Includes IPMA training conference*



City of Clayton Administration



SUMMARY OF EXPENDITURES BY DIVISION

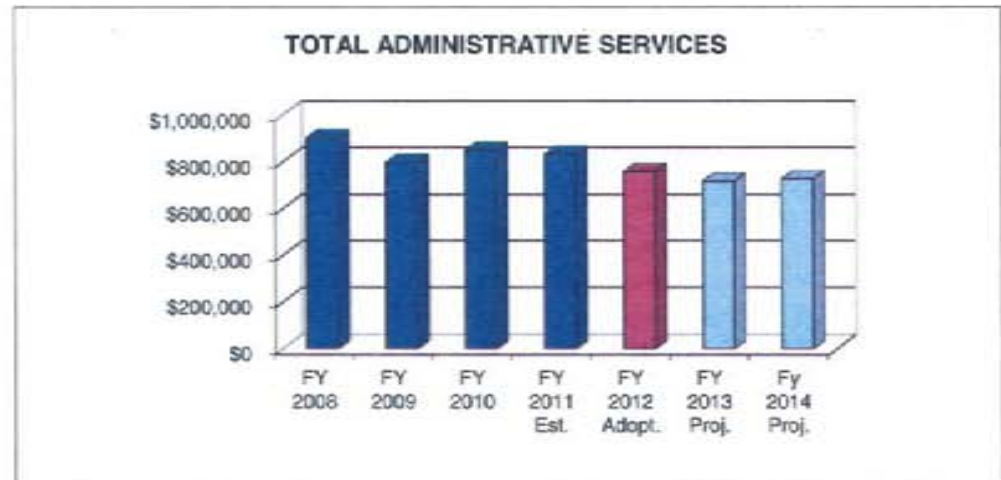
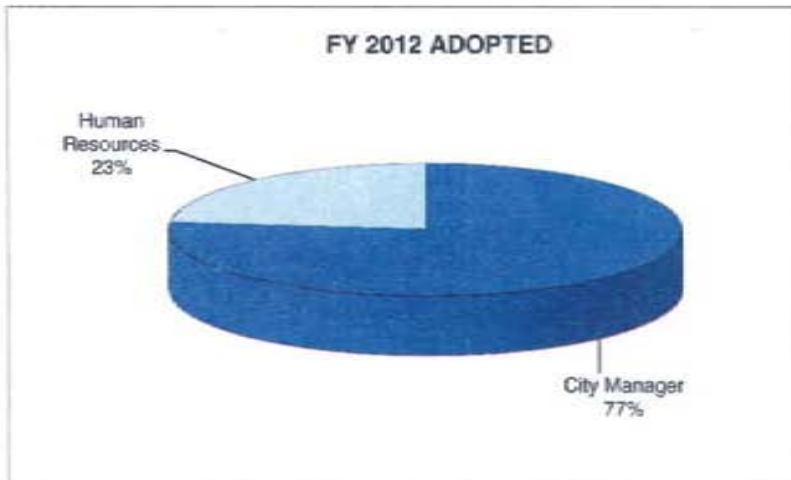
DEPARTMENT: ADMINISTRATIVE SERVICES

FUND: GENERAL

DIVISION: ALL

DIVISION ACCOUNTS: 1006&1007

ADMINISTRATIVE SERVICES - BY DIVISION	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2011 TO 2010	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
CITY MANAGER	\$430,166	\$459,168	\$677,891	\$615,613	\$663,236	\$678,958	\$580,214	-5.76%	\$541,706	\$549,901
HUMAN RESOURCES	\$133,135	\$140,449	\$170,444	\$170,510	\$170,510	\$152,816	\$176,999	3.81%	\$175,124	\$176,798
LEGAL SERVICES	\$267,391	\$129,510	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
BOARD & COMMISSIONS	\$2,731	\$3,683	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMUNICATIONS	\$69,664	\$63,963	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL ADMIN SERVICES	\$903,087	\$796,773	\$848,335	\$786,323	\$833,746	\$831,774	\$757,213	-3.70%	\$716,830	\$726,699



SUMMARY OF EXPENDITURES BY CATEGORY

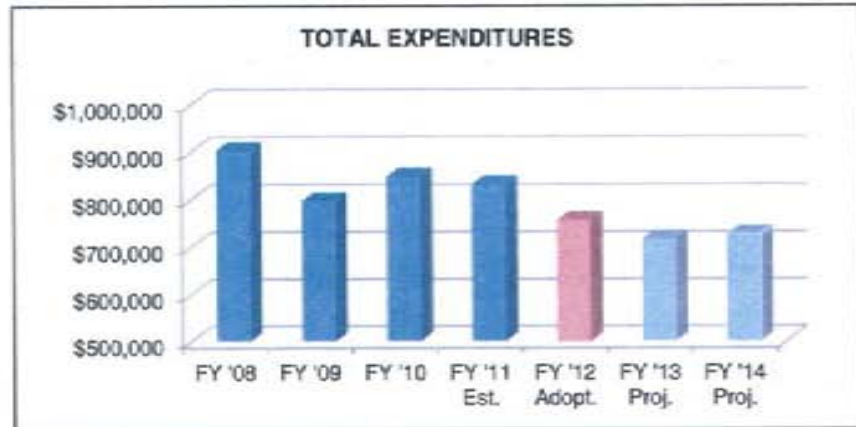
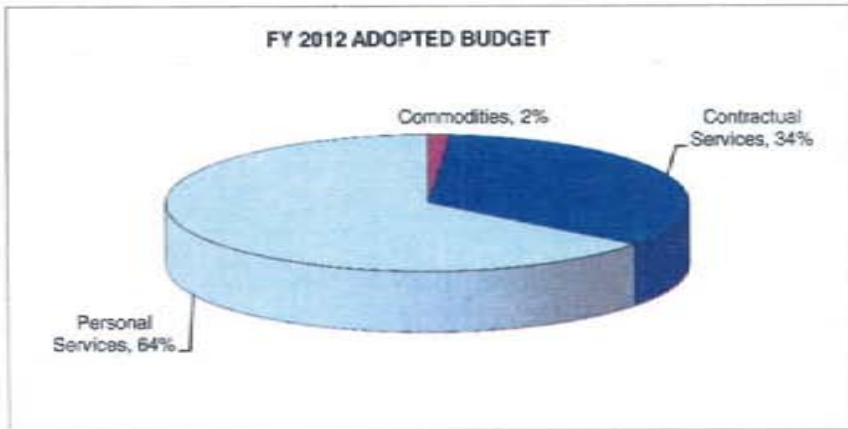
DEPARTMENT: ADMINISTRATIVE SERVICES

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNTS: 1006&1007

ADMINISTRATIVE SERVICES - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$481,301	\$524,160	\$580,510	\$604,970	\$604,970	\$597,735	\$487,293	-19.45%	\$500,503	\$511,729
CONTRACTUAL SERVICES	\$414,080	\$257,479	\$261,544	\$170,861	\$218,286	\$223,797	\$259,514	51.89%	\$205,787	\$204,410
COMMODITIES	\$7,705	\$15,133	\$6,281	\$10,492	\$10,492	\$10,242	\$10,406	-0.82%	\$10,539	\$10,559
PROGRAMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TRANSFER OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL ADMINISTRATIVE SERVICES	\$903,086	\$796,772	\$848,335	\$786,323	\$833,748	\$831,774	\$757,213	-3.70%	\$716,829	\$726,698



10 GENERAL FUND - CITY MANAGER

10X1006	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
CITY MANAGER	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$279,733	\$311,420	\$368,954	\$374,237	\$374,237	\$372,374	\$267,753	-28.45%	\$274,955	\$280,619
1020000 OVERTIME	\$1,505	\$1,426	\$17	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	\$1,530	\$1,561
1040000 MISCELLANEOUS	\$10,000	\$454	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1120000 CAR ALLOWANCE	\$0	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800	0.00%	\$7,800	\$7,800
1140000 FICA - EMPLOYER PORTION	\$19,335	\$23,345	\$25,329	\$30,565	\$30,565	\$29,198	\$22,189	-27.40%	\$22,855	\$23,540
1150000 DEFERRED COMPENSATION	\$5,308	\$15,358	\$15,466	\$16,000	\$16,000	\$16,000	\$13,000	-18.75%	\$13,000	\$13,000
1160000 PENSION PLAN	\$0	\$0	\$8,932	\$10,860	\$10,860	\$10,860	\$12,900	18.78%	\$12,900	\$12,900
1180000 GROUP LIFE INS. PREMIUM	\$1,159	\$1,291	\$1,242	\$1,262	\$1,262	\$1,259	\$915	-27.50%	\$934	\$952
1190000 DENTAL HEALTH INSURANCE	\$2,980	\$2,908	\$3,435	\$7,235	\$7,235	\$3,528	\$6,442	-10.96%	\$6,515	\$6,588
1200000 EMPLOYEE HEALTH CARE	\$19,216	\$12,651	\$27,389	\$29,836	\$29,836	\$29,836	\$22,870	-23.35%	\$24,471	\$26,184
TOTAL PERSONAL SERVICES	\$339,236	\$376,653	\$458,544	\$479,295	\$479,295	\$472,355	\$355,369	-25.86%	\$364,959	\$373,144
CONTRACTUAL SERVICES										
2010000 LEGAL EXPENSES	\$0	\$0	\$119,647	\$87,000	\$101,425	\$115,000	\$89,000	2.30%	\$89,000	\$89,000
2130000 TRAVEL & TRAINING	\$7,174	\$7,215	\$9,209	\$9,115	\$9,115	\$8,932	\$8,375	-8.12%	\$10,975	\$10,975
2150000 ADVERTISING	\$0	\$27	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2160000 PRINTING AND PHOTOGRAPHY	\$24	\$423	\$15,645	\$11,040	\$14,040	\$12,000	\$9,600	-13.04%	\$9,600	\$9,600
2330000 TELEPHONE	\$2,822	\$3,235	\$4,055	\$4,406	\$4,406	\$4,406	\$4,582	3.99%	\$4,766	\$4,766
2370000 MAINTENANCE & REPAIR EQUIP.	\$0	\$0	\$0	\$100	\$100	\$0	\$100	0.00%	\$100	\$100
2550000 DUES & MEMBERSHIPS	\$5,714	\$2,914	\$3,416	\$5,495	\$5,495	\$4,280	\$4,270	-22.29%	\$4,280	\$4,290
2700000 CONTRACTUAL SERVICES	\$70,631	\$57,718	\$62,981	\$10,812	\$40,812	\$53,685	\$100,512	829.63%	\$49,512	\$49,512
TOTAL CONTRACTUAL SERVICES	\$86,365	\$71,532	\$214,953	\$127,968	\$175,393	\$198,303	\$216,439	69.14%	\$168,233	\$168,243
COMMODITIES										
3010000 OFFICE SUPPLIES	\$2,315	\$8,354	\$2,750	\$5,550	\$5,550	\$5,300	\$5,406	-2.59%	\$5,514	\$5,514
3210000 MEETINGS & RECEPTIONS	\$2,251	\$2,629	\$1,644	\$3,000	\$3,000	\$3,000	\$3,000	0.00%	\$3,000	\$3,000
TOTAL COMMODITIES	\$4,566	\$10,983	\$4,394	\$8,550	\$8,550	\$8,300	\$8,406	-1.68%	\$8,514	\$8,514
TOTAL 1006 CITY MANAGER	\$430,167	\$459,168	\$677,891	\$615,813	\$663,238	\$678,958	\$580,214	-5.78%	\$541,706	\$549,901

10 GENERAL FUND - HUMAN RESOURCES

10X1007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
HUMAN RESOURCES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$95,432	\$99,419	\$102,928	\$105,127	\$105,127	\$104,853	\$107,642	2.39%	\$110,537	\$112,815
1020000 OVERTIME	\$0	\$0	\$0	\$100	\$100	\$100	\$100	0.00%	\$102	\$104
1140000 FICA - EMPLOYER PORTION	\$7,342	\$7,693	\$7,814	\$8,050	\$8,050	\$8,029	\$8,242	2.39%	\$8,490	\$8,744
1180000 PENSION PLAN	\$0	\$0	\$4,466	\$5,430	\$5,430	\$5,430	\$8,600	58.38%	\$8,600	\$8,600
1180000 GROUP LIFE INS. PREMIUM	\$364	\$383	\$345	\$354	\$354	\$354	\$366	3.39%	\$374	\$381
1190000 DENTAL HEALTH INSURANCE	\$479	\$483	\$440	\$453	\$453	\$453	\$480	5.96%	\$493	\$507
1200000 EMPLOYEE HEALTH CARE	\$5,486	\$5,661	\$5,875	\$6,161	\$6,161	\$6,161	\$6,494	5.40%	\$6,949	\$7,435
TOTAL PERSONAL SERVICES	\$109,103	\$113,639	\$121,966	\$125,675	\$125,675	\$125,380	\$131,924	4.97%	\$135,544	\$138,585
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$268	\$2,411	-\$3	\$3,000	\$3,000	\$3,000	\$2,000	-33.33%	\$3,500	\$2,000
2150000 ADVERTISING	\$8,312	\$4,661	\$3,345	\$9,300	\$9,300	\$6,000	\$6,000	-35.48%	\$6,300	\$6,300
2160000 PRINTING AND PHOTOGRAPHY	\$1,246	\$1,845	\$1,126	\$1,614	\$1,614	\$1,264	\$1,990	23.30%	\$2,040	\$2,040
2330000 TELEPHONE	\$440	\$482	\$456	\$529	\$529	\$590	\$614	16.07%	\$639	\$665
2550000 DUES & MEMBERSHIPS	\$833	\$835	\$835	\$850	\$850	\$840	\$970	14.12%	\$975	\$962
2700000 CONTRACTUAL SERVICES	\$11,247	\$14,751	\$40,832	\$27,600	\$27,600	\$13,800	\$31,500	14.13%	\$24,100	\$24,200
TOTAL CONTRACTUAL SERVICES	\$22,346	\$24,985	\$46,591	\$42,893	\$42,893	\$25,494	\$43,074	0.42%	\$37,554	\$36,167
COMMODITIES										
3010000 OFFICE SUPPLIES	\$1,887	\$1,824	\$1,887	\$1,942	\$1,942	\$1,942	\$2,000	2.99%	\$2,025	\$2,045
TOTAL COMMODITIES	\$1,887	\$1,824	\$1,887	\$1,942	\$1,942	\$1,942	\$2,000	2.99%	\$2,025	\$2,045
TOTAL 1007 HUMAN RESOURCES	\$133,136	\$140,448	\$170,444	\$170,510	\$170,510	\$152,816	\$176,999	3.81%	\$175,124	\$176,798

PERSONNEL SCHEDULE

DEPARTMENT: Administrative Services

FUND: General

DIVISION: City Manager

DIVISION ACCOUNT: 1006

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
City Manager	1	1	1	1	1	1	1
Deputy City Manager ****	1	1	1	1	0	0	0
Executive Secretary/ City Clerk	1	1	1	1	1	1	1
Economic Developer *	0	0.25	0.25	0.25	0.25	0.25	0.25
Management Analyst**	0.5	0.5	0	0	0	0	0
Communications Coordinator ***	0	0	0.75	0.75	0.75	0.75	0.75
Total:	3.5	3.75	4	4	3	3	3

* Economic Developer position has 75% of salary charged to the Special Business District (Fund 45).

** Management Analyst 1/2 salary was charged to the Special Business District (Fund 45). This position was eliminated for FY 2010.

*** Communications Coordinator (two positions) 50% salary and 25% salary is charged to the Special Business District (Fund 45).
50% salary of second position is charged to CRSWC, which is not part of City Budget.

**** Deputy City Manager position eliminated in FY 2012.

PERSONNEL SCHEDULE

DEPARTMENT: Administrative Services

FUND: General

DIVISION: Human Resources

DIVISION ACCOUNT: 1007

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Human Resources Manager	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Total:	2	2	2	2	2	2	2

10 GENERAL FUND - LEGAL SERVICES

10X1004	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
LEGAL SERVICES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$267,391	\$129,510	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$267,391	\$129,510	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1004 LEGAL SERVICES	\$267,391	\$129,510	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0

Note: Cost Center was relocated in City Manager's Division Account 1006 in Oct. 1, 2009.

10 GENERAL FUND - BOARD & COMMISSIONS

10X1005	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
BOARD & COMMISSIONS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2700000 CONTRACTUAL SERVICES	\$1,971	\$2,112	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$1,971	\$2,112	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES										
3210000 MEETINGS & RECEPTIONS	\$681	\$1,570	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3330000 AWARDS & MEMORIALS	\$78	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL COMMODITIES	\$759	\$1,570	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1005 BOARD & COMMISSIONS	\$2,730	\$3,682	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0

Note: Cost Center was discontinued Oct. 1, 2009 with future expenses allocated to appropriate divisions.

10 GENERAL FUND - COMMUNICATIONS

10X1501	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
COMMUNICATIONS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$26,729	\$27,458	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1140000 FICA - EMPLOYER PORTION	\$1,933	\$2,006	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1180000 GROUP LIFE INS. PREMIUM	\$85	\$106	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1190000 DENTAL HEALTH INSURANCE	\$553	\$555	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1200000 EMPLOYEE HEALTH CARE	\$3,662	\$3,743	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL PERSONAL SERVICES	\$32,962	\$33,868	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
CONTRACTUAL SERVICES										
2100000 POSTAGE - NEWSLETTER	\$12,285	\$12,790	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2130000 TRAVEL & TRAINING	\$1,191	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2160000 PRINTING AND PHOTOGRAPHY	\$12,950	\$11,531	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2330000 TELEPHONE	\$243	\$250	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2550000 DUES & MEMBERSHIPS	\$375	\$460	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2700000 CONTRACTUAL SERVICES	\$8,965	\$4,309	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$36,009	\$29,340	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES										
3010000 OFFICE SUPPLIES	\$693	\$755	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL COMMODITIES	\$693	\$755	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1501 COMMUNICATIONS	\$69,664	\$63,963	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0

Note : In FY 2010 the cost center was relocated to the City Manager's Division Account 1006.

DEPARTMENT OF PLANNING AND DEVELOPMENT SERVICES

Mission and Description

Mission: To improve the quality of life for our citizens by protecting the natural environment and City identity while balancing the need for economic vitality; provide a fair and efficient system of application for permits and inspection processing to meet customers' needs; and ensure public trust and community involvement by conducting all planning efforts in an open, accessible manner.

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

Goal and Key Intended Outcomes

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

Key Intended Outcomes: *Planning and Sustainability*

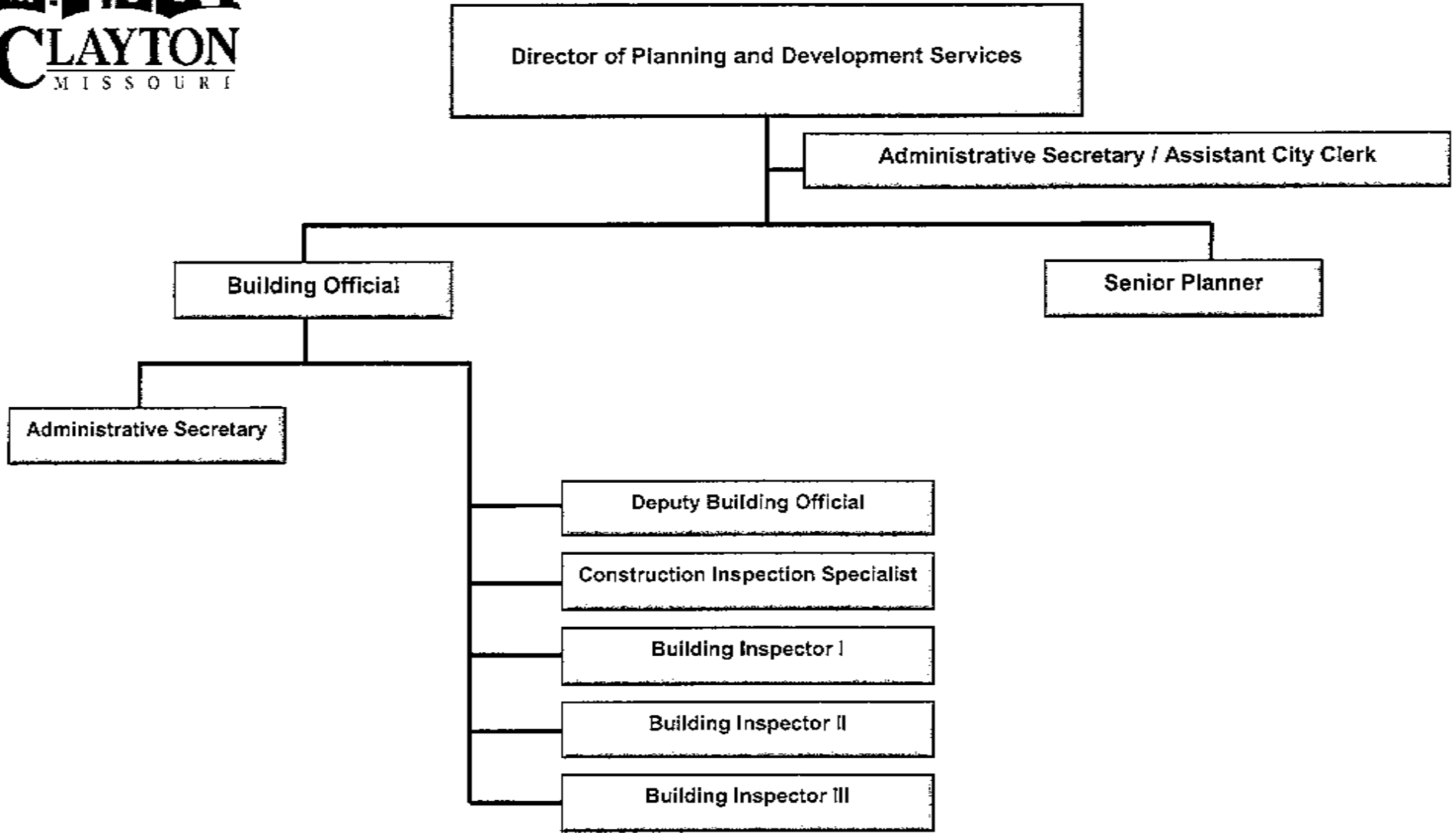
Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of residents rating appearance of Clayton as good or better</i>	N/A	93%	92%	95%	95%
<i>Financial</i>	<i>Years to return on investment for implemented sustainable alternatives in City operations</i>	N/A	N/A	N/A	N/A	N/A
<i>Process</i>	<i>Annual community-wide greenhouse gas emissions</i>	415,760*	399,753*	Pending*	Pending*	Pending*
	<i>Annual greenhouse gas emissions produced from City operations</i>	5,426*	5,669*	Pending*	Pending*	Pending*
	<i>Total value of public inventory</i>	N/A	N/A	N/A	N/A	N/A
	<i>% of property maintenance cases brought to compliance prior to referral to court</i>	89%	93%	95%	95%	95%
	<i>% of projects approved without modification to ARB guidelines</i>	96%	94%	97%	96%	96%
<i>People</i>	<i>Average Annual hours of training per employee</i>	29.75	30.45	24.83	32	32
	<i>Employee Engagement Index</i>	N/A	N/A	4.34	In Progress	In Progress

**The City is in the process of developing greenhouse gas targets and sustainability measures. Data is not readily available for these measures at this time.*



City of Clayton Department of Planning and Development Services



SUMMARY OF EXPENDITURES BY CATEGORY

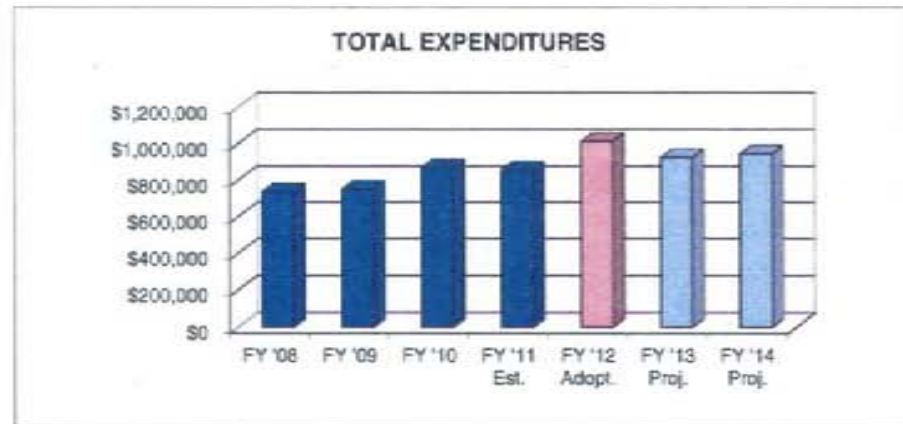
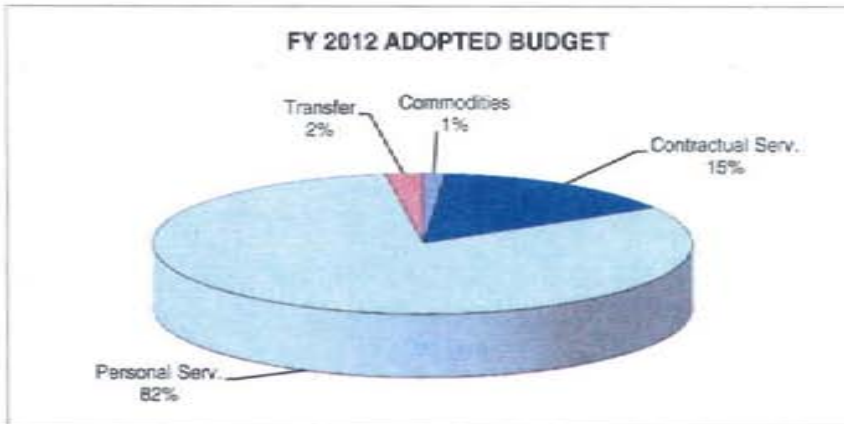
DEPARTMENT: PLANNING & DEVELOPMENT

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNT: 1008

PLANNING & DEVELOPMENT - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$676,124	\$703,514	\$734,577	\$853,441	\$824,393	\$787,760	\$822,785	-3.59%	\$647,019	\$668,502
CONTRACTUAL SERVICES	\$45,600	\$39,605	\$111,534	\$55,025	\$55,025	\$47,848	\$153,677	179.29%	\$48,889	\$49,105
COMMODITIES	\$13,245	\$7,659	\$10,065	\$11,000	\$11,000	\$9,000	\$13,066	18.78%	\$10,566	\$10,566
TRANSFER OUT	\$0	\$0	\$13,730	\$12,300	\$12,300	\$12,300	\$22,338	81.51%	\$18,855	\$17,183
TOTAL PLANNING & DEV.	\$734,970	\$750,778	\$869,906	\$931,766	\$902,718	\$856,908	\$1,011,866	8.60%	\$925,329	\$945,356



10 GENERAL FUND - PLANNING & DEVELOPMENT

10X1008	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
PLANNING & DEVELOPMENT	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$554,272	\$575,546	\$565,377	\$658,288	\$831,898	\$605,347	\$622,843	-5.38%	\$639,224	\$652,392
1020000 OVERTIME	\$6,032	\$4,735	\$3,205	\$9,800	\$9,800	\$7,000	\$7,000	-28.57%	\$7,140	\$7,283
1030000 PART-TIME	\$3,120	\$5,680	\$19,961	\$5,200	\$8,766	\$8,800	\$5,200	0.00%	\$5,304	\$5,410
1040000 MISCELLANEOUS	\$888	\$888	\$888	\$888	\$888	\$888	\$888	0.00%	\$888	\$888
1140000 FICA - EMPLOYER PORTION	\$41,845	\$43,198	\$44,623	\$51,177	\$49,829	\$47,586	\$48,621	-4.99%	\$50,080	\$51,582
1160000 PENSION PLAN	\$0	\$0	\$24,563	\$29,865	\$29,865	\$29,865	\$43,000	43.98%	\$43,000	\$43,000
1180000 GROUP LIFE INS. PREMIUM	\$2,277	\$2,364	\$2,155	\$2,245	\$2,245	\$2,046	\$2,140	-4.68%	\$2,183	\$2,227
1190000 DENTAL HEALTH INSURANCE	\$9,128	\$9,218	\$8,227	\$10,131	\$9,618	\$9,106	\$9,600	-5.24%	\$9,864	\$10,130
1200000 EMPLOYEE HEALTH CARE	\$58,562	\$61,886	\$65,578	\$85,847	\$81,484	\$77,122	\$83,492	-2.74%	\$89,336	\$95,590
TOTAL PERSONAL SERVICES	\$676,124	\$703,515	\$734,577	\$853,441	\$824,393	\$787,760	\$822,785	-3.59%	\$847,019	\$868,502
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$8,072	\$9,070	\$8,861	\$9,860	\$9,860	\$8,360	\$9,860	0.00%	\$9,860	\$9,860
2150000 ADVERTISING	\$1,630	\$1,889	\$503	\$2,000	\$2,000	\$2,000	\$2,000	0.00%	\$2,000	\$2,000
2160000 PRINTING AND PHOTOGRAPHY	\$4,291	\$3,402	\$4,324	\$1,900	\$1,900	\$1,900	\$1,700	-10.53%	\$1,700	\$1,700
2330000 TELEPHONE	\$6,543	\$5,838	\$6,713	\$14,545	\$14,545	\$6,103	\$7,065	-51.43%	\$7,277	\$7,493
2550000 DUES & MEMBERSHIPS	\$2,104	\$2,120	\$1,930	\$3,410	\$3,410	\$3,485	\$3,110	-8.80%	\$3,110	\$3,110
2700000 CONTRACTUAL SERVICES	\$22,960	\$17,286	\$89,203	\$23,310	\$23,310	\$26,000	\$129,942	457.45%	\$24,942	\$24,942
TOTAL CONTRACTUAL SERVICES	\$45,600	\$39,605	\$111,534	\$56,025	\$55,025	\$47,848	\$153,677	179.29%	\$48,889	\$49,105
COMMODITIES										
3010000 OFFICE SUPPLIES	\$11,908	\$6,525	\$6,675	\$7,400	\$7,400	\$7,400	\$9,466	27.92%	\$7,466	\$7,466
3070000 OPERATING SUPPLIES & EQUIP.	\$357	\$24	\$258	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3160000 CLOTHING & UNIFORMS	\$981	\$744	\$1,642	\$1,600	\$1,600	\$1,600	\$1,600	0.00%	\$1,600	\$1,600
3210000 MEETINGS & RECEPTIONS	\$0	\$366	\$1,490	\$2,000	\$2,000	\$0	\$2,000	0.00%	\$1,500	\$1,500
TOTAL COMMODITIES	\$13,246	\$7,659	\$10,065	\$11,000	\$11,000	\$9,000	\$13,066	18.78%	\$10,566	\$10,566
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$13,730	\$12,300	\$12,300	\$12,300	\$22,338	81.61%	\$18,855	\$17,183
TOTAL TRANSFER OUT	\$0	\$0	\$13,730	\$12,300	\$12,300	\$12,300	\$22,338	81.61%	\$18,855	\$17,183
TOTAL 1008 PLANNING & DEVELOPMENT	\$734,970	\$750,779	\$868,906	\$931,766	\$902,718	\$856,908	\$1,011,866	8.60%	\$925,329	\$945,356

PERSONNEL SCHEDULE

DEPARTMENT: Planning and Development Services

FUND: General

DIVISION: Planning/Building Inspection

DIVISION ACCOUNT: 1008

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Director of Planning & Development	1	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1	1
Administrative Secretary	2	2	2	2	2	2	2
Building Official	1	1	1	1	1	1	1
Deputy Building Official	1	1	1	1	1	1	1
Construction Inspector	1	1	1	1	1	1	1
Building Inspector	3	3	3	3	3	3	3
Property Maintenance Inspector	0	0	0	0	0	0	0
Planner/Sustainability Coordinator *	0	0	1	1	0	0	0
Total:	10	10	11	11	10	10	10

* Position eliminated in FY 2012.

DEPARTMENT OF FINANCE AND ADMINISTRATION

Mission and Description

Mission: Provided timely, accurate, clear and complete financial information, effective and efficient financial planning, and support to other city departments, citizens, and the community at large with the ultimate goal of protecting the City's assets.

Description: Responsible for the coordination and monitoring of all fiscal matters concerning the City of Clayton. In particular, the Department is responsible for collection of revenues and payments of expenditures; analyzing and monitoring the City's investments; developing the annual operating budget; providing the Board of Aldermen and City Manager with short and long-term financial forecasts as well as advising both of the financial affairs of the City; advising the pension boards on financial matters; coordination efforts with public accountants to accomplish an annual certified audit of the City's; operation, purchasing; and overseeing the Violations Bureau and the City Hall Customer Service counter.

Goal and Key Intended Outcome

Goal: *Efficiently and transparently align and allocate organizational resources responsibly manage public funds and debt; maintain and improve services, including front-counter customer service, purchasing support to City departments, and permit and licensing services; and provide timely, accurate financial reporting.*

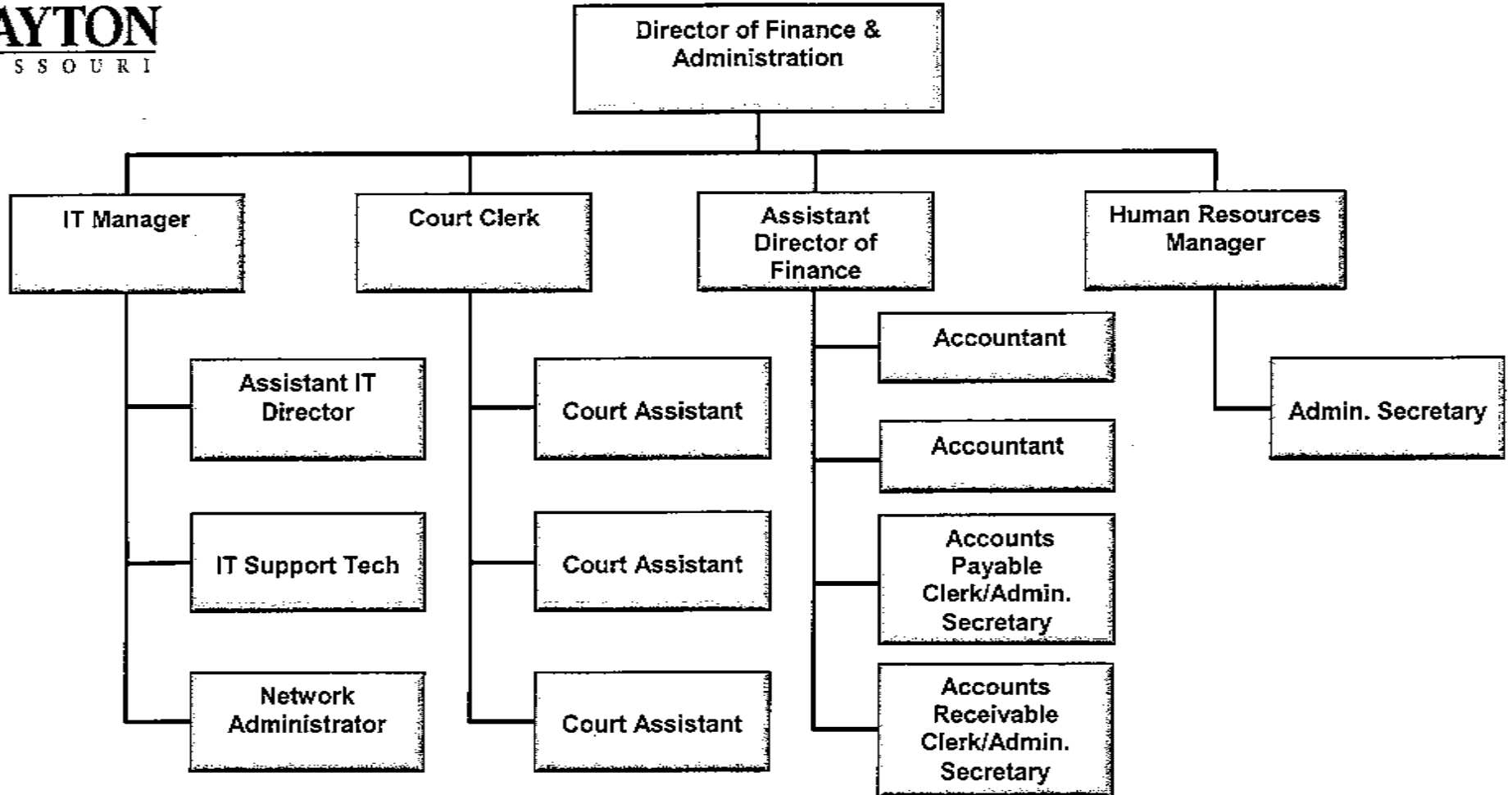
Key Intended Outcome: *Organizational Excellence*

Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of employees who have had contact with finance department rating service as good or better</i>	N/A	N/A	84%	88%	90%
<i>Financial</i>	<i>Finance cost per \$1M in expense</i>	N/A	N/A	\$30,493	\$30,000	\$30,000
<i>Process</i>	<i>Annual # auditor adjusting entries</i>	5	1	0	0	0
	<i>Annual \$ of auditor adjusting entries</i>	\$1,141,000	\$51,476	\$0	<\$100,000	<\$100,000
<i>People</i>	<i>Average Annual training hours per employee</i>	N/A	4	4	5	5
	<i>Employee Engagement Index</i>	N/A	N/A	3.83	In Progress	In Progress



City of Clayton Finance Department



SUMMARY OF EXPENDITURES BY CATEGORY

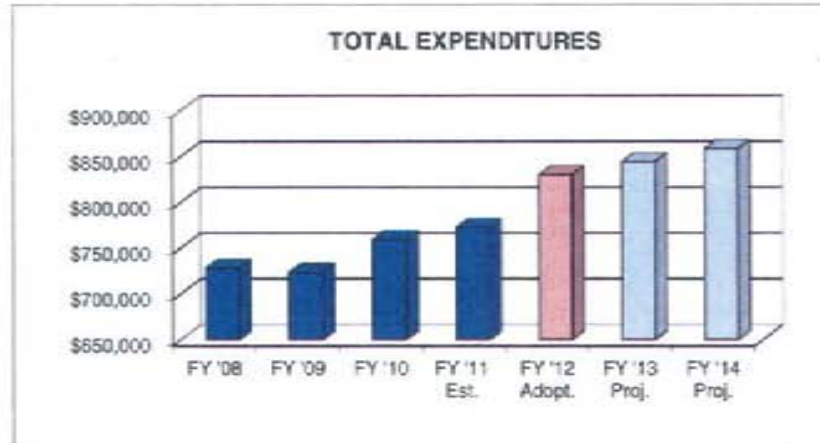
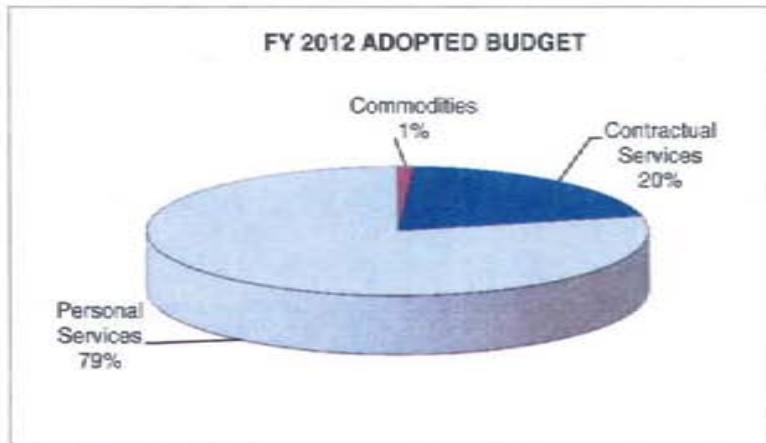
DEPARTMENT: FINANCE

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNT: 1101&1003

FINANCE - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$590,526	\$609,879	\$648,775	\$624,370	\$593,377	\$593,933	\$653,365	4.64%	\$671,874	\$688,080
CONTRACTUAL SERVICES	\$126,224	\$102,244	\$100,809	\$158,960	\$171,259	\$169,940	\$168,220	5.83%	\$163,595	\$161,720
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES	\$11,174	\$11,234	\$9,585	\$8,600	\$8,600	\$8,600	\$8,600	0.00%	\$8,700	\$8,700
TOTAL FINANCE	\$727,924	\$723,357	\$759,169	\$791,930	\$773,236	\$772,473	\$830,185	4.83%	\$844,169	\$858,500



10 GENERAL FUND - FINANCE

10X1101	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$348,627	\$360,495	\$356,769	\$336,519	\$316,844	\$320,000	\$350,478	4.15%	\$359,906	\$367,320
1020000 OVERTIME	\$0	\$15	\$1,642	\$250	\$250	\$400	\$250	0.00%	\$255	\$260
1030000 PART-TIME	\$2,005	\$0	\$3,267	\$0	\$0	\$4,000	\$4,000	0.00%	\$4,080	\$4,162
1040000 MISCELLANEOUS	\$312	\$312	\$312	\$312	\$312	\$312	\$312	0.00%	\$312	\$312
1140000 FICA - EMPLOYER PORTION	\$26,154	\$26,559	\$26,686	\$26,360	\$25,729	\$24,818	\$27,428	4.05%	\$28,251	\$29,099
1150000 DEFERRED COMPENSATION	\$3,346	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	0.00%	\$3,500	\$3,500
1160000 PENSION PLAN	\$0	\$0	\$15,631	\$16,290	\$16,290	\$16,290	\$25,800	58.38%	\$25,800	\$25,800
1180000 GROUP LIFE INS. PREMIUM	\$1,202	\$1,406	\$1,278	\$1,132	\$1,132	\$1,081	\$1,192	5.30%	\$1,216	\$1,241
1190000 DENTAL HEALTH INSURANCE	\$7,024	\$7,050	\$6,096	\$5,578	\$5,322	\$4,742	\$5,280	-5.34%	\$5,425	\$5,572
1200000 EMPLOYEE HEALTH CARE	\$40,622	\$42,467	\$47,197	\$41,061	\$38,880	\$33,861	\$38,802	-5.50%	\$41,518	\$44,424
TOTAL PERSONAL SERVICES	\$429,292	\$441,804	\$462,378	\$431,002	\$408,259	\$409,004	\$457,043	6.04%	\$470,264	\$481,689
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$65,326	\$69,372	\$68,689	\$62,245	\$70,894	\$76,580	\$68,225	9.61%	\$69,275	\$70,325
2130000 TRAVEL & TRAINING	\$4,988	\$4,855	\$5,299	\$8,150	\$8,150	\$5,225	\$6,100	-25.15%	\$7,650	\$6,150
2160000 PRINTING AND PHOTOGRAPHY	\$5,579	\$4,069	\$4,370	\$3,295	\$3,295	\$3,410	\$3,700	12.29%	\$3,875	\$3,950
2330000 TELEPHONE	\$2,607	\$2,084	\$2,446	\$2,800	\$2,800	\$2,800	\$2,900	3.57%	\$3,000	\$3,000
2370000 MAINTENANCE & REPAIR EQUIP.	\$483	\$19	\$121	\$125	\$125	\$125	\$125	0.00%	\$125	\$125
2550000 DUES & MEMBERSHIPS	\$583	\$1,384	\$575	\$500	\$500	\$500	\$500	0.00%	\$500	\$500
2700000 CONTRACTUAL SERVICES	\$300	\$180	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$79,866	\$81,963	\$81,500	\$77,115	\$85,764	\$88,640	\$81,550	5.75%	\$84,425	\$84,050
COMMODITIES										
3010000 OFFICE SUPPLIES	\$8,756	\$7,019	\$7,745	\$6,900	\$6,900	\$6,900	\$6,900	0.00%	\$6,900	\$6,900
3160000 CLOTHING & UNIFORMS	\$383	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL COMMODITIES	\$9,139	\$7,019	\$7,745	\$6,900	\$6,900	\$6,900	\$6,900	0.00%	\$6,900	\$6,900
TOTAL 1101 FINANCE	\$518,297	\$530,786	\$551,623	\$515,017	\$500,923	\$504,544	\$545,493	5.92%	\$561,589	\$572,639

10 GENERAL FUND - MUNICIPAL COURT

10X1003	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
MUNICIPAL COURT	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$124,611	\$129,484	\$133,544	\$136,307	\$111,707	\$108,251	\$106,576	-22.55%	\$108,416	\$110,649
1020000 OVERTIME	\$11,458	\$12,367	\$13,820	\$13,350	\$13,350	\$15,000	\$14,500	8.61%	\$14,790	\$15,086
1030000 PART-TIME	\$0	\$0	\$0	\$0	\$26,350	\$26,350	\$40,000	0.00%	\$40,800	\$41,616
1140000 FICA - EMPLOYER PORTION	\$9,520	\$9,841	\$10,114	\$11,449	\$9,599	\$11,318	\$12,246	6.96%	\$12,613	\$12,992
1160000 PENSION PLAN	\$0	\$0	\$6,699	\$8,145	\$8,145	\$8,145	\$8,600	5.59%	\$8,600	\$8,600
1180000 GROUP LIFE INS. PREMIUM	\$464	\$500	\$413	\$503	\$503	\$366	\$408	-18.89%	\$416	\$425
1190000 DENTAL HEALTH INSURANCE	\$2,064	\$2,076	\$2,436	\$2,503	\$1,653	\$1,649	\$1,560	-37.67%	\$1,603	\$1,646
1200000 EMPLOYEE HEALTH CARE	\$13,117	\$13,809	\$19,371	\$21,111	\$13,811	\$13,850	\$13,432	-36.37%	\$14,372	\$15,378
TOTAL PERSONAL SERVICES	\$161,234	\$168,077	\$186,397	\$193,368	\$185,118	\$184,929	\$196,322	1.53%	\$201,610	\$206,391
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$0	\$0	\$0	\$44,000	\$44,000	\$44,000	\$44,000	0.00%	\$44,000	\$44,000
2130000 TRAVEL & TRAINING	\$1,330	\$661	\$943	\$2,400	\$2,400	\$2,400	\$2,400	0.00%	\$2,400	\$2,400
2160000 PRINTING AND PHOTOGRAPHY	\$7,889	\$27	\$487	\$1,350	\$1,350	\$3,500	\$3,500	159.26%	\$3,500	\$3,500
2330000 TELEPHONE	\$1,022	\$850	\$874	\$945	\$945	\$0	\$970	2.65%	\$970	\$970
2550000 DUES & MEMBERSHIPS	\$200	\$489	\$407	\$300	\$300	\$300	\$300	0.00%	\$300	\$300
2700000 CONTRACTUAL SERVICES	\$35,918	\$18,253	\$16,598	\$32,850	\$36,500	\$31,100	\$35,500	8.07%	\$28,000	\$26,500
TOTAL CONTRACTUAL SERVICES	\$46,359	\$20,280	\$19,309	\$81,845	\$85,495	\$81,300	\$86,670	5.90%	\$79,170	\$77,670
COMMODITIES										
3010000 OFFICE SUPPLIES	\$2,035	\$4,215	\$1,840	\$1,700	\$1,700	\$1,700	\$1,700	0.00%	\$1,800	\$1,800
TOTAL COMMODITIES	\$2,035	\$4,215	\$1,840	\$1,700	\$1,700	\$1,700	\$1,700	0.00%	\$1,800	\$1,800
TOTAL 1003 MUNICIPAL COURT	\$209,628	\$192,572	\$207,546	\$276,913	\$272,313	\$267,929	\$284,692	2.81%	\$282,580	\$285,861

PERSONNEL SCHEDULE

DEPARTMENT: Finance

FUND: General

DIVISION: Finance

DIVISION ACCOUNT: 1101

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Director of Finance & Administration	1	1	1	1	1	1	1
Assistant Director of Finance	1	1	1	1	1	1	1
Management Analyst *	1	1	1	1	0	0	0
Accounts Supervisor	1	1	1	0	0	0	0
Accounts Clerk **	1	1	1	1	0	0	0
Administrative Secretary	1	1	1	1	2	2	2
Accountant	1	1	1	1	2	2	2
Total:	7	7	7	6	6	6	6

* Position changed to Accountant in FY 2012.

** Position changed to Administrative Secretary in FY 2012.

PERSONNEL SCHEDULE

DEPARTMENT: Finance	FUND: General
DIVISION: Customer Service and Municipal Court	DIVISION ACCOUNT: 1003

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Court Clerk/ Customer Service	1	1	1	1	1	1	1
Court Assistant	2	2	2	2	1	1	1
Total:	3	3	3	3	2	2	2
 Part-Time							
Court Assistants *	0	0	0	0	2	2	2
Municipal Judge	1	1	1	1	1	1	1
Total:	1	1	1	1	3	3	3

* One full-time Court Assistant position replaced with two part-time positions in FY 2012.

DEPARTMENT OF INFORMATION TECHNOLOGY

Mission and Description

Mission: To provide leadership and an enterprise framework in the field of information technology

Description: The Information Technology Department 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.

To ensure that these services are provided in an effective, efficient and timely manner, the IT Department will:

- create a sustainable high-quality IT infrastructure that supports our City in all its initiatives*
- develop an enterprise framework within which all City Systems can function efficiently*
- ensure that all technology in place is secure, reliable and performing as needed*
- protect business interests and technology investments with effective IT policies and practices*
- provide professional and courteous service to staff and citizens*
- promote end-user self-sufficiency through training and communication*
- foster an environment that promotes personal and professional growth*

Goal and Key Intended Outcome

Goal: Deliver prompt, courteous, and efficient service to departments with a staff that is well trained, highly motivated, and professional. Utilize cost-effective and reliable technology products to maintain excellent network capabilities.

Key Intended Outcome: *Organizational Excellence*

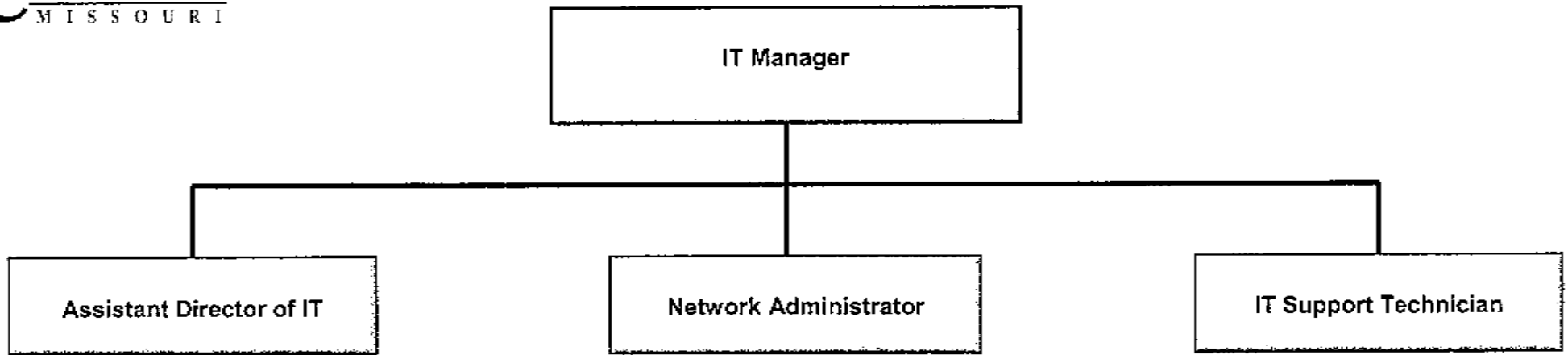
Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>People</i>	<i>% of employees who have had contact with IT rating service as good or better</i>	N/A	N/A	N/A	85%	85%
<i>Financial</i>	<i>IT cost per user*</i>	\$2,879	\$3,105	\$1,260	\$4,248	\$4,000
<i>Process</i>	<i>Annual % IT system "up" time</i>	99.99%	99.99%	99.98%	99.99%	99.99%
<i>People</i>	<i>Annual training hours per employee</i>	N/A	N/A	48.5	50	60
	<i>Employee Engagement Index</i>	N/A	N/A	3.83	In Progress	In Progress

**Cost per user is calculated based on the ICMA definition of total number of employees (full and part-time) at June 30th. Calculations include total IT expenditures.*



City of Clayton Information Technology Department



SUMMARY OF EXPENDITURES BY CATEGORY

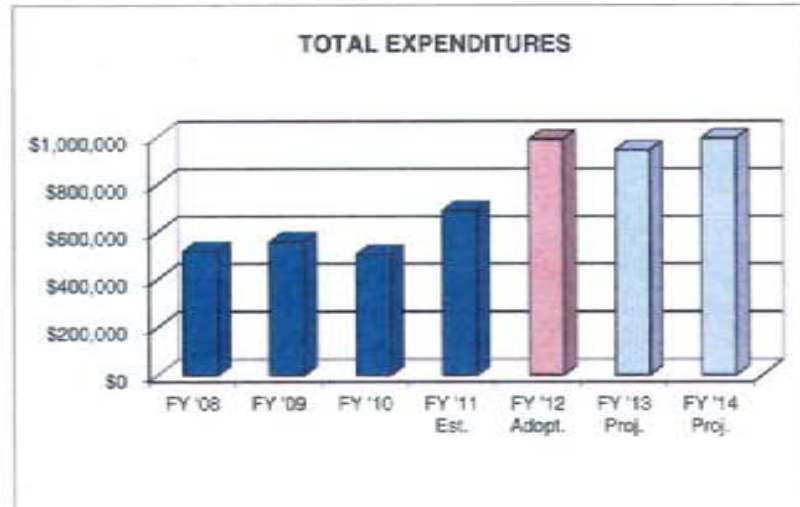
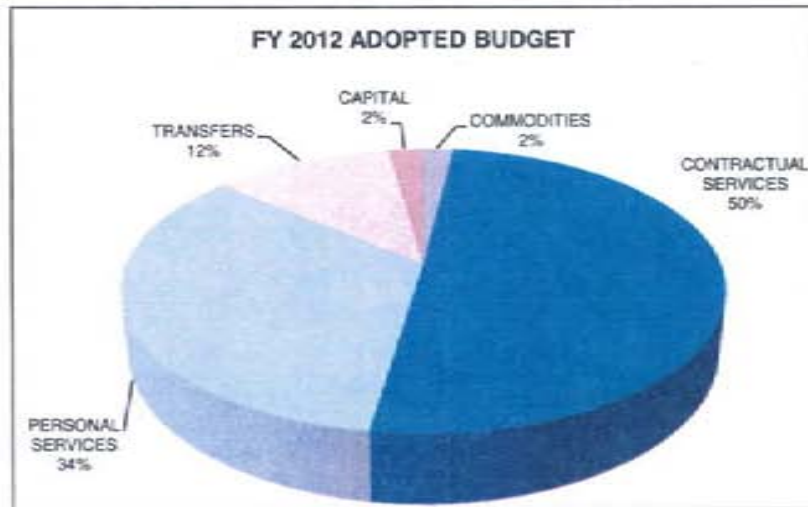
DEPARTMENT: INFORMATION TECHNOLOGY

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNT: 1102

INFORMATION TECHNOLOGY - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$222,388	\$228,427	\$221,543	\$341,251	\$341,251	\$310,033	\$335,332	-1.73%	\$345,036	\$353,345
CONTRACTUAL SERVICES	\$167,277	\$209,877	\$236,744	\$335,773	\$335,773	\$309,874	\$498,720	48.53%	\$464,615	\$506,430
COMMODITIES	\$16,835	\$14,957	\$16,766	\$13,100	\$13,100	\$13,100	\$19,700	50.38%	\$19,700	\$19,700
CAPITAL OUTLAY	\$111,839	\$105,595	\$24,624	\$0	\$0	\$0	\$21,624		\$0	\$0
TRANSFER OUT	\$0	\$0	\$2,612	\$54,361	\$54,361	\$54,361	\$113,846	109.43%	\$113,846	\$113,846
TOTAL IT	\$518,339	\$558,856	\$504,289	\$744,485	\$744,485	\$690,368	\$989,222	32.87%	\$943,197	\$993,321



10 GENERAL FUND - INFORMATION TECHNOLOGY

10X1102	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
INFORMATION TECHNOLOGY	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$198,134	\$204,839	\$189,618	\$280,774	\$280,774	\$251,864	\$267,657	-4.67%	\$274,857	\$280,519
1020000 OVERTIME	\$456	\$381	\$14	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,020	\$1,040
1140000 FICA - EMPLOYER PORTION	\$14,652	\$15,240	\$14,010	\$21,556	\$21,556	\$19,344	\$20,552	-4.66%	\$21,169	\$21,804
1160000 PENSION PLAN	\$0	\$0	\$8,932	\$10,860	\$10,860	\$10,860	\$17,200	58.38%	\$17,200	\$17,200
1180000 GROUP LIFE INSURANCE PREMIUM	\$758	\$981	\$883	\$947	\$947	\$851	\$913	-3.59%	\$932	\$950
1190000 DENTAL HEALTH INSURANCE	\$958	\$926	\$920	\$2,503	\$2,503	\$2,503	\$2,640	5.47%	\$2,713	\$2,786
1200000 EMPLOYEE HEALTH CARE	\$7,431	\$6,059	\$7,166	\$23,611	\$23,611	\$23,611	\$25,370	7.45%	\$27,146	\$29,046
TOTAL PERSONAL SERVICES	\$222,389	\$228,426	\$221,543	\$341,251	\$341,251	\$310,033	\$335,332	-1.73%	\$345,036	\$353,345
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$19,391	\$15,451	\$11,229	\$50,250	\$50,250	\$30,500	\$30,450	-39.40%	\$31,250	\$21,750
2150000 ADVERTISING	\$0	\$0	\$820	\$1,000	\$1,000	\$1,200	\$1,000	0.00%	\$1,000	\$1,000
2160000 PRINTING AND PHOTOGRAPHY	\$267	\$0	\$37	\$100	\$100	\$100	\$100	0.00%	\$100	\$100
2330000 TELEPHONE	\$4,156	\$3,334	\$12,208	\$5,326	\$5,326	\$5,000	\$5,200	-2.37%	\$5,400	\$5,600
2370000 MAINTENANCE & REPAIR	\$98,362	\$109,182	\$113,893	\$188,574	\$188,574	\$166,666	\$195,719	3.79%	\$236,649	\$304,154
2700000 CONTRACTUAL SERVICE	\$45,101	\$81,910	\$98,557	\$90,523	\$90,523	\$106,408	\$266,251	194.13%	\$190,216	\$173,826
TOTAL CONTRACTUAL SERVICES	\$167,277	\$209,877	\$236,744	\$335,773	\$335,773	\$309,874	\$498,720	48.53%	\$464,615	\$506,430
COMMODITIES										
3010000 OFFICE SUPPLIES	\$1,986	\$1,176	\$1,534	\$1,100	\$1,100	\$1,100	\$1,100	0.00%	\$1,100	\$1,100
3530000 COMPUTER ACCESSORIES	\$14,849	\$13,781	\$17,232	\$12,000	\$12,000	\$12,000	\$18,600	55.00%	\$18,600	\$18,600
TOTAL COMMODITIES	\$16,835	\$14,957	\$18,766	\$13,100	\$13,100	\$13,100	\$19,700	50.38%	\$19,700	\$19,700
CAPITAL OUTLAY										
5030000 CAPITAL OUTLAY	\$68,925	\$59,093	\$8,242	\$0	\$0	\$0	\$5,500	0.00%	\$0	\$0
5200000 COMPUTER SOFTWARE	\$42,914	\$46,501	\$16,382	\$0	\$0	\$3,000	\$16,124	0.00%	\$0	\$0
TOTAL CAPITAL OUTLAY	\$111,839	\$105,594	\$24,624	\$0	\$0	\$3,000	\$21,624	0.00%	\$0	\$0
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$2,612	\$54,361	\$54,361	\$54,361	\$113,846	109.43%	\$113,846	\$113,846
TOTAL TRANSFER OUT	\$0	\$0	\$2,612	\$54,361	\$54,361	\$54,361	\$113,846	109.43%	\$113,846	\$113,846
TOTAL 1102 INFORMATION TECHNOLOGY	\$518,340	\$558,854	\$504,289	\$744,485	\$744,485	\$690,368	\$989,222	32.87%	\$943,197	\$993,321

PERSONNEL SCHEDULE

DEPARTMENT: Information Technology

FUND: General

DIVISION: Information Technology

DIVISION ACCOUNT: 1102

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Director of IT *	1	1	1	1	0	0	0
IT Manager	0	0	0	0	1	1	1
Assistant Director of IT	1	1	1	1	1	1	1
IT Support Technician	1	1	1	1	1	1	1
Technology Specialist	0	0	1	1	1	1	1
Total:	3	3	4	4	4	4	4

* Position changed to IT Manager in FY 2012.

DEPARTMENT OF POLICE

Mission and Description

Mission: The mission of the Clayton Police Department is to provide a safe and secure environment for the residents, business community, and visitors in the City of Clayton through the effective and efficient delivery of professional, positive, and innovative services.

Description: The Police Department is divided into two bureaus: The Field Operations Bureau, which is responsible for patrol, traffic, calls-for-service, parking control and community relations/crime prevention; and the Investigations and Support Bureau, which is responsible for follow-up investigations, juvenile matters, communications, and administration.

Goal and Key Intended Outcome

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

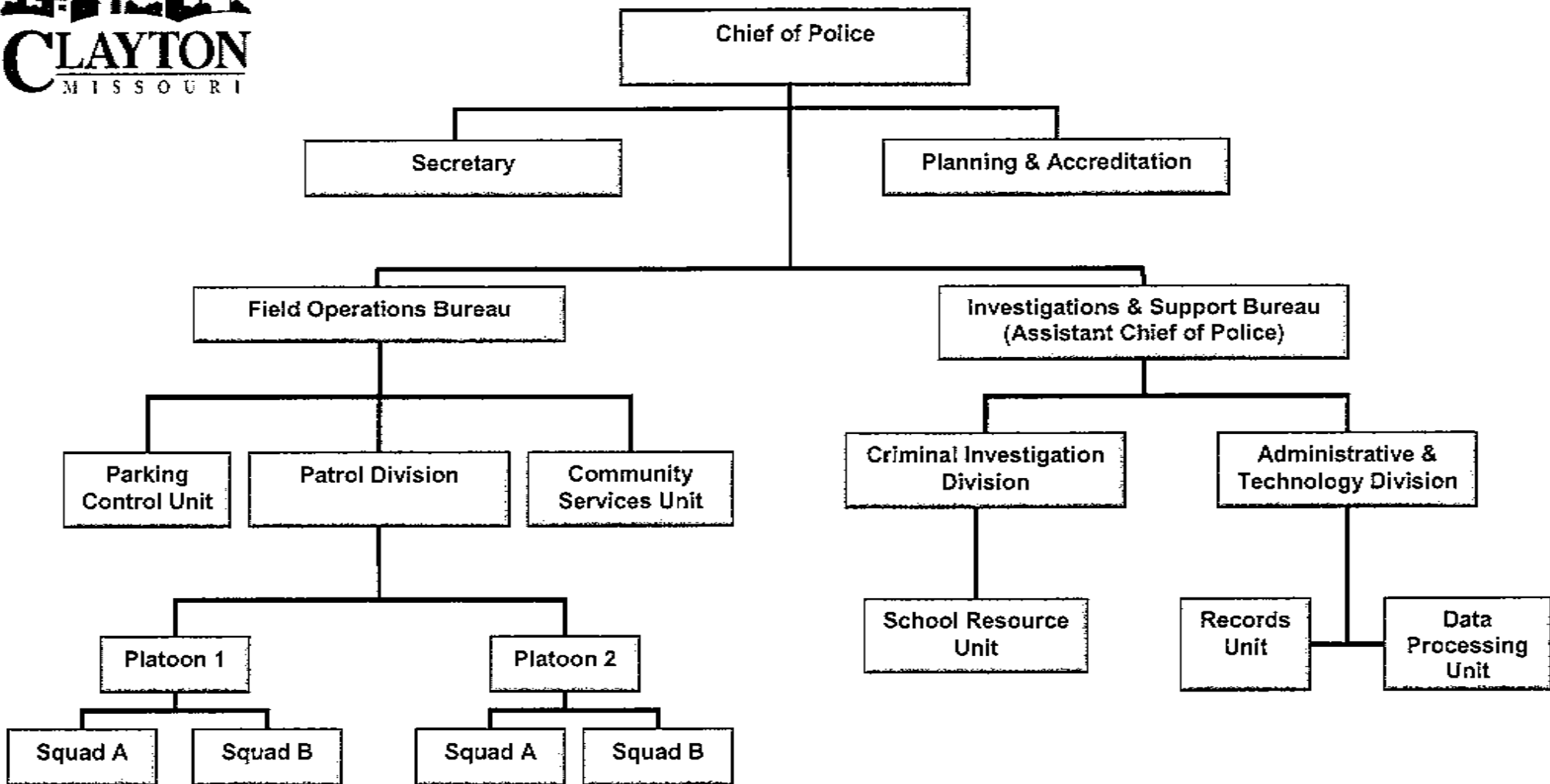
Key Intended Outcome: *Public Safety*

Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of residents who feel safe</i>	N/A	94%	94%	95%	95%
<i>Financial</i>	<i>Police cost per capita</i>	\$106.00	\$117.00	\$121.00	\$120	\$123
<i>Process</i>	<i>Response time for priority police calls</i>	5:06	4:45	4:14	4:00	4:00
	<i>UCR Part I crimes per 1,000 population</i>	21.83	20.3	19.24	19	18.9
<i>People</i>	<i>Annual training hours per employee</i>	N/A	N/A	141	145	145
	<i>% of employees survey rating employer as good or better</i>	N/A	N/A	N/A	N/A	N/A
	<i>Employee Engagement Index</i>	N/A	N/A	4.23	In Progress	In Progress



City of Clayton Police Department



SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: POLICE

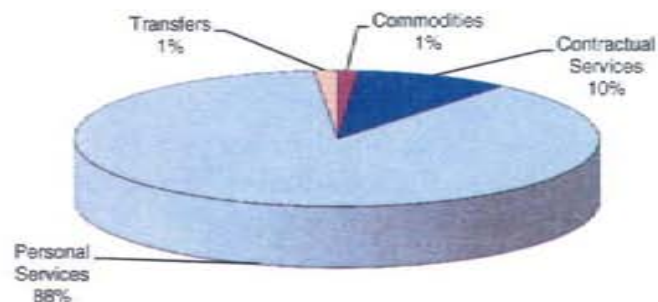
FUND: GENERAL

CATEGORY: ALL

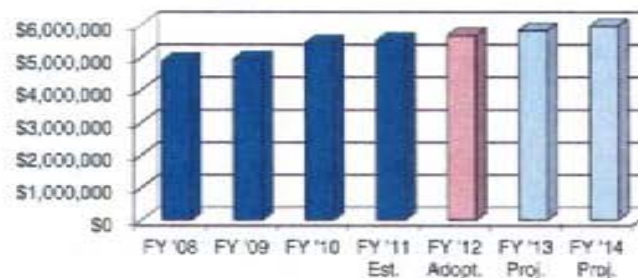
DIVISION ACCOUNTS: 1200-1201

POLICE DEPARTMENT - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL BUDGET	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$4,370,049	\$4,414,860	\$4,810,913	\$4,883,154	\$4,883,154	\$4,842,186	\$4,979,008	1.96%	\$5,111,530	\$5,228,662
CONTRACTUAL SERVICES	\$455,537	\$485,909	\$515,776	\$536,535	\$536,535	\$542,565	\$542,719	1.15%	\$556,488	\$571,488
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES	\$70,651	\$63,211	\$71,482	\$87,040	\$87,040	\$82,850	\$72,350	-16.88%	\$73,150	\$66,950
TRANSFER OUT	\$0	\$0	\$52,593	\$51,674	\$51,674	\$51,674	\$80,886	56.53%	\$82,325	\$83,925
TOTAL POLICE	\$4,896,237	\$4,963,980	\$5,450,764	\$5,558,403	\$5,558,403	\$5,519,375	\$5,674,963	2.10%	\$5,823,493	\$5,951,025

FY 2012 ADOPTED BUDGET



TOTAL EXPENDITURES



10 GENERAL FUND - POLICE

10X1200	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
POLICE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$3,123,608	\$3,199,677	\$3,261,833	\$3,349,619	\$3,349,619	\$3,318,478	\$3,411,366	1.84%	\$3,501,262	\$3,573,388
1020000 OVERTIME	\$147,247	\$132,534	\$158,345	\$155,000	\$155,000	\$155,000	\$160,000	3.23%	\$163,200	\$166,464
1030000 PART-TIME	\$11,480	\$9,500	\$20,366	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	\$20,400	\$20,808
1040000 MISCELLANEOUS	\$26,776	\$32,165	\$31,432	\$32,433	\$32,433	\$31,486	\$30,271	-6.67%	\$30,271	\$30,271
1140000 FICA - EMPLOYER PORTION	\$247,272	\$251,922	\$259,483	\$272,344	\$272,344	\$269,660	\$277,145	1.76%	\$285,460	\$294,024
1150000 DEFERRED COMPENSATION	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	0.00%	\$3,000	\$3,000
1160000 PENSION PLAN	\$440,105	\$408,209	\$680,981	\$606,040	\$606,040	\$606,040	\$601,056	-0.82%	\$601,056	\$601,056
1180000 GROUP LIFE INS. PREMIUM	\$12,431	\$12,438	\$11,101	\$11,776	\$11,776	\$11,216	\$12,136	3.06%	\$12,379	\$12,627
1190000 DENTAL HEALTH INSURANCE	\$48,977	\$48,234	\$42,757	\$45,763	\$45,763	\$45,191	\$47,373	3.52%	\$48,676	\$49,990
1200000 EMPLOYEE HEALTH CARE	\$309,153	\$317,181	\$341,615	\$387,179	\$387,179	\$382,115	\$416,660	7.61%	\$445,826	\$477,034
TOTAL PERSONAL SERVICES	\$4,370,049	\$4,414,860	\$4,810,913	\$4,883,154	\$4,883,154	\$4,842,188	\$4,979,008	1.96%	\$5,111,530	\$5,228,662
CONTRACTUAL SERVICES										
2030000 MEDICAL SERVICES	\$2,429	\$1,962	\$3,875	\$4,966	\$4,966	\$4,000	\$6,050	21.83%	\$3,550	\$3,550
2090000 MISC. OUTSIDE PERSONAL SERV.	\$5,380	\$4,953	\$919	\$4,700	\$4,700	\$2,000	\$4,000	-14.89%	\$2,500	\$2,500
2130000 TRAVEL & TRAINING	\$30,539	\$30,703	\$25,121	\$23,780	\$23,780	\$31,145	\$19,745	-16.97%	\$25,545	\$24,345
2160000 PRINTING AND PHOTOGRAPHY	\$1,705	\$2,580	\$1,183	\$3,200	\$3,200	\$2,600	\$3,300	3.13%	\$3,300	\$3,300
2330000 TELEPHONE	\$24,825	\$25,684	\$27,115	\$32,541	\$32,541	\$28,481	\$28,445	-12.59%	\$29,211	\$29,211
2370000 MAINTENANCE & REPAIR EQUIP.	\$26,935	\$23,585	\$22,988	\$14,900	\$14,900	\$15,350	\$21,350	43.29%	\$21,150	\$21,150
2550000 DUES & MEMBERSHIPS	\$2,601	\$2,994	\$3,003	\$3,506	\$3,506	\$2,740	\$3,225	-8.01%	\$3,225	\$3,225
2700000 CONTRACTUAL SERVICE	\$360,867	\$393,448	\$431,572	\$448,942	\$448,942	\$456,349	\$456,604	1.71%	\$468,007	\$484,207
TOTAL CONTRACTUAL SERVICES	\$455,537	\$485,909	\$515,776	\$536,535	\$536,535	\$542,665	\$542,719	1.15%	\$556,488	\$571,488
COMMODITIES										
3010000 OFFICE SUPPLIES	\$20,521	\$16,524	\$14,823	\$16,650	\$16,650	\$14,650	\$17,100	2.70%	\$17,100	\$17,100
3070000 OPERATING SUPPLIES & EQUIPMENT	\$13,471	\$20,485	\$23,883	\$22,840	\$22,840	\$25,500	\$22,200	-2.80%	\$26,900	\$24,300
3160000 CLOTHING & UNIFORMS	\$26,875	\$14,603	\$22,089	\$39,000	\$39,000	\$33,000	\$19,600	-49.74%	\$19,600	\$16,000
3220000 FOOD & BEVERAGE	\$4,228	\$5,306	\$5,971	\$4,100	\$4,100	\$5,150	\$4,400	7.32%	\$4,400	\$4,400
3320000 AWARDS, RECOGNITION & BADGES	\$1,177	\$2,292	\$1,213	\$500	\$500	\$500	\$4,500	800.00%	\$600	\$600
3420000 COMMUNITY RELATIONS - SUPPLIES	\$4,379	\$4,002	\$3,503	\$3,700	\$3,700	\$3,800	\$4,300	16.22%	\$4,300	\$4,300
TOTAL COMMODITIES	\$70,651	\$63,212	\$71,482	\$87,040	\$87,040	\$82,850	\$72,350	-16.88%	\$73,150	\$66,950
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$52,593	\$51,674	\$51,674	\$51,674	\$80,886	56.53%	\$82,325	\$83,925
TOTAL TRANSFER OUT	\$0	\$0	\$52,593	\$51,674	\$51,674	\$51,674	\$80,886	56.53%	\$82,325	\$83,925
TOTAL 1200 POLICE	\$4,896,237	\$4,963,981	\$5,450,764	\$5,558,403	\$5,558,403	\$5,519,375	\$5,674,963	2.10%	\$5,823,493	\$5,951,025

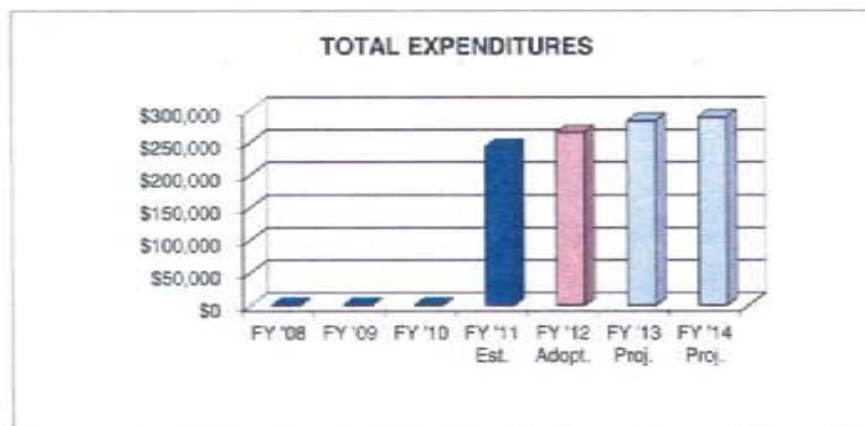
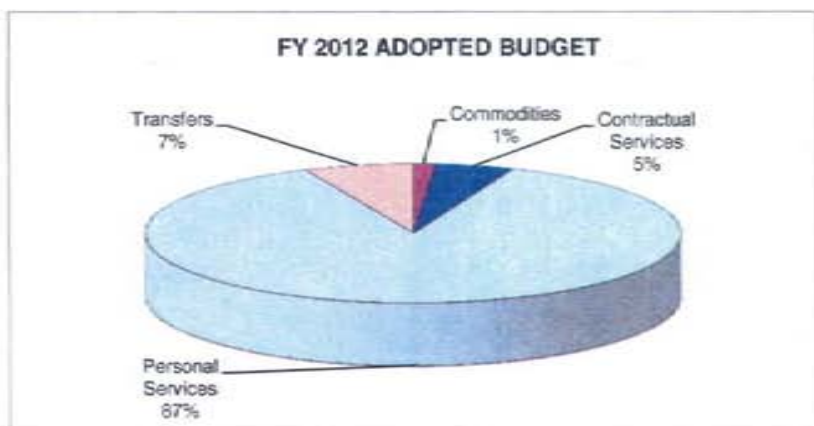
SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: POLICE
 DIVISION: PARKING CONTROL
 CATEGORY: ALL

FUND: GENERAL

DIVISION ACCOUNTS: 1200-1201

POLICE DEPARTMENT - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL BUDGET	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$0	\$0	\$0	\$218,469	\$218,469	\$218,010	\$231,708	6.06%	\$238,684	\$245,091
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$11,755	\$11,755	\$10,566	\$12,616	7.32%	\$23,616	\$22,616
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES	\$0	\$0	\$0	\$3,500	\$3,500	\$3,500	\$3,600	2.86%	\$3,600	\$3,600
TRANSFER OUT	\$0	\$0	\$0	\$11,374	\$11,374	\$11,374	\$17,531	54.13%	\$17,531	\$17,531
TOTAL POLICE	\$0	\$0	\$0	\$245,096	\$245,096	\$243,450	\$265,455	8.31%	\$283,431	\$288,838



10 GENERAL FUND - PARKING CONTROL

10X1201	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
PARKING CONTROL	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$144,416	\$148,699	\$153,794	\$157,000	\$157,000	\$156,585	\$160,930	2.50%	\$165,072	\$168,472
1020000 OVERTIME	\$2,782	\$1,451	\$871	\$4,000	\$4,000	\$4,000	\$4,000	0.00%	\$4,080	\$4,162
1040000 MISCELLANEOUS	\$360	\$360	\$360	\$360	\$360	\$360	\$360	0.00%	\$360	\$360
1140000 FICA - EMPLOYER PORTION	\$10,738	\$10,779	\$11,165	\$12,344	\$12,344	\$12,312	\$12,631	2.33%	\$13,010	\$13,400
1160000 PENSION PLAN	\$0	\$0	\$8,932	\$10,860	\$10,860	\$10,860	\$17,200	58.38%	\$17,200	\$17,200
1180000 GROUP LIFE INS. PREMIUM	\$555	\$574	\$517	\$541	\$541	\$529	\$560	3.51%	\$571	\$583
1190000 DENTAL HEALTH INSURANCE	\$3,798	\$3,813	\$3,435	\$3,528	\$3,528	\$3,528	\$3,720	5.44%	\$3,822	\$3,926
1200000 EMPLOYEE HEALTH CARE	\$24,420	\$25,619	\$27,369	\$29,836	\$29,836	\$29,836	\$32,308	8.29%	\$34,570	\$36,989
TOTAL PERSONAL SERVICES	\$187,069	\$191,295	\$206,443	\$218,469	\$218,469	\$218,010	\$231,708	6.06%	\$238,684	\$245,091
CONTRACTUAL SERVICES										
2160000 PRINTING AND PHOTOGRAPHY	\$3,678	\$8,765	\$4,457	\$9,200	\$9,200	\$9,150	\$11,200	21.74%	\$22,200	\$21,200
2370000 MAINTENANCE & REPAIR EQUIP.	\$0	\$2,310	\$3,036	\$2,555	\$2,555	\$1,416	\$1,416	-44.58%	\$1,416	\$1,418
TOTAL CONTRACTUAL SERVICES	\$3,678	\$11,075	\$7,493	\$11,755	\$11,755	\$10,566	\$12,616	7.32%	\$23,616	\$22,618
COMMODITIES										
3010000 OFFICE SUPPLIES	\$0	\$132	\$389	\$300	\$300	\$300	\$300	0.00%	\$300	\$300
3070000 OPERATING SUPPLIES & EQUIP.	\$1,730	\$1,302	\$1,885	\$1,700	\$1,700	\$1,700	\$1,800	5.88%	\$1,800	\$1,800
3160000 CLOTHING & UNIFORMS	\$1,488	\$1,404	\$1,729	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	\$1,500	\$1,500
TOTAL COMMODITIES	\$3,218	\$2,838	\$4,003	\$3,500	\$3,500	\$3,500	\$3,600	2.86%	\$3,600	\$3,600
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$10,380	\$11,374	\$11,374	\$11,374	\$17,531	54.13%	\$17,531	\$17,531
TOTAL TRANSFER OUT	\$0	\$0	\$10,380	\$11,374	\$11,374	\$11,374	\$17,531	54.13%	\$17,531	\$17,531
TOTAL 1201 PARKING CONTROL	\$193,965	\$205,208	\$228,319	\$245,098	\$245,098	\$243,450	\$265,455	8.31%	\$283,431	\$288,838

Note: Moved from Parking Fund beginning 10-01-10.

PERSONNEL SCHEDULE

DEPARTMENT: Police				FUND: General			
DIVISION: Police				DIVISION ACCOUNT: 1200			
POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Police Chief	1	1	1	1	1	1	1
Captain	2	2	2	2	2	2	2
Lieutenant	4	4	4	4	4	4	4
Sergeant	5	5	5	5	5	5	5
Detective	7	7	7	7	7	7	7
Police Officer	33	33	33	33	33	33	33
Total Sworn Officers	52	52	52	52	52	52	52
Accreditation Manager	1	1	1	1	1	1	1
Admin. Secretary	1	1	1	1	1	1	1
Data Analyst	2	1	1	1	1	1	1
Total Police Dept.	56	55	55	55	55	55	55
Part-Time Regular							
Part-Time Clerk	0	0	0	0	0	0	0
Digital Imaging Clerk	3	0	0	0	0	0	0
Total:	3	0	0	0	0	0	0

PERSONNEL SCHEDULE

DEPARTMENT: Police	FUND: General
DIVISION: Parking Control	DIVISION ACCOUNT: 1201

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Parking Control Supervisor	1	1	1	1	1	1	1
Parking Controller	3	3	3	3	3	3	3
Total:	4	4	4	4	4	4	4

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DEPARTMENT OF FIRE

Mission and Description

Mission: The Clayton Fire Department exists to help prepare our community for emergencies, support people when overwhelmed, and care for them in their time of need.

- *Prepare for emergencies.*
- *Support when overwhelmed.*
- *Care in time of need.*

Description: The Fire Department is divided into an administrative division which consists of the Fire Chief, Assistant Fire Chief/Fire Marshal and Administrative Secretary and a response division which consists of three 11 person crews staffing the fire departments command vehicle, ladder truck, rescue engine and ambulance 24 hours per day. In addition to responding to fire suppression calls, all emergency medical situations including treating and transporting patients, fire department personnel also conduct ongoing fire safety inspections as well as safety and injury prevention classes for residents, the business community and City employees.

Goal and Key Intended Outcome

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

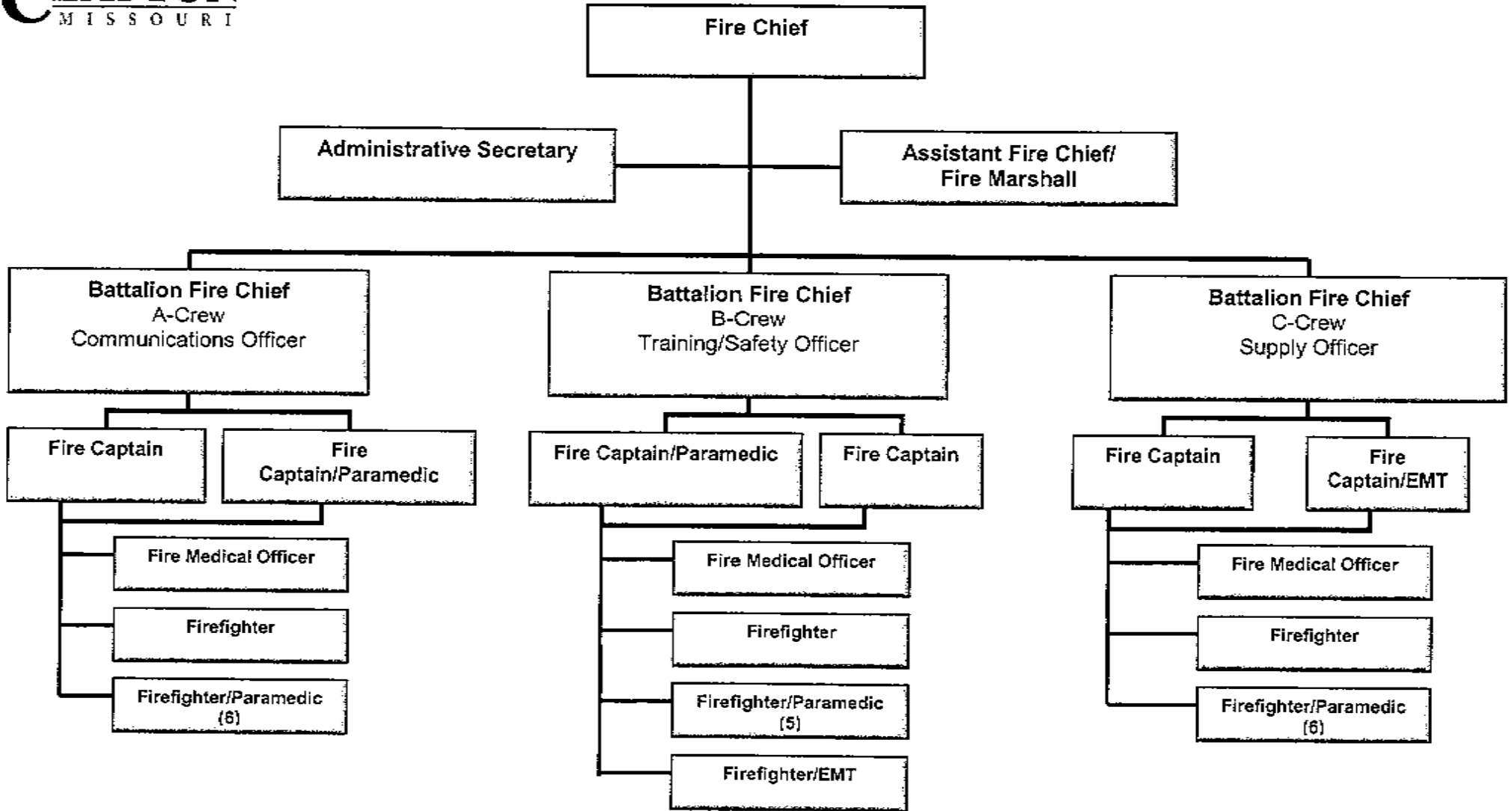
Key Intended Outcome: Public Safety

Performance Measures:

Category	Measure	2008	2009	2010	2011 YTD 10-1-10 THRU 4-30-11	2011 Goal	2012 Goal
Customer	% of residents surveyed who feel safe	N/A	94%	94%	N/A	95%	95%
	% of residents survey rating EMS service as good or better	N/A	91%	91%	N/A	90%	90%
Financial	Fire/EMS cost per capita	\$71.03	\$74.00	\$82.78	\$82.50	\$86.00	\$86.00
Process	Response time for priority EMS calls (dispatch receipt of call to personnel arrival on scene)	5:00	4:55	4:37	4:55	5:00	5:00
	% of fires contained to room of origin	86%	100%	100%	100%	100%	100%
	% of cardiac arrest patients who exhibit a pulse upon delivery to hospital	61%	26%	25%	66%	40%	40%
People	Annual training hours per employee	N/A	N/A	153.5	N/A	147	147
	% of employees meeting requirements to promote	N/A	N/A	82%	N/A	85%	85%
	Employee Engagement Index	N/A	N/A	3.83	In Progress	In Progress	In Progress



City of Clayton Fire Department



SUMMARY OF EXPENDITURES BY CATEGORY

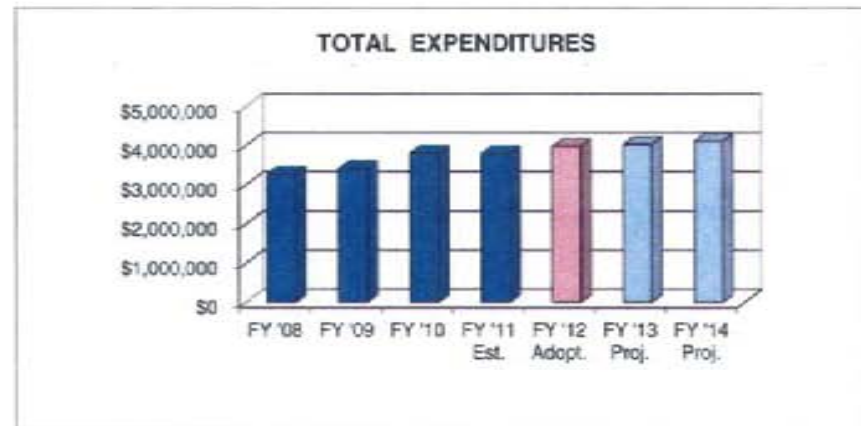
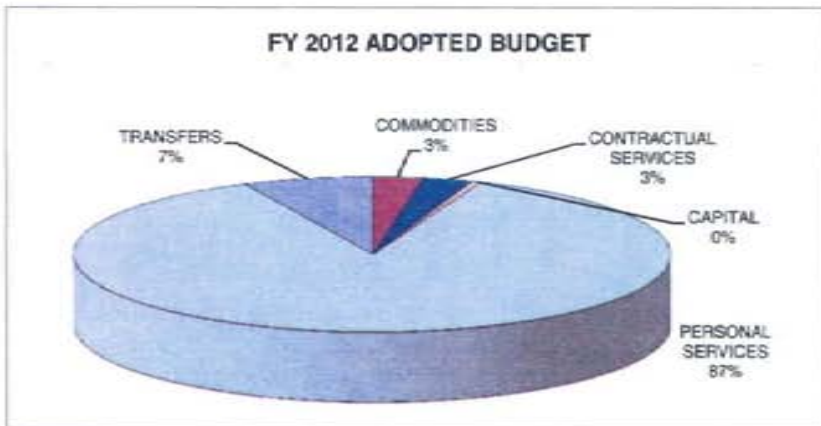
DEPARTMENT: FIRE

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNT: 1300

FIRE- BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$3,109,147	\$3,179,696	\$3,452,966	\$3,446,985	\$3,446,985	\$3,442,062	\$3,461,365	0.42%	\$3,552,799	\$3,633,769
CONTRACTUAL SERVICES	\$67,593	\$83,663	\$85,422	\$86,176	\$86,176	\$94,420	\$106,978	24.14%	\$101,028	\$99,328
CAPITAL OUTLAY	\$0	\$47,181	\$0	\$0	\$0	\$0	\$20,000	0.00%	\$0	\$0
COMMODITIES	\$90,736	\$96,294	\$101,802	\$85,926	\$85,926	\$96,845	\$108,380	26.13%	\$93,680	\$93,680
TRANSFER OUT	\$0	\$0	\$167,220	\$165,885	\$165,885	\$161,885	\$280,793	69.27%	\$280,793	\$282,030
TOTAL FIRE	\$3,267,476	\$3,408,826	\$3,807,430	\$3,784,972	\$3,784,972	\$3,795,212	\$3,977,516	5.09%	\$4,028,300	\$4,108,807



10 GENERAL FUND - FIRE

10X1300	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
FIRE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$2,198,669	\$2,275,940	\$2,349,273	\$2,387,957	\$2,387,957	\$2,360,447	\$2,380,018	-0.33%	\$2,442,358	\$2,492,671
1020000 OVERTIME	\$176,299	\$186,455	\$181,083	\$172,000	\$172,000	\$190,000	\$172,000	0.00%	\$175,440	\$178,949
1040000 MISCELLANEOUS	\$6,898	\$6,592	\$8,321	\$8,400	\$8,400	\$8,400	\$7,224	-14.00%	\$7,224	\$7,224
1140000 FICA - EMPLOYER PORTION	\$176,588	\$183,497	\$188,120	\$196,479	\$196,479	\$195,752	\$195,657	-0.42%	\$201,526	\$207,572
1160000 PENSION PLAN	\$295,926	\$272,541	\$454,958	\$401,400	\$401,400	\$401,400	\$397,280	-1.03%	\$397,280	\$397,280
1180000 GROUP LIFE INS. PREMIUM	\$8,509	\$8,824	\$7,877	\$8,601	\$8,601	\$7,978	\$8,671	0.81%	\$8,845	\$9,022
1190000 DENTAL HEALTH INSURANCE	\$34,001	\$33,952	\$30,031	\$30,846	\$30,846	\$30,762	\$33,545	8.75%	\$34,467	\$35,398
1200000 EMPLOYEE HEALTH CARE	\$212,257	\$211,896	\$233,323	\$241,302	\$241,302	\$247,323	\$266,970	10.64%	\$285,658	\$305,654
TOTAL PERSONAL SERVICES	\$3,109,147	\$3,179,697	\$3,452,986	\$3,446,985	\$3,446,985	\$3,442,062	\$3,461,365	0.42%	\$3,552,799	\$3,633,769
CONTRACTUAL SERVICES										
2030000 MEDICAL SERVICES	\$13,848	\$17,975	\$17,435	\$20,040	\$20,040	\$23,975	\$19,640	-2.00%	\$20,040	\$20,040
2130000 TRAVEL & TRAINING	\$21,268	\$28,370	\$17,732	\$20,102	\$20,102	\$25,382	\$40,752	102.73%	\$35,502	\$35,302
2160000 PRINTING AND PHOTOGRAPHY	\$3,967	\$7,703	\$2,985	\$7,000	\$7,000	\$7,300	\$3,000	-57.14%	\$5,900	\$4,400
2330000 TELEPHONE	\$13,462	\$15,198	\$17,952	\$17,907	\$17,907	\$18,906	\$17,004	-5.04%	\$17,004	\$17,004
2370000 MAINTENANCE & REPAIR EQUIP.	\$10,903	\$9,630	\$9,125	\$14,610	\$14,610	\$9,500	\$13,810	-5.48%	\$13,810	\$13,810
2550000 DUES & MEMBERSHIPS	\$2,025	\$2,029	\$1,893	\$3,433	\$3,433	\$2,118	\$7,493	118.26%	\$3,493	\$3,493
2700000 CONTRACTUAL SERVICES	\$2,120	\$2,758	\$17,300	\$3,084	\$3,084	\$7,239	\$5,279	71.17%	\$5,279	\$5,279
TOTAL CONTRACTUAL SERVICES	\$67,593	\$83,663	\$85,422	\$86,176	\$86,176	\$94,420	\$106,978	24.14%	\$101,028	\$99,328
COMMODITIES										
3010000 OFFICE SUPPLIES	\$9,429	\$9,520	\$9,626	\$7,910	\$7,910	\$8,036	\$13,910	75.85%	\$7,910	\$7,910
3070000 OPERATING SUPPLIES & EQUIP.	\$25,870	\$30,499	\$34,045	\$22,290	\$22,290	\$22,090	\$31,590	41.72%	\$22,890	\$22,890
3110000 EQUIPMENT PARTS	\$1,731	\$1,821	\$1,166	\$1,600	\$1,600	\$1,600	\$1,600	0.00%	\$1,600	\$1,600
3160000 CLOTHING & UNIFORMS	\$28,684	\$29,813	\$31,664	\$31,800	\$31,800	\$42,593	\$34,700	8.12%	\$34,700	\$34,700
3200000 MEDICAL SUPPLIES	\$21,361	\$22,682	\$19,947	\$18,546	\$18,546	\$18,546	\$22,800	22.94%	\$22,800	\$22,800
3210000 MEETINGS & RECEPTIONS	\$1,930	\$2,217	\$3,912	\$2,180	\$2,180	\$2,380	\$2,180	0.00%	\$2,180	\$2,180
3320000 AWARDS, RECOGNITION & BADGES	\$1,752	\$1,731	\$1,442	\$1,600	\$1,600	\$1,600	\$1,600	0.00%	\$1,600	\$1,600
TOTAL COMMODITIES	\$90,737	\$98,283	\$101,802	\$85,926	\$85,926	\$96,845	\$108,380	26.13%	\$93,680	\$93,680
CAPITAL OUTLAY										
5140000 MEDICAL EQUIPMENT	\$0	\$47,181	\$0	\$0	\$0	\$0	\$20,000	0.00%	\$0	\$0
TOTAL CAPITAL OUTLAY	\$0	\$47,181	\$0	\$0	\$0	\$0	\$20,000	0.00%	\$0	\$0
TRANSFER OUT										
9210000 TRANSFER TO FUND 16	\$0	\$0	\$0	\$4,000	\$4,000	\$0	\$4,000	0.00%	\$4,000	\$4,000
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$167,220	\$161,885	\$161,885	\$161,885	\$276,793	70.98%	\$276,793	\$278,030
TOTAL TRANSFER OUT	\$0	\$0	\$167,220	\$165,885	\$165,885	\$161,885	\$280,793	69.27%	\$280,793	\$282,030
TOTAL 1300 FIRE	\$3,267,477	\$3,408,824	\$3,807,430	\$3,784,972	\$3,784,972	\$3,795,212	\$3,977,516	5.09%	\$4,028,300	\$4,108,807

PERSONNEL SCHEDULE

DEPARTMENT: Fire

FUND: General

DIVISION: Fire

DIVISION ACCOUNT: 1300

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Fire Chief	1	1	1	1	1	1	1
Assistant Fire Chief	1	1	1	1	1	1	1
Battalion Chief	3	3	3	3	3	3	3
Captain	6	6	6	6	6	6	6
Firefighter/Paramedic	20	21	21	21	21	21	21
Firefighter	4	3	3	3	3	3	3
Administrative Secretary	1	1	1	1	1	1	1
Total:	36	36	36	36	36	36	36

DEPARTMENT OF PUBLIC WORKS

Mission and Description

Mission: To support and enhance a high quality of life for the City's residents, businesses and visitors by providing well-planned, environmentally sensitive, cost effective infrastructure and services to promote public health, personal safety, transportation, and civic vitality.

Description: The Department of Public Works is divided into four divisions:

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

The Operations Division is responsible for the maintenance and repair of all public streets, alleys, sidewalks, parking facilities, street lights, traffic control, forestry, public landscaping and the leaf collection program. Beginning in FY 2011, the City moved the Parking Meter Technician position to the Public Works Department from the Parking Control Division. This position is now part of the Operations and Maintenance Division.

The Building Maintenance Division is responsible for the maintenance of the City properties. These include City Hall, the Police Building, and the Public Works Facility.

The Equipment Services Division (Central Garage) is responsible for the repair and maintenance of all City owned vehicles and equipment.

Goal and Key Intended Outcome

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. Contribute to the beautification of the community by providing world-class arboricultural and landscaping services in public right-of-way areas.

Key Intended Outcome: Transportation

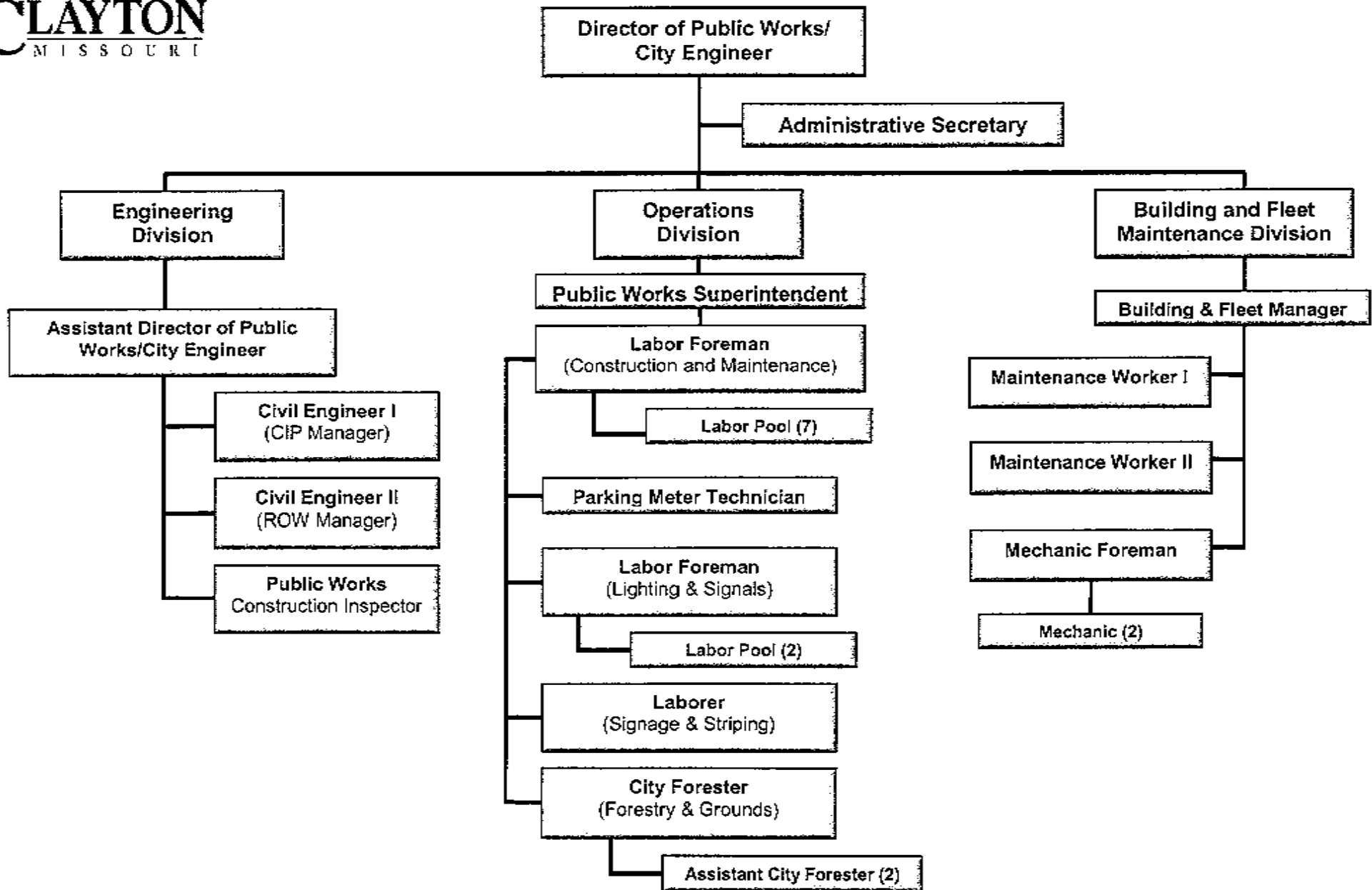
Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of residents rating streets as good or better</i>	91%	88%	90%	> 90%	>90%
	<i>% of businesses rating streets as good or better</i>	N/A	N/A	N/A	75%	75%
<i>Financial</i>	<i>Cost per linear mile for streets, and bike lanes per paths</i>	\$3,100	\$20,200	\$11,456	\$3,400	\$3,400
	<i>Years to return on investment for implemented sustainable alternatives in City operations</i>	N/A	N/A	N/A	N/A*	N/A
	<i>Annual cost per square yard of maintaining planting beds</i>	N/A	N/A	N/A	N/A*	N/A
<i>Process</i>	<i>% lane miles with pavement condition index rating of 3 or higher</i>	90%	73%	92%	85%	85%
	<i>Annual sidewalk defects per 1000'</i>	1.1	N/A	1.4	0.5	0.5
	<i>MetroLink Ridership</i>	N/A	N/A	340,253	350,000	350,000
<i>People</i>	<i>Annual training hours per employee</i>	N/A	N/A	N/A	25	25
	<i>Employee Engagement Index</i>	N/A	N/A	4.21	N/A	N/A
	<i>Turnover rate</i>	3.6%	3.4%	0%	0%	0%

*The City is in the process of developing sustainability measures. Data is not readily available for these measures at this time.



City of Clayton Public Works Department



SUMMARY OF EXPENDITURES BY DIVISION

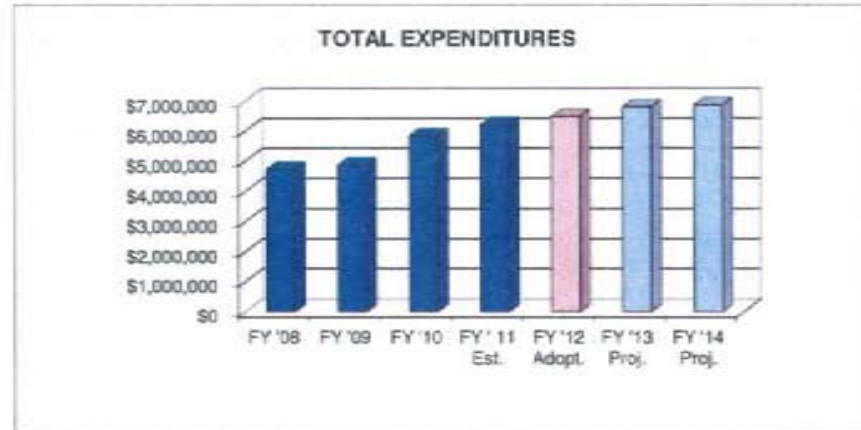
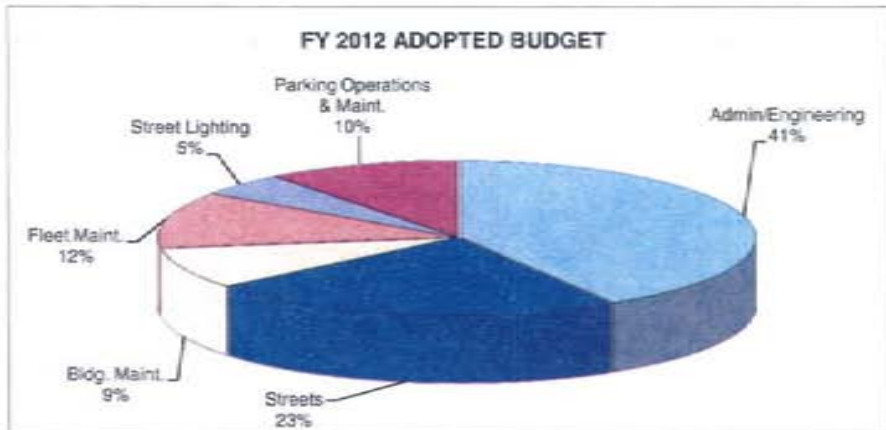
DEPARTMENT: PUBLIC WORKS

FUND: GENERAL

DIVISION: ALL

DIVISION ACCOUNTS: 1400-1409

PUBLIC WORKS DEPARTMENT - BY DIVISION	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPENDITURES	FY 2012 ADOPTED BUDGET	% CHG 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
ADMINISTRATION/ENGINEERING	\$3,203,111	\$3,341,901	\$2,332,820	\$2,611,211	\$2,611,211	\$2,555,057	\$2,677,967	2.56%	\$2,753,138	\$2,779,892
STREET MAINTENANCE	\$0	\$0	\$1,228,071	\$1,331,373	\$1,331,373	\$1,315,005	\$1,460,757	9.72%	\$1,519,352	\$1,558,464
BUILDING MAINTENANCE	\$357,913	\$395,961	\$858,040	\$545,504	\$545,504	\$608,551	\$569,279	4.36%	\$636,257	\$618,258
FLEET/EQUIP. SERVICES	\$606,134	\$514,839	\$569,022	\$627,193	\$627,193	\$726,619	\$771,214	22.96%	\$861,854	\$869,582
PARKING OPERATIONS & MAINT.	\$559,401	\$611,806	\$596,705	\$664,998	\$664,998	\$706,914	\$680,789	2.37%	\$687,958	\$691,498
STREET LIGHTING	\$0	\$0	\$248,426	\$290,415	\$290,415	\$292,467	\$314,597	8.33%	\$331,979	\$332,328
TOTAL PUBLIC WORKS	\$4,726,559	\$4,864,507	\$5,833,084	\$6,070,694	\$6,070,694	\$6,204,613	\$6,474,603	6.65%	\$6,790,538	\$6,850,022



SUMMARY OF EXPENDITURES BY CATEGORY

DEPARTMENT: PUBLIC WORKS

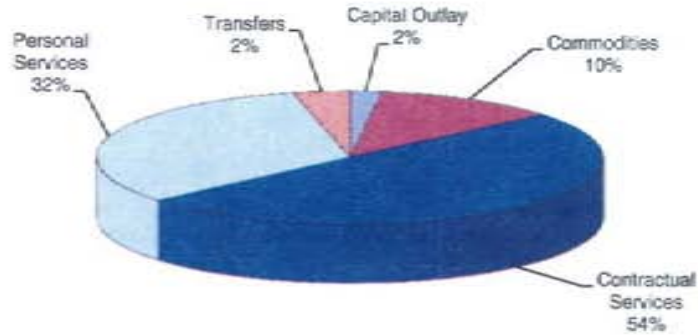
FUND: GENERAL

CATEGORY: ALL

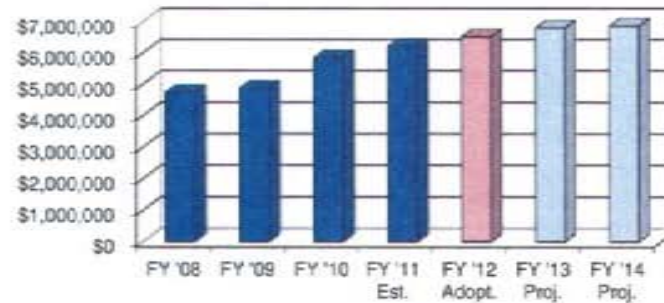
DIVISION ACCOUNTS: 1400-1409

PUBLIC WORKS DEPARTMENT - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$1,710,124	\$1,756,064	\$1,946,007	\$2,006,381	\$2,006,381	\$2,004,318	\$2,119,919	5.66%	\$2,181,279	\$2,235,542
CONTRACTUAL SERVICES	\$2,441,523	\$2,639,482	\$3,177,482	\$3,151,963	\$3,151,963	\$3,202,135	\$3,230,209	2.48%	\$3,356,430	\$3,375,132
CAPITAL OUTLAY	\$49,907	\$11,700	\$32,332	\$124,200	\$124,200	\$122,000	\$131,000	5.48%	\$136,500	\$118,000
COMMODITIES	\$525,005	\$457,262	\$530,010	\$634,597	\$634,597	\$722,607	\$758,584	19.54%	\$877,557	\$877,532
TRANSFERS	\$0	\$0	\$147,253	\$153,553	\$153,553	\$153,553	\$234,891	52.97%	\$238,772	\$243,816
TOTAL PUBLIC WORKS	\$4,726,559	\$4,864,508	\$5,833,084	\$6,070,694	\$6,070,694	\$6,204,613	\$6,474,603	6.65%	\$6,790,538	\$6,850,022

FY 2012 ADOPTED BUDGET



TOTAL EXPENDITURES



10 GENERAL FUND - ENGINEERING

10X1401	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
ENGINEERING	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$1,000,556	\$1,022,762	\$395,898	\$402,256	\$402,256	\$401,547	\$412,639	2.58%	\$423,552	\$432,277
1020000 OVERTIME	\$45,042	\$51,570	\$3,025	\$3,200	\$3,200	\$3,200	\$3,200	0.00%	\$3,264	\$3,329
1030000 PART-TIME	\$25,382	\$25,318	\$9,032	\$10,560	\$10,560	\$10,560	\$10,560	0.00%	\$10,668	\$10,773
1040000 MISCELLANEOUS	\$2,161	\$2,161	\$264	\$264	\$264	\$264	\$264	0.00%	\$264	\$264
1140000 FICA - EMPLOYER PORTION	\$60,093	\$61,761	\$30,540	\$31,441	\$31,441	\$31,367	\$32,626	3.77%	\$33,605	\$34,613
1150000 DEFERRED COMPENSATION	\$2,000	\$308	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1160000 PENSION PLAN	\$0	\$0	\$13,398	\$16,290	\$16,290	\$16,290	\$25,800	56.36%	\$25,800	\$25,800
1180000 GROUP LIFE INS. PREMIUM	\$3,866	\$4,166	\$1,325	\$1,362	\$1,362	\$1,357	\$1,413	3.74%	\$1,789	\$1,816
1190000 DENTAL HEALTH INSURANCE	\$19,140	\$19,474	\$3,875	\$3,981	\$3,981	\$3,981	\$4,200	5.50%	\$4,316	\$4,432
1200000 EMPLOYEE HEALTH CARE	\$120,462	\$129,581	\$33,244	\$35,997	\$35,997	\$35,997	\$38,802	7.79%	\$41,518	\$44,424
TOTAL PERSONAL SERVICES	\$1,298,702	\$1,337,101	\$490,601	\$505,351	\$505,351	\$504,583	\$529,504	4.78%	\$544,774	\$557,730
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$7,457	\$5,913	\$6,022	\$8,345	\$8,345	\$8,694	\$9,680	16.00%	\$9,815	\$12,105
2150000 ADVERTISING	\$2,063	\$626	\$0	\$750	\$750	\$1,500	\$1,500	100.00%	\$1,500	\$1,500
2160000 PRINTING AND PHOTOGRAPHY	\$406	\$357	\$671	\$1,750	\$1,750	\$1,750	\$1,750	0.00%	\$1,750	\$1,750
2310000 WATER	\$5,878	\$2,636	\$514	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2320000 ELECTRICITY - SIGNALS	\$11,161	\$7,428	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2320001 ELECTRICITY - STREET LIGHTING	\$70,520	\$79,766	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2330000 TELEPHONE	\$14,072	\$14,799	\$9,890	\$18,496	\$18,496	\$18,496	\$18,306	-1.03%	\$19,221	\$20,181
2370000 MAINTENANCE & REPAIR EQUIP.	\$4,668	\$4,282	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2420000 RENTALS	\$5,066	\$8,861	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2550000 DUES & MEMBERSHIPS	\$1,852	\$2,017	\$1,323	\$1,268	\$1,268	\$1,326	\$1,320	4.10%	\$1,430	\$1,320
2700000 CONTRACTUAL SERVICES	\$107,550	\$45,583	\$67,023	\$183,480	\$183,480	\$136,700	\$161,680	-11.88%	\$172,580	\$182,810
4020000 RECYCLING COMMITTEE	\$0	\$0	\$25	\$2,000	\$2,000	\$2,000	\$2,000	0.00%	\$2,000	\$2,000
4040000 REFUSE COLLECTION	\$1,527,062	\$1,637,431	\$1,751,720	\$1,831,205	\$1,831,205	\$1,822,568	\$1,876,965	2.50%	\$1,923,909	\$1,923,909
TOTAL CONTRACTUAL SERVICES	\$1,757,575	\$1,809,601	\$1,837,188	\$2,047,294	\$2,047,294	\$1,995,054	\$2,073,221	1.27%	\$2,132,205	\$2,145,575
COMMODITIES										
3010000 OFFICE SUPPLIES	\$2,199	\$3,627	\$2,434	\$2,800	\$2,800	\$2,600	\$2,700	3.85%	\$2,700	\$2,700
3020000 MAGAZINES BOOKS & MAPS	\$0	\$0	\$167	\$200	\$200	\$200	\$200	0.00%	\$200	\$200
3070000 OPERATING SUPPLIES & EQUIP.	\$18,483	\$20,487	\$184	\$550	\$550	\$550	\$300	-45.45%	\$550	\$550
3070001 SUPPLIES & EQUIP. STREET MAINT.	\$59,741	\$64,968	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3070002 SUPPLIES & EQUIP. SNOW & ICE	\$35,643	\$76,665	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3070003 SUPPLIES & EQUIP. TRAFFIC CONTROL	\$24,453	\$21,973	\$393	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3160000 CLOTHING & UNIFORMS	\$5,825	\$5,769	\$608	\$1,450	\$1,450	\$1,450	\$1,500	3.45%	\$1,550	\$1,550
3210000 MEETINGS & RECEPTIONS	\$0	\$0	\$595	\$2,960	\$2,960	\$2,960	\$2,990	1.01%	\$3,020	\$3,020
3220000 FOOD & BEVERAGE	\$490	\$1,711	\$650	\$806	\$806	\$2,660	\$812	0.74%	\$812	\$812
TOTAL COMMODITIES	\$146,834	\$195,200	\$5,031	\$8,566	\$8,566	\$10,420	\$8,502	-0.75%	\$8,832	\$8,832
CAPITAL OUTLAY										
5030000 CAPITAL OUTLAY	\$0	\$0	\$0	\$50,000	\$50,000	\$45,000	\$50,000	0.00%	\$50,000	\$50,000
TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$50,000	\$50,000	\$45,000	\$50,000	0.00%	\$50,000	\$50,000
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$0	\$0	\$0	\$0	\$16,740	0.00%	\$17,327	\$17,755
TOTAL TRANSFER OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$16,740	0.00%	\$17,327	\$17,755
TOTAL 1401 ENGINEERING	\$3,203,111	\$3,341,902	\$2,332,820	\$2,611,211	\$2,611,211	\$2,555,057	\$2,677,967	2.56%	\$2,753,138	\$2,779,892

10 GENERAL FUND - STREET MAINTENANCE

10X1403	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
STREET MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$0	\$0	\$626,546	\$637,244	\$637,244	\$636,860	\$656,316	2.99%	\$673,598	\$687,474
1020000 OVERTIME	\$0	\$0	\$33,653	\$41,200	\$41,200	\$39,200	\$43,300	5.10%	\$44,160	\$45,037
1030000 PART-TIME	\$0	\$0	\$32,132	\$24,000	\$24,000	\$24,000	\$25,000	4.17%	\$25,500	\$26,010
1040000 MISCELLANEOUS	\$0	\$0	\$1,633	\$1,632	\$1,632	\$1,632	\$1,632	0.00%	\$1,632	\$1,632
1140000 FICA - EMPLOYER PORTION	\$0	\$0	\$51,117	\$54,076	\$54,076	\$53,679	\$55,507	2.65%	\$57,172	\$58,888
1160000 PENSION PLAN	\$0	\$0	\$31,262	\$38,010	\$38,010	\$38,010	\$60,200	58.38%	\$60,200	\$60,200
1180000 GROUP LIFE INS. PREMIUM	\$0	\$0	\$2,125	\$2,286	\$2,286	\$2,153	\$2,376	3.94%	\$2,424	\$2,472
1190000 DENTAL HEALTH INSURANCE	\$0	\$0	\$12,322	\$11,609	\$11,609	\$11,609	\$12,240	5.44%	\$12,577	\$12,916
1200000 EMPLOYEE HEALTH CARE	\$0	\$0	\$92,778	\$100,733	\$100,733	\$100,733	\$108,862	8.07%	\$116,482	\$124,636
TOTAL PERSONAL SERVICES	\$0	\$0	\$883,569	\$910,790	\$910,790	\$907,876	\$965,434	6.00%	\$993,745	\$1,019,255
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$0	\$0	\$3,915	\$5,560	\$5,560	\$4,655	\$6,560	0.00%	\$5,980	\$5,980
2310000 WATER	\$0	\$0	\$8,842	\$30,218	\$30,218	\$30,218	\$39,353	30.23%	\$43,288	\$46,953
2320000 ELECTRIC	\$0	\$0	\$107	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2320001 ELECTRICITY	\$0	\$0	\$69	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2330000 TELEPHONE	\$0	\$0	\$7,575	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2350000 MAINTENANCE & REPAIR STRUCTURES	\$0	\$0	\$13,266	\$15,000	\$15,000	\$15,000	\$20,000	33.33%	\$25,000	\$30,000
2370000 MAINTENANCE & REPAIR EQUIPMENT	\$0	\$0	\$325	\$1,000	\$1,000	\$1,000	\$1,100	10.00%	\$1,200	\$1,300
2380000 MAINTENANCE & REPAIR - RADIO	\$0	\$0	\$411	\$500	\$500	\$500	\$525	5.00%	\$550	\$600
2420000 RENTALS	\$0	\$0	\$7,829	\$2,500	\$2,500	\$2,500	\$2,500	0.00%	\$2,500	\$2,500
2530000 LANDFILL CHARGES	\$0	\$0	\$3,999	\$8,000	\$8,000	\$8,000	\$8,100	1.25%	\$8,200	\$8,300
2550000 DUES & MEMBERSHIPS	\$0	\$0	\$790	\$890	\$890	\$890	\$890	0.00%	\$890	\$890
2700000 CONTRACTUAL SERVICES	\$0	\$0	\$23,626	\$11,250	\$11,250	\$10,920	\$11,750	4.44%	\$11,750	\$11,750
TOTAL CONTRACTUAL SERVICES	\$0	\$0	\$70,754	\$76,938	\$76,938	\$74,184	\$91,798	19.31%	\$100,358	\$109,273
COMMODITIES										
3010000 OFFICE SUPPLIES	\$0	\$0	\$855	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
3020000 MAGAZINES BOOKS & MAPS	\$0	\$0	\$0	\$100	\$100	\$100	\$100	0.00%	\$100	\$100
3160000 CLOTHING & UNIFORMS	\$0	\$0	\$5,754	\$6,000	\$6,000	\$6,000	\$6,000	0.00%	\$6,000	\$6,000
3170000 AGRICULTURAL SUPPLIES	\$0	\$0	\$24,604	\$30,000	\$30,000	\$30,000	\$30,000	0.00%	\$30,000	\$30,000
3190000 HARDWARE & HAND TOOLS	\$0	\$0	\$9,458	\$7,700	\$7,700	\$7,200	\$6,200	-19.48%	\$6,200	\$6,200
3200000 MEDICAL SUPPLIES	\$0	\$0	\$456	\$600	\$600	\$600	\$600	0.00%	\$600	\$600
3210000 MEETINGS & RECEPTIONS	\$0	\$0	\$476	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
3250000 STREET MAINTENANCE MATERIALS	\$0	\$0	\$7,644	\$12,000	\$12,000	\$12,000	\$15,000	25.00%	\$16,000	\$17,000
3260000 ROCK, CEMENT & CONCRETE PRODUCTS	\$0	\$0	\$2,286	\$13,000	\$13,000	\$12,000	\$13,000	0.00%	\$13,000	\$13,000
3270000 LUMBER & WOOD PRODUCTS	\$0	\$0	\$0	\$1,200	\$1,200	\$1,200	\$1,200	0.00%	\$1,200	\$1,200
3280000 PAINTS & PAINTING SUPPLIES	\$0	\$0	\$10,958	\$13,000	\$13,000	\$13,000	\$13,000	0.00%	\$14,000	\$14,000
3280001 PAINT-TRAFFIC CONTROL	\$0	\$0	\$3,156	\$5,000	\$5,000	\$4,000	\$4,500	-10.00%	\$5,000	\$5,000
3300000 STEEL, IRON & METAL PRODUCTS	\$0	\$0	\$1,567	\$4,000	\$4,000	\$4,000	\$4,000	0.00%	\$4,000	\$4,000
3400000 OTHER OPERATING SUPPLIES	\$0	\$0	\$58,275	\$74,000	\$74,000	\$65,000	\$78,570	6.18%	\$109,500	\$109,500
3460000 EMERGENCY CREW MEALS	\$0	\$0	\$611	\$1,000	\$1,000	\$1,800	\$1,000	0.00%	\$1,000	\$1,000
3600000 STREET FURNITURE & TRASH CONTAINERS	\$0	\$0	\$4,791	\$7,500	\$7,500	\$7,500	\$7,500	0.00%	\$7,500	\$7,500
3640000 TRAFFIC CONTROL SIGNS	\$0	\$0	\$5,841	\$7,000	\$7,000	\$7,000	\$7,000	0.00%	\$7,000	\$7,000
TOTAL COMMODITIES	\$0	\$0	\$136,732	\$184,100	\$184,100	\$173,400	\$189,670	3.03%	\$223,100	\$224,100

10 GENERAL FUND - STREET MAINTENANCE

10X1403	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
STREET MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CAPITAL OUTLAY										
5030000 OFFICE FURNITURE & EQUIPMENT	\$0	\$0	\$558	\$0	\$0	\$0	\$1,000	0.00%	\$1,000	\$1,000
5050000 RADIO & COMMUNICATION EQUIPMENT	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	0.00%	\$5,000	\$5,000
5060000 BUILDING TOOLS, SHOP & CONSTRUCTION	\$0	\$0	\$440	\$9,700	\$9,700	\$9,700	\$15,000	54.64%	\$0	\$0
TOTAL CAPITAL OUTLAY	\$0	\$0	\$998	\$14,700	\$14,700	\$14,700	\$21,000	42.86%	\$6,000	\$6,000
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$136,018	\$144,845	\$144,845	\$144,845	\$192,855	33.15%	\$196,149	\$199,826
TOTAL TRANSFER OUT	\$0	\$0	\$136,018	\$144,845	\$144,845	\$144,845	\$192,855	33.15%	\$196,149	\$199,826
TOTAL 1403 STREET MAINTENANCE	\$0	\$0	\$1,228,071	\$1,331,373	\$1,331,373	\$1,315,005	\$1,460,757	9.72%	\$1,519,352	\$1,558,464

10 GENERAL FUND - BUILDING MAINTENANCE

10X1404	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
BUILDING MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$70,073	\$73,047	\$75,640	\$77,084	\$77,084	\$77,522	\$79,584	3.24%	\$81,724	\$83,408
1020000 OVERTIME	\$1,924	\$794	\$2,029	\$3,500	\$3,500	\$3,500	\$3,500	0.00%	\$3,570	\$3,641
1030000 PART-TIME	\$0	\$0	\$744	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1040000 MISCELLANEOUS	\$168	\$168	\$168	\$168	\$168	\$168	\$168	0.00%	\$168	\$168
1140000 FICA - EMPLOYER PORTION	\$5,427	\$5,558	\$5,945	\$6,178	\$6,178	\$6,211	\$6,369	3.09%	\$6,560	\$6,757
1160000 PENSION PLAN	\$0	\$0	\$4,466	\$5,430	\$5,430	\$5,430	\$8,600	58.38%	\$8,600	\$8,600
1180000 GROUP LIFE INS. PREMIUM	\$266	\$281	\$257	\$271	\$271	\$262	\$282	4.06%	\$288	\$294
1190000 DENTAL HEALTH INSURANCE	\$958	\$966	\$880	\$906	\$906	\$906	\$960	5.96%	\$986	\$1,013
1200000 EMPLOYEE HEALTH CARE	\$5,972	\$6,323	\$6,750	\$7,322	\$7,322	\$7,322	\$7,988	9.10%	\$8,547	\$9,145
TOTAL PERSONAL SERVICES	\$84,788	\$87,137	\$96,879	\$100,859	\$100,859	\$101,321	\$107,451	6.54%	\$110,444	\$113,026
CONTRACTUAL SERVICES										
2300000 NATURAL GAS	\$73,499	\$78,407	\$62,355	\$92,060	\$92,060	\$92,060	\$96,665	5.00%	\$99,565	\$102,550
2310000 WATER	\$11,091	\$8,037	\$10,273	\$16,205	\$16,205	\$16,205	\$17,825	10.00%	\$18,720	\$19,655
2320000 ELECTRICITY	\$89,972	\$99,821	\$110,495	\$96,630	\$96,630	\$156,000	\$167,700	73.55%	\$176,280	\$185,290
2340000 SEWER SERVICE CHARGE	\$5,857	\$11,925	\$11,176	\$19,200	\$19,200	\$19,200	\$21,120	10.00%	\$23,230	\$23,240
2350000 BUILDING MAINTENANCE	\$38,091	\$48,264	\$28,740	\$50,600	\$50,600	\$50,600	\$54,000	6.72%	\$61,600	\$66,100
2370000 EQUIPMENT MAINTENANCE	\$495	\$180	\$540	\$200	\$200	\$200	\$200	0.00%	\$200	\$200
2420000 RENTALS	\$0	\$0	\$0	\$250	\$250	\$250	\$250	0.00%	\$250	\$250
2700000 CONTRACTUAL SERVICES	\$32,848	\$41,389	\$494,615	\$149,600	\$149,600	\$152,815	\$79,165	-47.08%	\$104,365	\$79,815
TOTAL CONTRACTUAL SERVICES	\$251,853	\$288,023	\$718,194	\$424,745	\$424,745	\$487,330	\$436,925	2.87%	\$484,210	\$477,100
COMMODITIES										
3050000 MEETINGS & RECEPTIONS/COFFEE	\$0	\$0	\$0	\$500	\$500	\$500	\$600	20.00%	\$700	\$800
3070000 OPERATING SUPPLIES & EQUIP.	\$15,952	\$15,494	\$24,972	\$12,100	\$12,100	\$12,100	\$12,100	0.00%	\$12,700	\$13,300
3160000 CLOTHING & UNIFORMS	\$523	\$427	\$169	\$700	\$700	\$700	\$800	14.29%	\$800	\$800
3360000 BUILDING MAINTENANCE PARTS	\$4,797	\$4,880	\$17,826	\$6,600	\$6,600	\$6,600	\$7,000	6.06%	\$8,000	\$8,500
TOTAL COMMODITIES	\$21,272	\$20,801	\$42,967	\$19,900	\$19,900	\$19,900	\$20,500	3.02%	\$22,200	\$23,400
CAPITAL OUTLAY										
5029961 BUILDING, STRUCTURES &	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$15,000	\$0
TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$15,000	\$0
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$0	\$0	\$0	\$0	\$4,403	0.00%	\$4,403	\$4,732
TOTAL TRANSFER OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$4,403	0.00%	\$4,403	\$4,732
TOTAL 1404 BUILDING MAINTENANCE	\$357,913	\$395,961	\$858,040	\$545,504	\$545,504	\$608,551	\$569,279	4.36%	\$636,257	\$618,258

10 GENERAL FUND - FLEET MAINTENANCE

10X1405	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
FLEET MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$209,191	\$216,414	\$222,473	\$224,968	\$224,968	\$225,224	\$231,213	2.78%	\$237,433	\$242,324
1020000 OVERTIME	\$2,373	\$1,787	\$1,555	\$3,000	\$3,000	\$3,000	\$3,000	0.00%	\$3,060	\$3,121
1040000 MISCELLANEOUS	\$336	\$336	\$336	\$576	\$576	\$576	\$576	0.00%	\$576	\$576
1140000 FICA - EMPLOYER PORTION	\$16,548	\$16,771	\$17,234	\$17,484	\$17,484	\$17,503	\$17,961	2.73%	\$18,500	\$19,055
1160000 PENSION PLAN	\$0	\$0	\$8,932	\$10,860	\$10,860	\$10,860	\$17,200	58.38%	\$17,200	\$17,200
1180000 GROUP LIFE INS. PREMIUM	\$984	\$830	\$749	\$766	\$766	\$761	\$796	3.92%	\$812	\$828
1190000 DENTAL HEALTH INSURANCE	\$3,131	\$3,186	\$2,877	\$2,956	\$2,956	\$2,956	\$3,120	5.55%	\$3,206	\$3,292
1200000 EMPLOYEE HEALTH CARE	\$16,794	\$16,309	\$17,248	\$18,547	\$18,547	\$18,547	\$19,926	7.44%	\$21,321	\$22,813
TOTAL PERSONAL SERVICES	\$249,357	\$255,633	\$271,404	\$279,157	\$279,157	\$279,427	\$293,793	5.24%	\$302,108	\$309,211
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$0	\$0	\$871	\$2,000	\$2,000	\$2,000	\$2,000	0.00%	\$2,000	\$2,000
2160000 PRINTING AND PHOTOGRAPHY	\$662	\$677	\$727	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
2370000 EQUIPMENT MAINTENANCE	\$825	\$2,510	\$1,694	\$3,500	\$3,500	\$3,500	\$3,500	0.00%	\$3,500	\$3,500
2550000 DUES & MEMBERSHIPS	\$450	\$460	\$475	\$475	\$475	\$475	\$475	0.00%	\$475	\$475
2700000 CONTRACTUAL SERVICES	\$19,172	\$44,417	\$24,767	\$36,225	\$36,225	\$36,425	\$37,600	3.80%	\$39,025	\$40,550
TOTAL CONTRACTUAL SERVICES	\$21,109	\$48,064	\$28,534	\$43,200	\$43,200	\$43,400	\$44,575	3.18%	\$46,000	\$47,525
COMMODITIES										
3010000 OFFICE SUPPLIES	\$54	\$165	\$54	\$200	\$200	\$200	\$200	0.00%	\$200	\$200
3070000 OPERATING SUPPLIES & EQUIP.	\$6,487	\$4,559	\$8,046	\$16,634	\$16,634	\$17,500	\$16,000	-3.81%	\$20,900	\$19,000
3100000 GAS, OIL & LUBRICANTS	\$230,111	\$129,187	\$165,482	\$204,660	\$204,660	\$300,000	\$325,000	58.80%	\$400,000	\$400,000
3110000 EQUIPMENT PARTS	\$95,068	\$67,023	\$86,315	\$77,250	\$77,250	\$80,000	\$83,000	7.44%	\$84,000	\$85,000
3160000 CLOTHING & UNIFORMS	\$223	\$311	\$207	\$700	\$700	\$700	\$700	0.00%	\$700	\$700
TOTAL COMMODITIES	\$331,943	\$201,245	\$260,104	\$299,444	\$299,444	\$398,400	\$424,900	41.90%	\$505,800	\$504,900
CAPITAL OUTLAY										
5060000 TOOLS, SHOP & CONSTR. EQUIP.	\$3,725	\$9,897	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CAPITAL OUTLAY	\$3,725	\$9,897	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$8,980	\$5,392	\$5,392	\$5,392	\$7,946	47.37%	\$7,946	\$7,946
TOTAL TRANSFER OUT	\$0	\$0	\$8,980	\$5,392	\$5,392	\$5,392	\$7,946	47.36%	\$7,946	\$7,946
TOTAL 1405 FLEET MAINTENANCE	\$606,134	\$514,839	\$569,022	\$627,193	\$627,193	\$726,619	\$771,214	22.96%	\$861,854	\$869,582

10 GENERAL FUND - PARKING OPERATIONS & MAINTENANCE

10X1406	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
PARKING OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$51,919	\$53,661	\$55,431	\$56,279	\$56,279	\$55,453	\$57,110	1.48%	\$58,459	\$59,663
1020000 OVERTIME	\$4,604	\$5,863	\$1,641	\$3,500	\$3,500	\$3,500	\$3,500	0.00%	\$3,570	\$3,641
1030000 PART-TIME	\$7,368	\$3,052	\$4,190	\$4,080	\$4,080	\$4,080	\$4,080	0.00%	\$4,162	\$4,245
1040000 MISCELLANEOUS	\$168	\$168	\$168	\$168	\$168	\$168	\$168	0.00%	\$168	\$168
1140000 FICA - EMPLOYER PORTION	\$4,768	\$4,647	\$4,638	\$4,898	\$4,898	\$4,523	\$4,948	1.02%	\$5,096	\$5,249
1160000 PENSION PLAN	\$0	\$0	\$2,233	\$2,715	\$2,715	\$2,715	\$4,300	58.38%	\$4,300	\$4,300
1180000 GROUP LIFE INS. PREMIUM	\$199	\$206	\$186	\$201	\$201	\$187	\$205	1.99%	\$210	\$214
1190000 DENTAL HEALTH INSURANCE	\$1,106	\$1,110	\$998	\$1,025	\$1,025	\$1,025	\$1,080	5.37%	\$1,110	\$1,140
1200000 EMPLOYEE HEALTH CARE	\$7,145	\$7,486	\$7,998	\$8,725	\$8,725	\$8,725	\$9,438	8.17%	\$10,099	\$10,806
TOTAL PERSONAL SERVICES	\$77,277	\$76,193	\$77,483	\$81,591	\$81,591	\$80,376	\$84,829	3.97%	\$87,173	\$89,426
CONTRACTUAL SERVICES										
2130000 TRAVEL AND TRAINING	\$0	\$0	\$0	\$500	\$500	\$500	\$500	0.00%	\$500	\$500
2160000 PRINTING AND PHOTOGRAPHY	\$1,272	\$961	\$220	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
2320000 ELECTRICITY	\$2,693	\$1,919	\$1,852	\$5,000	\$5,000	\$2,500	\$2,687	-46.26%	\$2,962	\$3,264
2340000 SEWER SERVICE CHARGE	\$461	\$1,127	\$911	\$1,242	\$1,242	\$1,242	\$1,366	9.99%	\$1,503	\$1,503
2370000 MAINTENANCE & REPAIR EQUIP.	\$572	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	0.00%	\$2,000	\$2,000
2450000 RENT FACILITIES	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	0.00%	\$24,000	\$24,000
2700000 CONTRACTUAL SERVICES	\$137,211	\$125,135	\$131,708	\$123,703	\$123,703	\$6,000	\$6,500	-94.75%	\$7,000	\$7,500
2700002 ST. LOUIS COUNTY DR/SHAW PARK DR	\$13,969	\$109,844	\$53,835	\$57,500	\$57,500	\$101,575	\$75,000	30.43%	\$75,000	\$75,000
8100000 STL.COUNTY BOND-SHAW PARK DR.	\$230,808	\$230,808	\$230,808	\$230,809	\$230,809	\$230,809	\$230,809	0.00%	\$230,809	\$230,809
TOTAL CONTRACTUAL SERVICES	\$410,986	\$493,794	\$443,334	\$445,754	\$445,754	\$488,135	\$464,262	4.15%	\$466,574	\$468,576
COMMODITIES										
3010000 OFFICE SUPPLIES	\$0	\$0	\$3,575	\$4,000	\$4,000	\$2,000	\$5,000	25.00%	\$6,000	\$6,000
3070000 OPERATING SUPPLIES & EQUIPMENT	\$24,828	\$39,811	\$19,896	\$23,775	\$23,775	\$23,025	\$20,550	-13.56%	\$20,550	\$20,550
3160000 CLOTHING & UNIFORMS	\$128	\$205	\$425	\$400	\$400	\$400	\$400	0.00%	\$400	\$400
3170000 AGRICULTURAL SUPPLIES	\$0	\$0	\$3,283	\$8,500	\$8,500	\$9,700	\$9,500	11.76%	\$9,500	\$9,700
3190000 HARDWARE & HAND TOOLS	\$0	\$0	\$893	\$2,200	\$2,200	\$1,000	\$2,875	30.68%	\$2,875	\$2,875
3250000 ASPHALT & ASPHALT PRODUCTS	\$0	\$0	\$1,133	\$2,000	\$2,000	\$2,000	\$2,250	12.50%	\$2,500	\$2,750
3260000 ROCK, CEMENT & CONCRETE	\$0	\$0	\$0	\$2,750	\$2,750	\$2,750	\$2,750	0.00%	\$2,750	\$2,750
3270000 LUMBER & WOOD PRODUCTS	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
3280000 PAINTS & PAINTING SUPPLIES	\$0	\$0	\$1,733	\$2,500	\$2,500	\$2,500	\$2,500	0.00%	\$2,500	\$2,500
3300000 STEEL, IRON & METAL PRODUCTS	\$0	\$0	\$2,221	\$1,937	\$1,937	\$1,937	\$1,937	0.00%	\$2,200	\$2,200
3340000 PARKING METER & TRAFFIC COUNTERS	\$0	\$0	\$5,035	\$18,500	\$18,500	\$18,500	\$12,875	-30.41%	\$12,875	\$12,875
3380000 ELECTRICAL SUPPLIES	\$0	\$0	\$313	\$2,500	\$2,500	\$3,200	\$2,500	0.00%	\$2,500	\$2,500
3390000 SIGN FABRICATION & ERECTION	\$0	\$0	\$1,043	\$2,000	\$2,000	\$2,000	\$2,000	0.00%	\$2,000	\$2,000
3400000 OTHER OPERATING SUPPLIES	\$0	\$0	\$2,749	\$2,775	\$2,775	\$2,775	\$2,775	0.00%	\$2,775	\$0
TOTAL COMMODITIES	\$24,956	\$40,016	\$42,299	\$74,837	\$74,837	\$72,787	\$68,912	-7.92%	\$70,425	\$68,100

(continued)

10 GENERAL FUND - PARKING OPERATIONS & MAINTENANCE

10X1406	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
PARKING OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CAPITAL OUTLAY										
5020000 BUILDINGS,STRUCTURES & IMP.	\$46,182	\$1,803	\$8,923	\$5,000	\$5,000	\$7,800	\$6,000	20.00%	\$7,000	\$8,000
5030000 OFFICE FURNITURE & EQUIPMENT	\$0	\$0	\$0	\$500	\$500	\$500	\$0	-100.00%	\$0	\$0
5060000 MACHINERY & EQUIPMENT	\$0	\$0	\$16,689	\$48,000	\$48,000	\$48,000	\$48,000	0.00%	\$48,000	\$48,000
6110000 PARKING LOT RESURFACING	\$0	\$0	\$5,722	\$6,000	\$6,000	\$6,000	\$6,000	0.00%	\$6,000	\$6,000
TOTAL CAPITAL OUTLAY	\$46,182	\$1,803	\$31,334	\$59,500	\$59,500	\$62,300	\$60,000	0.84%	\$61,000	\$62,000
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$2,255	\$3,316	\$3,316	\$3,316	\$2,786	-15.98%	\$2,786	\$3,396
TOTAL TRANSFER OUT	\$0	\$0	\$2,255	\$3,316	\$3,316	\$3,316	\$2,786	-15.98%	\$2,786	\$3,396
TOTAL 1406 PARKING OPERATIONS & MAINT.	\$559,401	\$611,806	\$596,705	\$664,998	\$664,998	\$706,914	\$680,789	2.37%	\$687,958	\$691,498

Note: Moved from Parking Fund beginning 10-01-10.

10 GENERAL FUND 10X1409 STREET LIGHTING

10X1409	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
STREET LIGHTING	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$0	\$0	\$94,310	\$93,234	\$93,234	\$95,223	\$97,937	5.04%	\$100,385	\$102,453
1020000 OVERTIME	\$0	\$0	\$1,637	\$2,500	\$2,500	\$2,500	\$3,000	20.00%	\$3,060	\$3,121
1040000 MISCELLANEOUS	\$0	\$0	\$264	\$264	\$264	\$264	\$264	0.00%	\$264	\$264
1140000 FICA - EMPLOYER PORTION	\$0	\$0	\$7,294	\$7,382	\$7,382	\$7,496	\$7,728	4.69%	\$7,960	\$8,199
1160000 PENSION PLAN	\$0	\$0	\$4,466	\$5,430	\$5,430	\$5,430	\$8,600	58.38%	\$8,600	\$8,600
1180000 GROUP LIFE INS. PREMIUM	\$0	\$0	\$305	\$323	\$323	\$322	\$343	6.19%	\$349	\$356
1190000 DENTAL HEALTH INSURANCE	\$0	\$0	\$1,974	\$2,050	\$2,050	\$2,050	\$2,160	5.37%	\$2,219	\$2,279
1200000 EMPLOYEE HEALTH CARE	\$0	\$0	\$15,821	\$17,450	\$17,450	\$17,450	\$18,876	8.17%	\$20,197	\$21,611
TOTAL PERSONAL SERVICES	\$0	\$0	\$126,071	\$128,633	\$128,633	\$130,735	\$138,908	7.99%	\$143,035	\$146,884
CONTRACTUAL SERVICES										
2320000 ELECTRICITY - STREET LIGHTING	\$0	\$0	\$56,886	\$94,622	\$94,622	\$94,622	\$99,353	5.00%	\$106,308	\$106,308
2320001 ELECTRICITY - TRAFFIC SIGNALS	\$0	\$0	\$21,500	\$13,310	\$13,310	\$13,310	\$13,975	5.00%	\$14,675	\$14,675
2370000 MAINTENANCE & REPAIR EQUIP.	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	0.00%	\$3,000	\$3,000
2700000 CONTRACTUAL SERVICES	\$0	\$0	\$1,092	\$3,100	\$3,100	\$3,100	\$3,100	0.00%	\$3,100	\$3,100
TOTAL CONTRACTUAL SERVICES	\$0	\$0	\$79,478	\$114,032	\$114,032	\$114,032	\$119,428	4.73%	\$127,083	\$127,083
COMMODITIES										
3190000 HARDWARE & HAND TOOLS	\$0	\$0	\$4,015	\$4,750	\$4,750	\$4,700	\$1,000	-78.95%	\$1,000	\$1,000
3280000 ROCK, CEMENT & CONCRETE PROD.	\$0	\$0	\$14	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	\$1,500	\$1,500
3380000 LIGHTING SYSTEM PARTS	\$0	\$0	\$36,194	\$37,500	\$37,500	\$37,500	\$38,600	2.93%	\$39,700	\$39,700
3430000 CBD-HOLIDAY LIGHTING	\$0	\$0	\$2,654	\$4,000	\$4,000	\$4,000	\$5,000	25.00%	\$5,000	\$6,000
TOTAL COMMODITIES	\$0	\$0	\$42,877	\$47,750	\$47,750	\$47,700	\$46,100	-3.46%	\$47,200	\$48,200
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$0	\$0	\$0	\$0	\$10,161	0.00%	\$10,161	\$10,161
TOTAL TRANSFER OUT	\$0	\$0	\$0	\$0	\$0	\$0	\$10,161	0.00%	\$10,161	\$10,161
CAPITAL OUTLAY										
5060000 BUILDING TOOLS, SHOP &	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$4,500	\$0
TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$4,500	\$0
TOTAL 1409 STREET LIGHTING	\$0	\$0	\$248,426	\$290,415	\$290,415	\$292,467	\$314,597	8.33%	\$331,979	\$332,328

PERSONNEL SCHEDULE

DEPARTMENT: Public Works

FUND: General

DIVISION: Engineering/Maintenance

DIVISION ACCOUNT: 1401

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Director of Public Works	1	1	1	1	1	1	1
Assistant Director of Public Works	1	1	1	1	1	1	1
Civil Engineer	1	1	1	1	1	1	1
Civil Engineer 1	0	1	1	1	1	1	1
Construction Inspector - PW	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Public Works Superintendent *	1	1	0	0	0	0	0
City Forester *	1	1	0	0	0	0	0
Assistant City Forester *	2	2	0	0	0	0	0
Labor Foreman *	3	3	0	0	0	0	0
Laborer *	9	9	0	0	0	0	0
Total:	21	22	6	6	6	6	6

* Positions moved to Divisions 1403 and 1409 in FY 2010.

PERSONNEL SCHEDULE

DEPARTMENT: Public Works

FUND: General

DIVISION: Street Maintenance

DIVISION ACCOUNT: 1403

POSITION/TITLE *	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Public Works Superintendent	0	0	1	1	1	1	1
City Forester	0	0	1	1	1	1	1
Assistant City Forester	0	0	2	2	2	2	2
Labor Foreman	0	0	2	2	2	2	2
Laborer	0	0	8	8	8	8	8
Total:	0	0	14	14	14	14	14

* Positions moved from Division 1401 in FY 2010.

PERSONNEL SCHEDULE

DEPARTMENT: Public Works	FUND: General
DIVISION: Building Maintenance	DIVISION ACCOUNT: 1404

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Maintenance Worker II	1	1	1	1	1	1	1
Maintenance Worker I	1	1	1	1	1	1	1
Total:	2	2	2	2	2	2	2

PERSONNEL SCHEDULE

DEPARTMENT: Public Works

FUND: General

DIVISION: Equipment Services

DIVISION ACCOUNT: 1405

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Fleet and Building Manager	1	1	1	1	1	1	1
Mechanic Foreman	1	1	1	1	1	1	1
Mechanic	3	2	2	2	2	2	2
Total:	5	4	4	4	4	4	4

PERSONNEL SCHEDULE

DEPARTMENT: Public Works

FUND: General

DIVISION: Parking-Operations and Maintenance

DIVISION ACCOUNT: 1406

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Meter Technician	1	1	1	1	1	1	1
Total:	1	1	1	1	1	1	1

PERSONNEL SCHEDULE

DEPARTMENT: Public Works

FUND: General

DIVISION: Street Lighting

DIVISION ACCOUNT: 1409

POSITION/TITLE *	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Labor Foreman	0	0	1	1	1	1	1
Laborer	0	0	1	1	1	1	1
Total:	0	0	2	2	2	2	2

* Positions moved from Division 1401 in FY 2010.

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DEPARTMENT OF PARKS AND RECREATION

Mission and Description

Mission: To improve the quality of life for our citizens 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 divisions: Recreation and Parks. The Recreation Division's responsibility is to oversee the development, expansion and implementation of a wide array of programs, services and facilities within department operations.

The Recreation Division 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; hires, trains and supervises seasonal and part-time employees as well as volunteers.

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

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

Key Intended Outcomes and Goals

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

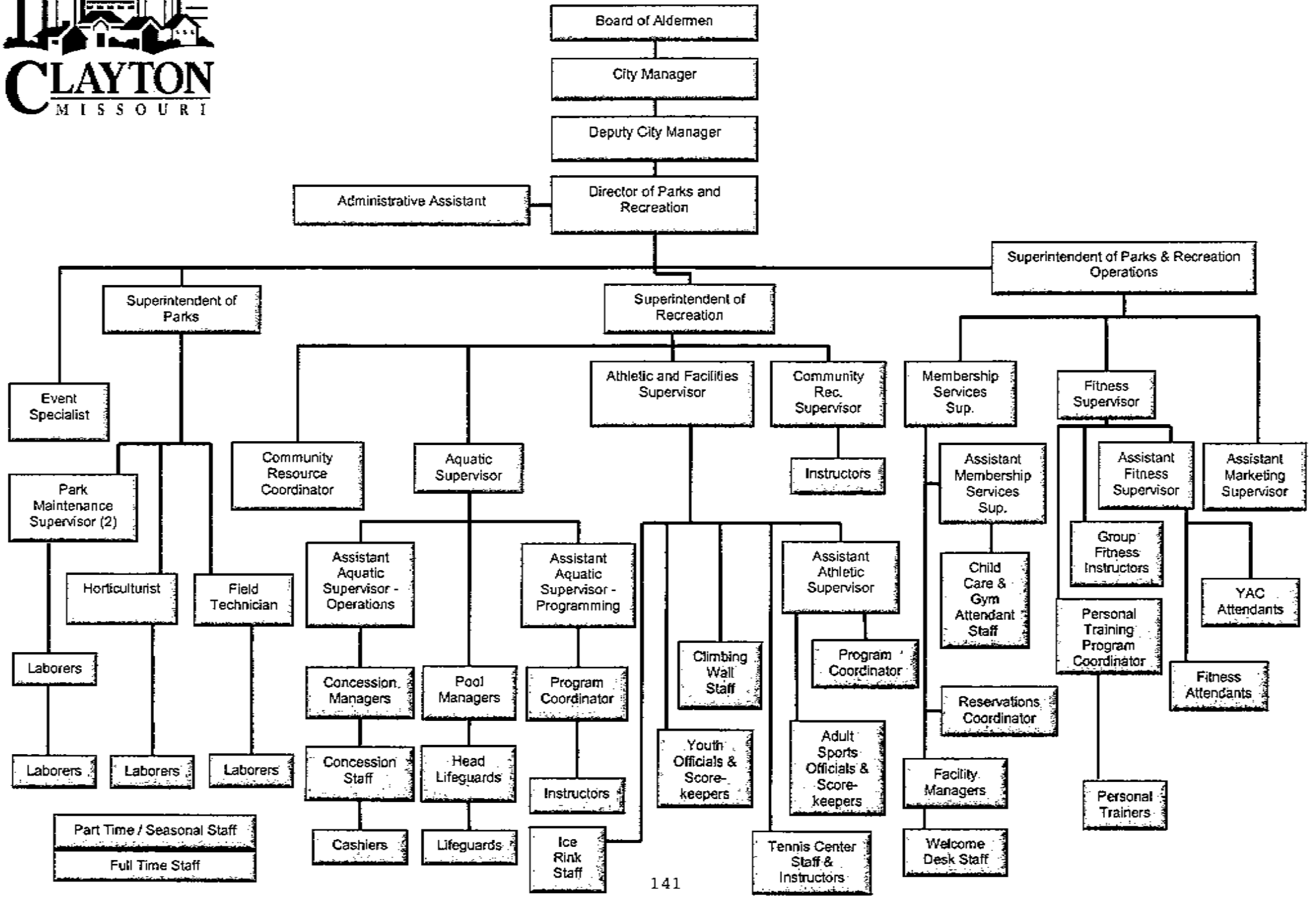
Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011*	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of residents rating overall satisfaction with parks and recreation service as good or better</i>	96%	97%	94%	92%	95%	95%
<i>Financial</i>	<i>Cost of park maintenance per acre maintained</i>	\$8,567	\$8,639	\$9,239	9,080	\$9,000	\$9,000
	<i>Cost per program participant</i>	\$43.96	\$40.01	\$35.75	33.87	\$35.00	\$35.00
<i>Process</i>	<i>Total annual program participants</i>	21,076	21,742	21,137	21,500	21,500	21,500
	<i>Total recreation facility attendance</i>	N/A	566,380	652,938	665,900	665,900	665,900
	<i>Acres properly maintained per 1,000 acres</i>	N/A	81.25%	81.56%	82.42%	82%	82%
	<i>% households with one or more recreation pass holders</i>	N/A	28.47%	29.70%	29.87%	30%	30%
<i>People</i>	<i>Average annual training hours per full-time equivalent employees</i>	N/A	N/A	31.83	26.45	30	30
	<i>Employee Engagement Index</i>	N/A	N/A	4.22	4.25	In Progress	In Progress

*Estimation to year end



Clayton Parks & Recreation Organizational Chart



SUMMARY OF EXPENDITURES BY DIVISION

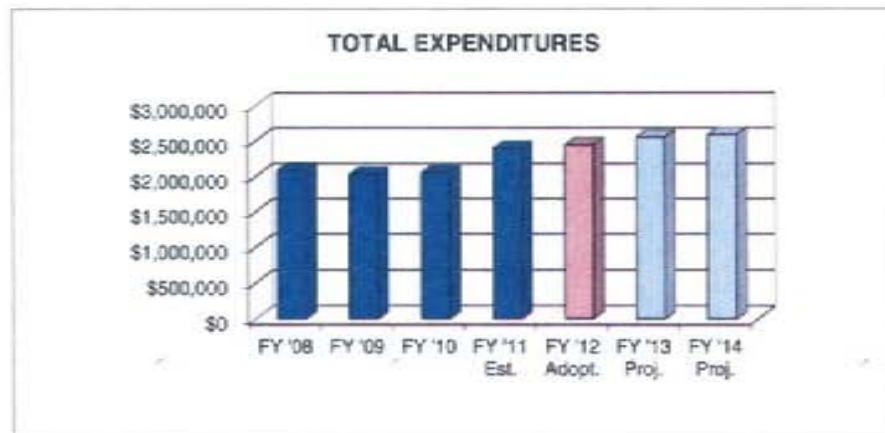
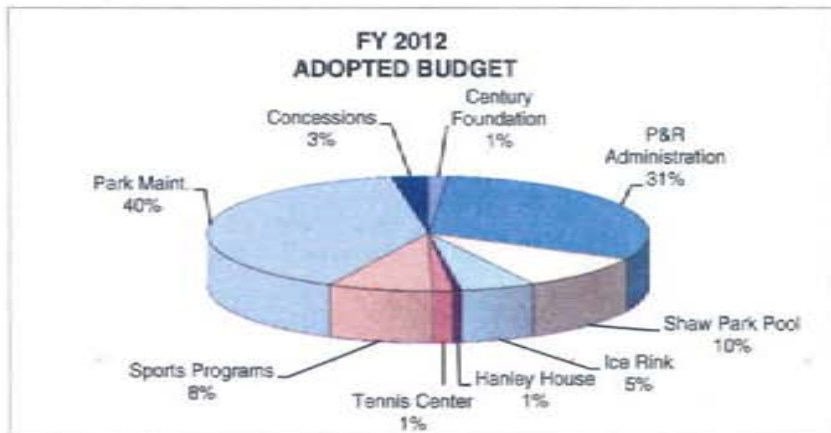
DEPARTMENT: PARKS & RECREATION

FUND: GENERAL

DIVISION: ALL

DIVISION ACCOUNTS: 1601-1613 &
1502-1503

PARKS & RECREATION DEPARTMENT - BY DIVISION	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
1601 P&R ADMINISTRATION	\$527,849	\$547,038	\$559,421	\$755,171	\$735,171	\$743,854	\$755,284	0.01%	\$820,580	\$829,771
1603 SHAW PARK POOL	\$211,935	\$224,597	\$257,981	\$239,264	\$239,264	\$236,326	\$237,643	-0.68%	\$242,479	\$247,320
1604 ICE RINK	\$68,500	\$78,199	\$91,117	\$145,797	\$129,797	\$101,609	\$133,156	-8.67%	\$137,124	\$141,123
1606 HANLEY HOUSE	\$8,554	\$8,489	\$8,930	\$17,457	\$17,457	\$24,723	\$14,955	-14.33%	\$13,672	\$14,074
1607 TENNIS CENTER	\$44,906	\$54,940	\$50,038	\$59,962	\$59,962	\$45,423	\$37,341	-37.73%	\$39,550	\$38,107
1608 SPORTS PROGRAMS	\$185,287	\$172,838	\$170,541	\$210,350	\$210,350	\$180,701	\$184,918	-12.09%	\$187,697	\$189,046
1610 PARK MAINTENANCE	\$727,607	\$726,707	\$818,235	\$959,779	\$959,779	\$950,577	\$975,487	1.64%	\$1,006,734	\$1,023,560
1613 CONCESSIONS	\$65,484	\$58,780	\$64,625	\$66,685	\$66,685	\$64,825	\$65,216	-2.20%	\$65,930	\$66,553
1502 TASTE OF CLAYTON	\$241,362	\$129,559	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0
1503 CENTURY FOUNDATION	\$0	\$27,191	\$30,408	\$29,703	\$29,703	\$29,608	\$34,845	17.31%	\$33,643	\$32,625
TOTAL PARKS & REC	\$2,081,484	\$2,028,338	\$2,051,296	\$2,484,168	\$2,448,168	\$2,387,646	\$2,438,845	-1.82%	\$2,547,409	\$2,582,179



SUMMARY OF EXPENDITURES BY CATEGORY

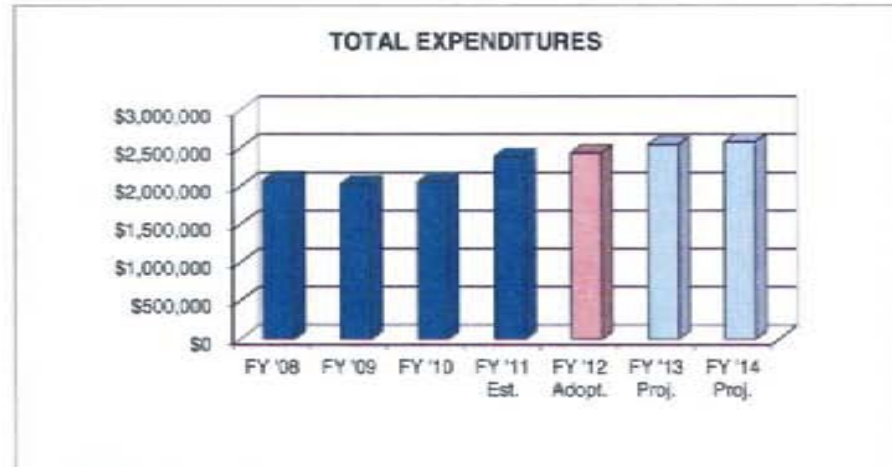
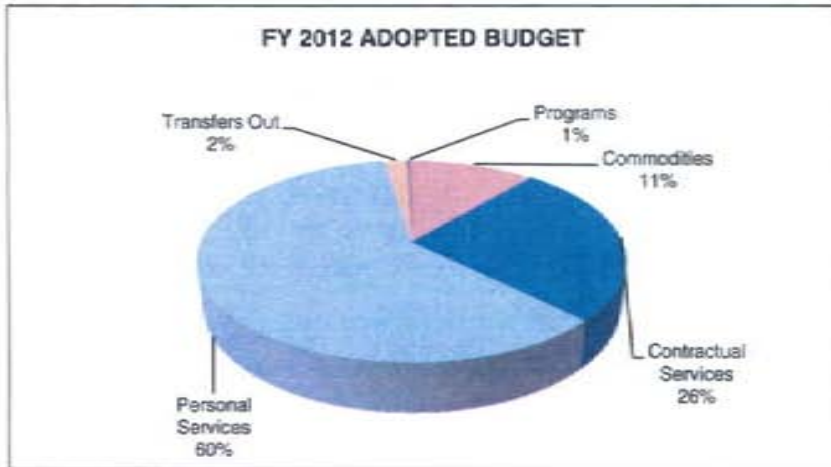
DEPARTMENT: PARKS & RECREATION

FUND: GENERAL

CATEGORY: ALL

DIVISION ACCOUNTS: 1601-1613 &
1502 & 1503

PARKS & RECREATION DEPARTMENT - BY CATEGORY	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
PERSONAL SERVICES	\$1,264,420	\$1,310,533	\$1,366,966	\$1,444,844	\$1,444,844	\$1,407,305	\$1,467,928	1.60%	\$1,511,942	\$1,547,203
CONTRACTUAL SERVICES	\$568,609	\$462,583	\$397,877	\$700,121	\$684,121	\$671,619	\$635,278	-9.26%	\$702,046	\$711,355
COMMODITIES	\$181,826	\$199,595	\$192,569	\$301,169	\$281,169	\$270,688	\$275,252	-8.61%	\$278,388	\$266,903
CAPITAL OUTLAY	\$471	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
PROGRAMS	\$66,159	\$55,627	\$57,515	\$1,800	\$1,800	\$1,800	\$8,050	347.22%	\$1,800	\$1,800
TRANSFER OUT	\$0	\$0	\$36,369	\$36,234	\$36,234	\$36,234	\$52,337	44.44%	\$53,233	\$54,918
TOTAL PARKS & REC	\$2,081,485	\$2,028,338	\$2,051,296	\$2,484,168	\$2,448,168	\$2,387,646	\$2,438,845	-1.82%	\$2,547,409	\$2,582,179



10 GENERAL FUND - P&R ADMINISTRATION

10X1601	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
P&R ADMINISTRATION	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$352,372	\$364,784	\$359,039	\$371,361	\$371,361	\$369,167	\$381,011	2.60%	\$391,073	\$399,130
1030000 PART-TIME	\$7,425	\$5,906	\$2,094	\$6,300	\$6,300	\$9,779	\$7,088	12.51%	\$7,230	\$7,374
1140000 FICA - EMPLOYER PORTION	\$26,235	\$26,911	\$26,475	\$28,891	\$28,891	\$28,989	\$29,676	2.72%	\$30,566	\$31,483
1160000 PENSION PLAN	\$0	\$0	\$15,632	\$19,005	\$19,005	\$19,005	\$30,100	58.38%	\$30,100	\$30,100
1180000 GROUP LIFE INS. PREMIUM	\$1,279	\$1,384	\$1,202	\$1,248	\$1,248	\$1,248	\$1,295	3.77%	\$1,321	\$1,347
1190000 DENTAL HEALTH INSURANCE	\$4,818	\$5,322	\$4,031	\$4,029	\$4,029	\$4,029	\$4,260	5.73%	\$4,377	\$4,495
1200000 EMPLOYEE HEALTH CARE	\$30,146	\$34,837	\$30,696	\$32,062	\$32,062	\$32,062	\$34,630	8.01%	\$37,054	\$39,648
TOTAL PERSONAL SERVICES	\$422,275	\$439,144	\$439,169	\$462,896	\$462,896	\$464,279	\$488,060	5.44%	\$501,721	\$513,577
CONTRACTUAL SERVICES										
2100000 POSTAGE - NEWSLETTER	\$3,748	\$5,967	\$4,905	\$4,350	\$4,350	\$4,350	\$4,900	12.64%	\$5,000	\$5,100
2130000 TRAVEL & TRAINING	\$8,268	\$7,624	\$8,413	\$10,385	\$10,385	\$10,197	\$9,935	-4.33%	\$10,150	\$8,350
2150000 ADVERTISING	\$1,930	\$4,297	\$3,794	\$3,800	\$3,800	\$4,545	\$4,600	21.05%	\$4,600	\$4,600
2160000 PRINTING AND PHOTOGRAPHY	\$3,574	\$3,723	\$6,331	\$4,400	\$4,400	\$4,400	\$4,000	-9.09%	\$4,000	\$4,000
2170000 PUBLICATIONS	\$11,470	\$12,001	\$13,506	\$10,800	\$10,800	\$12,500	\$11,800	9.26%	\$11,800	\$11,800
2330000 TELEPHONE	\$16,334	\$17,684	\$18,380	\$17,022	\$17,022	\$18,414	\$19,534	14.76%	\$19,534	\$19,534
2370000 MAINTENANCE & REPAIR EQUIP.	\$1,003	\$803	\$1,338	\$1,800	\$1,800	\$700	\$900	-50.00%	\$900	\$900
2550000 DUES & MEMBERSHIPS	\$2,728	\$2,571	\$2,303	\$2,905	\$2,905	\$2,611	\$2,835	-2.41%	\$2,660	\$2,780
2700000 CONTRACTUAL SERVICES	\$8,707	\$18,042	\$27,476	\$33,170	\$33,170	\$41,942	\$30,730	-7.36%	\$30,930	\$31,030
2700400 CONTRACTUAL - INSTRUCTION	\$6,500	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	0.00%	\$200,000	\$200,000
TOTAL CONTRACTUAL SERVICES	\$64,262	\$72,712	\$86,446	\$238,632	\$238,632	\$249,659	\$239,234	0.25%	\$289,574	\$288,094
COMMODITIES										
3010000 OFFICE SUPPLIES	\$8,247	\$8,945	\$9,718	\$9,200	\$9,200	\$7,065	\$7,045	-23.42%	\$7,050	\$7,155
3070000 OPERATING SUPPLIES & EQUIP.	\$0	\$1,158	\$0	\$40,975	\$20,975	\$19,042	\$18,825	-54.06%	\$18,825	\$18,825
3160000 CLOTHING & UNIFORMS	\$1,388	\$1,362	\$1,193	\$1,328	\$1,328	\$1,328	\$200	-84.94%	\$1,490	\$200
3220000 FOOD & BEVERAGE	\$2,402	\$2,716	\$2,329	\$2,140	\$2,140	\$2,481	\$1,920	-10.28%	\$1,920	\$1,920
TOTAL COMMODITIES	\$12,037	\$14,181	\$13,240	\$53,643	\$33,643	\$29,916	\$27,990	-47.82%	\$29,285	\$28,100
PROGRAMS										
4620000 INSTRUCTIONAL- GENERAL	\$23,118	\$1,015	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4650000 SPECIAL EVENTS	\$6,155	\$19,987	\$20,565	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL PROGRAMS	\$29,273	\$21,002	\$20,565	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1601 P&R ADMINISTRATION	\$527,847	\$547,039	\$559,420	\$755,171	\$735,171	\$743,854	\$755,284	0.01%	\$820,580	\$829,771

10 GENERAL FUND - SHAW PARK POOL

10X1603	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
SHAW PARK POOL	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$5,580	\$3,777	\$6,099	\$6,366	\$6,366	\$6,000	\$6,000	-5.75%	\$6,000	\$6,000
1020000 OVERTIME	\$3,119	\$413	\$2,005	\$3,525	\$3,525	\$3,525	\$3,677	4.31%	\$3,751	\$3,826
1030000 PART-TIME	\$105,962	\$111,003	\$102,824	\$108,675	\$108,675	\$105,250	\$105,502	-2.92%	\$107,612	\$109,764
1030150 PART-TIME MANAGER POOL	\$21,931	\$21,283	\$23,479	\$18,615	\$18,615	\$18,423	\$18,567	-0.26%	\$18,938	\$19,317
1030250 PART-TIME - AQUATICS	\$9,008	\$7,434	\$8,534	\$9,790	\$9,790	\$8,100	\$8,132	-16.94%	\$8,295	\$8,461
1140000 FICA - EMPLOYER PORTION	\$11,146	\$11,011	\$10,869	\$11,625	\$11,625	\$10,809	\$10,892	-6.31%	\$11,214	\$11,535
TOTAL PERSONAL SERVICES	\$156,726	\$154,921	\$163,810	\$168,596	\$168,596	\$152,107	\$152,770	-3.67%	\$155,809	\$158,902
CONTRACTUAL SERVICES										
2300000 NATURAL GAS	\$3,630	\$3,630	\$3,630	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2310000 WATER	\$8,024	\$8,378	\$13,486	\$11,741	\$11,741	\$13,000	\$14,300	21.80%	\$15,015	\$15,765
2340000 SEWER SERVICE CHARGE	\$8,789	\$14,725	\$14,684	\$12,385	\$12,385	\$12,385	\$13,623	10.00%	\$14,985	\$16,483
2350000 MAINT. & REPAIR STRUCTURES	\$677	\$3,421	\$9,025	\$10,500	\$10,500	\$13,717	\$5,000	-52.38%	\$10,000	\$5,000
2370000 MAINTENANCE & REPAIR EQUIP.	\$4,680	\$4,283	\$20,770	\$4,500	\$4,500	\$4,500	\$5,000	11.11%	\$5,000	\$5,000
2420000 RENTALS	\$4,017	\$2,827	\$2,381	\$3,437	\$3,437	\$3,437	\$3,570	3.87%	\$3,570	\$3,570
TOTAL CONTRACTUAL SERVICES	\$29,817	\$37,264	\$63,976	\$42,563	\$42,563	\$47,039	\$41,493	-2.51%	\$48,570	\$45,818
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIP.	\$22,475	\$27,969	\$34,146	\$31,705	\$31,705	\$31,180	\$37,380	17.90%	\$32,100	\$36,600
3360000 BUILDING MAINTENANCE PARTS	\$1,268	\$4,091	\$4,873	\$6,400	\$6,400	\$6,000	\$6,000	-6.25%	\$6,000	\$6,000
TOTAL COMMODITIES	\$23,743	\$32,060	\$39,018	\$38,105	\$38,105	\$37,180	\$43,380	13.84%	\$38,100	\$42,600
PROGRAMS										
4560000 AQUATIC PROGRAMS	\$1,650	\$352	\$1,178	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL PROGRAMS	\$1,650	\$352	\$1,178	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1603 SHAW PARK POOL	\$211,936	\$224,597	\$257,982	\$239,264	\$239,264	\$236,326	\$237,643	-0.68%	\$242,479	\$247,320

10 GENERAL FUND - ICE RINK

10X1604	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
ICE RINK	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$1,965	\$3,985	\$3,364	\$4,188	\$4,188	\$2,910	\$3,762	-10.17%	\$3,900	\$4,050
1020000 OVERTIME	\$83	\$0	\$0	\$0	\$0	\$34	\$0	0.00%	\$0	\$0
1030000 PART-TIME	\$13,510	\$13,968	\$14,125	\$14,608	\$14,608	\$13,004	\$12,024	-17.69%	\$12,264	\$12,509
1030150 PART-TIME MANAGER ICE RINK	\$10,003	\$10,761	\$10,431	\$8,433	\$8,433	\$7,612	\$10,771	27.72%	\$10,986	\$11,206
1030450 PART-TIME - ICE SKATING	\$1,178	\$1,760	\$1,874	\$3,240	\$3,240	\$1,371	\$3,240	0.00%	\$3,305	\$3,371
1140000 FICA - EMPLOYER PORTION	\$2,046	\$2,324	\$2,279	\$2,536	\$2,536	\$1,908	\$1,992	-21.45%	\$2,051	\$2,113
TOTAL PERSONAL SERVICES	\$28,785	\$32,798	\$32,073	\$33,005	\$33,005	\$26,839	\$31,789	-3.69%	\$32,506	\$33,249
CONTRACTUAL SERVICES										
2300000 NATURAL GAS	\$8,801	\$9,710	\$7,298	\$10,987	\$10,987	\$10,987	\$11,536	5.00%	\$11,882	\$12,238
2310000 WATER	\$10,722	\$6,346	\$7,592	\$11,998	\$11,998	\$11,000	\$12,100	0.85%	\$12,700	\$13,300
2340000 SEWER SERVICE CHARGE	\$5,476	\$5,558	\$5,048	\$7,822	\$7,822	\$6,000	\$6,600	-15.62%	\$6,900	\$7,200
2350000 MAINT. & REPAIR STRUCTURES	\$1,232	\$873	\$855	\$24,000	\$8,000	\$6,500	\$19,000	-20.83%	\$20,000	\$22,000
2370000 MAINTENANCE & REPAIR EQUIP.	\$4,280	\$12,912	\$27,204	\$47,000	\$47,000	\$33,728	\$42,000	-10.64%	\$43,000	\$43,000
TOTAL CONTRACTUAL SERVICES	\$30,511	\$35,399	\$47,997	\$101,807	\$85,807	\$68,215	\$91,236	-10.38%	\$94,482	\$97,738
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIP.	\$5,107	\$4,534	\$3,997	\$3,700	\$3,700	\$3,597	\$3,885	5.00%	\$3,885	\$3,885
3160000 CLOTHING & UNIFORMS	\$324	\$536	\$399	\$440	\$440	\$401	\$440	0.00%	\$445	\$445
3200000 MEDICAL SUPPLIES	\$0	\$200	\$200	\$200	\$200	\$49	\$200	0.00%	\$200	\$200
3360000 BUILDING MAINTENANCE PARTS	\$3,304	\$4,731	\$6,452	\$6,645	\$6,645	\$2,508	\$5,606	-15.64%	\$5,606	\$5,606
TOTAL COMMODITIES	\$8,735	\$10,001	\$11,048	\$10,985	\$10,985	\$6,555	\$10,131	-7.77%	\$10,136	\$10,136
CAPITAL OUTLAY										
5130000 RECREATION EQUIPMENT	\$471	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CAPITAL OUTLAY	\$471	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1604 ICE RINK	\$68,502	\$78,198	\$91,118	\$145,797	\$129,797	\$101,609	\$133,156	-8.67%	\$137,124	\$141,123

10 GENERAL FUND - HANLEY HOUSE

10X1606	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
HANLEY HOUSE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1030000 PART-TIME	\$7,946	\$0	\$638	\$640	\$640	\$2,640	\$760	18.75%	\$775	\$791
1140000 FICA - EMPLOYER PORTION	\$608	\$0	\$49	\$49	\$49	\$203	\$58	18.37%	\$60	\$62
TOTAL PERSONAL SERVICES	\$8,554	\$0	\$687	\$689	\$689	\$2,843	\$818	18.74%	\$835	\$852
CONTRACTUAL SERVICES										
2300000 NATURAL GAS	\$0	\$2,237	\$1,868	\$3,093	\$3,093	\$2,400	\$2,520	-18.53%	\$2,600	\$2,675
2310000 WATER	\$0	\$820	\$896	\$2,669	\$2,669	\$2,400	\$3,120	16.90%	\$3,250	\$3,470
2320000 ELECTRICITY	\$0	\$530	\$1,348	\$1,320	\$1,320	\$1,320	\$1,612	22.12%	\$1,707	\$1,802
2340000 SEWER SERVICE CHARGE	\$0	\$326	\$195	\$476	\$476	\$475	\$625	31.30%	\$720	\$815
2350000 MAINT. & REPAIR STRUCTURES	\$0	\$590	\$415	\$600	\$600	\$600	\$600	0.00%	\$600	\$600
2370000 MAINTENANCE & REPAIR EQUIP.	\$0	\$60	\$254	\$260	\$260	\$260	\$260	0.00%	\$260	\$260
2700000 CONTRACTUAL SERVICES	\$0	\$1,897	\$1,052	\$1,650	\$1,650	\$7,681	\$1,400	-15.15%	\$1,400	\$1,400
TOTAL CONTRACTUAL SERVICES	\$0	\$6,460	\$6,028	\$10,068	\$10,068	\$15,136	\$10,137	0.69%	\$10,637	\$11,022
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIP.	\$0	\$1,084	\$1,471	\$1,500	\$1,500	\$1,360	\$1,000	-33.33%	\$1,300	\$1,200
3360000 BUILDING MAINTENANCE PARTS	\$0	\$945	\$744	\$5,200	\$5,200	\$5,384	\$3,000	-42.31%	\$1,000	\$1,000
TOTAL COMMODITIES	\$0	\$2,029	\$2,215	\$6,700	\$6,700	\$6,744	\$4,000	-40.30%	\$2,300	\$2,200
TOTAL 1606 HANLEY HOUSE	\$8,554	\$8,489	\$8,930	\$17,457	\$17,457	\$24,723	\$14,955	-14.33%	\$13,672	\$14,074

10 GENERAL FUND - TENNIS CENTER

10X1607	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
TENNIS CENTER	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$343	\$450	\$451	\$1,150	\$1,150	\$475	\$336	-70.78%	\$504	\$514
1030000 PART-TIME	\$6,361	\$7,297	\$8,320	\$8,540	\$8,540	\$8,500	\$5,079	-40.53%	\$6,362	\$6,489
1030150 PART-TIME MANAGER - TENNIS	\$4,379	\$4,451	\$3,508	\$2,270	\$2,270	\$2,250	\$2,517	10.88%	\$3,326	\$3,393
1030250 PART-TIME - TENNIS INSTRUCTION	\$19,915	\$17,006	\$16,554	\$26,536	\$26,536	\$16,530	\$12,576	-52.61%	\$15,720	\$16,034
1140000 FICA - EMPLOYER PORTION	\$2,181	\$2,229	\$2,206	\$3,151	\$3,151	\$2,123	\$1,633	-48.18%	\$1,982	\$2,022
TOTAL PERSONAL SERVICES	\$33,179	\$31,433	\$31,039	\$41,647	\$41,647	\$29,878	\$22,141	-46.84%	\$27,895	\$28,452
CONTRACTUAL SERVICES										
2350000 BUILDING MAINTENANCE	\$272	\$752	\$148	\$800	\$800	\$800	\$8,800	1000.00%	\$800	\$800
2700000 CONTRACTUAL SERVICES	\$3,557	\$15,596	\$16,787	\$10,815	\$10,815	\$9,445	\$2,100	-80.58%	\$2,100	\$2,100
TOTAL CONTRACTUAL SERVICES	\$3,829	\$16,348	\$16,935	\$11,615	\$11,615	\$10,245	\$10,900	-6.16%	\$2,900	\$2,900
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIP.	\$7,393	\$6,421	\$1,015	\$5,900	\$5,900	\$4,500	\$3,500	-40.68%	\$7,955	\$5,955
3360000 BUILDING MAINTENANCE PARTS	\$505	\$737	\$1,048	\$800	\$800	\$800	\$800	0.00%	\$800	\$800
TOTAL COMMODITIES	\$7,898	\$7,158	\$2,063	\$6,700	\$6,700	\$5,300	\$4,300	-35.82%	\$8,755	\$6,755
TOTAL 1607 TENNIS CENTER	\$44,906	\$54,939	\$50,037	\$59,962	\$59,962	\$45,423	\$37,341	-37.73%	\$39,550	\$38,107

10 GENERAL FUND - SPORTS PROGRAMS

10X1608	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
SPORTS PROGRAMS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$196	\$785	\$670	\$1,600	\$1,600	\$1,200	\$1,145	-28.44%	\$1,200	\$1,260
1020000 OVERTIME	\$0	\$70	\$38	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1030200 PART-TIME ADULT OFFICIAL/COORDINATORS	\$18,729	\$17,944	\$19,998	\$24,164	\$24,164	\$19,005	\$21,141	-12.51%	\$21,564	\$21,995
1030201 PART-TIME YOUTH OFFICIAL/COORDINATORS	\$32,140	\$31,386	\$33,474	\$43,202	\$43,202	\$34,500	\$35,500	-17.83%	\$36,210	\$36,934
1030550 PART-TIME-FITNESS	\$946	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1140000 FICA - EMPLOYER PORTION	\$3,979	\$3,847	\$4,134	\$5,275	\$5,275	\$4,185	\$4,333	-17.86%	\$4,463	\$4,597
TOTAL PERSONAL SERVICES	\$55,990	\$54,032	\$58,314	\$74,241	\$74,241	\$58,890	\$62,119	-16.33%	\$63,437	\$64,786
CONTRACTUAL SERVICES										
2700102 CONTRACTUAL SPORTS CAMPS INST.	\$27,637	\$19,545	\$28,217	\$33,040	\$33,040	\$25,380	\$25,380	-23.18%	\$25,380	\$25,380
2700550 CONTRACTUAL - FITNESS	\$68,349	\$68,269	\$49,482	\$60,000	\$60,000	\$53,740	\$54,400	-9.33%	\$54,400	\$54,400
2900000 CONTRACTUAL - YOUTH SPORTS	\$75	\$0	\$489	\$2,750	\$2,750	\$2,750	\$2,750	0.00%	\$2,800	\$2,800
TOTAL CONTRACTUAL SERVICES	\$96,061	\$88,804	\$78,198	\$95,790	\$95,790	\$81,870	\$82,530	-13.84%	\$82,580	\$82,580
COMMODITIES										
3460100 FITNESS	\$0	\$0	\$0	\$0	\$0	\$1,122	\$0	0.00%	\$0	\$0
3460200 LEAGUES - ADULT	\$0	\$0	\$0	\$5,569	\$5,569	\$5,569	\$5,319	-4.49%	\$5,780	\$5,780
3460201 LEAGUES - YOUTH	\$0	\$0	\$0	\$34,750	\$34,750	\$33,250	\$34,950	0.58%	\$35,900	\$35,900
TOTAL COMMODITIES	\$0	\$0	\$0	\$40,319	\$40,319	\$39,941	\$40,269	-0.12%	\$41,680	\$41,680
PROGRAMS										
4550000 FITNESS	\$181	\$305	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4570000 LEAGUES-ADULT	\$4,529	\$4,475	\$3,909	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4580000 LEAGUES-YOUTH	\$28,376	\$28,222	\$30,121	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
4650000 SPECIAL EVENTS	\$150	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL PROGRAMS	\$33,236	\$33,002	\$34,030	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1608 SPORTS PROGRAMS	\$185,287	\$172,838	\$170,542	\$210,350	\$210,350	\$180,701	\$184,918	-12.09%	\$187,697	\$189,046

10 GENERAL FUND - PARK MAINTENANCE

10X1610	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
PARK MAINTENANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$387,503	\$384,597	\$411,729	\$418,902	\$418,902	\$417,356	\$429,305	2.48%	\$440,479	\$449,553
1020000 OVERTIME	\$19,891	\$25,893	\$18,840	\$21,360	\$21,360	\$23,560	\$24,168	13.15%	\$24,651	\$25,144
1030000 PART-TIME	\$32,485	\$53,545	\$60,161	\$52,538	\$52,538	\$52,538	\$55,760	6.13%	\$56,875	\$58,013
1040000 MISCELLANEOUS	\$312	\$312	\$312	\$312	\$312	\$312	\$312	0.00%	\$312	\$312
1140000 FICA - EMPLOYER PORTION	\$32,152	\$34,499	\$35,698	\$37,776	\$37,776	\$37,773	\$38,952	3.11%	\$40,121	\$41,325
1160000 PENSION PLAN	\$0	\$0	\$20,097	\$24,435	\$24,435	\$24,435	\$38,700	58.38%	\$38,700	\$38,700
1180000 GROUP LIFE INS. PREMIUM	\$1,468	\$1,531	\$1,374	\$1,408	\$1,408	\$1,411	\$1,541	9.45%	\$1,571	\$1,603
1190000 DENTAL HEALTH INSURANCE	\$7,447	\$7,606	\$7,867	\$6,484	\$6,484	\$6,484	\$6,840	5.49%	\$7,028	\$7,218
1200000 EMPLOYEE HEALTH CARE	\$43,509	\$39,181	\$47,992	\$52,044	\$52,044	\$52,044	\$56,228	8.04%	\$60,164	\$64,375
TOTAL PERSONAL SERVICES	\$524,767	\$547,164	\$594,070	\$615,259	\$615,259	\$615,913	\$651,806	5.94%	\$669,902	\$686,243
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$2,475	\$3,310	\$2,822	\$4,055	\$4,055	\$3,655	\$4,155	2.47%	\$4,200	\$4,200
2300000 NATURAL GAS	\$5,891	\$6,216	\$5,543	\$4,835	\$4,835	\$6,200	\$6,510	34.64%	\$6,705	\$6,910
2310000 WATER	\$7,641	\$9,110	\$9,469	\$13,407	\$13,407	\$13,500	\$14,850	10.76%	\$15,590	\$16,370
2320001 ELECTRICITY - POOL/RINK/TENNIS	\$47,791	\$50,928	\$62,576	\$55,919	\$55,919	\$55,900	\$60,093	7.46%	\$63,168	\$66,383
2340000 SEWER SERVICE CHARGE	\$12,848	\$11,678	\$9,001	\$19,330	\$19,330	\$16,000	\$16,600	-14.12%	\$17,200	\$17,800
2350000 MAINT. & REPAIR STRUCTURES	\$2,424	\$1,039	\$3,288	\$26,600	\$26,600	\$26,800	\$2,000	-92.48%	\$2,000	\$2,000
2370000 MAINTENANCE & REPAIR EQUIP.	\$4,725	\$4,200	\$2,337	\$21,000	\$21,000	\$16,700	\$7,000	-66.67%	\$9,000	\$26,000
2420000 RENTALS	\$3,056	\$2,555	\$6,075	\$4,800	\$4,800	\$4,000	\$4,000	-16.67%	\$4,000	\$4,000
2700000 CONTRACTUAL SERVICES	\$27,791	\$4,061	\$6,420	\$48,500	\$48,500	\$55,500	\$43,300	-10.72%	\$50,300	\$38,300
TOTAL CONTRACTUAL SERVICES	\$114,642	\$93,097	\$97,631	\$198,446	\$198,446	\$198,255	\$158,508	-20.13%	\$172,163	\$181,963
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIP.	\$73,779	\$77,295	\$80,240	\$99,310	\$99,310	\$99,500	\$95,750	-3.58%	\$100,500	\$89,500
3140000 C. PARKS FOUNDATION INITIATIVE	\$5,770	\$236	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3160000 CLOTHING & UNIFORMS	\$5,002	\$5,055	\$4,897	\$5,300	\$5,300	\$5,300	\$5,461	3.04%	\$5,561	\$5,561
3200000 MEDICAL SUPPLIES	\$220	\$256	\$428	\$430	\$430	\$400	\$400	-6.98%	\$400	\$400
3220000 FOOD & BEVERAGE	\$702	\$950	\$803	\$800	\$800	\$975	\$975	21.88%	\$975	\$975
3360000 BUILDING MAINTENANCE PARTS	\$723	\$1,359	\$2,153	\$2,200	\$2,200	\$2,200	\$2,200	0.00%	\$2,200	\$2,200
TOTAL COMMODITIES	\$86,196	\$85,176	\$88,521	\$108,040	\$108,040	\$108,375	\$104,786	-3.01%	\$109,636	\$98,636
PROGRAMS										
4680000 CORPORATE TENT	\$2,000	\$1,271	\$1,742	\$1,800	\$1,800	\$1,800	\$8,050	347.22%	\$1,800	\$1,800
TOTAL PROGRAMS	\$2,000	\$1,271	\$1,742	\$1,800	\$1,800	\$1,800	\$8,050	347.22%	\$1,800	\$1,800
TRANSFER OUT										
9270000 TRANSFER TO FUND 50 (ERF)	\$0	\$0	\$36,369	\$36,234	\$36,234	\$36,234	\$52,338	44.44%	\$53,233	\$54,919
TOTAL TRANSFER OUT	\$0	\$0	\$36,369	\$36,234	\$36,234	\$36,234	\$52,338	44.44%	\$53,233	\$54,919
TOTAL 1610 PARK MAINTENANCE	\$727,605	\$726,708	\$818,233	\$959,779	\$959,779	\$960,577	\$975,487	1.64%	\$1,006,734	\$1,023,560

10 GENERAL FUND - CONCESSIONS

10X1613	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
CONCESSIONS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$1,490	\$668	\$995	\$1,720	\$1,720	\$1,720	\$1,721	0.06%	\$1,750	\$1,775
1030000 PART-TIME	\$18,640	\$15,792	\$20,050	\$18,202	\$18,202	\$17,500	\$17,155	-5.75%	\$17,498	\$17,848
1030150 PART-TIME MANAGER - CONCESSIONS	\$11,590	\$10,304	\$8,078	\$9,625	\$9,625	\$9,000	\$9,096	-5.50%	\$9,278	\$9,464
1140000 FICA - EMPLOYER PORTION	\$2,427	\$2,047	\$2,228	\$2,261	\$2,261	\$2,128	\$2,008	-11.19%	\$2,068	\$2,131
TOTAL PERSONAL SERVICES	\$34,147	\$28,811	\$31,351	\$31,808	\$31,808	\$29,948	\$29,980	-5.75%	\$30,594	\$31,217
CONTRACTUAL SERVICES										
2370000 MAINTENANCE & REPAIR EQUIPMENT	\$655	\$521	\$765	\$1,200	\$1,200	\$1,200	\$1,240	3.33%	\$1,240	\$1,240
TOTAL CONTRACTUAL SERVICES	\$655	\$521	\$765	\$1,200	\$1,200	\$1,200	\$1,240	3.33%	\$1,240	\$1,240
COMMODITIES										
3070000 OPERATING SUPPLIES & EQUIPMENT	\$30,683	\$29,449	\$32,508	\$33,677	\$33,677	\$33,677	\$33,996	0.95%	\$34,096	\$34,096
TOTAL COMMODITIES	\$30,683	\$29,449	\$32,508	\$33,677	\$33,677	\$33,677	\$33,996	0.95%	\$34,096	\$34,096
TOTAL 1613 CONCESSIONS	\$65,485	\$58,781	\$64,624	\$66,685	\$66,685	\$64,825	\$65,216	-2.20%	\$65,930	\$66,553

10 GENERAL FUND 10X1502 TASTE OF CLAYTON

10X1502	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
1502 TASTE OF CLAYTON	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2100000 POSTAGE	\$216	\$440	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2150000 ADVERTISING	\$10,760	\$13,113	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2160000 PRINTING AND PHOTOGRAPHY	\$6,602	\$3,849	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2550000 DUES & MEMBERSHIPS	\$3,766	\$3,516	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2700000 CONTRACTUAL SERVICES	\$207,487	\$94,060	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$228,831	\$114,978	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
COMMODITIES										
3010000 OFFICE SUPPLIES	\$10,352	\$14,410	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3210000 MEETINGS & RECEPTIONS	\$2,180	\$172	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL COMMODITIES	\$12,532	\$14,582	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL 1502 TASTE OF CLAYTON	\$241,363	\$129,560	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0

Note: The Taste of Clayton event was cancelled in FY 2010.

10 GENERAL FUND 10X1503 CENTURY FOUNDATION

10X1503	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
1503 CENTURY FOUNDATION	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$0	\$18,970	\$20,719	\$21,566	\$21,566	\$21,476	\$22,278	3.30%	\$22,877	\$23,349
1140000 FICA - EMPLOYER PORTION	\$0	\$1,401	\$1,558	\$1,650	\$1,650	\$1,643	\$1,704	3.27%	\$1,755	\$1,808
1160000 PENSION PLAN	\$0	\$0	\$2,233	\$1,358	\$1,358	\$1,358	\$2,150	58.32%	\$2,150	\$2,150
1180000 GROUP LIFE INS. PREMIUM	\$0	\$38	\$35	\$72	\$72	\$73	\$76	5.56%	\$77	\$79
1190000 DENTAL HEALTH INSURANCE	\$0	\$242	\$220	\$226	\$226	\$227	\$240	6.19%	\$247	\$253
1200000 EMPLOYEE HEALTH CARE	\$0	\$1,581	\$1,688	\$1,831	\$1,831	\$1,831	\$1,997	9.07%	\$2,137	\$2,286
TOTAL PERSONAL SERVICES	\$0	\$22,232	\$26,453	\$26,703	\$26,703	\$26,608	\$28,445	6.52%	\$29,243	\$29,925
COMMODITIES										
3010000 OFFICE SUPPLIES	\$0	\$3,988	\$2,984	\$3,000	\$3,000	\$3,000	\$2,700	-10.00%	\$2,700	\$2,700
3210000 MEETINGS & RECEPTIONS	\$0	\$962	\$971	\$0	\$0	\$0	\$3,700	0.00%	\$1,700	\$0
TOTAL COMMODITIES	\$0	\$4,950	\$3,955	\$3,000	\$3,000	\$3,000	\$6,400	113.33%	\$4,400	\$2,700
TOTAL 1503 CENTURY FOUNDATION	\$0	\$27,192	\$30,408	\$29,703	\$29,703	\$29,608	\$34,845	17.31%	\$33,643	\$32,625

PERSONNEL SCHEDULE

DEPARTMENT: Parks and Recreation **FUND: General**

DIVISION: Administration/Recreation **DIVISION ACCOUNT: 1601**

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Director of Parks & Recreation	1	1	1	1	1	1	1
Parks & Recreation Superintendent	1	1	1	1	1	1	1
Recreation Assistant - Administration *	1	1	1	1	1	1	1
Recreation Assistant - Sports **	1	1	1	1	1	1	1
Recreation Supervisor Sports	2	1	1	1	1	1	1
Event Specialist ***	0.5	0.5	0.75	0.75	0.75	0.75	0.75
Community Resource Coordinator ****	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Recreation Supervisor - Community *****	0	1	0.5	0.5	0.5	0.5	0.5
Recreation Aquatic Supervisor *****	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Total:	7.25	7.25	7	7	7	7	7

* This is a change in title beginning in FY 2010 of the previously listed Administrative Assistant position.

** This is a change in title beginning in FY2010 of the previously listed Recreation Program Assistant.

*** Position previously split between Special Tax District & General Fund - Parks Administration evenly; distribution changed to 25/7

**** New position added in April 2008; split evenly between Parks Administration and Century Foundation.

***** Position previously had duties for the City only; reassignment of duties now results in an even split with the CRSWC.

***** Aquatic Supervisor salary split between City and CRSWC (25% City, 75% CRSWC). CRSWC is not part of the City Budget.

PERSONNEL SCHEDULE

DEPARTMENT: Parks and Recreation

FUND: General

DIVISION: Parks Maintenance

DIVISION ACCOUNT: 1610

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Parks Superintendent	1	1	1	1	1	1	1
Park Supervisor	2	2	2	2	2	2	2
Horticulturist	1	1	1	1	1	1	1
Field Technician	0	0	1	1	1	1	1
Laborer	5	5	4	4	4	4	4
Total:	9	9	9	9	9	9	9

PERSONNEL SCHEDULE

DEPARTMENT: Parks and Recreation

FUND: General

DIVISION: Century Foundation

DIVISION ACCOUNT: 1503

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Community Resource Coordinator *	0	0.5	0.5	0.5	0.5	0.5	0.5
Total:	0	0.5	0.5	0.5	0.5	0.5	0.5

* Community Resource Coordinator 1/2 salary is charged to General Fund Parks Administration.

NON-DEPARTMENTAL

The Non-Departmental Account encompasses all expenses that cannot be specifically associated with any one department but nevertheless are within the General Fund.

Beginning FY 2011, the costs related to the City's insurance programs are scheduled in the Non-Departmental Account rather than in a separate Insurance Fund.

SUMMARY OF EXPENDITURES BY DIVISION

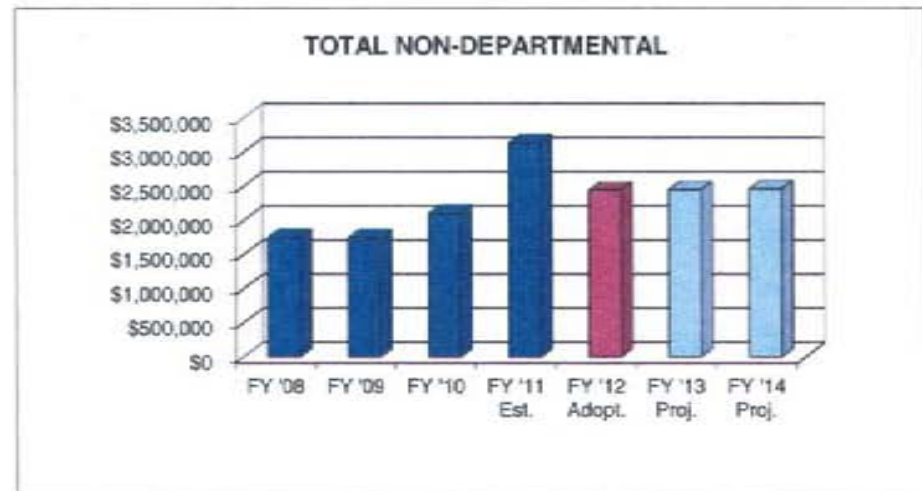
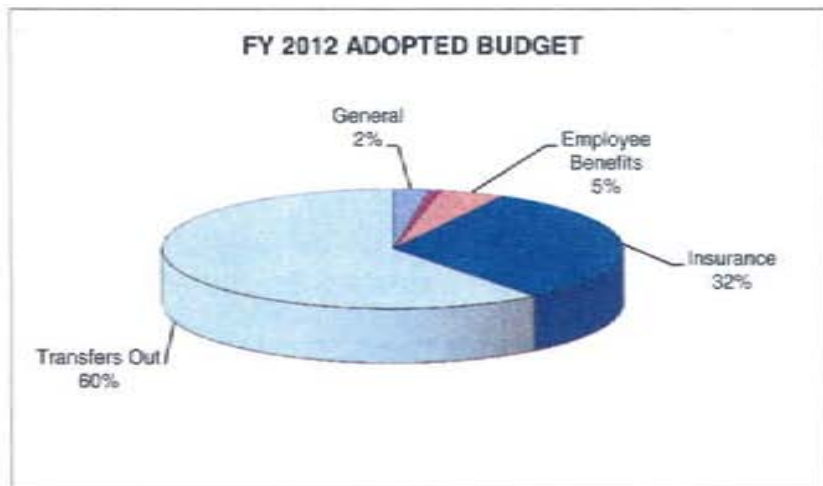
DEPARTMENT: NON-DEPARTMENTAL

FUND: GENERAL

DIVISION: ALL

DIVISION ACCOUNTS:
1700-1800-1900

NON-DEPARTMENTAL - BY DIVISION	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ORIGINAL BUDGET	FY 2011 AMENDED BUDGET	FY 2011 ESTIMATED EXPEND.	FY 2012 ADOPTED BUDGET	% CHANGE 2012 TO 2011	FY 2013 PROJECTED BUDGET	FY 2014 PROJECTED BUDGET
GENERAL	\$30,337	\$53,469	\$49,731	\$59,000	\$59,000	\$60,497	\$62,475	5.89%	\$63,510	\$63,128
COMMUNITY RELATIONS	\$18,846	\$18,465	\$17,520	\$6,000	\$15,500	\$15,126	\$18,820	213.67%	\$19,450	\$20,100
EMPLOYEE BENEFITS	\$74,698	\$82,663	\$136,639	\$111,823	\$149,099	\$132,306	\$112,025	0.18%	\$112,625	\$112,725
INSURANCE	\$0	\$0	\$0	\$803,575	\$803,575	\$801,648	\$772,078	-3.92%	\$781,488	\$790,524
TRANSFERS OUT	\$1,574,059	\$1,589,962	\$1,893,567	\$2,098,654	\$2,098,654	\$2,123,141	\$1,475,783	-29.68%	\$1,474,909	\$1,477,649
TOTAL NON-DEPARTMENTAL	\$1,747,940	\$1,744,559	\$2,097,457	\$3,079,052	\$3,125,828	\$3,132,718	\$2,441,181	-20.72%	\$2,451,982	\$2,464,126



10 GENERAL FUND - GENERAL

10X1701	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
GENERAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2100000 POSTAGE	\$36,485	\$28,885	\$39,568	\$44,000	\$44,000	\$49,000	\$47,000	6.82%	\$47,610	\$48,228
2110000 LEGAL SETTLEMENT	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2370000 MAINTENANCE & REPAIR EQUIP.	\$3,853	\$1,652	\$4,086	\$5,800	\$5,800	\$5,500	\$6,125	5.60%	\$6,550	\$6,550
2420000 RENTALS	\$540	\$540	\$540	\$900	\$900	\$972	\$1,000	11.11%	\$1,000	\$1,000
2700000 CONTRACTUAL SERVICES	\$0	\$15,921	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$60,878	\$46,998	\$44,194	\$50,700	\$50,700	\$55,472	\$54,125	6.76%	\$55,160	\$55,778
COMMODITIES										
3010000 OFFICE SUPPLIES	\$5,069	\$5,272	\$5,537	\$7,300	\$7,300	\$5,025	\$7,350	0.68%	\$7,350	\$7,350
TOTAL COMMODITIES	\$5,069	\$5,281	\$5,537	\$7,300	\$7,300	\$5,025	\$7,350	0.68%	\$7,350	\$7,350
CAPITAL OUTLAY										
5030000 OFFICE FURNITURE & EQUIP.	\$14,390	\$1,190	\$0	\$1,000	\$1,000	\$0	\$1,000	0.00%	\$1,000	\$0
TOTAL CAPITAL OUTLAY	\$14,390	\$1,190	\$0	\$1,000	\$1,000	\$0	\$1,000	0.00%	\$1,000	\$0
TOTAL 1701 GENERAL	\$80,337	\$53,469	\$49,731	\$59,000	\$59,000	\$60,497	\$62,475	5.89%	\$63,510	\$63,128

10 GENERAL FUND - COMMUNITY RELATIONS

10X1702	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
COMMUNITY RELATIONS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2100000 POSTAGE	\$933	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2700000 CONTRACTUAL SERVICES	\$17,913	\$18,465	\$17,520	\$6,000	\$15,500	\$15,126	\$18,820	213.67%	\$19,450	\$20,100
TOTAL CONTRACTUAL SERVICES	\$18,846	\$18,465	\$17,520	\$6,000	\$15,500	\$15,126	\$18,820	213.67%	\$19,450	\$20,100
TOTAL 1702 COMMUNITY RELATIONS	\$18,846	\$18,465	\$17,520	\$6,000	\$15,500	\$15,126	\$18,820	213.67%	\$19,450	\$20,100

10 GENERAL FUND - EMPLOYEE BENEFITS

10X1703	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EMPLOYEE BENEFITS	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2130000 TRAVEL & TRAINING	\$0	\$0	\$5,751	\$4,500	\$4,500	\$0	\$4,500	0.00%	\$4,500	\$4,500
2250000 REIMB-HRA DEDUCTIBLE	\$31,848	\$38,817	\$50,604	\$55,000	\$55,000	\$50,000	\$55,000	0.00%	\$55,000	\$55,000
2560000 EDUCATION BENEFITS	\$11,159	\$9,894	\$15,746	\$23,500	\$23,500	\$18,000	\$24,500	4.26%	\$24,500	\$24,500
TOTAL CONTRACTUAL SERVICES	\$43,007	\$48,711	\$72,101	\$83,000	\$83,000	\$68,000	\$84,000	1.20%	\$84,000	\$84,000
PROGRAMS										
4080000 EMPLOYEE RELATIONS	\$31,691	\$33,952	\$31,069	\$28,823	\$28,823	\$27,030	\$28,025	-2.77%	\$28,625	\$28,725
4090000 LOAN TO CRSWC	\$0	\$0	\$33,469	\$0	\$37,276	\$37,276	\$0	0.00%	\$0	\$0
TOTAL PROGRAMS	\$31,691	\$33,952	\$64,538	\$28,823	\$66,099	\$64,306	\$28,025	-2.77%	\$28,625	\$28,725
TOTAL 1703 EMPLOYEE BENEFITS	\$74,698	\$82,663	\$136,639	\$111,823	\$149,099	\$132,306	\$112,025	0.18%	\$112,625	\$112,725

10 GENERAL FUND - INSURANCE

10X1704	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
INSURANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2200000 FIRE & EXTENDED COVERAGE PREMIUM	\$0	\$0	\$0	\$100,000	\$100,000	\$96,769	\$98,705	-1.30%	\$100,680	\$102,694
2210000 AUTO & GENERAL LIAB. PREM.	\$0	\$0	\$0	\$130,000	\$130,000	\$120,000	\$126,000	-3.08%	\$128,520	\$131,090
2210010 GENERAL LIABILITY DEDUCTIBLE	\$0	\$0	\$0	\$4,000	\$4,000	\$6,000	\$5,000	25.00%	\$5,000	\$5,000
2230000 SURETY, FORGERY & BURGLARY BOND	\$0	\$0	\$0	\$16,600	\$16,600	\$15,610	\$15,610	-5.96%	\$15,610	\$15,610
2580000 UNEMPLOYMENT COMP. PREMIUM	\$0	\$0	\$0	\$22,500	\$22,500	\$59,000	\$40,000	77.78%	\$40,000	\$40,000
2590000 PUBLIC OFFICIALS LIABILITY INS. PREM.	\$0	\$0	\$0	\$26,000	\$26,000	\$18,081	\$20,000	-23.08%	\$20,400	\$20,800
2620000 U.S.T. PREMIUM	\$0	\$0	\$0	\$375	\$375	\$200	\$250	-33.33%	\$250	\$250
2700000 CONTRACTUAL SERVICES	\$0	\$0	\$0	\$36,600	\$36,600	\$33,000	\$33,500	-8.47%	\$34,000	\$34,000
2750000 INS. LOSSES-AUTO PHYSICAL DAMAGE	\$0	\$0	\$0	\$22,000	\$22,000	\$22,000	\$22,000	0.00%	\$22,000	\$22,000
2760000 AUTO LIABILITY	\$0	\$0	\$0	\$5,000	\$5,000	\$1,611	\$5,000	0.00%	\$5,000	\$5,000
2800000 EMPLOYEE ASSISTANCE PROGRAM	\$0	\$0	\$0	\$4,500	\$4,500	\$4,500	\$4,500	0.00%	\$4,500	\$4,500
2960000 EXCESS INSURANCE WORKERS COMP.	\$0	\$0	\$0	\$436,000	\$436,000	\$393,641	\$401,513	-7.91%	\$405,528	\$409,580
TOTAL CONTRACTUAL SERVICES	\$0	\$0	\$0	\$803,575	\$803,575	\$801,648	\$772,078	-3.92%	\$781,488	\$790,524
TOTAL 1704 INSURANCE	\$0	\$0	\$0	\$803,575	\$803,575	\$801,648	\$772,078	-3.92%	\$781,488	\$790,524

10 GENERAL FUND - TRANSFERS & DEBT

10X1900	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
TRANSFERS & DEBT	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
TRANSFER OUT & DEBT										
9280000 TRANSFER TO INS. FUND	\$515,600	\$480,500	\$482,000	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9300000 TRANSFER TO DEBT FUNDS	\$100,000	\$110,000	\$357,934	\$1,676,654	\$1,676,654	\$1,701,141	\$1,475,783	-11.98%	\$1,474,909	\$1,477,649
9500000 TRANSFER TO FUND 60	\$115,000	\$100,000	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9700000 TRANSFER TO FUND 70	\$539,000	\$600,000	\$750,000	\$422,000	\$422,000	\$422,000	\$0	0.00%	\$0	\$0
9000000 DEBT - 2005 B PARKING	\$304,459	\$299,462	\$303,633	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL TRANSFER OUT	\$1,574,059	\$1,589,962	\$1,893,567	\$2,098,654	\$2,098,654	\$2,123,141	\$1,475,783	-29.68%	\$1,474,909	\$1,477,649
TOTAL 1900 TRANSFERS	\$1,574,059	\$1,589,962	\$1,893,567	\$2,098,654	\$2,098,654	\$2,123,141	\$1,475,783	-29.68%	\$1,474,909	\$1,477,649

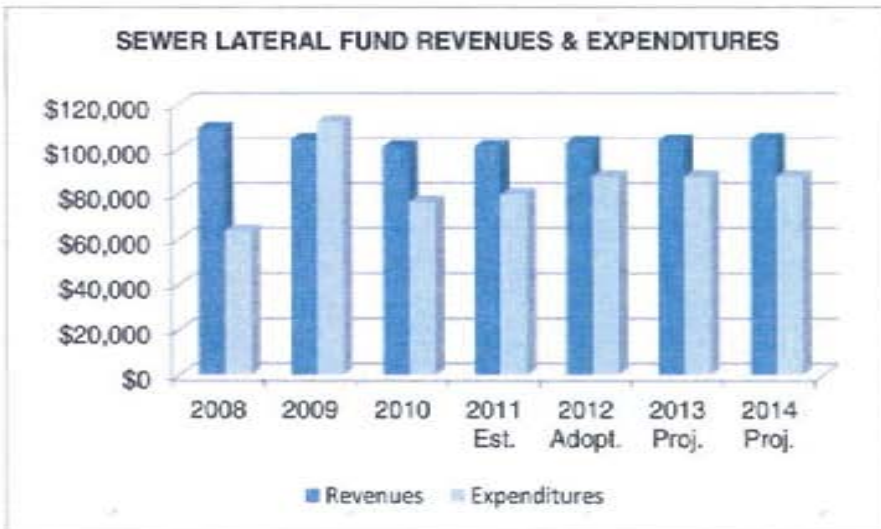
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SEWER LATERAL FUND

The Sewer Lateral Fund was established in 2001 by voter approval. This Enterprise 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 property having six or less dwelling units.

12 SEWER LATERAL FUND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$217,130	\$262,725	\$254,660	\$279,210	\$300,518	\$315,523	\$331,241
Revenues	\$109,452	\$104,409	\$101,124	\$101,308	\$103,005	\$103,718	\$104,455
Expenditures	\$63,857	\$112,474	\$76,574	\$80,000	\$88,000	\$88,000	\$88,000
Revenues Over (Under) Expenditures	\$45,595	(\$8,065)	\$24,550	\$21,308	\$15,005	\$15,718	\$16,455
Ending Fund Balance	\$262,725	\$254,660	\$279,210	\$300,518	\$315,523	\$331,241	\$347,696
% Fund Balance to Expenditures	411.43%	226.42%	364.63%	375.65%	358.55%	376.41%	395.11%



Fiscal Year 2009 marked the first year that expenditures exceeded revenue. This is due to a bad claim year. The fund balance had steadily increased since its inception until FY 09, when it decreased slightly.

12 SEWER LATERAL FUND										
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12R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
3570000 SEWER LATERAL FEES	\$101,250	\$97,099	\$97,595	\$100,125	\$100,125	\$99,514	\$101,505	1.38%	\$101,505	\$101,505
7100000 INTEREST INCOME	\$8,202	\$7,310	\$3,528	\$3,550	\$3,550	\$1,794	\$1,500	-57.75%	\$2,213	\$2,950
TOTAL REVENUES	\$109,452	\$104,409	\$101,123	\$103,675	\$103,675	\$101,308	\$103,005	-0.65%	\$103,718	\$104,455

12X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
2650000 SEWER LATERAL EXPENSES	\$63,857	\$112,474	\$76,574	\$100,000	\$100,000	\$80,000	\$88,000	-12.00%	\$88,000	\$88,000
TOTAL EXPENDITURES	\$63,857	\$112,474	\$76,574	\$100,000	\$100,000	\$80,000	\$88,000	-12.00%	\$88,000	\$88,000

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SPECIAL TAX DISTRICT

The Special Tax District was established in 1981 to provide funding for appropriate economic development activities in the Central Business District. The legislation establishing the Special Tax District allows funding to be expended for a variety of economic development purposes including capital improvements in the area, promotion of the Central Business District through marketing and advertising, and efforts related to attraction and/or retention of businesses. The Economic Advisory Committee has supported these efforts in addition to providing advice and guidance to the Mayor, Board of Aldermen, and the City's administration on a strategy and action plan for future business growth, retention and revitalization.

Goal and Key Intended Outcome

Goal: Maintain and grow a strong, diversified economic base that enriches the City's quality of life, preserves the integrity of our residential neighborhoods, and is consistent with the Comprehensive Plan

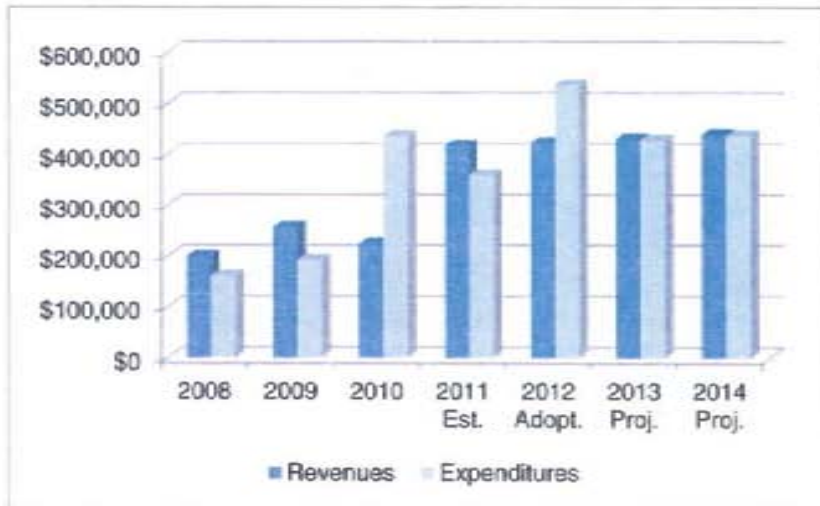
Key Intended Outcome: Economic Development

Performance Measures (by Fiscal Year):

Category	Measure	2008	2009	2010	2011 YTD	2011 Goal	2012 Goal
<i>Customer</i>	<i>% of businesses rating business climate as good or better</i>	N/A	N/A	N/A	83%	80%	80%
	<i>% of residents rating culture, dining, and shopping environment as good or better</i>	N/A	N/A	79%	69%	85%	85%
<i>Financial</i>	<i>Sales tax per square foot</i>	\$5.97	\$5.39	\$5.15	\$3.86	\$5.25	\$5.25
	<i>Commercial property tax per square foot</i>	\$2.56	\$2.49	\$2.50	N/A	\$2.54	\$2.54
<i>Process</i>	<i># of annual prospect retention visits</i>	N/A	N/A	41	42	45	45
<i>People</i>	<i>Training hours per year</i>	N/A	N/A	32	11	48	48

45 SPECIAL BUSINESS DIST TAX FUND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$189,760	\$227,910	\$292,843	\$80,356	\$138,334	\$24,056	\$27,019
Revenues	\$199,220	\$256,428	\$223,790	\$416,615	\$422,341	\$430,770	\$439,373
Expenditures	\$161,070	\$191,495	\$436,277	\$358,637	\$536,619	\$427,807	\$436,648
Revenues Over (Under) Expenditures	\$38,150	\$64,933	(\$212,487)	\$57,978	(\$114,278)	\$2,963	\$2,725
Ending Fund Balance	\$227,910	\$292,843	\$80,356	\$138,334	\$24,056	\$27,019	\$29,744
% Fund Balance to Expenditures	141.50%	152.92%	18.42%	38.57%	4.48%	6.32%	6.81%



This fund receives an additional property tax levy from a geographical overlay district comprised of the Central Business District. The fund pays for projects and marketing with direct impact to the businesses lying within the geographical boundaries. The City hired an Economic Developer in FY 2009 and 75% of the position's salary is paid out of this fund. Partial funding of two communication coordinator positions is also included in this fund. The City implemented a Central Business District Plan Update and Retail Study in 2009-2010 which mostly accounts for the increase in expenditures. The increase in expenditures in FY 2012 is related to City plans to implement several new programs including its strategic planning programs, branding, Central Business District improvements, and special events.

45 SPECIAL BUSINESS DISTRICT TAX FUND

45R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PROPERTY TAX										
1010000 REAL PROPERTY TAX-CURRENT	\$177,743	\$242,226	\$220,021	\$397,143	\$397,143	\$413,305	\$421,571	6.15%	\$430,000	\$438,603
1020000 REAL PROPERTY TAX-DELINQUENT	\$12,889	\$5,070	\$1,229	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1050000 FINANCIAL INSTITUTION TAX	\$0	\$0	\$1,904	\$500	\$500	\$2,541	\$500	0.00%	\$500	\$500
TOTAL PROPERTY TAX	\$190,632	\$247,296	\$223,154	\$397,643	\$397,643	\$415,846	\$422,071	6.14%	\$430,500	\$439,103
MISCELLANEOUS										
7070000 OTHER	\$2,000	\$545	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL MISCELLANEOUS	\$2,000	\$545	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
INVESTMENT INCOME										
7100000 INTEREST ON INVESTMENTS	\$6,588	\$8,587	\$636	\$632	\$632	\$769	\$270	-57.28%	\$270	\$270
TOTAL INVESTMENT INCOME	\$6,588	\$8,587	\$636	\$632	\$632	\$769	\$270	-57.28%	\$270	\$270
TOTAL REVENUES	\$199,220	\$256,428	\$223,790	\$398,275	\$398,275	\$416,615	\$422,341	6.04%	\$430,770	\$439,373

45 SPECIAL BUSINESS DISTRICT TAX FUND

45X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PERSONAL SERVICES										
1010000 FULL-TIME	\$70,744	\$103,027	\$123,889	\$125,981	\$125,981	\$125,306	\$128,804	2.24%	\$132,269	\$134,993
1020000 OVERTIME	\$25	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1040000 MISCELLANEOUS	\$0	\$1,362	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1140000 FICA - EMPLOYER PORTION	\$5,260	\$7,719	\$9,160	\$9,638	\$9,638	\$9,586	\$9,853	2.23%	\$10,149	\$10,454
1160000 PENSION PLAN	\$0	\$0	\$3,908	\$4,751	\$4,751	\$4,751	\$7,525	58.39%	\$7,525	\$7,525
1180000 GROUP LIFE INS. PREMIUM	\$273	\$513	\$390	\$423	\$423	\$424	\$438	3.55%	\$447	\$456
1190000 DENTAL HEALTH INSURANCE	\$1,032	\$1,371	\$1,607	\$1,651	\$1,651	\$1,651	\$1,740	5.39%	\$1,788	\$1,836
1200000 EMPLOYEE HEALTH CARE	\$6,468	\$9,198	\$12,840	\$14,003	\$14,003	\$14,003	\$15,156	8.23%	\$16,216	\$17,352
TOTAL PERSONAL SERVICES	\$83,802	\$123,190	\$151,794	\$156,447	\$156,447	\$155,721	\$163,516	4.52%	\$168,394	\$172,615
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$0	\$0	\$177,288	\$0	\$0	\$0	\$95,000	0.00%	\$40,000	\$45,000
2100000 POSTAGE	\$690	\$513	\$248	\$2,500	\$2,500	\$2,500	\$2,500	0.00%	\$2,500	\$2,500
2130000 TRAVEL & TRAINING	\$450	\$4,609	\$3,866	\$7,100	\$7,100	\$7,100	\$11,500	61.97%	\$11,500	\$11,500
2150000 ADVERTISING	\$2,223	\$1,488	\$50,956	\$57,950	\$53,758	\$53,758	\$15,660	-72.98%	\$6,700	\$6,700
2160000 PRINTING AND PHOTOGRAPHY	\$17,099	\$17,118	\$5,140	\$6,600	\$6,600	\$6,600	\$6,000	-9.09%	\$6,000	\$6,000
2250000 REIMB-HRA DEDUCTIBLE	\$0	\$0	\$493	\$1,100	\$1,100	\$1,100	\$1,100	0.00%	\$1,100	\$1,100
2550000 DUES & MEMBERSHIPS	\$125	\$730	\$520	\$770	\$770	\$770	\$1,070	38.96%	\$1,070	\$1,070
2700000 CONTRACTUAL SERVICE	\$6,146	\$2,771	\$4,176	\$4,200	\$6,888	\$8,088	\$6,618	57.57%	\$6,888	\$6,508
2700001 WIFI PROTOTYPE INSTALLATION	\$1,164	\$1,260	\$1,328	\$1,200	\$1,200	\$1,200	\$0	-100.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$27,897	\$28,489	\$244,015	\$81,420	\$79,916	\$81,116	\$139,448	71.27%	\$75,758	\$80,378
COMMODITIES										
3010000 OFFICE SUPPLIES	\$237	\$100	\$1,296	\$1,500	\$1,500	\$1,500	\$3,355	123.67%	\$3,355	\$3,355
3210000 MEETINGS & RECEPTIONS	\$192	\$100	\$2,198	\$4,000	\$4,000	\$4,000	\$4,000	0.00%	\$4,000	\$4,000
TOTAL COMMODITIES	\$429	\$200	\$3,494	\$5,500	\$5,500	\$5,500	\$7,355	33.73%	\$7,355	\$7,355
PROGRAMS										
4110000 COMMUNITY EVENTS	\$47,942	\$38,616	\$35,973	\$29,800	\$112,800	\$112,800	\$122,800	312.08%	\$122,800	\$122,800
TOTAL PROGRAMS	\$47,942	\$38,616	\$35,973	\$29,800	\$112,800	\$112,800	\$122,800	312.08%	\$122,800	\$122,800
CAPITAL OUTLAY										
5020000 BUILDING STRUCTURES & IMPROVEMENTS	\$0	\$0	\$0	\$0	\$52,500	\$2,500	\$2,500	0.00%	\$2,500	\$2,500
TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$52,500	\$2,500	\$2,500	0.00%	\$2,500	\$2,500
TRANSFER OUT										
9250000 TRANSFER TO FUND 60	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	0.00%	\$50,000	\$50,000
9280000 TRANSFER TO FUND 28	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9290000 TRANSFER TO GENERAL FUND	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000	0.00%	\$1,000	\$1,000
TOTAL TRANSFER OUT	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$101,000	0.00%	\$51,000	\$51,000
TOTAL EXPENDITURES	\$161,070	\$191,495	\$436,276	\$274,167	\$408,163	\$358,637	\$536,619	95.73%	\$427,807	\$436,648

PERSONNEL SCHEDULE

DEPARTMENT: Administrative Services

FUND: Special Tax District

DIVISION: Special Business District

DIVISION ACCOUNT: 4500

POSITION/TITLE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	ADOPTED FY 2012	PROJECTED FY 2013	PROJECTED FY 2014
Event Specialist *	0.5	0.5	0.25	0.25	0.25	0.25	0.25
Communications Coordinator **	0.5	0.5	0.75	0.75	0.75	0.75	0.75
Economic Development Associate ***	0	0.75	0.75	0.75	0.75	0.75	0.75
Management Analyst ****	0.5	0.5	0	0	0	0	0
Total:	1.5	2.25	1.75	1.75	1.75	1.75	1.75

* Event Specialist salary split with the General Fund - Parks Administration.

** Communications Coordinators (two positions) is split. One position is split evenly with General Fund Administrative Services - City Manager beginning in FY2010. The second position is split between Special Tax District (25%), General Fund Administrative Services - City Manager (25%) and CRSWC (50%), which is not part of the City Budget.

*** Economic Developer 25% salary is charged to General Fund Administrative Services - City Manager.

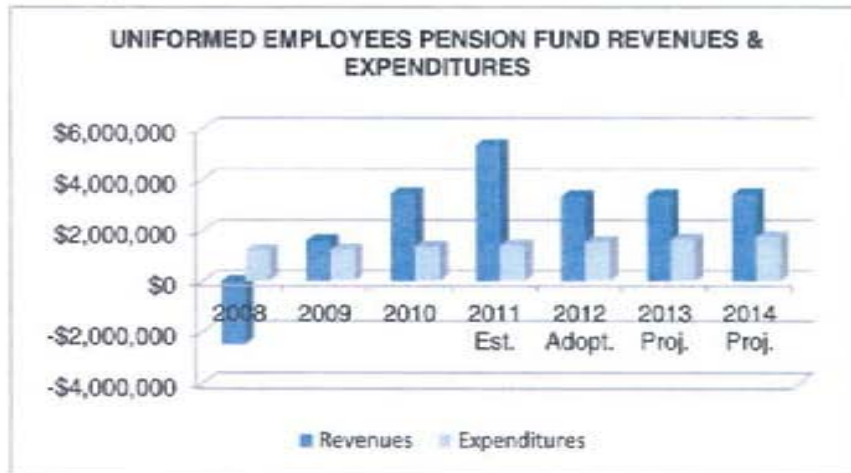
**** Management Analyst 50% salary was charged to City Manager in General Fund Administrative Services.
Position was eliminated in FY 2010.

PENSION FUNDS

The City operates two pension funds for its full-time employees: uniformed employees of the Police and Fire Departments are members of the Uniformed Employees Retirement Fund; all other non-uniformed employees of the City are members of the Non-Uniformed Employees Retirement Fund.

30 FIRE & POLICE RETIREMENT FUND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$28,304,604	\$24,616,615	\$24,995,739	\$27,105,381	\$31,037,187	\$32,837,577	\$34,568,312
Revenues	(\$2,484,113)	\$1,617,142	\$3,478,581	\$5,354,178	\$3,358,317	\$3,391,819	\$3,425,657
Expenditures	\$1,203,876	\$1,238,018	\$1,368,939	\$1,422,372	\$1,557,927	\$1,661,084	\$1,764,304
Revenues Over (Under) Expenditures	(\$3,687,969)	\$379,124	\$2,109,642	\$3,931,806	\$1,800,390	\$1,730,735	\$1,661,353
Ending Fund Balance	\$24,616,615	\$24,995,739	\$27,105,381	\$31,037,187	\$32,837,577	\$34,568,312	\$36,229,665
% Fund Balance to Expenditures	2,044.78%	2,019.01%	1,980.03%	2,182.07%	2,107.77%	2,081.07%	2,053.48%



This pension trust fund provides defined benefits for all sworn public safety officers of the City. The fund balance fluctuates due to market variations. FY 2008 saw a significant drop in market value due to the decline in the economy. Market value slowly rebounded in FY 2009. In fiscal year 2010, the market value increased significantly and is estimated to reach pre-recession levels by the end of FY 2011. The fund is currently funded according to actuarial standards.

30 FIRE & POLICE PENSION

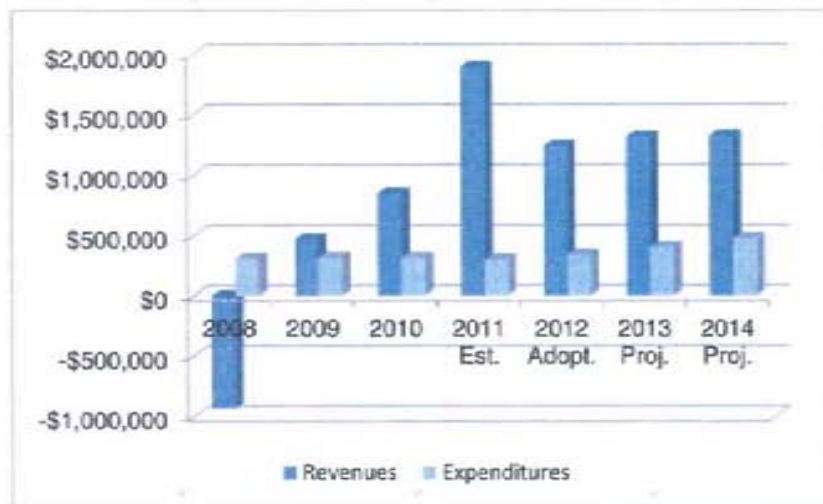
30R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
7070001 OTHER INCOME	\$85,517	\$17,382	\$16,734	\$5,000	\$5,000	\$11,500	\$8,100	62.00%	\$8,100	\$8,100
7110001 CONTRIBUTIONS-CITY SHARE	\$733,009	\$677,458	\$1,125,345	\$990,993	\$990,993	\$990,993	\$965,627	-2.56%	\$975,283	\$985,036
7160001 MEMBERS CONTRIBUTIONS	\$225,681	\$231,805	\$228,176	\$225,795	\$225,795	\$213,685	\$276,330	22.38%	\$279,093	\$281,884
7100001 INTEREST ON INVESTMENTS	(\$3,528,321)	\$690,497	\$2,108,326	\$1,874,810	\$1,874,810	\$4,138,000	\$2,108,260	12.45%	\$2,129,343	\$2,150,637
TOTAL REVENUES	(\$2,484,114)	\$1,617,142	\$3,478,581	\$3,096,598	\$3,096,598	\$5,354,178	\$3,358,317	8.45%	\$3,391,819	\$3,425,657

30X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
7030001 PROFESSIONAL SERVICES	\$141,776	\$150,841	\$145,669	\$161,551	\$161,551	\$154,744	\$157,839	-2.30%	\$160,996	\$164,216
8010001 PAYMENT TO PENSIONERS	\$1,062,100	\$1,087,177	\$1,223,270	\$1,391,839	\$1,391,839	\$1,267,628	\$1,400,088	0.59%	\$1,500,088	\$1,600,088
TOTAL EXPENDITURES	\$1,203,876	\$1,238,018	\$1,368,939	\$1,553,390	\$1,553,390	\$1,422,372	\$1,557,927	0.29%	\$1,661,084	\$1,764,304

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40 NON-UNIFORMED EMPLOYEE RET FND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$10,452,605	\$9,205,113	\$8,416,238	\$8,951,721	\$10,544,565	\$11,446,375	\$12,359,948
Revenues	(\$936,445)	(\$471,716)	\$850,709	\$1,897,320	\$1,242,375	\$1,320,950	\$1,328,727
Expenditures	\$311,047	\$317,159	\$315,226	\$304,476	\$340,565	\$407,377	\$475,524
Revenues Over (Under) Expenditures	(\$1,247,492)	(\$788,875)	\$535,483	\$1,592,844	\$901,810	\$913,573	\$853,203
Ending Fund Balance	\$9,205,113	\$8,416,238	\$8,951,721	\$10,544,565	\$11,446,375	\$12,359,948	\$13,213,151
% Fund Balance to Expenditures	2,959.40%	2,653.63%	2,839.78%	3,463.18%	3,361.00%	3,034.03%	2,778.65%



This pension trust fund provides defined benefits for all non-uniformed employees of the City. No contributions are being made by employees presently. The fund balance fluctuates due to market variations. FY 2008 saw a significant drop in market value due to the decline in the economy. Market value slowly improved in FY 2009 and continued through FY 2010. It is estimated that the fund balance will return to pre-recession level by the end of fiscal year 2011. Market value is expected to remain relatively stable over the next few years.

40 NON-UNIFORM EMPLOYEES PENSION

40R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
7070000 OTHER	\$19,121	\$4,650	\$5,021	\$1,500	\$1,500	\$1,200	\$1,500	0.00%	\$1,500	\$1,500
7100000 INTEREST ON INVESTMENTS	\$0	\$0	\$630,204	\$682,264	\$682,264	\$1,643,625	\$770,000	12.86%	\$777,700	\$785,477
7160000 CONTRIBUTIONS FROM MEMBERS	\$0	\$0	\$0	\$0	\$0	\$0	\$70,875	0.00%	\$141,760	\$141,750
7210000 CITY'S ANNUAL CONTRIBUTION	\$0	\$0	\$215,485	\$252,495	\$252,495	\$252,495	\$400,000	58.42%	\$400,000	\$400,000
7450000 MARKET VALUE CHANGE	(\$955,566)	(\$476,366)	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL REVENUES	(\$936,445)	(\$471,716)	\$850,710	\$936,259	\$936,259	\$1,897,320	\$1,242,375	32.70%	\$1,320,950	\$1,328,727

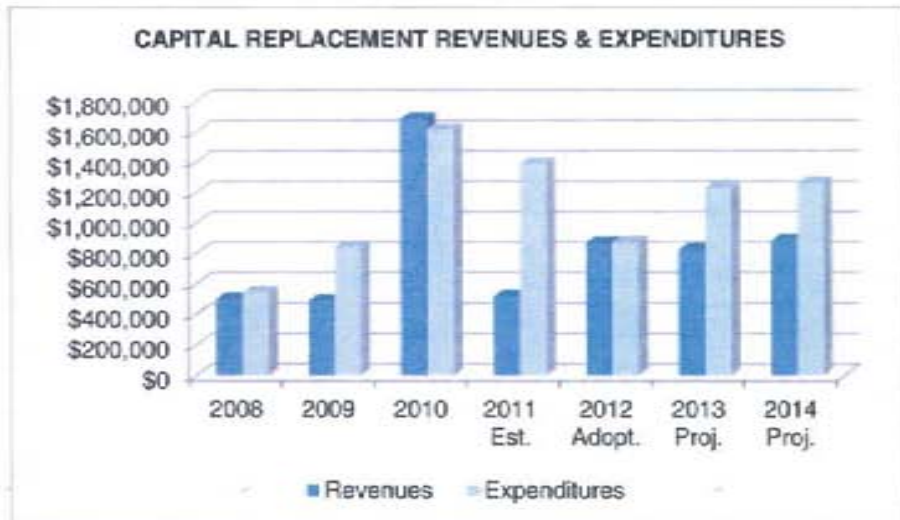
40X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
7030000 PROFESSIONAL SERVICES	\$48,720	\$46,384	\$30,960	\$40,162	\$40,162	\$40,162	\$40,965	2.00%	\$41,785	\$42,620
8000000 PAYMENT TO PENSIONERS	\$262,327	\$270,775	\$284,266	\$320,405	\$320,405	\$264,314	\$299,600	-6.49%	\$365,592	\$432,904
TOTAL EXPENDITURES	\$311,047	\$317,159	\$315,226	\$360,567	\$360,567	\$304,476	\$340,565	-5.55%	\$407,377	\$475,524

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-capital vehicles and equipment. Beginning in Fiscal Year (FY) 2011, the Capital Improvements Fund will be making the annual contribution to the ERF. In developing the ERF, an assessment is made on each vehicle as to its useful life, remaining useful life and net replacement cost. The net replacement cost for each vehicle is divided by its useful life, resulting in an annual amount to be budgeted and deposited in the ERF. By funding the ERF this way a fairly stable annual investment for its subsequent fleet replacement is not subject to the periodic spikes caused by big-ticket purchases.

**50 CAPITAL EQUIPMENT REPLACEMENT
Summary of Revenues and Expenditures
FY 2008 - FY 2014**

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$2,652,230	\$2,609,234	\$2,256,884	\$2,329,201	\$ 1,459,089	\$ 1,454,490	\$ 1,050,356
Revenues	\$501,404	\$490,498	\$1,687,469	\$518,925	\$869,369	\$826,322	\$883,692
Expenditures	\$544,400	\$842,848	\$1,615,152	\$ 1,389,037	\$ 873,968	\$1,230,456	\$1,264,682
Revenues Over (Under) Expenditures	(\$42,996)	(\$352,350)	\$72,317	\$(870,112)	\$(4,599)	(\$404,134)	(\$380,990)
Ending Fund Balance	\$2,609,234	\$2,256,884	\$2,329,201	\$ 1,459,089	\$ 1,454,490	\$ 1,050,356	\$ 669,366
% Fund Balance to Expenditures	479.29%	267.77%	144.21%	105.04%	166.42%	85.36%	52.93%



Contributions to fund the ERF are made from the Capital Improvements Fund and the General Fund. Beginning in FY 2007, the Strategic Issues Committee recommended a 50% contribution level to reduce the fund balance over time. This continued through FY 2011 due to the poor economic conditions. In FY 2012, the City proposes to transfer in more than will be expended in order to maintain the fund balance level. In FY 2013 and FY 2014, the City will again begin to reduce its fund balance, but strive to remain within the preferred fund balance level range established by City officials.

50 Equipment Replacement Fund

50R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
CAPITAL EQUIPMENT REPLACEMENT REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
7030000 INCOME FROM AUCTIONS	\$36,783	\$45,790	\$207,334	\$43,000	\$43,000	\$21,743	\$66,810	55.37%	\$20,496	\$68,490
7070000 MISC. REVENUE	\$100	\$7,555	\$1,019,920	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
7100000 INTEREST INCOME	\$84,619	\$72,765	\$30,058	\$24,750	\$24,750	\$15,801	\$3,937	-84.09%	\$4,471	\$5,950
9200000 TRANSFER FROM PARKING FUND	\$0	\$0	\$12,635	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9310000 TRANSFER FROM GENERAL FUND	\$0	\$0	\$417,522	\$480,279	\$480,279	\$481,381	\$798,622	66.28%	\$801,355	\$809,252
9600000 TRANSFER FROM RPIF 60	\$379,902	\$364,387	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL ERF REVENUES	\$501,404	\$490,497	\$1,687,469	\$548,029	\$548,029	\$518,925	\$869,369	58.64%	\$826,322	\$883,692

50X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
CAPITAL EQUIPMENT REPLACEMENT EXPEND.	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
5040100 ROLLING STOCK-PKG. OP. MTCE.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$39,265
5040200 ROLLING STOCK-PKG. CONTROL	\$0	\$25,267	\$25,977	\$26,520	\$26,520	\$22,102	\$53,040	100.00%	\$0	\$0
5041006 ROLLING STOCK-CITY MANAGER	\$5,074	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
5041008 ROLLING STOCK-PLAN.&DEVELOP.	\$14,872	\$18,012	\$68,192	\$41,925	\$41,925	\$16,527	\$25,500	-39.18%	\$26,010	\$26,530
5041102 CAPITAL - MIS	\$4,733	\$6,165	\$5,692	\$25,398	\$25,398	\$0	\$0	-100.00%	\$0	\$0
5041200 ROLLING STOCK-POLICE	\$142,740	\$129,136	\$61,046	\$114,444	\$114,444	\$114,444	\$195,738	71.03%	\$100,294	\$123,958
5041300 ROLLING STOCK-FIRE	\$76	\$187,382	\$1,121,609	\$180,794	\$180,794	\$180,794	\$111,434	-38.36%	\$111,434	\$201,636
5041401 ROLLING STOCK-P.W.ENGRG./MAINT.	\$291,515	\$354,343	\$217,010	\$171,360	\$171,360	\$171,360	\$31,212	-81.79%	\$54,413	\$30,351
5041403 ROLLING STOCK-P.W. STREETS	\$0	\$0	\$6,600	\$0	\$0	\$0	\$46,512	0.00%	\$189,353	\$243,017
5041404 ROLLING STOCK-P.W. BUILDING MAINT.	\$0	\$0	\$0	\$0	\$0	\$0	\$34,880	0.00%	\$0	\$21,224
5041405 ROLLING STOCK-P.W. EQUIP.SERVICES	\$25,542	\$0	\$7,245	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
5041409 ROLLING STOCK-P.W. STREET LIGHTING	\$0	\$0	\$0	\$0	\$0	\$0	\$117,300	0.00%	\$0	\$0
5041610 ROLLING STOCK-PARKS&REC./MAINT.	\$59,848	\$122,543	\$22,307	\$40,800	\$40,800	\$40,800	\$84,252	106.50%	\$56,702	\$110,153
5061300 TOOLS, SHOP & CONSTRUCTION	\$0	\$0	\$0	\$69,000	\$69,000	\$168,591	\$0	-100.00%	\$0	\$0
5061401 TOOLS, SHOP & CONSTRUCTION	\$0	\$0	\$39,548	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
IT MASTER PLAN										
2700000 CONTRACTUAL SERVICE	\$0	\$0	\$14,517	\$111,100	\$111,100	\$21,500	\$26,600	-76.06%	\$121,500	\$62,200
5030000 CAPITAL OUTLAY	\$0	\$0	\$9,003	\$481,540	\$481,540	\$586,639	\$50,000	-89.62%	\$518,250	\$104,655
5200000 COMPUTER HARDWARE	\$0	\$0	\$26,406	\$108,939	\$108,939	\$66,280	\$97,700	-10.32%	\$52,500	\$301,695
TOTAL ERF EXPENDITURES	\$544,400	\$842,648	\$1,615,152	\$1,371,820	\$1,371,820	\$1,389,037	\$873,958	-36.29%	\$1,230,456	\$1,264,684

City of Clayton - Equipment Replacement Schedule

						2012	2013	2014
						Budget	Proposed	Proposed
Planning and Development								
H&P	60	Toyota	Prius	2009	Building Inspector Vehicle (Purchase Fusion in 2013)		\$26,010	
H&P	68	Toyota	Prius	2009	Building Inspector Vehicle (Purchase Fusion in 2014)			\$26,530
H&P	69	Toyota	Prius	2008	Pool Vehicle/Inspector Vehicle (Purchase Fusion in 2012)	\$25,500		
Planning and Development Total						\$25,500	\$26,010	\$26,530
Police								
POL	1	Chevrolet	Impala	2009	Marked Police Vehicle (2012 is last Impala year)	\$23,154		
POL	2	Chevrolet	Impala	2009	Marked Police Vehicle	\$23,154		
POL	5	Chevrolet	Impala	2009	Marked Police Vehicle	\$23,154		
POL	7	Chevrolet	Impala	2011	Marked Police Vehicle			\$24,089
POL	9	Chevrolet	Impala	2011	Marked Police Vehicle			\$24,089
POL	10	Chevrolet	Impala	2011	Marked Police Vehicle			\$24,089
POL	11	Chevrolet	Impala	2005	Marked Police Vehicle (Dare)	\$23,154		
POL	12	Chevrolet	Impala	2009	Marked Police Vehicle(2012 is last Impala year)	\$23,154		
POL	13	Chevrolet	Impala	2009	Marked Police Vehicle (2012 is last Impala year)	\$23,154		
POL	14	Chevrolet	Impala	2008	Marked Police Vehicle (School Resource Officer)		\$23,617	
POL	15	Chevrolet	Impala	2008	Marked Police Vehicle (School Resource Officer)		\$23,617	
POL	17	Chevrolet	Impala	2011	Marked Police Vehicle			\$24,089
POL	18	Chevrolet	Impala	2007	Marked Police Vehicle (Command)(Moved from 2010 to 2012)	\$23,154		
POL	19	Chevrolet	Tahoe	2007	Supervisor's Car	\$33,660		
POL	24	Chevrolet	Impala	2007	Police Detective Vehicle - Unmarked (Future Hybrid)		\$26,530	
POL	28	Chevrolet	Impala	2008	Police Detective Vehicle - Unmarked (future hybrid)			\$27,600
POL	29	Chevrolet	Impala	2008	Police Chief Vehicle (future hybrid vehicle)		\$26,530	
Police Total						\$195,738	\$100,294	\$123,958
Police Parking Control								
PKC	30	GO-4	Interceptor III	2006	Parking Control Scooter	\$26,520		
PKC	37	GO-4	Interceptor III	2006	Parking Control Scooter	\$26,520		
Parking Control Total						\$53,040	\$0	\$0
Fire Department								
FIR	3201	Chevrolet	Trail Blazer	2009	Asst. Chief Vehicle			\$22,285
FIR	3297	Ford	F450	2005	Ambulance			\$67,917
Loan Payment on Ladder Truck						\$111,434	\$111,434	\$111,434
Fire Department Total						\$111,434	\$111,434	\$201,636
Parks & Recreation								
P&R	102	Ford	F250	2004	Park Department 3/4 Ton Pick-up Truck			\$36,930
P&R	125	Polaris	Ranger	2007	Off-Road Park Vehicle - Oak Knoll		\$17,167	
P&R	111	John Deere	1600	2006	Riding Lawn Mower - 11'			\$37,142
P&R	114	GMC	3500	2002	Park Department, 1-Ton Utility Van		\$39,535	
P&R	116	Ford	F250	2003	Park Department 3/4 Ton Pick-up Truck	\$35,496		
P&R	120	Chevrolet	Impala	2006	Superintendent Vehicle (Old Police 13)--Future hybrid pickup			\$36,081
P&R	124	Dixie Chopper	XWD5000-72	2005	Riding Lawn Mower - 72"	\$13,260		
P&R	128	Ford	F250	2002	Park Department 3/4 Ton Pick-up Truck Extended Cab	\$35,496		
Parks & Recreation Total						\$84,252	\$56,702	\$110,153

City of Clayton - Equipment Replacement Schedule

					2012	2013	2014	
					Budget	Proposed	Proposed	
Public Works								
PWK	205	Ford	Escape 2WD	2008	Director of Public Works - (hybrid)	\$31,212		
PWK	211	Ford	Escape 2WD	2008	Engineer Vehicle - (hybrid)		\$30,352	
PWK	214	Ford	Ranger	2002	Engineering Inspector (pick-up truck from P&D in 2010) Hybrid		\$36,726	
PWK	209	Bobcat	S185	N/A	Skid-steer Loader (Lease)	\$7,140	\$7,283	
PWK	222	Ford	Escape 4WD	2007	Street Superintendent's Vehicle - (hybrid)	\$31,212		
PWK	244	Chevrolet	2500	2004	3/4 -Ton Pick-up Truck 4WD		\$22,285	
PWK	245	Chevrolet	2500	2004	3/4 -Ton Pick-up Truck 4WD		\$22,285	
PWK	248	International	4400	2003	60 ft Bucket Truck		\$180,405	
PWK	253	Elgin	Series P	2003	Street Sweeper		\$176,868	
PWK	267	Graco	Lazer Line 5900	2006	Paint Striper - Walk Behind	\$8,160		
PWK	271	John Deere	997Z	2009	Riding Lawn Mower - 50"		\$10,512	
PWK	273	Exmark	Lazer Z	2008	Self-Propelled Lawn Mower		\$5,202	
PWK	294	American Signal	CMS-485T	2002	Message Panels		\$17,687	
PWK	247	Ford	F-550SD	2001	40 ft bucket Truck - Signals and Lighting	\$117,300		
PWK	204	Chevrolet	1500	2004	1/2 Ton Pick-up Truck - Meter Technician (future hybrid)		\$39,265	
PWK	216	Ford	Ranger	2002	Building Maintenance Vehicle (hybrid pick-up; 2010 to 2012)	\$34,680		
PWK	202	Ford	Tarus GL	2004	Building Maintenance Vehicle		\$21,224	
Public Works Total						\$229,704	\$243,766	\$333,857
Rolling Stock Total						\$699,668	\$538,206	\$796,134
Information Technology								
See Detail Report						\$26,600	\$121,500	\$82,200
See Detail Report						\$50,000	\$518,250	\$104,655
See Detail Report						\$97,700	\$52,500	\$301,695
Information Technology - ERF Total						\$174,300	\$692,250	\$488,550
Grand Total						\$873,968	\$1,230,466	\$1,264,684

2012 IT ERF Schedule

	ERF Contractual 50X1102 270	ERF Hardware 50X1102 503	ERF Software 50X1102 520	Total
IT - Data Protection Suite (Archive, Dedup, Backup)	\$ 3,000.00	\$ 25,000.00	\$ 10,500.00	\$ 38,500.00
IT - VDI Hosts (3)	\$ 7,500.00	\$ 17,500.00	\$ 8,200.00	\$ 33,200.00
IT - Desktop Virtualization - Client Licenses	\$ 12,000.00		\$ 35,000.00	\$ 47,000.00
IT - Microsoft Windows 7 Upgrades			\$ 30,000.00	\$ 30,000.00
IT - Annual Desktop Replacements		\$ 7,500.00		\$ 7,500.00
	\$ 22,500.00	\$ 50,000.00	\$ 83,700.00	\$ 156,200.00

2013 IT ERF Schedule

	ERF Contractual 50X1102 270	ERF Hardware 50X1102 503	ERF Software 50X1102 520	Total
IT - Network Switches (All locations except City Hall)	\$ 15,000.00	\$ 98,000.00	\$ 3,500.00	\$ 116,500.00
IT - Server Storage System (SAN) - 10 South Brentwood	\$ 5,000.00	\$ 100,000.00		\$ 105,000.00
IT - Blade Server Chassis - 10 South Brentwood	\$ 1,500.00		\$ 4,000.00	\$ 5,500.00
IT - Blades (x6)		\$ 33,000.00		\$ 33,000.00
IT - VoIP Telephone - Base System	\$ 25,000.00	\$ 188,250.00		\$ 213,250.00
FD - Fire Records Management Application	\$ 50,000.00		\$ 25,000.00	\$ 75,000.00
IT - Data Archive System - E-Discovery		\$ 20,000.00		\$ 20,000.00
IT - GIS Software Upgrade			\$ 20,000.00	\$ 20,000.00
IT - Enterprise Asset Management - Phase I (BPR)	\$ 25,000.00			\$ 25,000.00
HR - Employee Time Entry System		\$ 15,000.00		\$ 15,000.00
PD - Replace Patrol Car Toughbooks		\$ 60,000.00		\$ 60,000.00
PD- Replace CVSA machine		\$ 4,000.00		\$ 4,000.00
	\$ 121,500.00	\$ 518,250.00	\$ 52,500.00	\$ 692,250.00

2014 IT ERF Schedule

	ERF Contractual 50X1102 270	ERF Hardware 50X1102 503	ERF Software 50X1102 520	Total
IT - Enterprise Asset Management - Phase II	\$ 20,000.00		\$ 80,000.00	\$ 100,000.00
IT - Vo/IP Telephone (UC)	\$ 8,200.00		\$ 50,000.00	\$ 58,200.00
IT - City-wide Surveillance/Security Systems - Phase I	\$ 9,000.00	\$ 35,000.00		\$ 44,000.00
Planning - Replace Permits Plus			\$ 100,000.00	\$ 100,000.00
IT - Enterprise Document Management - Phase I	\$ 25,000.00	\$ 20,000.00	\$ 40,000.00	\$ 85,000.00
Planning - Replace Inspectors Toughbooks		\$ 20,000.00		\$ 20,000.00
FD - Upgrade Routers to 4G		\$ 21,000.00		\$ 21,000.00
IT - MS SharePoint Upgrade			\$ 28,700.00	\$ 28,700.00
PW - Trimble GPS Unit		\$ 8,655.00	\$ 2,995.00	\$ 11,650.00
	\$ 62,200.00	\$ 104,655.00	\$ 301,695.00	\$ 468,550.00

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CAPITAL IMPROVEMENTS FUND

Beginning in Fiscal Year (FY) 2011, the City combined The Revolving Public Improvement Fund (Fund 60) and The Recreation and Storm-water Fund (Fund 70) into one Capital Improvements Fund. This Capital Improvements Fund replaces the previously separately reported capital funds.

The Capital Improvements Fund earmarks funds for specific capital improvement and infrastructure needs. The major revenue sources for this fund are a one-half cent sales tax for capital improvements passed by voter approval in August of 1995 and a one-half cent sales tax for recreation and storm-water improvements that was passed by voter approval in April of 1997. Fifteen percent of the capital improvement sales tax collected must be shared with St. Louis County.

Other major revenue sources to this fund include the St. Louis County Road & Bridge Tax, intergovernmental grants and transfers from other funds. A portion of the revenues are used to pay for the recreation portion of the debt service of the 2005A bonds that refunded the 1997 and 1998A bond issue as well as ongoing recreation and storm-water capital needs.

CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Fund (CIF) allocates existing funds and anticipated revenues to rehabilitate, restore, improve, and increase the City's capital facilities. This fund 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, installation and upgrades of traffic signals and street lighting systems, improvement and replacement of City streets and sidewalks, and construction and renovation of City facilities. These funds are derived from various sources, including a half-cent local sales tax for recreation and stormwater improvements, a half-cent local sales tax for capital improvements, the St. Louis County Road & Bridge Tax, development impact fees, interest income on investments, State and Federal grants, and transfers from other debt service and operating funds.

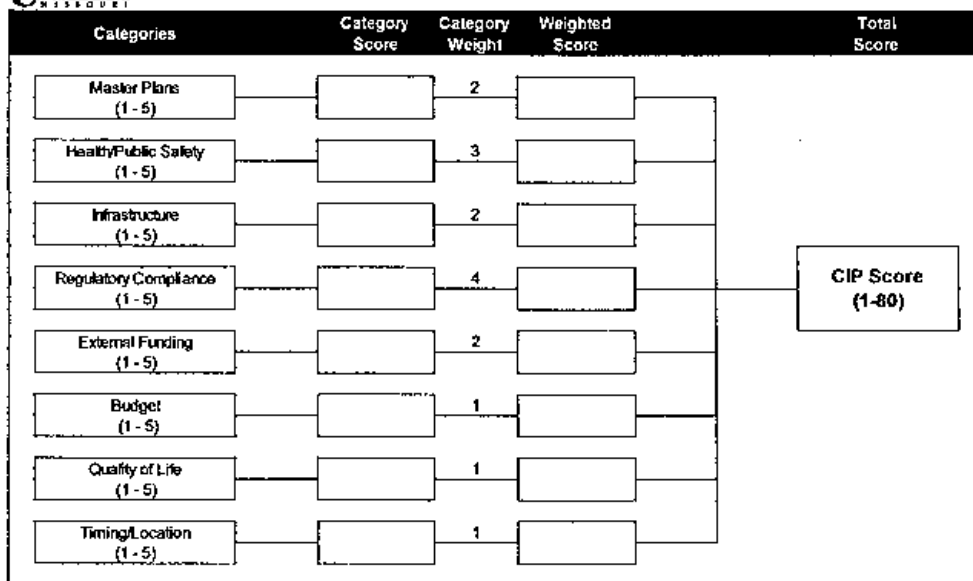
In prior years, projects in the Capital Improvement Plan (CIP) were budgeted separately in the Revolving Public Improvements Fund and the Recreation and Stormwater Fund. Fiscal Year (FY) 2011 marked the first year the City began budgeting CIP projects in one single Capital Improvements Fund, combining the Recreation and Stormwater Fund and the Revolving Public Improvements Fund. This allows for a more streamlined capital improvements budgeting process.

In addition to the restructuring of the CIF, FY 2011 marked the first year the City implemented a newly developed Capital Improvements Plan Ranking System. The Capital Improvements Plan Ranking System helps guide City staff and elected officials in capital improvement decision-making and budgeting.

Each fiscal year, City staff will rank order all capital improvement requests across department lines. The system contains eight weighted criteria as summarized below.



City of Clayton CIP Ranking System



Staff from each of the two primary departments ranks their own projects. Then a CIP Committee made up of the Directors of Parks and Recreation and Public Works, Superintendent of Recreation, and Assistant Public Works Director meet to review the results, develop various funding scenarios, and finalize funding recommendations. The committee recommendations are then reported to the City Manager, Mayor and Board of Aldermen for approval.

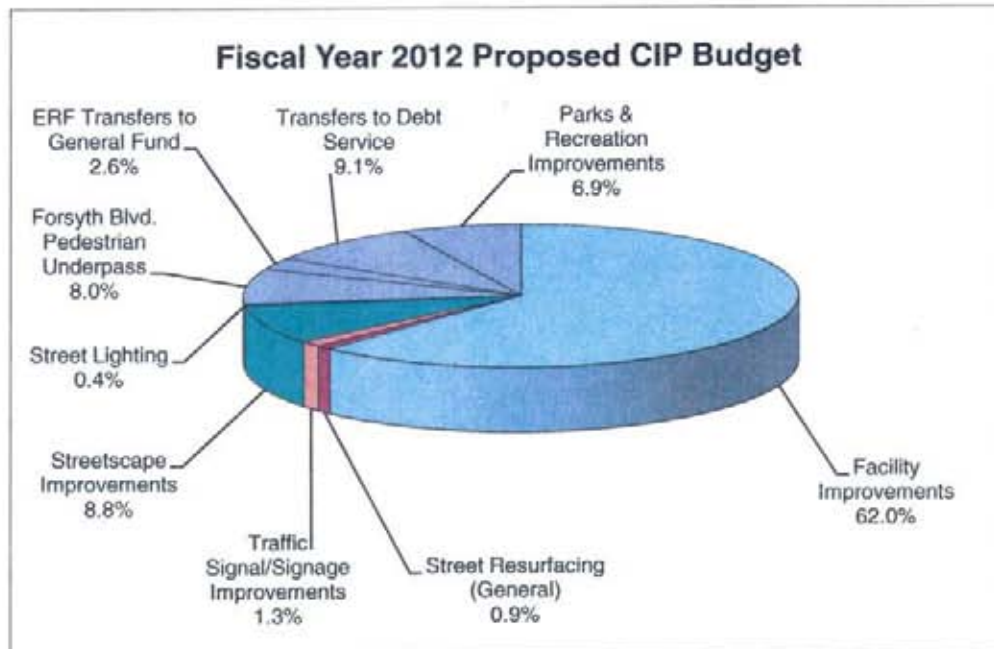
OVERVIEW OF THE FISCAL YEAR 2012 PROPOSED CIP

The FY 2012 Proposed CIP Budget totals \$26,460,908. This is an increase of \$8,482,806 or 47.2% from the FY 2011 budget. The primary reason for the increase is the renovation of 10 S. Brentwood Boulevard to house the Police Department and the Information Technology Department.

The City has been challenged to meet its capital improvements needs on a cash basis over the past few years. The challenge, as with many governmental agencies, is due to a combination of declining reserve balances, declining revenues, ongoing debt payments (for the renovations of City Hall/Fire Station and Shaw Park Pool and construction of the Center of Clayton), competing project needs due to aging infrastructure, the desire for some facility enhancements and anticipated completion of the major renovation of 10 S. Brentwood Boulevard to house the previously mentioned departments and other government offices. Rather than continue to delay needed improvements in FY 2012 the City will issue bond debt for approximately \$10 million. This will allow the City to complete the renovation of 10 S. Brentwood Boulevard and provide funding for the identified capital improvement projects for both FY 2012 and FY 2013. This strategy allows the City to improve its cash balances. While debt will increase, several of the City's debt issues are nearing completion and will be paid in the next few years.

The largest projects included in this fiscal year's budget are the completion of the renovation of 10 S. Brentwood Boulevard and streetscape improvements.

HIGHLIGHTS OF THE FISCAL YEAR 2012 PROPOSED CIP BUDGET



For additional information on budgeted capital improvement projects, please refer to the Capital Improvement Fund (CIF) section for a detailed description of the funded projects.

The revenues generated from the two local half-cent sales taxes, the St. Louis County Road & Bridge Tax, Federal and State grants, interest income, bond proceeds, transfers and other miscellaneous fees are projected at \$25,648,081 for FY 2012. The proposed FY 2012 budget includes \$16.4 million in facility improvements, \$230,000 in street resurfacing, \$350,000 in traffic signal and signage improvements, \$2.3 million in streetscape improvements, \$100,000 in street lighting, \$2.1 million for the Forsyth Boulevard pedestrian underpass, \$690,000 to be transferred to the General Fund for funding of the Equipment Replacement Fund (ERF) expenditures, \$2.4 million in transfers to debt service, and \$1.8 million in parks and recreation improvements.

Facility Improvements - \$16,076,505 is budgeted for the renovation and improvements of 10 S. Brentwood Boulevard; \$338,000 is budgeted for the Municipal Garage facility roof; and \$750,000 is budgeted for the Tennis Center. These improvements will complete the 10 S. Brentwood Boulevard building and extend the life of the Municipal Garage and tennis courts many years into the future.

Traffic Signal Improvements - \$350,000 has been allocated for the improvement to the City traffic signals for optimization of signal timing and installation of wireless sensors. Optimization of the traffic signals will improve traffic times and reduce emissions; while wireless sensors will improve the efficiency of maintenance compared to traditional magnetic induction detector loops. The City is receiving funding in the amount of \$290,000 from Missouri Department of Transportation (MoDOT) and the City of Ladue. This partnering is for improvement of the Maryland Ave/Ladue Rd corridor to the I-170 intersection.

Streetscape Improvements – The City has budgeted \$2,285,700 for streetscape improvements which includes \$100,000 for street light pole painting funded from the Special

Business District. The balance is for pedestrian enhancements in the areas surrounding the Transit Center. The \$2,185,700 for the pedestrian enhancements has received federal funding through Missouri Department of Transportation in the amount of \$1,748,500.

Forsyth Boulevard Pedestrian Underpass – This project is budgeted at \$2,145,516 and is fully funded through Federal funding and Washington University. The University will provide the balance of the funding as the underpass connects two portions of their campus, and their students, staff and guests are the overwhelming majority of the users.

Parks & Recreation Improvements – In FY 2012 improvements to the park system are budgeted totaling \$656,955. Shaw Park will have a walking trail installed at a cost of \$360,000 and will receive funding from the Clayton Century Foundation and the Missouri Department of Natural Resources for a combined total of \$277,500. In addition, three projects at the historic Hanley House are scheduled totaling \$571,995 to build a park shelter, replace the back porch, and restore windows and sashes in the home.

FUTURE OUTLOOK FOR THE CITY'S CIP

By the close of FY 2012, the City should be nearing completion of the renovations on the 10 S. Brentwood Boulevard building. Also, the City will have completed the Haddington Court flood mitigation project in the first half of FY 2012. The CIP will have sufficient balances with the debt issue to fund the remaining projects for both FY 2012 and 2013.

CAPITAL IMPROVEMENTS AND CITY PLANNING

In 2008, the city introduced *Vision 2013: Building a Bright Future*, an ambitious vision that set strategies for enhancing Clayton's leadership status in the region. Using guiding principles from the original document, the new *Vision 2013* sets even higher standards for performance and refines the process for achieving its goals. In 2009, the City administered a city-wide residential survey to help identify what matters most to the citizens. By coupling the results of the Citizen survey with the *Vision 2013* adopted principles, goals and strategies, the City has been able to focus on the capital improvement needs that will provide Clayton residents and visitors with their desired level of services and amenities.

A major component of *Vision 2013* and its guiding principles is the City's commitment to maintaining and improving its infrastructure to provide residents and visitors with quality streets, sidewalks, parks and public facilities. Guiding Principle IV, as stated in *Vision 2013*, is to evaluate City facilities and offerings to expand appeal to and participation by all citizens. Guiding Principle V is a commitment to preserving the quality of pavement maintenance and to developing specific plans that promote safe alternative modes of travel, such as pedestrian friendly streets and walking and biking paths throughout the City.

This year's capital improvement projects were reviewed for alignment with the City's *Vision 2013 Guiding Principles and Goals*. As a result, the funded projects for FY 2012 and 2013 are consistent with the organization's guiding principles. The City will evaluate and approve projects on a yearly basis that are consistent with its overall community plan, as set out in *Vision 2013*.

CAPITAL IMPROVEMENTS PROGRAM GUIDE TO THE BUDGET

In order to showcase those projects that are funded, the Fiscal Year 2012 Proposed Capital Improvements Fund (CIF) Budget incorporates project pages for all new projects with proposed funding appropriations.

Capital Improvements Fund Budget Sheets

Summary of Revenues and Expenditures – This is an overview of the Capital Improvements Fund’s revenues and expenditures. This page includes a three year history, current year estimate, FY 2012 adopted revenues and expenditures and two years of planned revenues and expenditures.

Capital Improvements Fund Detail – This is a line item chart of revenues and expenditures including a three year history, current year estimate, FY 2012 adopted, and two future years of planned revenues and expenditures.

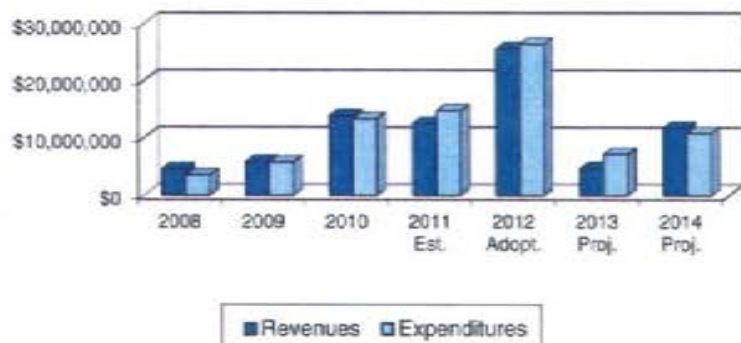
Capital Improvements Project List – This list includes all projects scheduled and proposed over the budgeted fiscal year and two future years. This list shows each project title, CIP ranking system score, CIP rank, probable project cost, net probable project cost (after probable grants or other revenue are calculated), and cumulative total project cost. The funded projects for FY 2012 and 2013 are indicated with the bar at the side. This cut-off indicates in which year each proposed project should be funded based on its CIP rank, with the higher ranking projects receiving funding in the earliest year based on where they fall on the list.

Project Pages – Each CIP page is designed to provide citizens and City officials with accurate and informative financial and logistical information for every funded CIP to begin in FY 2012. Included in each CIP page is the project name, project number, project category, account number, estimated budget, external funding source, external funding amount, project location, brief project description, project justification, CIP score, and a map or picture of the location of the project.

CAPITAL IMPROVEMENT FUND
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$ 2,369,292	\$ 3,512,381	\$ 3,544,663	\$ 4,038,389	\$ 1,853,808	\$ 1,040,981	\$ (1,484,343)
Revenues	\$ 4,601,885	\$ 5,856,820	\$ 13,857,291	\$ 12,581,386	\$ 25,648,081	\$ 4,643,219	\$ 11,771,455
Expenditures	\$ 3,458,796	\$ 5,824,538	\$ 13,363,565	\$ 14,765,967	\$ 26,460,908	\$ 7,168,543	\$ 10,902,537
Revenues Over (Under) Expenditures	\$ 1,143,089	\$ 32,282	\$ 493,726	\$ (2,184,581)	\$ (812,827)	\$ (2,525,324)	\$ 868,918
Ending Fund Balance	\$ 3,512,381	\$ 3,544,663	\$ 4,038,389	\$ 1,853,808	\$ 1,040,981	\$ (1,484,343)	\$ (615,425)
% Fund Balance to Expenditures	101.5%	60.9%	30.2%	12.6%	3.9%	-20.7%	-5.6%

CAPITAL IMPROVEMENTS FUND REVENUE & EXPENDITURES



This is a capital projects fund that has a fluctuating fund balance. Previously, this was the City's Revolving Public Improvement Fund (RPIF), but in FY 2011, the Recreation & Stormwater Fund was combined with the RPIF to create one Capital Improvements Fund. The expenses from this fund are now used to pay debt on projects related to recreation and stormwater projects in addition to capital projects.

An aggressive capital projects schedule has driven expenditures up. Revenue support is from two half-cent sales tax, road and bridge property tax, federal and state grants, bond proceeds and miscellaneous funding from outside entities. During the FY 2011 budget process, almost all capital projects were put on hold except for a select few, Police Building, Haddington Court, Washington University Underpass (grant and university funded) and a few Public Works and Parks projects. The FY 2012 through FY 2014 capital plan is recommended to be funded through the issuance of debt and will allow for capital projects to be completed in a timely manner. Annual debt will be issued until approximately FY 2019 when existing debt is paid off. The City should be able to resume utilizing current revenue to fund projects at that time.

60 CAPITAL IMPROVEMENT FUND										
60R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012 TO	FY 2013	FY 2014
CAPITAL IMPROVEMENT REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2011	PROJECTED	PROJECTED
2780000 DEGRADATION FEES	\$3,620	\$4,062	\$6,603	\$3,800	\$3,800	\$22,058	\$5,000	31.58%	\$5,000	\$5,000
3500001 1/2 CENT SALES TAX	\$1,277,290	\$1,130,686	\$1,086,347	\$2,373,566	\$2,373,566	\$2,373,566	\$2,397,300	1.00%	\$2,433,000	\$2,469,700
3500070 1/2 CENT SALES TAX	\$1,502,694	\$1,330,219	\$1,278,055	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
3550000 ST. LOUIS COUNTY ROAD & BRIDGE TAX	\$923,195	\$951,439	\$914,219	\$930,000	\$930,000	\$913,920	\$918,490	-1.24%	\$923,082	\$927,697
3580000 FEDERAL/STATE GRANT	\$1,600	\$1,593,987	\$5,000	\$3,073,042	\$8,094,415	\$5,796,262	\$4,608,692	49.97%	\$1,210,399	\$4,245,408
7070000 MISC. REVENUE	\$78,506	\$4,190	\$2,053,361	\$395,680	\$395,680	\$1,879,552	\$1,559,479	294.13%	\$16,000	\$16,000
7100000 INTEREST INCOME	\$107,624	\$117,864	\$40,566	\$25,000	\$25,000	\$33,439	\$3,625	-85.50%	\$5,738	\$7,650
7200000 BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000	0.00%	\$0	\$4,050,000
9250000 TRANSFERS FROM SPECIAL BUSINESS DISTRICT	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	0.00%	\$50,000	\$50,000
9450000 TRANSFER FROM FUND 91	\$0	\$0	\$7,687,354	\$6,914,000	\$7,233,747	\$1,140,589	\$6,055,495	-12.42%	\$0	\$0
9460000 TRANSFER FROM GENERAL FUND	\$654,000	\$700,000	\$750,000	\$422,000	\$422,000	\$422,000	\$0	-100.00%	\$0	\$0
9500000 ELLENWOOD N.I.D.	\$53,356	\$24,373	\$35,786	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CAPITAL IMPROVEMENT REVENUES	\$4,601,885	\$5,856,820	\$13,857,291	\$14,137,088	\$19,478,208	\$12,581,386	\$25,648,081	81.42%	\$4,643,219	\$11,771,455

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012 TO	FY 2013	FY 2014
RPIF EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2011	PROJECTED	PROJECTED
2010014 UNDEDRGROUND STORAGE TANKS	\$0	\$0	\$6,874	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2700000 CONTRACTUAL SERVICE	\$0	\$0	\$46,527	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6020000 SHAW PARK TENNIS CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	0.00%	\$0	\$0
6050000 CURB & SIDEWALK COOPERATIVE PROGRAMS	\$0	\$0	\$0	\$190,000	\$190,000	\$189,000	\$0	-100.00%	\$495,000	\$150,000
6050100 HANLEY CORRIDOR STUDY	\$41,360	\$28,263	\$9,760	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6050930 SIDEWALK IMPROVEMENTS-FY09	\$0	\$55,024	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6050930 SIDEWALK IMPROVEMENTS	\$27,520	\$1,400	\$49,984	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6050940 CBD STREETScape SIDEWALK CAULKING	\$0	\$17,264	\$15,611	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6050950 CURB AND GUTTER REPAIR	\$0	\$26,752	\$60,227	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6070001 LANDSCAPING-PUBLIC AREAS	\$0	\$8,301	\$9,955	\$0	\$3,766	\$3,766	\$0	0.00%	\$0	\$0
6070011 COMPOST PILE-LANDSCAPING	\$20,957	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6070802 WYDOWN IRRIGATION (BIG BEND TO UNIV.)	\$29,966	\$20,123	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6070803 WYDOWN IRRIG. (WESTWOOD TO AUDUBON)	\$0	\$559	\$99,827	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6070804 WYDOWN IRRIG. (AUDUBON TO BIG BEND)	\$0	\$0	\$134,308	\$0	\$5,500	\$5,500	\$0	0.00%	\$0	\$0
6080935 CRACK SEALING	\$39,476	\$46,767	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6080935 CRACK SEALING	\$0	\$0	\$37,160	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6090000 STREET LIGHTING	\$0	\$0	\$35,725	\$0	\$1,530	\$1,530	\$100,000	0.00%	\$140,000	\$150,000
6090953 OLDTOWN LIGHTING UPGRADES	\$0	\$5,047	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6090954 WYDOWN FOREST SUBDIVISION LIGHTING	\$0	\$18,522	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6090957 HI-POINTE LIGHTING	\$27,670	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6110000 TRAFFIC SIGNAL/SIGNAGE IMP	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	0.00%	\$0	\$0
6110145 TRAFFIC MODEL RECOMMEDATIONS	\$0	\$0	\$48,116	\$0	\$20,000	\$20,000	\$0	0.00%	\$0	\$0
6110702 LIGHTING PANEL UPGRADES	\$16,567	\$2,310	\$18,753	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6110801 LED SIGNAL HEADS	\$10,064	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6119945 STREETScape LIGHT PAINTING	\$28,469	\$31,175	\$29,321	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6119957 CLAYTON SIGNAGE	\$15,773	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6130000 ALLEY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$635,000
6139940 ALLEY IMPROVEMENTS	\$46,202	\$270,953	\$167,734	\$0	\$21,730	\$21,891	\$0	0.00%	\$0	\$0

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012 TO	FY 2013	FY 2014
RPIF EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2011	PROJECTED	PROJECTED
6140000 STREETScape IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$2,324,700	0.00%	\$21,000	\$727,000
6140701 ST.SCAPE PHASE	\$86,481	\$165,857	\$219,620	\$0	\$10,666	\$10,666	\$0	0.00%	\$0	\$0
6140902 STREETScape FURNITURE	\$20,315	\$12,985	\$28,890	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6150000 STREET RESURFACING (GENERAL)	\$0	\$0	\$0	\$1,700,000	\$1,700,000	\$1,875,626	\$230,000	-86.47%	\$1,240,250	\$6,185,390
6150801 RESURFACING (DAVIS)	\$6,302	\$535,662	\$485,057	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6150900 RESURFACING (FORSYTH/MARYLAND)	\$0	\$5,284	\$2,862	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6200000 FUEL SYSTEM	\$0	\$0	\$24,337	\$162,000	\$162,000	\$88,100	\$0	-100.00%	\$0	\$0
6220701 HI-POINTE/DEMUN IMPROVEMENTS	\$0	\$0	\$19,993	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250000 FACILITY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$338,000	0.00%	\$950,000	\$0
6250161 PUBLIC WORKS FACILITY	\$12,463	\$9,989	\$24,672	\$0	\$2,497	\$2,497	\$0	0.00%	\$0	\$0
6250202 FIRESTATION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250204 8015 FORSYTH GARAGE	\$0	\$0	\$0	\$0	\$129,362	\$129,362	\$0	0.00%	\$0	\$0
6250260 CITY HALL RENOVATION	\$9,586	\$97,688	\$39,041	\$0	\$255	\$255	\$0	0.00%	\$0	\$0
6250261 COUNCIL CHAMBERS UPGRADE	\$1,200	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250263 CITY HALL SECURITY SYSTEM	\$5,568	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250265 POLICE BLDG IMPROVEMENTS	\$7,296	\$51,177	\$7,712,421	\$12,170,680	\$12,574,260	\$3,000,000	\$16,076,505	32.09%	\$0	\$0
6250267 FIREARM RANGE RENOVATION	\$263	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250270 PUBLIC SAFETY DISPATCH	\$36,944	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250272 POLICE IN-CAR COMPUTER UPGRADES	\$61,328	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250360 SALT DOME	\$1,478	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6250861 MAIN BUILDING ROOF	\$9,870	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6260000 MICROSURFACING	\$150	\$1,041,610	\$441,016	\$0	\$92,200	\$92,200	\$0	0.00%	\$0	\$70,000
6270020 SIGNAL PRE-EMPTION PROJECT	\$0	\$16,300	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6280010 CLAYTON PEDESTRIAN SAFETY PROJECT	\$791,809	\$620,610	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6280061 PUBLIC ART	\$0	\$1,557	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6300010 HADDINGTON COURT	\$0	\$0	\$0	\$0	\$4,621,994	\$6,500,000	\$0	0.00%	\$0	\$0
6310000 WASHINGTON UNIV PEDESTRIAN UNDERPASS	\$0	\$0	\$0	\$1,109,750	\$1,109,750	\$134,000	\$2,109,600	90.10%	\$704,000	\$0
6320000 WYDOWN/AUDUBON PEDCROSSING PROJECT	\$0	\$0	\$37,582	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6440000 TAYLOR PARK	\$0	\$0	\$0	\$0	\$0	\$37,274	\$0	0.00%	\$0	\$0
6450000 ICE RINK PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	0.00%	\$0	\$0
6530000 SHAW PARK PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000	0.00%	\$0	\$0
6540000 OAK KNOLL PARK	\$0	\$0	\$0	\$36,658	\$36,658	\$0	\$36,658	0.00%	\$0	\$200,000
6560000 SHAW PARK AQUATIC CENTER	\$0	\$0	\$0	\$0	\$0	\$28,647	\$0	0.00%	\$35,000	\$66,000
6570000 BALLFIELDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$200,000	\$0
6600000 HANLEY HOUSE	\$0	\$0	\$0	\$0	\$0	\$0	\$445,000	0.00%	\$0	\$0
6630000 HANLEY PARK	\$0	\$0	\$0	\$0	\$0	\$20,000	\$201,955	0.00%	\$0	\$0
6770000 PARK SIGNAGE	\$0	\$0	\$0	\$30,225	\$30,225	\$30,225	\$0	-100.00%	\$0	\$0
6780000 PLAYGROUNDS	\$0	\$0	\$0	\$198,366	\$198,366	\$198,366	\$0	-100.00%	\$0	\$0
8070000 TRANSFER TO FUND 2005 A DEBT	\$0	\$0	\$0	\$920,000	\$920,000	\$920,000	\$920,000	0.00%	\$920,000	\$920,000
9000000 DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$0	\$435,000	0.00%	\$486,700	\$486,700
9100000 TRANSFER TO GENERAL FUND	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	-100.00%	\$0	\$0
9200000 ERF FUNDING TO FUND 10	\$378,916	\$364,387	\$417,522	\$413,894	\$413,894	\$413,894	\$690,322	66.79%	\$693,055	\$700,952
9300000 TRANSFER TO 2007 BOND ISSUE	\$84,274	\$504,563	\$508,438	\$1,043,168	\$1,043,168	\$1,043,168	\$1,063,168	1.92%	\$1,283,538	\$611,495
TOTAL RPIF EXPENDITURES	\$1,820,267	\$3,960,129	\$10,731,333	\$18,174,741	\$23,158,459	\$14,765,967	\$26,460,908	45.59%	\$7,168,543	\$10,902,537

60X1600	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012 TO	FY 2013	FY 2014
RECREATION & STORM WATER EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	2011	PROJECTED	PROJECTED
6000000 HANLEY HOUSE	\$7,888	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6300010 DAVIS PLACE - STORMWATER INLET PROJECT	\$41,325	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6320000 MISC STORM WATER PROJECTS	\$0	\$8,019	\$18,845	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6440000 TAYLOR PARK	\$9,936	\$5,003	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6450000 ICE RINK PROJECTS	\$131,172	\$35,949	\$41,728	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6480000 COMPUTER HARDWARE/SOFTWARE	\$7,427	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6500000 SHAW PARK	\$7,781	\$9,396	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6510000 FIELDS 1 & 2	\$0	\$11,431	\$268,839	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6511000 CONCRETE REPAIRS-PARKS	\$16,260	\$12,380	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6520001 SHAW PARK ROAD	\$0	\$4,122	\$39,406	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6540000 OAK KNOLL PARK	\$16,467	\$706	\$135,277	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6560001 SHAW PARK SWIM POOL	\$70,606	\$68,604	\$52,052	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6620000 MISCELLANEOUS PROJECTS	\$74,848	\$67,176	\$47,995	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6700000 SHAW PARK WALKING TRAIL	\$22,448	\$32,043	\$8,471	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6750000 TREE MANAGEMENT	\$38,202	\$37,370	\$29,790	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6770000 PARK SIGNAGE	\$8,280	\$117	\$4,775	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
6780000 PLAYGROUNDS	\$0	\$5,274	\$405,791	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
7990000 1998A ARBITRAGE	\$0	\$47,073	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
8070000 TRANSFER TO 2007 DEBT	\$165,889	\$474,746	\$509,263	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9300000 TRANSFER TO 2005 DEBT	\$920,000	\$920,000	\$920,000	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9420000 TRANSFER TO CRSWC	\$100,000	\$125,000	\$150,000	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL RECREATION & STORM EXPENDITURES	\$1,638,529	\$1,864,409	\$2,632,232	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
GRAND TOTAL CIF EXPENDITURES	\$3,458,796	\$5,824,538	\$13,363,566	\$18,174,741	\$23,158,459	\$14,765,967	\$26,460,908	45.59%	\$7,168,543	\$10,902,537

City of Clayton



Capital Improvements Plan





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 also includes studies exceeding \$25,000 in cost which contain recommendations specific to improving one or more of 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, traffic lights, and related studies.

B. GOAL

The goal of 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 kind of system is an efficient way to deliver top priorities and get the most value for resources invested. 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 may 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, and grants 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.

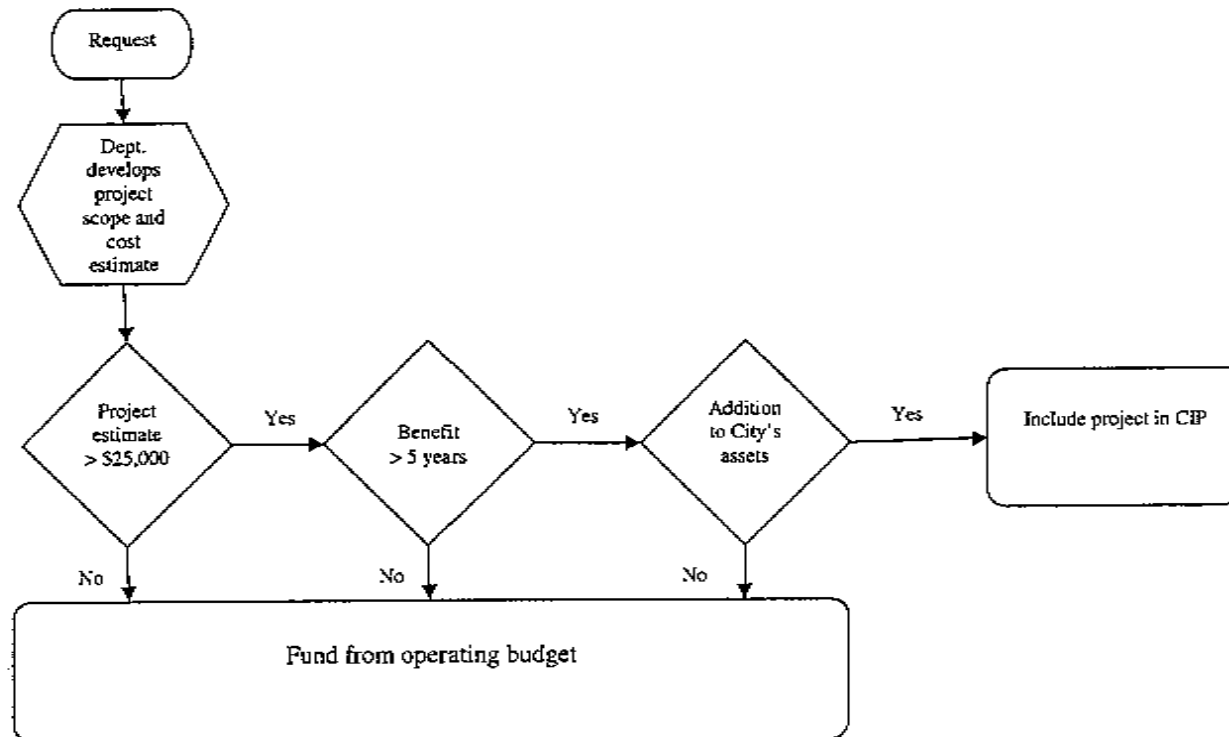
F. SCHEDULING OF PROJECTS

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 CIP document 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





CIP Ranking Criteria

Project Categories

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



PROJECT CIP Ranking

Categories	Category Score	Category Weight	Weighted Score	Total Score
Master Plans (1 - 5)	<input type="text"/>	2	<input type="text" value="0"/>	<input type="text" value="0"/>
Health/Public Safety (1 - 5)	<input type="text"/>	3	<input type="text" value="0"/>	
Infrastructure (1 - 5)	<input type="text"/>	2	<input type="text" value="0"/>	
Regulatory Compliance (1 - 5)	<input type="text"/>	4	<input type="text" value="0"/>	
External Funding (1 - 5)	<input type="text"/>	2	<input type="text" value="0"/>	
Impact on Operational Budget (1 - 5)	<input type="text"/>	1	<input type="text" value="0"/>	
Quality of Life (1 - 5)	<input type="text"/>	1	<input type="text" value="0"/>	
Timing/Location (1 - 5)	<input type="text"/>	1	<input type="text" value="0"/>	



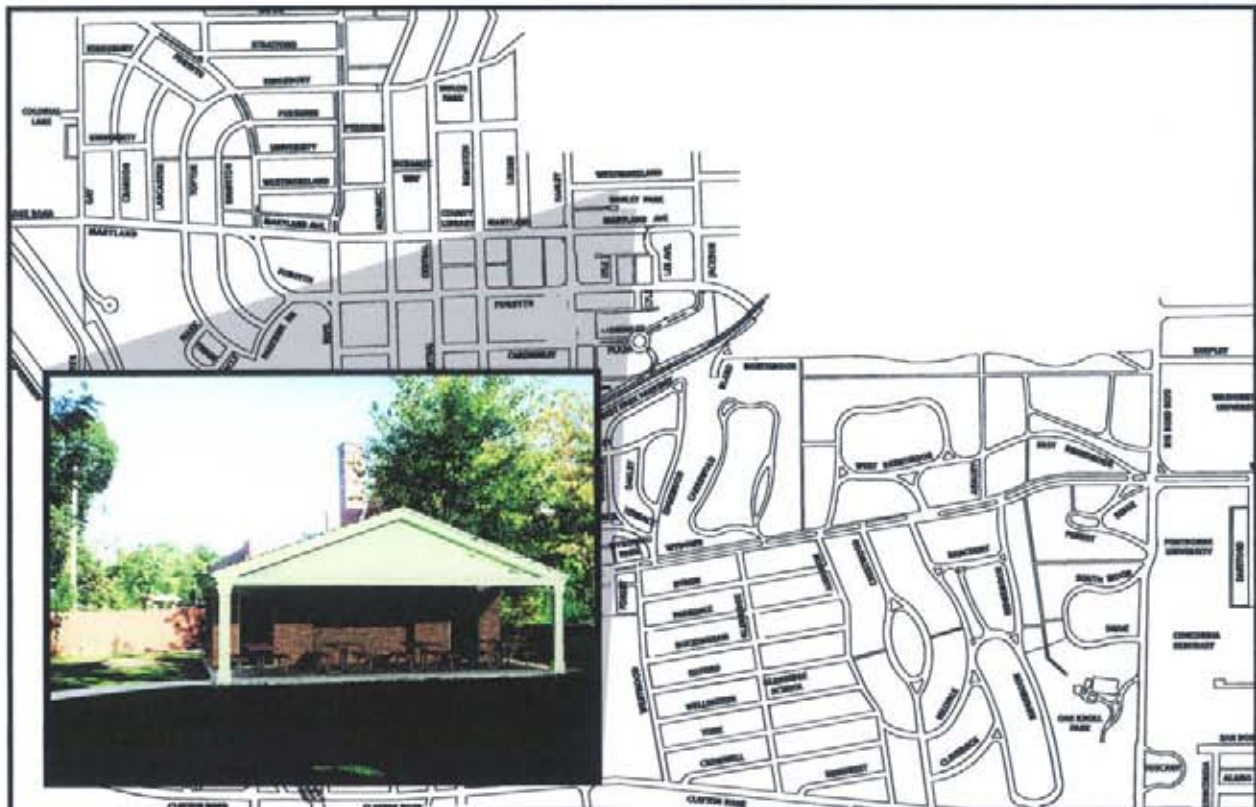
Proposed CIP Program FY 2012 - 2014

	Project #	Project Name	Probable Project Cost	Net Probable Project Cost	CIP Score	CIP Rank	Cumulative Total
FY 2012 & 2013	2012-PK-1606-301	Hanley Park Shelter	\$271,955.00	\$271,955.00	72	1	\$27,955.00
	2012-PW-1401-090	Forsyth Pedestrian Underpass	\$2,145,515.00	\$0.00	70	3	\$27,955.00
	2012-PW-1401-080	Pedestrian Enhancement (Bonhomme, Central, Meramec)	\$2,185,700.00	\$437,200.00	67	7	\$465,155.00
	2012-PK-1610-601	Shaw Park Walking Trail	\$300,000.00	\$82,500.00	66	11	\$547,655.00
	2012-PW-1401-070	Traffic Signal Improvements	\$350,000.00	\$60,000.00	43	41	\$607,655.00
	2012-PK-1607-601	Shaw Park Tennis Center	\$750,000.00	\$750,000.00	72	1	\$1,357,655.00
	2012-PW-1404-430	Roof Replacement-City Garage	\$338,000.00	\$338,000.00	50	21	\$1,695,655.00
	2013-PW-1404-440	Garage & Roof Restoration-10 S Brentwood	\$750,000.00	\$750,000.00	63	16	\$2,445,655.00
	2013-PW-1401-010	Resurfacing-Clevesch Park	\$1,035,000.00	\$1,035,000.00	65	13	\$3,480,655.00
	2013-PW-1403-500	Environmental Recycling Area (ERA) Relocation	\$200,000.00	\$200,000.00	70	3	\$3,680,655.00
	2013-PW-1401-301	Curb Ramps-Design 2014 Projects	\$150,000.00	\$150,000.00	70	3	\$3,830,655.00
	2012-PK-1606-302	Hanley House Back Porch	\$75,000.00	\$25,000.00	69	6	\$3,905,655.00
	2013-PW-1401-051	Sidewalks - FY 2012	\$30,000.00	\$30,000.00	67	7	\$3,935,655.00
	2013-PW-1401-050	Sidewalks - FY 2013	\$40,000.00	\$40,000.00	67	7	\$3,975,655.00
	2012-PW-1401-300	ADA Phase I Transition Plan	\$275,000.00	\$275,000.00	64	15	\$4,250,655.00
	2012-PK-1606-303	Hanley House Windows	\$275,000.00	\$275,000.00	50	21	\$4,525,655.00
	2013-PK-1610-601	Shaw Park Fields #3 & #4	\$200,000.00	\$200,000.00	50	21	\$4,725,655.00
	2013-PW-1409-060	Carle Replacement-Maryland Ave	\$90,000.00	\$90,000.00	50	21	\$4,815,655.00
	2013-PK-1606-301	Hanley House Tuckpointing (2012)	\$95,000.00	\$95,000.00	49	26	\$4,910,655.00
	2012-PK-1604-601	Shaw Park Ice Rink Brick Wall	\$30,000.00	\$30,000.00	47	30	\$4,940,655.00
2013-PK-1603-601	Shaw Park Aquatic Center Dive Tank Painting	\$35,000.00	\$35,000.00	42	45	\$4,975,655.00	
FY 2014	2014-PW-1401-013	Resurfacing - Wydown Blvd	\$3,708,000.00	\$742,000.00	66	11	\$5,667,655.00
	2012-PW-1409-060	Streetscape Light Pole Painting (2011)	\$100,000.00	\$100,000.00	41	51	\$5,767,655.00
	2014-PW-1401-080	Streetscape Brentwood & Camrsdale	\$886,400.00	\$177,266.00	61	18	\$5,944,921.00
	2014-PK-1610-501	Oak Knoll Retaining Wall (2013)	\$200,000.00	\$200,000.00	49	26	\$6,144,921.00
	2014-PW-1401-041	Curb and Gutter FY - 2013	\$50,000.00	\$50,000.00	46	32	\$6,194,921.00
	2014-PK-1603-601	Shaw Park Aquatic Center Entrance Floor (2012)	\$30,000.00	\$30,000.00	45	36	\$6,224,921.00
	2014-PK-1603-601	Shaw Park Aquatic Center Shade Structure (2013)	\$36,000.00	\$36,000.00	45	36	\$6,260,921.00
	2014-PW-1409-061	Street Lighting Upgrades-Davis Pl (2012)	\$65,000.00	\$65,000.00	44	38	\$6,325,921.00
	2014-PW-1409-062	Street Lighting Upgrades-Hillcrest (2012)	\$35,000.00	\$35,000.00	44	38	\$6,360,921.00
	2014-PW-1401-071	Alley Repairs - FY 2011	\$210,000.00	\$210,000.00	43	41	\$6,570,921.00
	2014-PW-1401-070	Microsurfacing - FY 2013	\$70,000.00	\$70,000.00	43	41	\$6,640,921.00
	2014-PW-1401-032	Alley Repairs - FY 2011 (Post Noah, Hi Point)	\$200,000.00	\$200,000.00	42	45	\$6,840,921.00
	2014-PW-1401-030	Alley Repairs - FY 2012	\$225,000.00	\$225,000.00	42	45	\$7,065,921.00
	2014-PW-1401-040	Curb and Gutter - FY 2012	\$50,000.00	\$50,000.00	46	32	\$7,115,921.00
	2014-PW-1401-050	Sidewalks - FY 2014	\$50,000.00	\$50,000.00	67	7	\$7,165,921.00
	2016-PW-1401-010	Resurfacing - Residential FY 2014	\$1,850,000.00	\$2,850,000.00	65	13	\$10,015,921.00
	2016-PW-1401-010	Catonsville Plaza Resurfacing	\$260,000.00	\$260,000.00	52	20	\$10,275,921.00
	2014-PW-1404-430	Energy Audits Project-City Garage	\$47,000.00	\$47,000.00	50	21	\$10,322,921.00
	2014-PK-1610-701	Taylor Park Playground Replacement & Resurfacing	\$150,000.00	\$150,000.00	49	26	\$10,472,921.00
	2015-PK-1610-601	Shaw Park Athletic Complex Playground & Resurfacing	\$120,000.00	\$120,000.00	48	29	\$10,592,921.00
2014-PW-1401-040	Curb and Gutter	\$50,000.00	\$50,000.00	46	32	\$10,642,921.00	
2015-PW-1409-062	Street Lighting Upgrades-Old Towne	\$110,000.00	\$110,000.00	44	38	\$10,752,921.00	
2014-PK-1606-301	Hanley House Front Porch	\$90,000.00	\$40,000.00	42	45	\$10,792,921.00	
2014-PK-1610-601	North Shelter Enhancements	\$26,500.00	\$26,500.00	42	45	\$10,819,421.00	
2014-PW-1401-030	Alley Repairs	\$232,000.00	\$232,000.00	42	45	\$11,051,421.00	
2014-PK-1606-302	Hanley House Exterior Refurbishment	\$30,500.00	\$30,500.00	43	51	\$11,081,921.00	
2015-PK-1603-601	Shaw Park Aquatic Center Replacement Grates for Gutters	\$60,000.00	\$60,000.00	43	51	\$11,141,921.00	
2015-PK-1610-602	South Shelter Enhancements	\$26,500.00	\$26,500.00	40	54	\$11,168,421.00	
2015-PW-1409-061	Streetlight Replacement-Wydown	\$1,000,000.00	\$1,000,000.00	39	55	\$12,168,421.00	
2014-PK-1604-601	Ice Rink Dasher Boards	\$50,000.00	\$50,000.00	39	55	\$12,218,421.00	
2013-PK-1603-603	Shaw Park Aquatic Center Expansion Joists	\$70,000.00	\$70,000.00	38	60	\$12,288,421.00	
2015-PK-1610-603	Shaw Park Fields #5 & #6	\$400,000.00	\$400,000.00	38	60	\$12,688,421.00	
2013-PW-1404-430	Carpet Replacement-City Hall	\$57,000.00	\$57,000.00	37	64	\$12,745,421.00	
2015-PK-1606-601	Hanley House Foundation	\$44,500.00	\$44,500.00	37	64	\$12,789,921.00	
2015-PW-1401-200	10W Central Bollards	\$150,000.00	\$150,000.00	37	64	\$12,939,921.00	
2015-PW-1404-441	Finish 4th floor-10 S Brentwood	\$1,750,000.00	\$1,750,000.00	37	64	\$14,689,921.00	
2014-PW-1404-410	Painting-City Hall	\$68,000.00	\$68,000.00	36	69	\$14,757,921.00	
2013-PW-1409-070	Painting-Traffic Signals	\$75,000.00	\$75,000.00	35	72	\$14,832,921.00	
2014-PW-1409-070	Painting-Traffic Signals	\$50,000.00	\$50,000.00	35	72	\$14,882,921.00	
2012-PW-1403-300	Street & Parks Tree Inventory	\$50,000.00	\$40,000.00	34	75	\$14,922,921.00	
2014-PW-1403-200	Subdivision Monument Reconstruction	\$50,000.00	\$50,000.00	34	75	\$14,972,921.00	
2015-PK-1604-602	Shaw Park Rink Slab	\$300,000.00	\$300,000.00	34	75	\$15,272,921.00	
2015-PW-1404-440	Elevated Solar Trellis-10 S Brentwood	\$750,000.00	\$750,000.00	34	75	\$16,022,921.00	
2015-PK-1606-302	Hanley House Doors	\$62,000.00	\$62,000.00	33	79	\$16,084,921.00	
2015-PK-1610-604	Shaw Park Sports Complex Renovation	\$60,000.00	\$60,000.00	31	80	\$16,144,921.00	
2017-PW-1404-412	Redundant Boiler-City Hall	\$50,000.00	\$50,000.00	28	83	\$16,194,921.00	
2014-PW-1403-111	Irrigation DeMun HiPointe Parkway	\$50,000.00	\$50,000.00	27	85	\$16,244,921.00	
2014-PK-1610-501	Oak Knoll Pavilion	\$300,000.00	\$300,000.00	26	86	\$16,544,921.00	
2014-PW-1404-410	Paint-City Hall Common Areas (2012)	\$46,000.00	\$46,000.00	24	87	\$16,590,921.00	
2015-PW-1403-111	Irrigation-North Forsyth Parkway	\$60,000.00	\$60,000.00	22	88	\$16,650,921.00	
2013-PW-1403-110	Landscaping-Public Areas (2012)	\$30,000.00	\$30,000.00	20	89	\$16,680,921.00	
2013-PW-1403-110	Landscaping-Public Areas (2013)	\$30,000.00	\$30,000.00	20	89	\$16,710,921.00	
2014-PW-1403-110	Landscaping-Public Areas	\$30,000.00	\$30,000.00	20	89	\$16,740,921.00	
2016-PK-1606-301	Hanley House Interior Renovations	\$230,000.00	\$230,000.00	37	64	\$16,970,921.00	
2016-PK-1610-501	Oak Knoll Comfort Station Renovations	\$30,000.00	\$30,000.00	38	60	\$17,000,921.00	
2016-PK-1610-502	Oak Knoll Pond Gazebo & Stage Area	\$351,000.00	\$351,000.00	29	82	\$17,351,921.00	
2016-PK-1610-601	Park Lighting System / Electrical Upgrade	\$500,000.00	\$500,000.00	43	41	\$17,851,921.00	
2016-PK-1610-201	DeMun Playground Replacement & Resurfacing	\$250,000.00	\$250,000.00	47	30	\$18,101,921.00	
2016-PW-1404-440	Elevator Replacement-10 S Brentwood	\$600,000.00	\$600,000.00	63	16	\$18,701,921.00	
2017-PK-1604-601	Turf Surface of Off Season Rink Usage	\$60,000.00	\$60,000.00	39	55	\$18,761,921.00	
2017-PK-1610-501	Oak Knoll Playground Replacement & Resurfacing	\$200,000.00	\$200,000.00	46	32	\$18,961,921.00	
2017-PK-1610-502	Oak Knoll Pond Renovation	\$45,000.00	\$45,000.00	31	80	\$19,006,921.00	
2017-PK-1610-601	Shaw Park Connector to Clayshie	\$270,400.00	\$270,400.00	36	69	\$19,277,321.00	
2018-PK-1610-201	DeMun Comfort Station	\$200,000.00	\$200,000.00	38	60	\$19,477,321.00	
2018-PK-1610-601	Shaw Park South Playground	\$200,000.00	\$200,000.00	39	55	\$19,677,321.00	
2018-PK-1610-602	Shaw Park Pavilion	\$750,000.00	\$750,000.00	39	55	\$20,427,321.00	
2018-PK-1610-603	Re-orient Volleyball Courts	\$25,000.00	\$25,000.00	35	72	\$20,452,321.00	
2019-PK-1604-601	Shaw Park Multi-use Facility (Rink)	\$6,500,000.00	\$6,500,000.00	35	63	\$26,952,321.00	
2019-PK-1606-301	Hanley Park Interpretive Center	\$1,500,000.00	\$1,500,000.00	28	83	\$28,452,321.00	
2019-PK-1606-302	Hanley House Fire Suppression System	\$150,000.00	\$150,000.00	60	19	\$28,602,321.00	
		GRAND TOTALS	\$36,992,971.00	\$28,602,321.00			



CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Hanley Park Shelter
Project Number: 2011.PK.1610.301
Project Category: Parks
Account Number: 60X16006630000
Estimated Budget: \$221,955
External Funding Source: Municipal Park Grant; Clayton Century Foundation
External Funding Amount: \$194,000
Project Location: Hanley Park
Project Description: Installation of a Park Shelter in Hanley Park
Project Justification: This project will help increase the utilization of the Historic Hanley House for programming and educational purpose by providing restrooms, a small gathering space and ADA accessibility to the Hanley House within Hanley Park. The primary justification for doing this project is to provide ADA accessible restrooms, a drinking fountain and storage facility. Currently, port-a-potties must be rented for all events; the construction of a shelter will eliminate that cost and allow for an environment more suited to small school groups and events. The project is slated to begin in October 2011 and is expected to be completed by Spring 2012.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Forsyth Blvd Pedestrian Underpass (Wash U)

Project Number: 2012.PW.1401.090

CIP Score: 70

Project Category: Multi-modal Transportation Improvements

Account Number: 60X1006310000

Estimated Budget: \$2,145,516.00

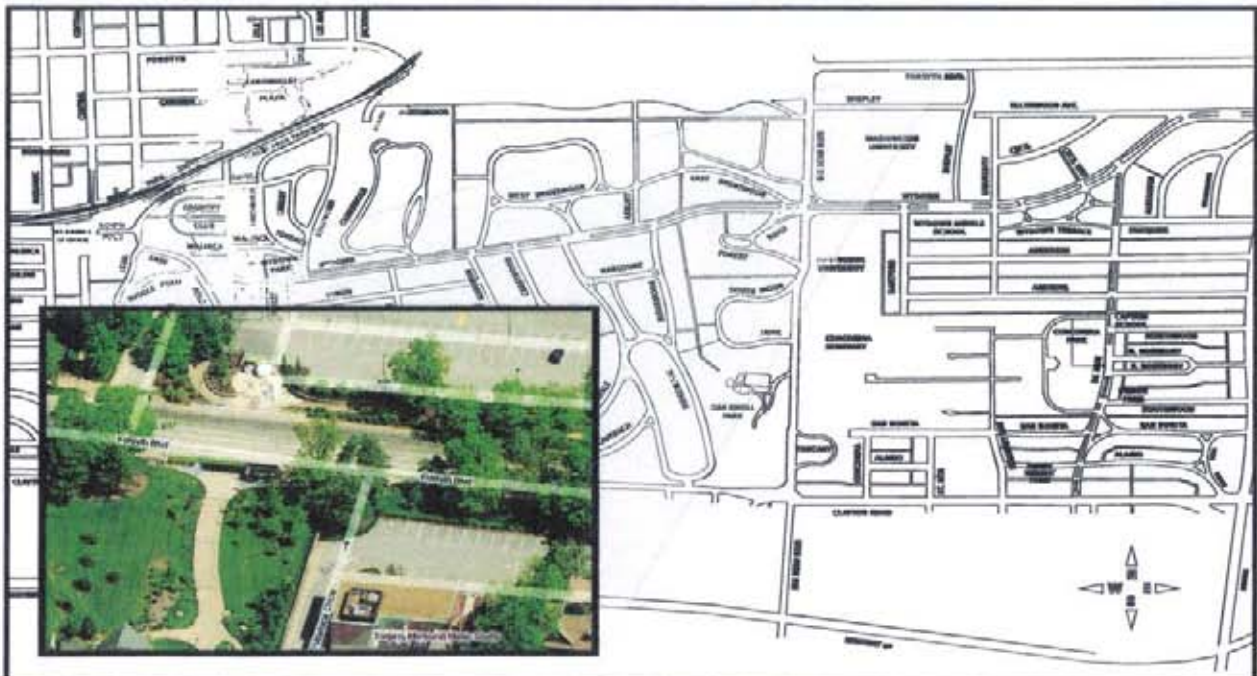
External Funding Source: FHWA/MoDOT, Washington University

External Funding Amount: \$2,145,516.00

Project Location: Forsyth Blvd just west of Wallace Circle

Project Description: Replace the existing pedestrian underpass/bridge..

Project Justification: Structural problems with the existing bridge were identified by MoDOT about 6 years ago. Temporary repairs were made at that time. A grant has been secured, with Federal funding up to \$772,000, and Wash U providing the 20% local match. Engineering is to be completed in 2011. Deposits from Washington University have been secured. Construction funding for this project was originally approved in the FY2011 budget, but falls across multiple fiscal years due to the design and MoDOT approval process.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Pedestrian Enhancement Project

Project Number: 2012.PW.1401.080

CIP Score: 67

Project Category: Streetscape Improvements

Account Number: 60X01006140000

Estimated Budget: \$2,185,700.00

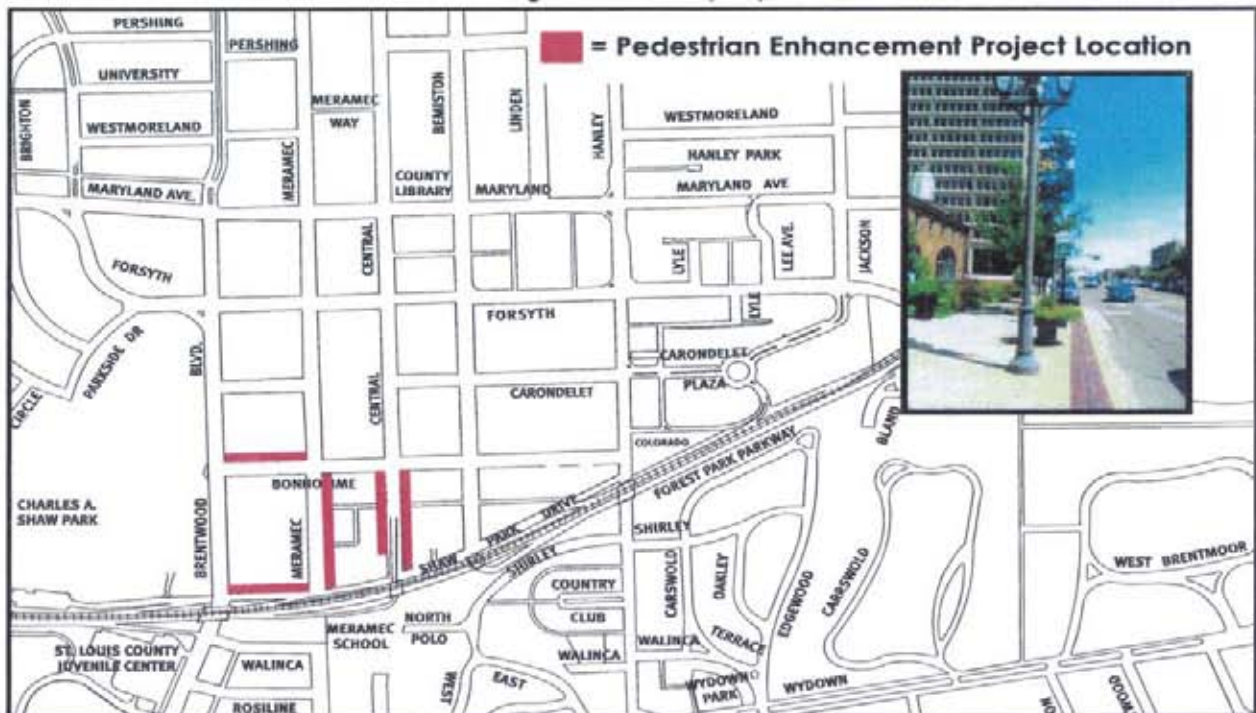
External Funding Source: FHWA/MoDOT; Streetscape Escrow (Heartland Bank)

External Funding Amount: \$1,748,500.00

Project Location: South side of Bonhomme (Brentwood to Bemiston), East Side of Central (Bonhomme to Shaw Park Drive), West side of Central (Bonhomme to Transit Center), East side of Meramec (Bonhomme to Transit Center), North side of Shaw Park Drive (Brentwood to Meramec)

Project Description: Installation of Clayton streetscape features such as brick banding, streetlights, trees, irrigation, curb ramps, crosswalks, etc.

Project Justification: This project was previously designed, but lost federal funding. We have once again obtained federal funding through FHWA/MoDOT to implement the project. This work connects the Transit Center to the rest of Downtown Clayton, providing improved pedestrian access to a large number of people.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Shaw Park Walking Trail

Project Number: 2012.PK.1610.601

CIP Score: 66

Project Category: Park Improvements

Account Number: 60X16006530000

Estimated Budget: \$360,000

External Funding Source: Recreational Trail Program Grant; Clayton Century Foundation

External Funding Amount: \$277,500

Project Location: Shaw Park

Project Description: Installation of a 1.8 mile Recreation Trail in Shaw Park.

Project Justification: The Shaw Park Walking Trail is a priority project in the Parks and Recreation Master Plan. As part of the master plan process, a community survey was conducted to determine parks and recreation priorities; recreation trails were the number one improvement residents would most like to have made to the parks, with 75% of respondents indicating they have a need for a trail. Consistently, new walking and biking trails receive either the highest or second highest priority in the Citizen Survey. In addition, the City has secured funding for 77% of the estimated cost. This project is scheduled to begin in November 2011 and is expected to be completed by June 2012.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Traffic Signal Improvements

Project Number: 2012.PW.1401.070

CIP Score: 43

Project Category: Traffic Signal/Signage Improvements

Account Number: 60X01006110000

Estimated Budget: \$350,000.00

External Funding Source: FHWA/MoDOT, Ladue

External Funding Amount: \$290,000.00

Project Location: Traffic Signals Citywide

Project Description: Magnetic induction detector loops will be replaced with wireless sensors. Additional sensors will provide continuous traffic counts. The signals throughout the city will be re-optimized.

Project Justification: Magnetic induction loops are the old technology, and are easily damaged by construction and utility work. Wireless sensors are small (3" diameter), so there's less chance of them being impacted by construction and utility work, plus they are easily removed and replaced. Continuous traffic counts will save the labor of doing counts with pneumatic tubes, and provide a much more sophisticated traffic control system. Re-optimizing the signals will reduce delays, travel times, and emissions. MoDOT and Ladue are partnering with us to include the signals at Ladue Road and I-170 and at Ladue Road and Hunter Avenue to improve traffic flow along the Maryland Avenue corridor. This project is the beneficiary of CMAQ funding from MoDOT/FHWA.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Shaw Park Tennis Center

Project Number: 2012.PK.1607.601

CIP Score: 72

Project Category: Facility Improvements

Account Number: 60X16006020000

Estimated Budget: \$750,000

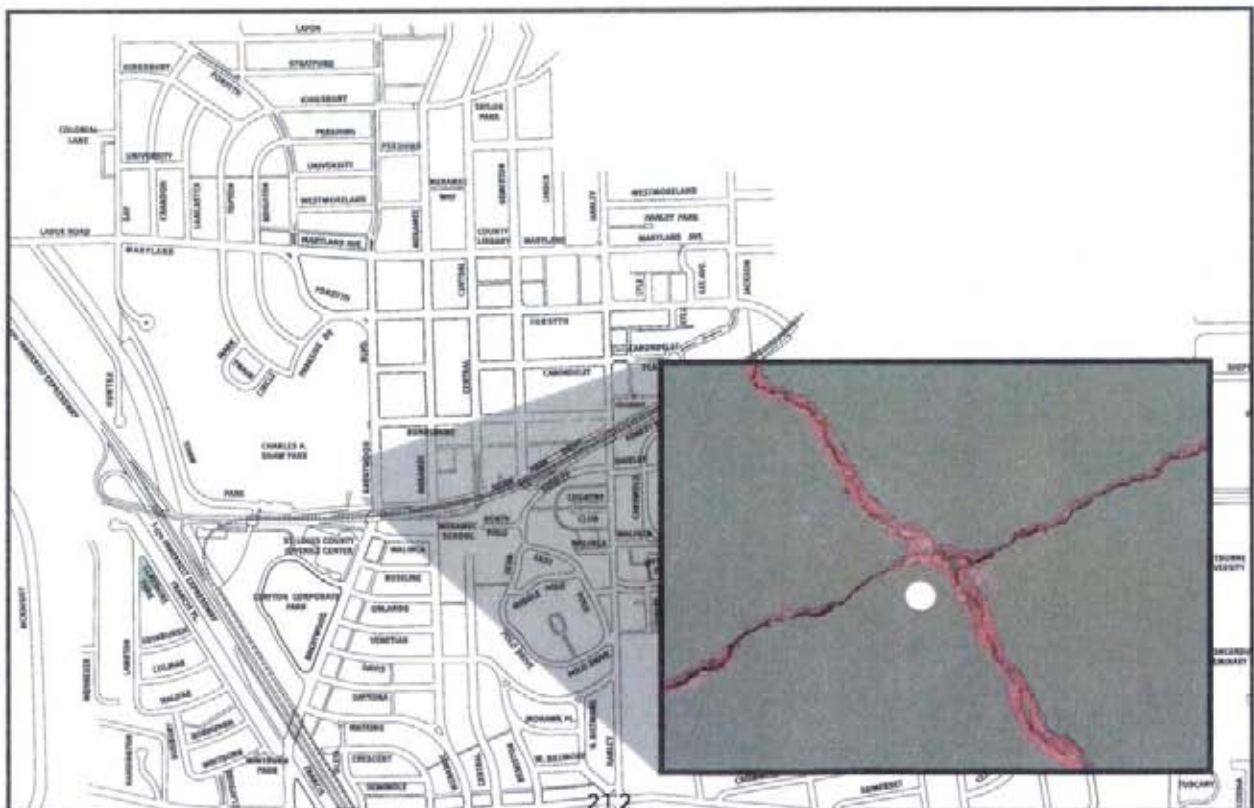
External Funding Source: NA

External Funding Amount: 0

Project Location: Shaw Park Tennis Center

Project Description: Reconstruction of the Shaw Park Tennis Courts.

Project Justification: The courts at the Shaw Park Tennis Center are in dire need of repair. Cracks continue to appear and the tennis court surfacing is beginning to peel. The Shaw Park Tennis Center is a well utilized facility; over 15,000 patrons utilized the tennis courts in FY10 and it is home to the Clayton High School Tennis team. Project will include demolition of the current courts and replacement with a post-tension concrete tennis court system. The benefit of the post-tension system is that the courts should not crack for 25 years. The project is slated to begin in November 2011 and is expected to be completed in May 2012.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Roof Replacement-City Garage

Project Number: 2012.PW.1404.430

CIP Score: 50

Project Category: Facilities Improvements

Account Number: 60X01006250000

Estimated Budget: \$338,000.00

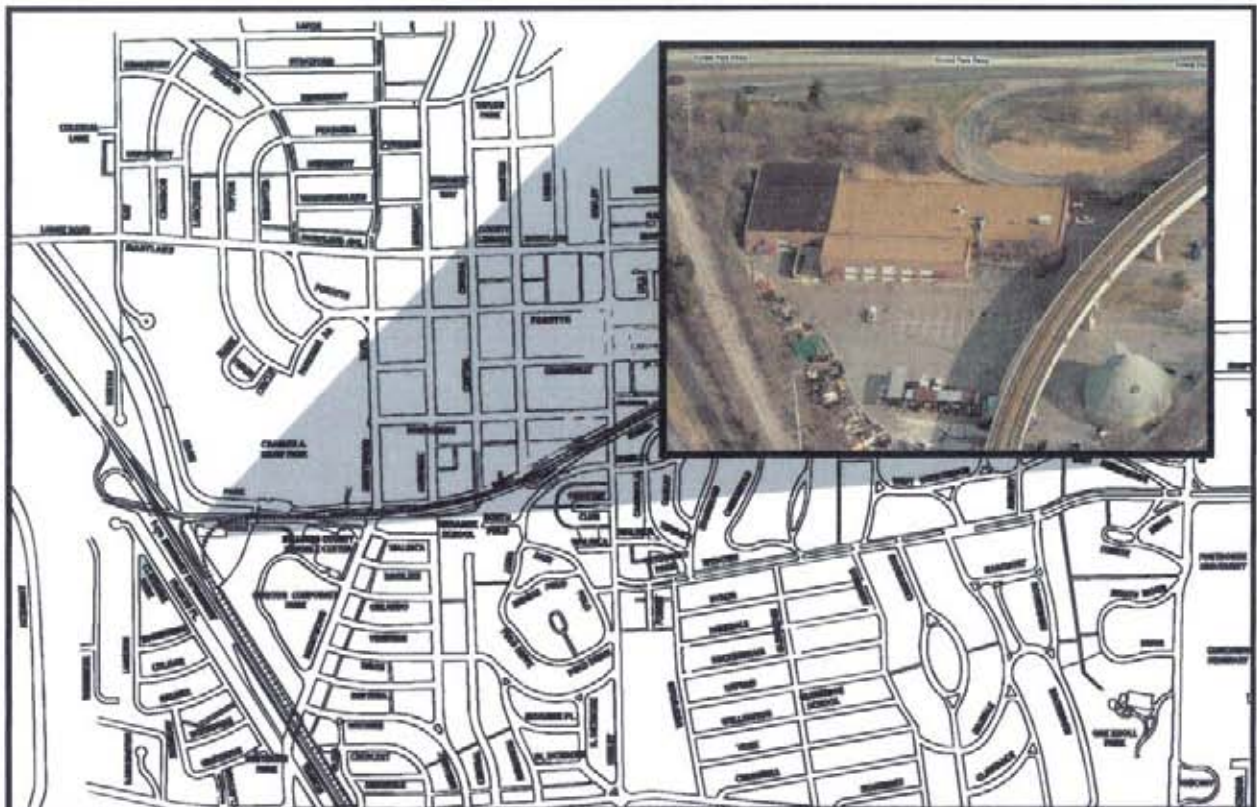
External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: City Garage

Project Description: Replace the roof of the city garage. Design was performed in 2010. Construction would take place in 2012.

Project Justification: The existing roof is 20 years old, inefficient, and has a number of leaks putting additional assets at risk of loss. The new roof, constructed of TPO, will be insulated and has a high solar-reflective index.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Garage Restoration-10 S Brentwood

Project Number: 2013.PW.1404.440

CIP Score: 63

Project Category: Facilities Improvements

Account Number: 60X1006250000

Estimated Budget: \$750,000.00

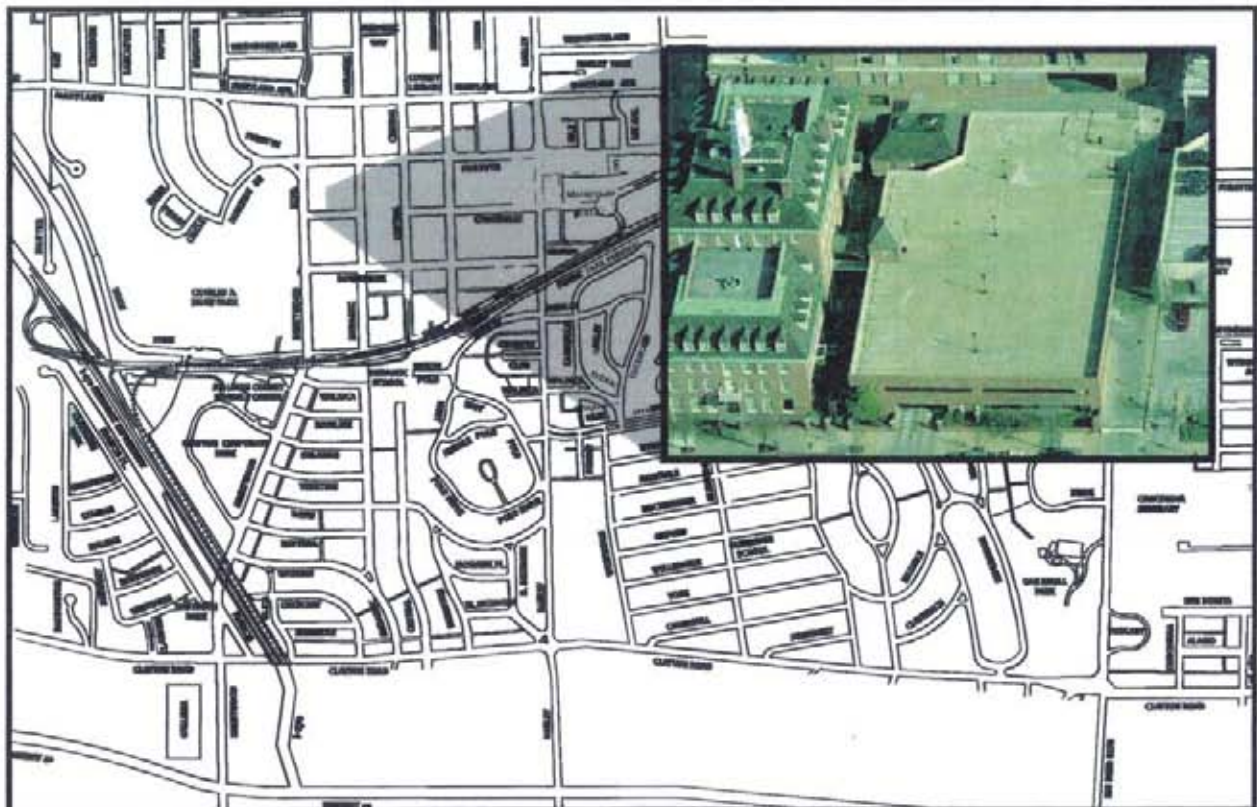
External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: 10 S Brentwood Blvd

Project Description: Repairs and improvements to the parking garage.

Project Justification: During the site investigation for the design of the renovation and conversion of 10 South Brentwood into a municipal and police facility, it was discovered the garage needed extensive repairs. This project scope and budget was for spot repairs only; and this work would extend the life of the garage only 1-2 years.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Resurfacing-Claverach Park

Project Number: 2013.PW.1401.010

CIP Score: 65

Project Category: Street Resurfacing

Account Number: 60X01006150000

Estimated Budget: \$975,000.00

External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: Claverach Park Subdivision

Project Description: Mill off 2" of asphalt and overlay with 2" of asphalt. Bring curb ramps to ADA standards. .

Project Justification: This project will improve the pavement condition of the entire subdivision, which is an ICMA and Scorecard attribute. This project is scheduled in 2013 as part of the Pavement Management Program.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Environmental Recycling Area (ERA) Relocation

Project Number: 2013.PW.1403.500

CIP Score: 70

Project Category: Land Acquisition

Account Number: 60X01006050010

Estimated Budget: \$200,000

External Funding Source: NA

External Funding Amount: \$0

Project Location: Northwest Corner of Shaw Park

Project Description: Identify and Assess Potential Relocation Site for ERA

Project Justification: The Environmental Recycling Area (aka ERA or Mulch Pile) is a 1.7 acre area located in the northwestern most part of Shaw Park, just west of the Center of Clayton south parking lot. The leaves that are collected as part the City's curb side leaf collection service are processed into mulch for reuse by the City and its residents. Approximately 12,000cy of leaves are collected annually. Potential development of this site has encouraged the City to seek an alternate location for this operation. This project would seek alternative locations and perform due diligence reporting to determine the cost to convert potential locations to the proposed use.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Curb Ramps-Design 2014 Projects

Project Number: 2013.PW.1401.300

CIP Score: 70

Project Category: Contractual Services/Studies

Account Number: 60X01002700000

Estimated Budget: \$150,000.00

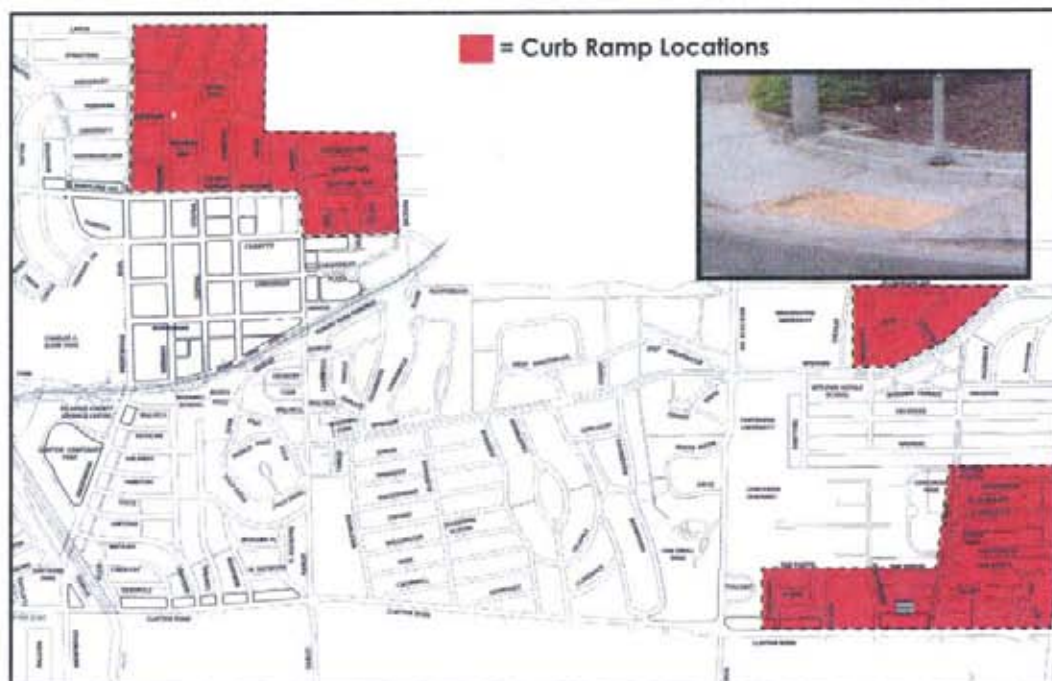
External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: Old Towne, Hanley Place, Maryland Terrace, Skinker Heights, Hi-Pointe, and DeMun Park Subdivisions

Project Description: Design ADA compliant curb ramps for the above subdivisions.

Project Justification: These subdivisions are scheduled for resurfacing in 2014. Federal law requires that curb ramps be upgraded to ADA standards during resurfacing. In order to obtain a defined scope of work and construction costs associated with the project, an engineering consultant is to be contracted to perform the design work for the ADA ramps. To execute the paving work scheduled in 2014 per the Pavement Maintain Program, the ramp design has to be completed in FY 2013 to provide information for the FY 2014 budget.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Hanley House Back Porch

Project Number: 2012.PK.1606.302

CIP Score: 69

Project Category: Parks

Account Number: 60X16006620000

Estimated Budget: \$75,000

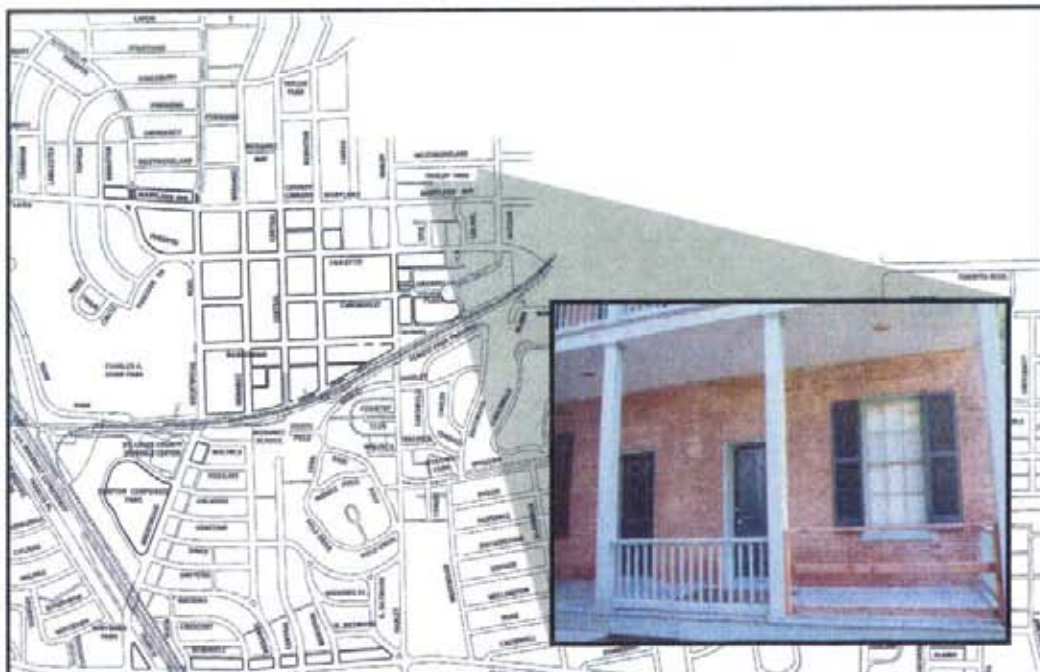
External Funding Source: Clayton Century Foundation

External Funding Amount: \$25,000

Project Location: Historic Martin Franklin Hanley House

Project Description: Replacement of the Back Porch on the Historic Martin Franklin Hanley House.

Project Justification: The back porch on the Historic Martin Franklin Hanley House needs to be replaced. Currently, a portion of the railing and many of the floor boards have been removed by the Parks Department, due to safety concerns with temporary fixes put in place. Last fiscal year, a consultant developed bid documents for this project. The drawings included not only the replacement of the porch, but the inclusion of an ADA accessible ramp leading to the back door of the Hanley House and Summer Kitchen. This will make the first level of the Hanley House and Summer Kitchen accessible to persons with disabilities. It would be ideal to complete this project at the same time as the Hanley Park Shelter and ADA pathways, a project slated for Fall 2011 with an expected completion date of Spring 2012.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Sidewalk Replacement (2012)

Project Number: 2013.PW.1401.051

CIP Score: 67

Project Category: Sidewalk Improvements

Account Number: 60X01006050000

Estimated Budget: \$30,000.00

External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: Various locations throughout city, based upon Sidewalk Maintenance Program.

Project Description: Remove and replace hazardous and defective sidewalk..

Project Justification: A survey is performed each year to identify hazardous and defective sidewalk. Temporary repairs are made by installing asphalt wedges or grinding high points to address immediate hazard. However, the temporary patches are not a long term solution and are unsightly, so the sidewalk slabs need to be replaced. A larger project was completed in FY 2011 to "catch up", but additional hazards are created every year as tree roots and freeze-thaw cycles lift sidewalk slabs.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Sidewalk Replacement

Project Number: 2013.PW.1401.050

CIP Score: 67

Project Category: Sidewalk Improvements

Account Number: 60X01006050000

Estimated Budget: \$40,000.00

External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: Various locations throughout city, based upon survey

Project Description: Remove and replace sidewalks that have deteriorated, settled, or been lifted by tree roots, creating trip hazards.

Project Justification: A survey is performed each year to identify hazardous and defective sidewalk. Temporary repairs are made by installing asphalt wedges or grinding high points to address immediate hazard. However, the temporary patches are not a long term solution and are unsightly, so the sidewalk slabs need to be replaced. Additional hazards are created every year as tree roots and freeze-thaw cycles lift sidewalk slabs.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: ADA Phase 1 Transition Plan (2011)

Project Number: 2013.PW.1401.300

CIP Score: 64

Project Category: Contractual Services/Studies

Account Number: 60X01002700000

Estimated Budget: \$275,000.00

External Funding Source: N/A

External Funding Amount: \$0.00

Project Location: Citywide

Project Description: Hire a consultant to perform a study and create a Transition Plan for ADA compliance within the City ROW.

Project Justification: Required by Federal Law through the ADA





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Hanley House Windows

Project Number: 2012.PK.1606.303

CIP Score: 50

Project Category: Facility Improvements

Account Number: 60X16006620000

Estimated Budget: \$275,000

External Funding Source: NA

External Funding Amount: 0

Project Location: Historic Martin Franklin Hanley House

Project Description: Restoration of Windows and Sashes at Hanley House.

Project Justification: This project is critical to the preservation of the exterior envelope of Hanley House. The Hanley House Building Assessment stated that "The condition of the exterior windows suggest that corrective action be taken soon in order to avoid continued deterioration of individual components, and catastrophic failure on a unit-by-unit basis." In March 2011, staff reported that a number of windows are beginning to fail, indicating need to restore the windows in FY12. If the windows fail, stormwater will enter the Hanley House doing damage to the interior of the home.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Shaw Park Fields 3 & 4

Project Number: 2013.PK.1610.601

CIP Score: 50

Project Category: Field Improvements

Account Number: 60X16106570000

Estimated Budget: \$200,000

External Funding Source: NA

External Funding Amount: 0

Project Location: Shaw Park

Project Description: Renovation of Ball Fields 3 & 4.

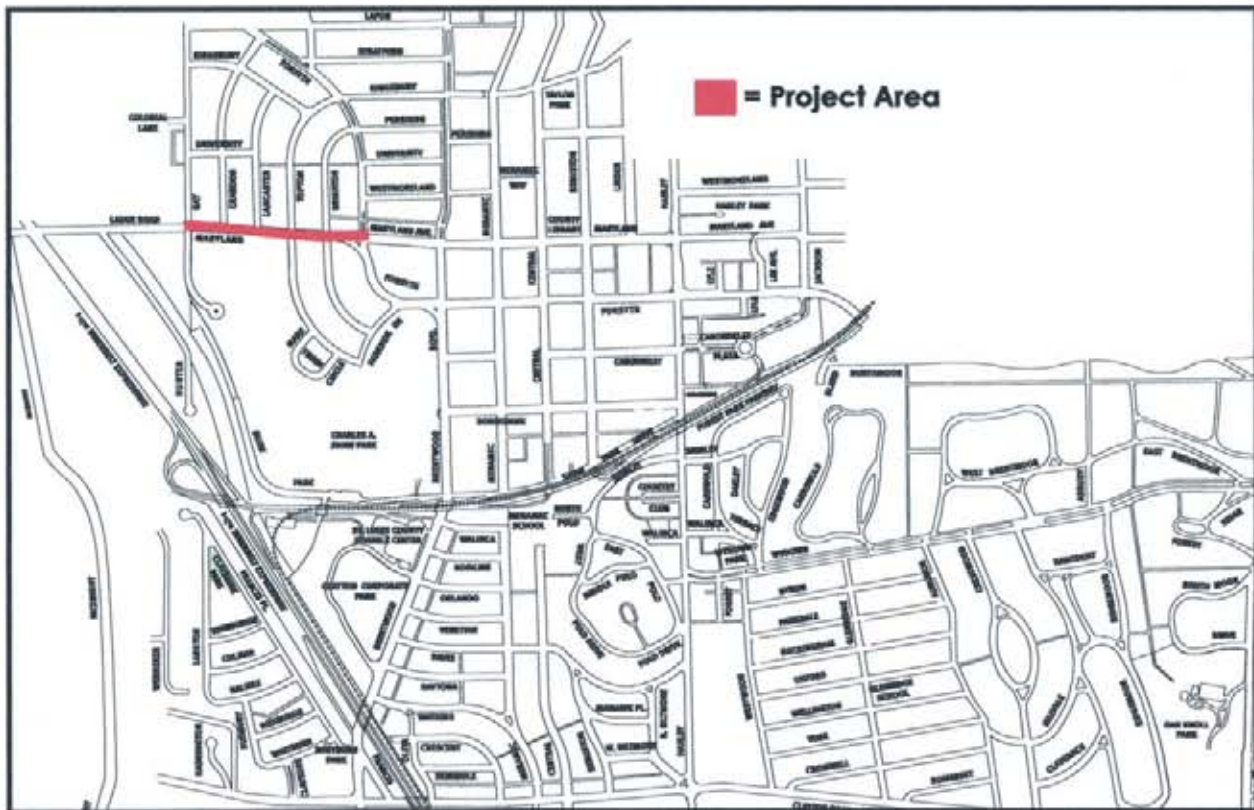
Project Justification: Fields 3 & 4 are used extensively for youth league baseball from March to August and Soccer from August until November. They are also used by the school district for their programs in the fall and spring. When leagues and athletic teams are not playing these fields are used by families and groups gathered in the park for drop in play. The fields have no irrigation so the turf dies out in the summer, making the fields a dust bowl of weeds for people to play on the rest of the year. This is a highly visible area of Shaw Park, along Parkside Drive, that would benefit greatly from regrading, sodding and the addition of irrigation. Slated to begin in October 2012, the fields would be ready for play by March 2013.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Cable Replacement-Maryland Ave
Project Number: 2013.PW.1409.060 CIP Score: 50
Project Category: Street Lighting
Account Number: 60X01006090000
Estimated Budget: \$90,000.00
External Funding Source: N/A
External Funding Amount: \$0.00
Project Location: 8200-8600 Blocks of Maryland Avenue
Project Description: Install underground streetlight cable and new streetlight poles.
Project Justification: This project will remove all overhead street light cable installed in 1982 and replace with underground cable and conduit by means of directional boring to minimize inconvenience and restoration. Additionally this project will replace all defective concrete street light poles, originally installed prior to 1971 with new fiberglass street light poles. This overhead is the last remaining spans of overhead street light cable the city maintains.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Hanley House Tuckpointing

Project Number: 2013.PK.1606.301

CIP Score: 49

Project Category: Facility Improvements

Account Number: 60X16006620000

Estimated Budget: \$95,000

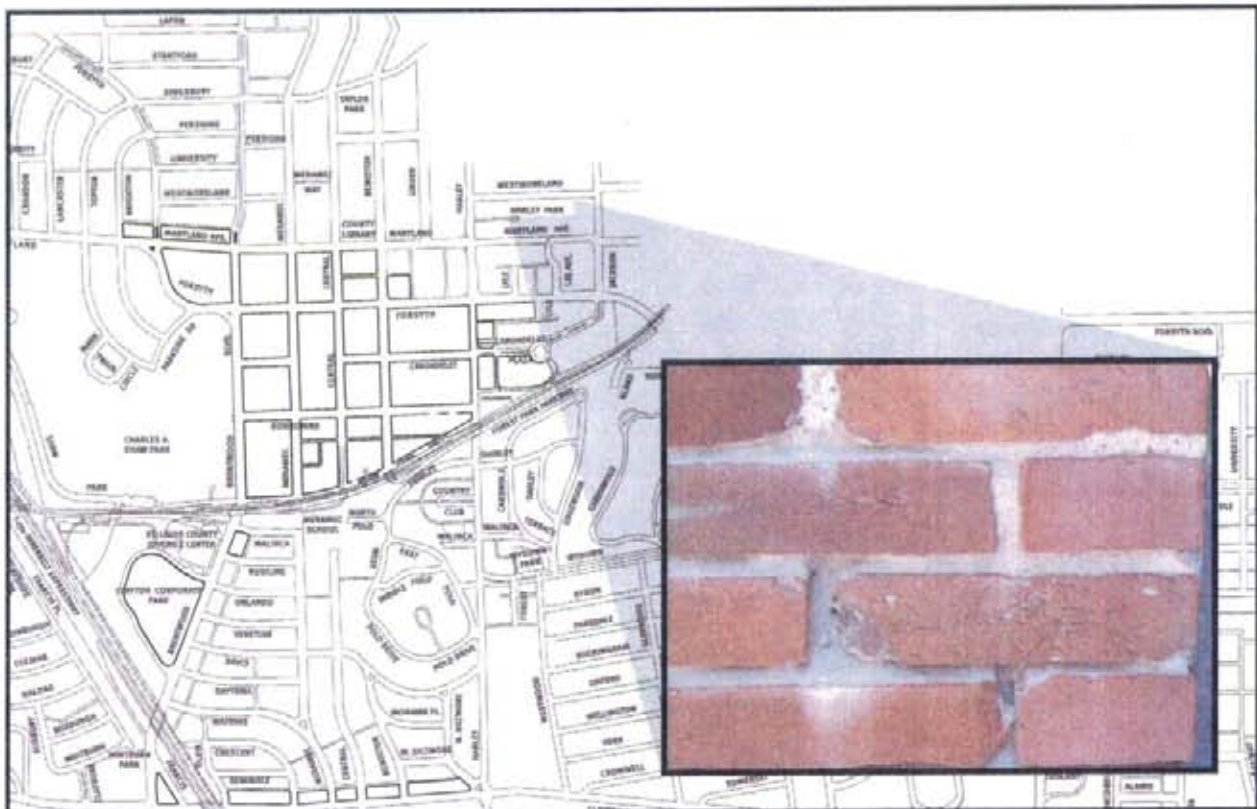
External Funding Source: NA

External Funding Amount: \$0

Project Location: Hanley Park

Project Description: Tuckpointing of Historic Martin Fanklin Hanley House.

Project Justification: This project will continue the process of preserving the exterior envelope of the Hanley House. It would address all areas of failed or missing mortar, as well as all portions of mortar which have been tuckpointed in the past with cement mortar that is too hard for the soft clay brick. This project would be scheduled for Fall 2011.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Shaw Park Rink Wall Replacement

Project Number: 2012.PK.1604.601

CIP Score: 47

Project Category: Facility Improvements

Account Number: 60X16046450000

Estimated Budget: \$30,000

External Funding Source: NA

External Funding Amount: 0

Project Location: Shaw Park Ice Rink

Project Description: Removal of Brick Wall & Landscape Replacement.

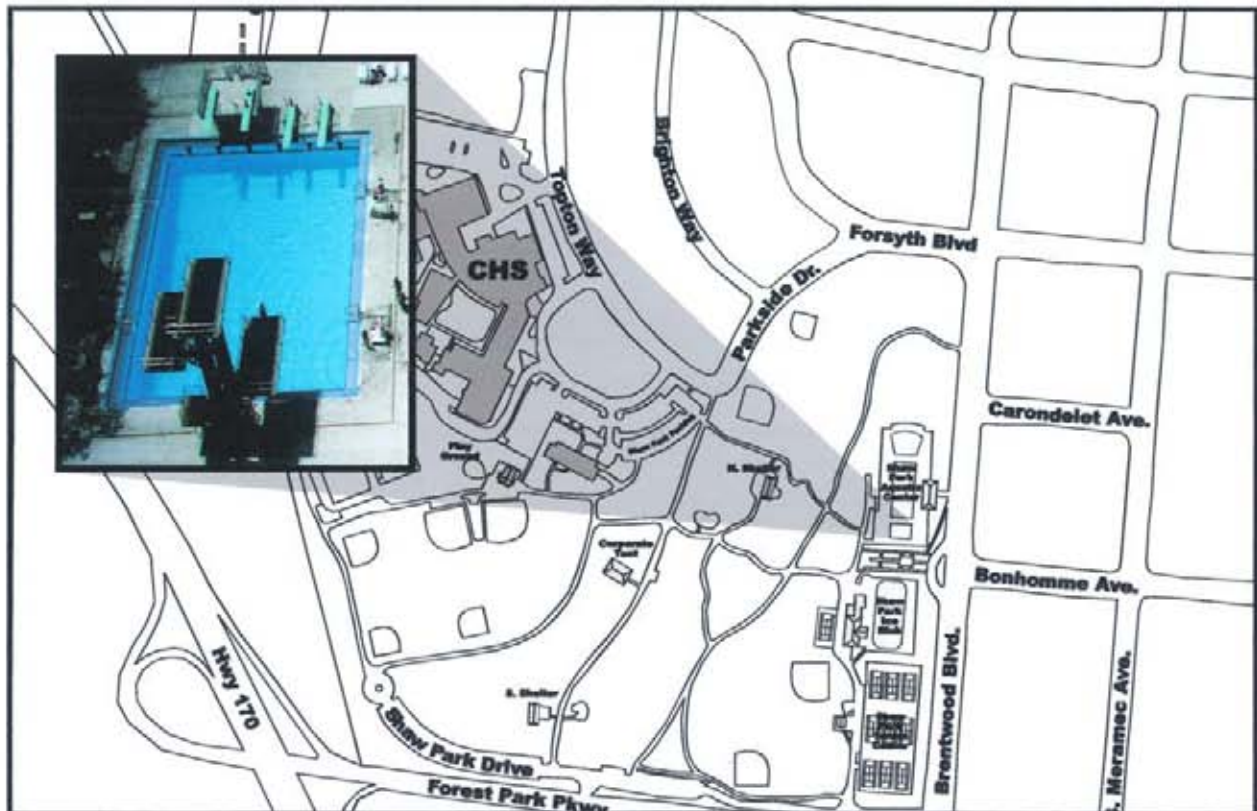
Project Justification: The brick wall surrounding the Shaw Park Ice Rink has deteriorated to the point where repairs are not feasible and it presents a safety hazard to patrons. Demolition of the wall can be completed by Park staff and the debris taken to the landfill. The area will be re-graded and landscaped with evergreen trees and shrubs to provide screening as well as enhancement of the view to the ice rink.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Shaw Park Aquatic Center Dive Tank Painting
Project Number: 2013.PK.1603.601 CIP Score: 42
Project Category: Facility Improvements
Account Number: 60X1600656000
Estimated Budget: \$35,000
External Funding Source: NA
External Funding Amount: \$0.0
Project Location: Shaw Park Aquatic Center
Project Description: Repainting the Shaw Park Aquatic Center Dive Tank.
Project Justification: The pools are repainted on a four to five year cycle to extend their life by preventing the concrete from delaminating. The pools were last painted in April 2007. In FY11, the Competition Pool and Children's pool were repainted. At the time, staff felt the dive tank would last another two years. The work must be completed when the Aquatic Center is closed for the season, during the time the pools are empty and dry and the weather is warm. As a result, this project is scheduled for April 2013, and is expected to be completed within four weeks. This is in advance of the 2013 pool season which will begin on May 25, 2013.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Streetscape Light Pole Painting (2011)

Project Number: 2012.PW.1409.060

CIP Score: 41

Project Category: Street Lighting

Account Number: 60X01006090000

Estimated Budget: \$100,000.00

External Funding Source: N/A

External Funding Amount:

Project Location: Central Business District

Project Description: Repainting of the Streetscape Street Light Poles & Traffic Signals.

Project Justification: This project is years 3 and 4 of a 4-year projected streetscape street light pole repainting program with a projected 4 year traffic signal repainting program to follow. Year 3 was originally scheduled for 2011. The present ornamental streetscape light poles are 13+ years old and are showing very visible signs of fading and rust. With keeping with the high standard of aesthetics and with on-going streetscape expansions throughout the Central Business District, the existing street light poles and traffic signals need to be repainted to look clean and new and to match the new installations adjacent to the existing. The repainting process on the existing poles is a special type of coating to prevent fading, rusting, etc. and is warranted for 15 years. This coating process has been included in the specifications for new streetscape street light pole and traffic signal installations.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Municipal Facility and Police Building

Project Number: 2012.PW.1404.440

CIP Score: N/A

Project Category: Facilities Improvements

Account Number: 60X1006250265

Estimated Budget: \$23,530,149.00

External Funding Source: Build America Bonds, Energy Grants, Special Obligation Bonds

External Funding Amount: \$20,003,546.00

Project Location: 10 S Brentwood Blvd

Project Description: Renovation and conversion of existing building into a municipal facility and police station.

Project Justification:

The current police station is in poor condition and overcrowded.





CAPITAL IMPROVEMENT PROJECT SUMMARY

Project Name: Haddington Court

Project Number: 2011.PW.1401.500

CIP Score: NA

Project Category: Land Acquisition

Account Number: 60X1006300010

Estimated Budget: \$6,440,720.49

External Funding Source: Missouri Emergency Management Agency

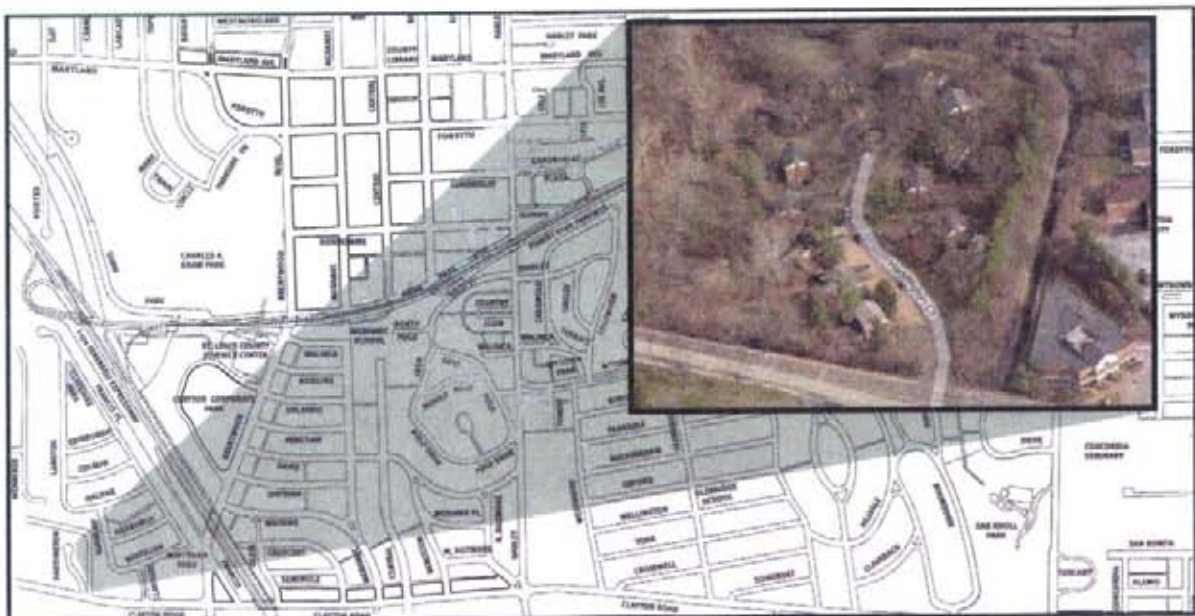
External Funding Amount: \$4,830,540.00

Project Location: Haddington Court

Project Description: This project consists of the acquisition, abatement and demolition of all twelve (12) residential structures that make up the Haddington Court Subdivision. Project also includes grading and restoration of the site.

Project Justification: The City will apply to Flood Hazard Mitigation Program to assist in the purchase and demolition of homes in the Haddington Court Subdivision that are located in the 100 year flood plain. The most recent flooding occurred on September 14, 2008.

The Flood Hazard Mitigation Grant application and administration will be handled by an engineering consultant. The abatement, demolition and restoration of the subdivision will be bid and awarded per the requirements of the grant.



City of Clayton - Debt Repayment by Funding Source from FY 2012 to FY 2029								
Funding Sources								
Fiscal Year	Total Debt	General	Property Tax *	RPIF & Rec. & Storm	Federal Rebate	Debt Reserve Funds	Special Assessment	Interest
FY 2012	4,782,385	1,707,608	813,484	1,983,168	229,753	-	20,268	28,104
FY 2013	4,893,148	1,542,690	889,713	2,203,538	225,776	-	19,572	11,859
FY 2014	3,264,564	446,851	1,029,297	1,531,495	220,391	-	19,284	17,246
FY 2015	3,264,600	312,310	1,027,101	1,676,769	213,824	-	17,596	17,000
FY 2016	3,267,257	197,139	1,027,900	1,537,124	206,177	265,500	16,417	17,000
FY 2017	3,206,233	140,000	1,026,774	1,809,648	197,494	-	15,317	17,000
FY 2018	3,995,026	140,000	1,029,078	1,390,192	187,965	1,216,500	14,291	17,000
FY 2019	2,537,464	-	1,025,136	517,063	177,765	817,500	-	-
FY 2020	1,191,698	-	1,024,854	-	166,844	-	-	-
FY 2021	1,182,110	-	1,027,371	-	154,739	-	-	-
Future Years								
FY22-FY29	9,887,360	-	9,170,784	-	716,576	-	-	-
Grand Total	41,471,845	4,486,598	19,091,492	12,648,997	2,697,304	2,299,500	122,745	125,209

* Note: In Aug. 2010, a proposal to levy a property tax of \$.12 was submitted and approved by the Citizens of Clayton to pay for the debt service on the 2009 Special Obligation Bonds related to the new Police Building. This starts in FY 2014 when the general obligation debt is paid off in FY 2013 and the debt levy goes away. The General Fund pays the debt service on the 2009 Special Obligation Bonds for FY 2012 and FY 2013.

City of Clayton - Debt Repayment by Bond Issue from FY 2012 to FY 2029						
Fiscal Year	BOND ISSUES					Totals
	1999 Principal & Interest	2005A Principal & Interest	2005B Principal & Interest	2007 Principal & Interest	2009 A&B Principal & Interest	
FY 2012	\$1,058,575	\$1,091,540	\$305,989	\$1,069,844	\$1,256,438	\$4,782,385
FY 2013	959,175	1,087,409	303,864	1,287,625	1,255,075	4,893,148
FY 2014		1,086,240	311,011	617,625	1,249,688	3,264,564
FY 2015		1,092,115	312,310	619,250	1,240,925	3,264,600
FY 2016		1,090,415	322,639	620,125	1,234,078	3,267,257
FY 2017		1,361,715		620,250	1,224,268	3,206,233
FY 2018		2,158,358 *		619,625	1,217,043	3,995,026
FY 2019				1,334,563 *	1,202,901	2,537,464
FY 2020					1,191,698	1,191,698
FY 2021					1,182,110	1,182,110
Future Years FY22-FY29					9,887,360	9,887,360
Grand Total	\$2,017,750	\$8,967,792	\$1,555,813	\$6,788,907	\$22,141,584	\$41,471,845

* Note: Final principal payments increase in payoff year of bond issue but will be offset by cash from debt service reserves that were set up when the bonds were issued.

DEBT SERVICE FUND

2009 GENERAL OBLIGATION BOND ISSUE

On November 2, 1993, the City submitted to the voters of Clayton, and the voters subsequently passed, four propositions on two separate general obligation bond issues totaling \$14 million dollars.

The 1993 Bond Issue for \$9,500,000 sold on December 15, 1993 and was used as follows:

1. \$2,000,000 to improve the City's Parks including Shaw Park and Oak Knoll Park.
2. \$7,050,000 to resurface residential streets, pay for a major sidewalk repair program throughout the City, pay half the cost of infrastructure improvements in the Davis Place and Hillcrest Neighborhood, and construction of a new sound wall to resolve sound and safety problems affecting the Clayshire neighborhood.
3. \$450,000 to bring buildings into compliance with the American Disabilities Act.

The 1994 Bond Issue for \$4,500,000 sold on February 1, 1994 and was used as follows:

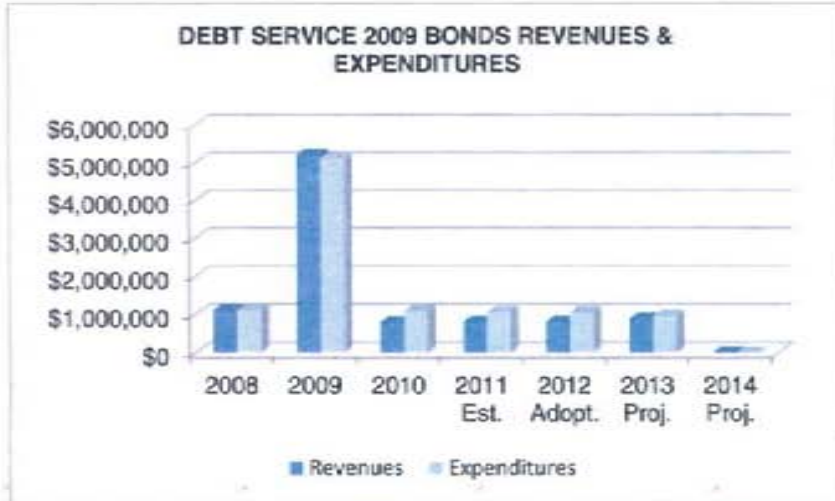
1. \$3,300,000 for improvements to the Central Business District including new curbs, sidewalks and traffic signals.
2. \$1,000,000 for improvements to the City's recreational facilities including Shaw Park Pool, Ice Rink and Hanley House.
3. \$200,000 to replace underground tanks at the City's Municipal Garage.

The 1999 Bond Issue for \$8,410,000 sold on June 1, 1999, was issued in advance to refund the 1993 and 1994 Bond Issues, which were paid off in February 2004.

The 2009 Bond Issue for \$3,950,000 sold on February 24, 2009, was issued as a current refunding to pay off the remaining balance of the 1999 Bond Issue. The bonds will be retired in FY 2013.

93 DEBT SERVICE 2009 BONDS
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$767,377	\$777,693	\$855,359	\$568,379	\$313,753	\$69,252	\$0
Revenues	\$1,115,147	\$5,202,477	\$796,670	\$809,274	\$814,224	\$890,073	\$0
Expenditures	\$1,104,831	\$5,124,811	\$1,083,650	\$1,063,900	\$1,058,725	\$959,325	\$0
Revenues Over (Under) Expenditures	\$10,316	\$77,666	(\$286,980)	(\$254,626)	(\$244,501)	(\$69,252)	\$0
Ending Fund Balance	\$777,693	\$855,359	\$568,379	\$313,753	\$69,252	\$0	\$0
% Fund Balance to Expenditures	70.39%	16.69%	52.45%	29.49%	6.54%	0.00%	NaN



This fund is to repay the outstanding general obligation debt originally issued in 1993/1994 which funded improvements for parks, streets, Streetscape, improvements in the Central Business District and compliance with the American with Disabilities Act (ADA) requirements. This fund receives 100% of its revenue from property tax. This bond issue has level debt payments until June 1, 2013 when it will be paid in full.

93 DEBT SERVICE 2009 BONDS - 93R

93R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
PROPERTY TAX										
1010000 REAL PROP. TAX-CURRENT	\$991,253	\$1,002,520	\$717,796	\$865,000	\$865,000	\$808,484	\$813,484	-5.96%	\$889,713	\$0
1030000 PERS. PROP. TAX-CURRENT	\$104,209	\$85,845	\$72,696	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
1040000 PERS. PROP. TAX-DELINQ.	\$0	\$14,765	\$1,498	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL PROPERTY TAX	\$1,095,462	\$1,103,130	\$791,990	\$865,000	\$865,000	\$808,484	\$813,484	-5.96%	\$889,713	\$0
INVESTMENT INCOME										
7100000 INTEREST ON INVESTMENTS	\$19,685	\$14,799	\$4,680	\$3,705	\$3,705	\$790	\$740	-80.03%	\$360	\$0
TOTAL INVESTMENT INCOME	\$19,685	\$14,799	\$4,680	\$3,705	\$3,705	\$790	\$740	-80.03%	\$360	\$0
MISCELLANEOUS										
7200000 BOND PROCEEDS	\$0	\$4,084,548	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL MISCELLANEOUS	\$0	\$4,084,548	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL REVENUES	\$1,115,147	\$5,202,477	\$796,670	\$868,705	\$868,705	\$809,274	\$814,224	-6.27%	\$890,073	\$0

93 DEBT SERVICE 2009 BONDS - 93X

93X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$0	\$0	\$0	\$250	\$250	\$150	\$150	-40.00%	\$150	\$0
2050000 BOND ISSUANCE EXPENSE	\$0	\$56,446	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
2070000 DEPOSIT TO 1999 REDEMPTION FUND	\$0	\$4,025,342	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$0	\$4,081,788	\$0	\$250	\$250	\$150	\$150	-40.00%	\$150	\$0
DEBT										
8080000 LOAN PRINCIPAL PAYMENT	\$875,000	\$915,000	\$995,000	\$995,000	\$995,000	\$995,000	\$1,015,000	2.01%	\$945,000	\$0
8090000 LOAN INTEREST EXPENSE	\$229,831	\$128,023	\$88,650	\$68,750	\$68,750	\$68,750	\$43,575	-36.62%	\$14,175	\$0
TOTAL DEBT	\$1,104,831	\$1,043,023	\$1,083,650	\$1,063,750	\$1,063,750	\$1,063,750	\$1,058,575	-0.49%	\$959,175	\$0
TOTAL EXPENDITURES	\$1,104,831	\$5,124,811	\$1,083,650	\$1,064,000	\$1,064,000	\$1,063,900	\$1,058,725	-0.50%	\$959,325	\$0

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

		2009 - \$3,950,000 Refunding 1999 Interest rate range 2.0% to 3.0%			
		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	1,015,000.00	29,400.00		
FY 2012	6/1/2012	-	14,175.00	1,058,575.00	43,575.00
	12/1/2012	945,000.00	14,175.00		
FY 2013	6/1/2013	-	-	959,175.00	14,175.00
Original Principal		3,950,000.00			
Princ/Int Balance at 9-30-11		1,960,000.00	57,750.00		

DEBT SERVICE FUND SPECIAL OBLIGATION 2005 A/B BOND ISSUES

In fiscal year 1998, the City issued debt in three separate bond issues for the following purposes: joint use recreation center, ice rink and tennis court renovations; two neighborhood improvement districts; and a parking garage. This fund represents all debt service activity for these three bond issues.

The 1997 Series dated December 1, 1997 for \$9,175,000 was used for construction of a multipurpose recreation center in cooperation with the Clayton School District and reconstruction of the Shaw Park Ice Rink and Shaw Park Tennis Courts.

The 1998A Series dated February 1, 1998 for \$5,875,000 was used for the following:

1. \$4,135,000 allocated for the City's recreational Projects listed above.
2. \$625,000 for purchase of 50 parking spaces in a garage constructed by St. Louis County.
3. \$1,025,000 for financing infrastructure improvements on private streets in the Wydown Terrace and Southmoor subdivisions. All costs of the improvements to be borne by the property owners.

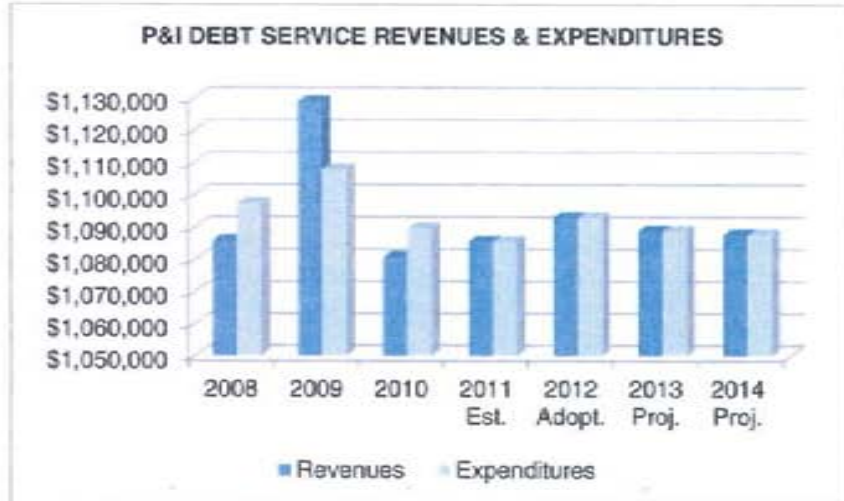
The 1998B Series dated February 1, 1998 for \$3,315,000 was used for the construction of a 530-space parking garage located on Bonhomme Boulevard.

The 2005A Series dated April 26, 2005 for \$12,165,000 was used to refinance the 1997 and 1998A Bond Issues.

The 2005B Series dated April 26, 2005 for \$2,655,000 was used to refinance the 1998B Bond Issue.

57 2005A P&I DEBT SERVICE
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$1,254,642	\$1,243,123	\$1,264,124	\$1,255,398	\$1,255,398	\$1,255,398	\$1,255,398
Revenues	\$1,085,996	\$1,129,022	\$1,080,889	\$1,085,603	\$1,093,040	\$1,088,909	\$1,087,740
Expenditures	\$1,097,515	\$1,108,021	\$1,089,615	\$1,085,603	\$1,093,040	\$1,088,909	\$1,087,740
Revenues Over (Under) Expenditures	(\$11,519)	\$21,001	(\$8,726)	\$0	\$0	\$0	\$0
Ending Fund Balance	\$1,243,123	\$1,264,124	\$1,255,398	\$1,255,398	\$1,255,398	\$1,255,398	\$1,255,398
% Fund Balance to Expenditures	113.27%	114.09%	115.21%	115.64%	114.85%	115.29%	115.41%



The fund pays for the debt issued in 1997/1998 for a joint use recreation center (Center of Clayton), street improvements, and neighborhood improvements. This debt will be retired December 1, 2017 and is paid from the Capital Improvements Fund and special assessment in the General Operating Fund.

57 2005A P&I DEBT SERVICE - 57R

57R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
INVESTMENT INCOME										
7100000 INTEREST INCOME	\$43,466	\$38,248	\$21,428	\$16,882	\$16,882	\$10,282	\$7,300	-56.76%	\$6,083	\$9,124
TOTAL INVESTMENT INCOME	\$43,466	\$38,248	\$21,428	\$16,882	\$16,882	\$10,282	\$7,300	-56.76%	\$6,083	\$9,124
MISCELLANEOUS										
7220010 ASSESS. INC. PRINCIPAL SOUTHMOOR	\$12,611	\$18,420	\$11,598	\$3,350	\$3,350	\$3,336	\$3,336	-0.42%	\$3,336	\$3,336
7220020 ASSESS. INC. PRINCIPAL WYDOWN TERRACE	\$7,670	\$28,695	\$10,509	\$11,209	\$11,209	\$11,209	\$11,209	0.00%	\$11,209	\$11,209
7230010 ASSESS. INC. INTEREST SOUTHMOOR	\$2,167	\$1,690	\$2,346	\$1,655	\$1,655	\$1,655	\$1,506	-9.00%	\$1,370	\$1,247
7230020 ASSESS. INC. INTEREST WYDOWN	\$82	\$11,968	\$5,009	\$5,187	\$5,187	\$4,634	\$4,217	-18.70%	\$3,837	\$3,492
TOTAL MISCELLANEOUS	\$22,530	\$60,773	\$29,462	\$21,401	\$21,401	\$20,834	\$20,268	-5.29%	\$19,752	\$19,284
TRANSFER IN										
9230000 TRANSFER FROM FUND 60	\$920,000	\$920,000	\$920,000	\$920,000	\$920,000	\$920,000	\$920,000	0.00%	\$920,000	\$920,000
9260000 TRANSFER FROM GENERAL FUND	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$134,487	\$145,472	32.25%	\$143,074	\$139,332
TOTAL TRANSFER IN	\$1,020,000	\$1,030,000	\$1,030,000	\$1,030,000	\$1,030,000	\$1,054,487	\$1,065,472	3.44%	\$1,063,074	\$1,059,332
TOTAL REVENUES	\$1,085,996	\$1,129,021	\$1,080,890	\$1,068,283	\$1,068,283	\$1,085,603	\$1,093,040	2.32%	\$1,088,909	\$1,087,740

57 2005A P&I DEBT SERVICE - 57X

57X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2700000 PROFESSIONAL FEES	\$1,463	\$18,494	\$4,000	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	\$1,500	\$1,500
TOTAL CONTRACTUAL SERVICES	\$1,463	\$18,494	\$4,000	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	\$1,500	\$1,500
DEBT										
8080000 PRINCIPAL PAYMENT - 2005A	\$710,000	\$725,000	\$745,000	\$770,000	\$770,000	\$770,000	\$805,000	4.55%	\$830,000	\$860,000
8090000 INTEREST PAYMENT - 2005A SERIES	\$386,053	\$364,528	\$340,615	\$314,103	\$314,103	\$314,103	\$286,540	-8.78%	\$257,409	\$226,240
TOTAL DEBT	\$1,096,053	\$1,089,528	\$1,085,615	\$1,084,103	\$1,084,103	\$1,084,103	\$1,091,540	0.69%	\$1,087,409	\$1,086,240
TOTAL EXPENDITURES	\$1,097,516	\$1,108,022	\$1,089,615	\$1,085,603	\$1,085,603	\$1,085,603	\$1,093,040	0.69%	\$1,088,909	\$1,087,740

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

Recreation Projects; NID & Center of Clayton

2005 A - \$12,165,000

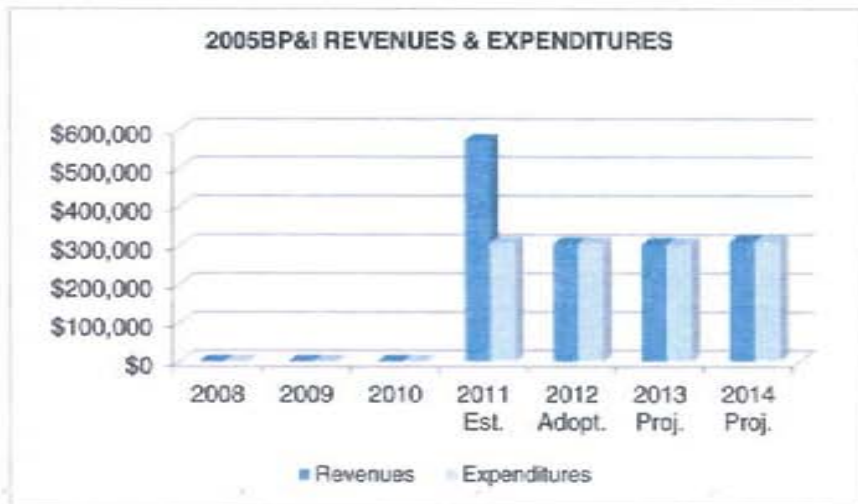
Refunded 1998 A

Interest rate range 3.0% to 4.10%

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	805,000.00	150,313.75		
FY 2012	6/1/2012	-	136,226.25	1,091,540.00	286,540.00
	12/1/2012	830,000.00	136,226.25		
FY 2013	6/1/2013	-	121,182.50	1,087,408.75	257,408.75
	12/1/2013	860,000.00	121,182.50		
FY 2014	6/1/2014	-	105,057.50	1,086,240.00	226,240.00
	12/1/2014	900,000.00	105,057.50		
FY 2015	6/1/2015	-	87,057.50	1,092,115.00	192,115.00
	12/1/2015	935,000.00	87,057.50		
FY 2016	6/1/2016	-	68,357.50	1,090,415.00	155,415.00
	12/1/2016	1,250,000.00	68,357.50		
FY 2017	6/1/2017	-	43,357.50	1,361,715.00	111,715.00
	12/1/2017	2,115,000.00	43,357.50		
FY 2018	6/1/2018	-	-	2,158,357.50	43,357.50
		Original Principal	12,165,000.00		
		Princ/Int Balance at 9-30-11	7,695,000.00	1,272,791.25	

58 2005B P&I DEBT SERVICE
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$264,942	\$264,942	\$264,942
Revenues	\$0	\$0	\$0	\$572,571	\$305,989	\$303,864	\$311,011
Expenditures	\$0	\$0	\$0	\$307,629	\$305,989	\$303,864	\$311,011
Revenues Over (Under) Expenditures	\$0	\$0	\$0	\$264,942	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$264,942	\$264,942	\$264,942	\$264,942
% Fund Balance to Expenditures	0	0	0	86.12%	86.59%	87.19%	85.19%



The fund pays for the 1998 debt issued ofr the Bonhomme Garage. The debt in this fund used to be included in the Parking Fund, but is allocated here due to the Parking Fund being combined with the General Operating Fund. This debt will retire on December 1, 2017 and is paid through the General Fund and special assessments.

58 2005B P&I DEBT SERVICE - 58R

58R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
INVESTMENT INCOME										
7100000 INTEREST ON INVESTMENTS	\$0	\$0	\$0	\$2,921	\$2,921	\$2,363	\$2,363	-19.10%	\$1,328	\$1,991
TOTAL INVESTMENT INCOME	\$0	\$0	\$0	\$2,921	\$2,921	\$2,363	\$2,363	-19.10%	\$1,328	\$1,991
TRANSFER IN										
9310000 TRANSFERS FROM GENERAL FUND	\$0	\$0	\$0	\$570,208	\$570,208	\$570,208	\$303,626	-46.75%	\$302,536	\$309,020
TOTAL TRANSFER IN	\$0	\$0	\$0	\$570,208	\$570,208	\$570,208	\$303,626	-46.75%	\$302,536	\$309,020
TOTAL REVENUES	\$0	\$0	\$0	\$573,129	\$573,129	\$572,571	\$305,989	-46.61%	\$303,864	\$311,011

58 2005B P&I DEBT SERVICE - 58X

58X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
DEBT										
8080000 LOAN PRINCIPAL PAYMENT	\$0	\$0	\$0	\$235,000	\$235,000	\$235,000	\$245,000	4.26%	\$255,000	\$275,000
8090000 INTEREST PAYMENT	\$0	\$0	\$0	\$72,629	\$72,629	\$72,629	\$60,989	-16.03%	\$48,864	\$36,011
TOTAL DEBT	\$0	\$0	\$0	\$307,629	\$307,629	\$307,629	\$305,989	-0.53%	\$303,864	\$311,011
TOTAL EXPENDITURES	\$0	\$0	\$0	\$307,629	\$307,629	\$307,629	\$305,989	-0.53%	\$303,864	\$311,011

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

Bonhomme Garage

**2005 B - \$2,655,000
Taxable - Refunded 1998 B
Interest rate 4.85%**

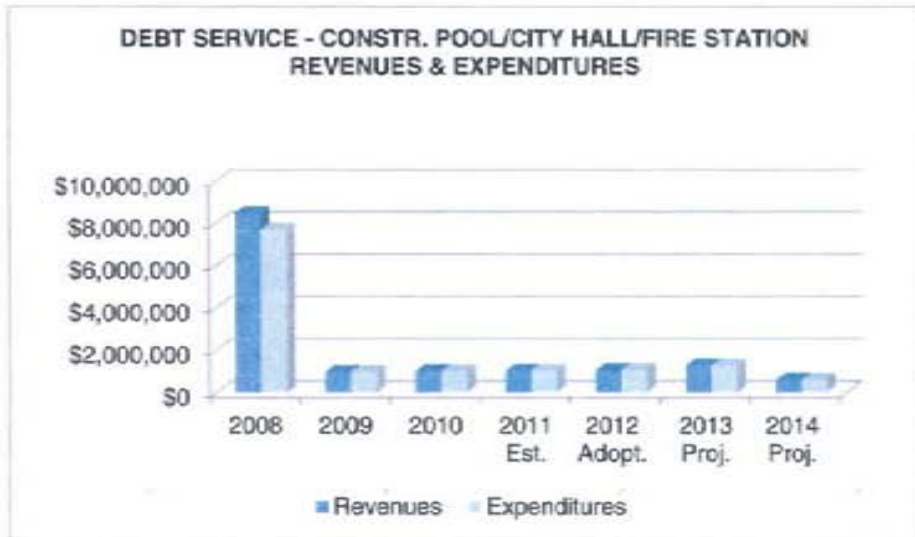
		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	245,000.00	33,465.00		
FY 2012	6/1/2012	-	27,523.75	305,988.75	60,988.75
	12/1/2012	255,000.00	27,523.75		
FY 2013	6/1/2013	-	21,340.00	303,863.75	48,863.75
	12/1/2013	275,000.00	21,340.00		
FY 2014	6/1/2014	-	14,671.25	311,011.25	36,011.25
	12/1/2014	290,000.00	14,671.25		
FY 2015	6/1/2015	-	7,638.75	312,310.00	22,310.00
	12/1/2015	315,000.00	7,638.75		
FY 2016	6/1/2016	-	-	322,638.75	7,638.75
Original Principal		2,655,000.00			
Princ/Int Balance at 9-30-11		1,380,000.00	175,812.50		

DEBT SERVICE FUND CONSTR. POOL/CITY HALL/ FIRE STATION

This fund services debt for the Special Obligation Bonds (issued in December, 2002) to pay for the majority of the construction costs associated with the Shaw Park Pool, City Hall and the Fire Station. Transfers from the Capital Improvements Fund (accounts 60 & 70) will repay the debt. The bond issue matured in FY 2008. A traditional Special Obligation Bond Issue totaling \$8.175 million was issued in October 2007. The portion allocated to Fund 60 (previously known as Revolving Public Improvement Fund – RPIF) matures in FY 2013 and the portion allocated to Fund 70 (previously known as Recreation and Stormwater Fund) matures in FY 2019. Beginning in FY 2012, funds 60 and 70 were consolidated into fund 60 which is renamed the Capital Improvement Fund.

79 DEBT SERVICE-CONSTR.POOL/CH/F
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$0	\$817,317	\$820,122	\$824,661	\$823,945	\$823,945	\$823,945
Revenues	\$8,519,916	\$1,001,431	\$1,030,696	\$1,050,628	\$1,069,844	\$1,287,626	\$617,626
Expenditures	\$7,702,599	\$998,626	\$1,026,157	\$1,051,344	\$1,069,844	\$1,287,626	\$617,626
Revenues Over (Under) Expenditures	\$817,317	\$2,805	\$4,539	(\$716)	\$0	\$0	\$0
Ending Fund Balance	\$817,317	\$820,122	\$824,661	\$823,945	\$823,945	\$823,945	\$823,945
% Fund Balance to Expenditures	10.61%	82.13%	80.36%	78.37%	77.02%	63.99%	133.41%



This debt was issued for a new Fire Station and significant renovation of City Hall and the Shaw Park Pool complex. This bond was issued in December, 2002 for \$9.5 million with a balloon payment due December 1, 2007 (FY 2008). In 2007, a traditional Special Obligation Bond was issued to pay off the balance of the 2002 bond issue and the bond issue will mature in FY 2019. The Capital Improvements Fund pays this debt.

79 DEBT SERVICE - CONSTR.POOL/CITY HALL/FIRE STATION - 79R

79R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
INVESTMENT INCOME										
7100000 INTEREST INCOME	\$49,154	\$22,122	\$12,995	\$8,175	\$8,175	\$7,460	\$6,676	-18.34%	\$4,088	\$6,131
TOTAL INVESTMENT INCOME	\$49,154	\$22,122	\$12,995	\$8,175	\$8,175	\$7,460	\$6,676	-18.34%	\$4,088	\$6,131
TRANSFER IN										
9230000 TRANSFER FROM FUND 70	\$165,889	\$474,746	\$509,263	\$536,512	\$536,512	\$0	\$0	-100.00%	\$0	\$0
9290000 TRANSFER FROM FUND 60	\$84,274	\$504,563	\$508,438	\$506,656	\$506,656	\$1,043,168	\$1,063,168	109.84%	\$1,283,538	\$611,495
TOTAL TRANSFER IN	\$250,163	\$979,309	\$1,017,701	\$1,043,168	\$1,043,168	\$1,043,168	\$1,063,168	1.92%	\$1,283,538	\$611,495
MISCELLANEOUS										
9260000 BOND PROCEEDS	\$8,220,599	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL MISCELLANEOUS	\$8,220,599	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL REVENUES	\$8,519,916	\$1,001,431	\$1,030,696	\$1,051,343	\$1,051,343	\$1,050,628	\$1,069,844	1.76%	\$1,287,626	\$617,626

79 DEBT SERVICE - CONSTR.POOL/CITY HALL/FIRE STATION - 79X

79X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2700000 MISCELLANEOUS EXPENSES	\$0	\$282	\$282	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$0	\$282	\$282	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
DEBT										
8080000 LOAN PRINCIPAL PAYMENT	\$7,375,000	\$705,000	\$760,000	\$815,000	\$815,000	\$815,000	\$865,000	6.13%	\$1,120,000	\$480,000
8090000 INTEREST PAYMENT	\$279,027	\$293,344	\$265,875	\$236,344	\$236,344	\$236,344	\$204,844	-13.33%	\$167,626	\$137,626
8110000 ISSUANCE COSTS	\$48,572	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL DEBT	\$7,702,599	\$998,344	\$1,025,875	\$1,051,344	\$1,051,344	\$1,051,344	\$1,069,844	1.76%	\$1,287,626	\$617,626
TOTAL EXPENDITURES	\$7,702,599	\$998,626	\$1,026,157	\$1,051,344	\$1,051,344	\$1,051,344	\$1,069,844	1.76%	\$1,287,626	\$617,626

CITY OF CLAYTON

2007 BONDS - DEBT SERVICE OUTSTANDING AS OF 9-30-11

**2007 Combined
 October 2007-\$8,175,000
 Refund 2002 Bond Issue
 SHAW PARK POOL, CITY HALL/FIRE STATION**

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	865,000	110,531		
FY 2012	6/1/2012	-	94,313	1,069,844	204,844
	12/1/2012	1,120,000	94,313		
FY 2013	6/1/2013	-	73,313	1,287,625	167,626
	12/1/2013	480,000	73,313		
FY 2014	6/1/2014	-	64,313	617,625	137,626
	12/1/2014	500,000	64,313		
FY 2015	6/1/2015	-	54,938	619,250	119,251
	12/1/2015	520,000	54,938		
FY 2016	6/1/2016	-	45,188	620,125	100,126
	12/1/2016	540,000	45,188		
FY 2017	6/1/2017	-	35,063	620,250	80,251
	12/1/2017	560,000	35,063		
FY 2018	6/1/2018	-	24,563	619,625	59,626
	12/1/2018	1,310,000	24,563		
FY 2019	6/1/2019	-	-	1,334,563	24,563
Original Principal		8,175,000			
Princ/Int Balance at 9-30-11		5,895,000	893,913		

**CITY OF CLAYTON
2007 BONDS - DEBT SERVICE OUTSTANDING AS OF 9-30-11**

**2007 RPIF
Interest Rate 3.75%
CITY HALL / FIRE STATION**

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	470,000	21,563		
FY 2012	6/1/2012		12,750	504,313	34,313
	12/1/2012	680,000	12,750		
FY 2013	6/1/2013	-	-	692,750	12,750
	12/1/2013	-	-	-	
FY 2014	6/1/2014	-	-	-	
	12/1/2014	-	-	-	
FY 2015	6/1/2015	-	-	-	
	12/1/2015	-	-	-	
FY 2016	6/1/2016	-	-	-	
	12/1/2016	-	-	-	
FY 2017	6/1/2017	-	-	-	
	12/01/2017	-	-	-	
FY 2018	6/1/2018	-	-	-	
	12/1/2018	-	-	-	
FY 2019	6/1/2019	-	-	-	
Original Principal		2,465,000			
Princ/Int Balance at 9-30-11		1,150,000	47,063		

**CITY OF CLAYTON
2007 BONDS - DEBT SERVICE OUTSTANDING AS OF 9-30-11**

**2007 REC & STORM
Interest Rate 3.75%
SHAW PARK POOL**

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total Interest</u>
	12/1/2011	395,000	88,969		
FY 2012	6/1/2012	-	81,563	565,531	170,532
	12/1/2012	440,000	81,563		
FY 2013	6/1/2013	-	73,313	594,875	154,876
	12/1/2013	480,000	73,313		
FY 2014	6/1/2014	-	64,313	617,625	137,626
	12/1/2014	500,000	64,313		
FY 2015	6/1/2015	-	54,938	619,250	119,251
	12/1/2015	520,000	54,938		
FY 2016	6/1/2016	-	45,188	620,125	100,126
	12/1/2016	540,000	45,188		
FY 2017	6/1/2017	-	35,063	620,250	80,251
	12/1/2017	560,000	35,063		
FY 2018	6/1/2018	-	24,563	619,625	59,626
	12/1/2018	1,310,000	24,563		
FY 2019	6/1/2019	-	-	1,334,563	24,563
Original Principal		5,710,000			
Princ/Int Balance at 9-30-11		4,745,000	846,851		

DEBT SERVICE FUND

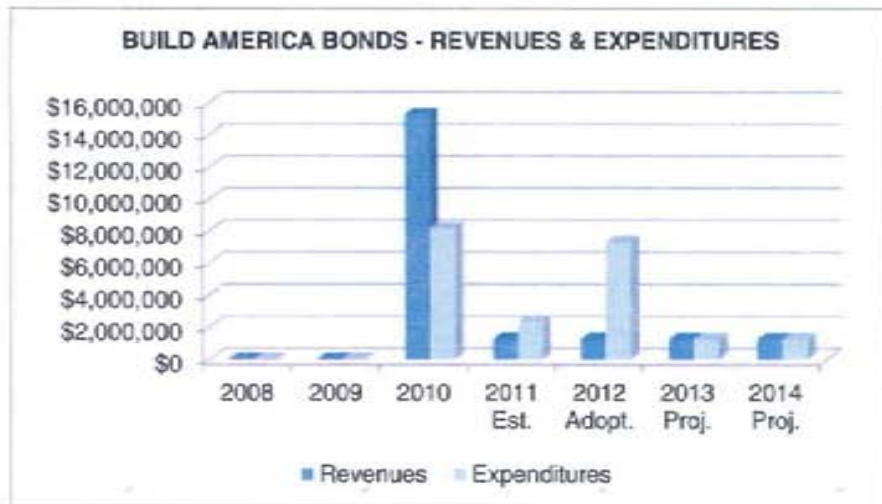
2009 Build America Bond Issue – Police Facility

The \$15,000,000 Build America Bonds were sold on November 5, 2009 in two series: Series A -\$6,420,000 and Series B - \$8,580,000. The bonds were issued to purchase a new Clayton Police facility. The bond issue matures in FY 2029 and the debt from FY 2010 to FY 2013 will be repaid from the General Fund. The City received approval in August 2010 from the residents to levy a property tax to pay for the debt service starting in FY 2014. This coincides with the current debt service property tax levy not being needed after FY 2013 as the general obligation bond issue is paid off in FY 2013.

Build America Bonds are taxable bonds which the Federal Government will rebate a portion of the interest the City will pay – estimated to be in the range of 25-33% of the interest paid.

91 2009 A/B BONDS
Summary of Revenues and Expenditures
FY 2008 - FY 2014

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimate FY 2011	Adopted FY 2012	Projected FY 2013	Projected FY 2014
Beginning Fund Balance	\$0	\$0	\$0	\$7,149,194	\$6,044,470	\$0	\$0
Revenues	\$0	\$0	\$15,298,261	\$1,264,628	\$1,267,463	\$1,255,075	\$1,249,688
Expenditures	\$0	\$0	\$8,149,067	\$2,369,352	\$7,311,933	\$1,255,075	\$1,249,688
Revenues Over (Under) Expenditures	\$0	\$0	\$7,149,194	(\$1,104,724)	(\$6,044,470)	\$0	\$0
Ending Fund Balance	\$0	\$0	\$7,149,194	\$6,044,470	\$0	\$0	\$0
% Fund Balance to Expenditures	0	0	87.73%	255.11%	0.00%	0.00%	0.00%



This fund pays for the debt related to bonds issued for a new police facility. The Build America Bonds offer the bond holders a higher taxable interest rate on their investment, while the Federal Government gives the City a credit to help off-set the higher interest costs.

91 2009 A/B BONDS 91R

91R0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
REVENUES	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
MISCELLANEOUS										
7100000 INTEREST INCOME	\$0	\$0	\$66,769	\$84,553	\$84,553	\$35,865	\$11,025	-86.96%	\$0	\$0
7200000 BOND PROCEEDS	\$0	\$0	\$14,850,055	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
7300000 FEDERAL REBATE	\$0	\$0	\$133,503	\$232,317	\$232,317	\$232,317	\$229,754	-1.10%	\$225,777	\$220,391
TOTAL MISCELLANEOUS	\$0	\$0	\$15,050,327	\$316,870	\$316,870	\$268,182	\$240,779	-48.88%	\$225,777	\$220,391
TRANSFER IN										
9260000 TRANSFER FROM PARKING FUND	\$0	\$0	\$247,934	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
9310000 TRANSFER FROM GENERAL FUND	\$0	\$0	\$0	\$996,446	\$996,446	\$996,446	\$1,026,684	3.03%	\$1,029,299	\$1,029,297
TOTAL TRANSFER IN	\$0	\$0	\$247,934	\$996,446	\$996,446	\$996,446	\$1,026,684	3.03%	\$1,029,299	\$1,029,297
TOTAL REVENUES	\$0	\$0	\$15,298,261	\$1,313,316	\$1,313,316	\$1,264,628	\$1,267,463	-3.98%	\$1,255,076	\$1,249,688

91 2009 A/B BONDS 91X

91X0000	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012	% 2012	FY 2013	FY 2014
91 FINANCE	ACTUAL	ACTUAL	ACTUAL	BUDGET	AMENDED	ESTIMATED	ADOPTED	TO 2011	PROJECTED	PROJECTED
CONTRACTUAL SERVICES										
2010000 PROFESSIONAL SERVICES	\$0	\$0	\$80,277	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
TOTAL CONTRACTUAL SERVICES	\$0	\$0	\$80,277	\$0	\$0	\$0	\$0	0.00%	\$0	\$0
DEBT										
8080000 LOAN PRINCIPAL PAYMENT	\$0	\$0	\$0	\$565,000	\$565,000	\$565,000	\$600,000	6.19%	\$610,000	\$620,000
8090000 INTEREST PAYMENT	\$0	\$0	\$381,436	\$663,763	\$663,763	\$663,763	\$656,438	-1.10%	\$645,075	\$629,688
TOTAL DEBT	\$0	\$0	\$381,436	\$1,228,763	\$1,228,763	\$1,228,763	\$1,256,438	2.25%	\$1,255,075	\$1,249,688
TRANSFER OUT										
9250000 TRANSFER TO FUND 60	\$0	\$0	\$7,687,354	\$6,914,000	\$6,914,000	\$1,140,589	\$6,055,495	-12.42%	\$0	\$0
TOTAL TRANSFER OUT	\$0	\$0	\$7,687,354	\$6,914,000	\$6,914,000	\$1,140,589	\$6,055,495	-12.42%	\$0	\$0
TOTAL 91 FINANCE	\$0	\$0	\$8,149,067	\$8,142,763	\$8,142,763	\$2,369,352	\$7,311,933	-10.20%	\$1,255,075	\$1,249,688

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

**2009 Series A and Series B Combined
November 2009 - \$15,000,000
Build America Bonds
New Clayton Police Facility**

		<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Build America Credit</u>	<u>Net Debt Service</u>
	12/1/2011	600,000.00	330,468.75			
FY 2012	6/1/2012	-	325,968.75	1,256,437.50	(229,753.12)	1,026,684.38
	12/1/2012	610,000.00	325,968.75			
FY 2013	6/1/2013	-	319,106.25	1,255,075.00	(225,776.25)	1,029,298.75
	12/1/2013	620,000.00	319,106.25			
FY 2014	6/1/2014	-	310,581.25	1,249,687.50	(220,390.63)	1,029,296.87
	12/1/2014	630,000.00	310,581.25			
FY 2015	6/1/2015	-	300,343.75	1,240,925.00	(213,823.75)	1,027,101.25
	12/1/2015	645,000.00	300,343.75			
FY 2016	6/1/2016	-	288,733.75	1,234,077.50	(206,177.12)	1,027,900.38
	12/1/2016	660,000.00	288,733.75			
FY 2017	6/1/2017	-	275,533.75	1,224,267.50	(197,493.62)	1,026,773.88
	12/1/2017	680,000.00	275,533.75			
FY 2018	6/1/2018	-	261,508.75	1,217,042.50	(187,964.87)	1,029,077.63
	12/1/2018	695,000.00	261,508.75			
FY 2019	6/1/2019	-	246,392.50	1,202,901.25	(177,765.44)	1,025,135.81
	12/1/2019	715,000.00	246,392.50			
FY 2020	6/1/2020	-	230,305.00	1,191,697.50	(166,844.13)	1,024,853.37
FY 2021-2029		8,580,000.00	2,489,470.00	11,069,470.00	(871,314.53)	10,198,155.47
Original Principal		15,000,000.00				
Princ/Int Balance at 9-30-11		14,435,000.00	7,706,581.25			

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

New Clayton Police Facility

**2009 A - \$6,420,000
Build America Bonds
1.0% to 4.5% ***

		<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Build America Credit</u>	<u>Net Debt Service</u>
	12/1/2011	600,000.00	100,163.75			
FY 2012	6/1/2012	-	95,663.75	795,827.50	(68,539.62)	727,287.88
	12/1/2012	610,000.00	95,663.75			
FY 2013	6/1/2013	-	88,801.25	794,465.00	(64,562.75)	729,902.25
	12/1/2013	620,000.00	88,801.25			
FY 2014	6/1/2014	-	80,276.25	789,077.50	(59,177.13)	729,900.37
	12/1/2014	630,000.00	80,276.25			
FY 2015	6/1/2015	-	70,038.75	780,315.00	(52,610.25)	727,704.75
	12/1/2015	645,000.00	70,038.75			
FY 2016	6/1/2016	-	58,428.75	773,467.50	(44,963.62)	728,503.88
	12/1/2016	660,000.00	58,428.75			
FY 2017	6/1/2017	-	45,228.75	763,657.50	(36,280.12)	727,377.38
	12/1/2017	680,000.00	45,228.75			
FY 2018	6/1/2018	-	31,203.75	756,432.50	(26,751.37)	729,681.13
	12/1/2018	695,000.00	31,203.75			
FY 2019	6/1/2019	-	16,087.50	742,291.25	(16,551.94)	725,739.31
	12/1/2019	715,000.00	16,087.50			
FY 2020	6/1/2020	-	-	731,087.50	(5,630.63)	725,456.87
		Original Principal	6,420,000.00			
		Princ/Int Balance at 9-30-11	5,855,000.00	1,071,621.25		

* Interest rates for Bond Holders

**CITY OF CLAYTON
DEBT SERVICE OUTSTANDING AS OF 9-30-11**

		Build America Bonds 2009 B - \$8,580,000 5.0% to 5.75% * New Clayton Police Facility		Total	Build America	Net
		Principal	Interest	Debt Service	Credit	Debt Service
	12/01/2010	-	230,305.00			
FY 2011	06/01/2011	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2011	-	230,305.00			
FY 2012	06/01/2012	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2012	-	230,305.00			
FY 2013	06/01/2013	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2013	-	230,305.00			
FY 2014	06/01/2014	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2014	-	230,305.00			
FY 2015	06/01/2015	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2015	-	230,305.00			
FY 2016	06/01/2016	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2016	-	230,305.00			
FY 2017	06/01/2017	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2017	-	230,305.00			
FY 2018	06/01/2018	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2018	-	230,305.00			
FY 2018	06/01/2019	-	230,305.00	460,610.00	(161,213.50)	299,396.50
	12/01/2019	-	230,305.00			
FY 2019	06/01/2020	-	230,305.00	460,610.00	(161,213.50)	299,396.50
FY 2020-2029		8,580,000.00	2,489,470.00	11,069,470.00	(871,314.53)	10,198,155.47
Original Principal		8,580,000.00				
Princ/Int Balance at 9-30-11		8,580,000.00	7,095,570.00			

* Interest rates for Bond Holders

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FINANCIAL MANAGEMENT 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 the goals identified in this budget. The Finance Department, in conjunction with the City Manager's Office, will work to maintain these fiscal policies by careful and frequent monitoring of expenditures and revenue sources. New revenue sources will be examined, and existing revenue sources will be periodically reviewed to determine the need for adjustment to cover the costs of providing services.

The Mayor and Board of Aldermen adopt appropriations at the fund level. Department heads are responsible for managing budgets within the total appropriated budget under their control.

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 following financial policies shall guide fiscal decision making, including the development of the City's budget. The following policy statements reflect the principles and priorities the City uses in preparing the budget:

Fund Balance Policy

Fund Balance is defined as the excess of assets over liabilities, which is an unreserved, undesignated resource that remains part of the General Government budget. 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 will work toward achieving the goal of establishing a fund balance (working cash balance) that is equivalent to not less than 120 working days or 33% of the current fiscal year's projected operating expenses in the General Fund. At a minimum, the City will maintain a fund balance (working cash balance) equivalent to 90 working days or 25% of projected annual expenditures in the General Fund.

Cash reserves that are established are based on historical and projected stability and predictability of the underlying revenues and expenditures. Reserves are to be used for the following:

- Provide for temporary funding of unforeseen needs of an emergency or non-recurring nature.
- Permit orderly budgetary adjustments in the event of unanticipated revenue shortfalls.
- Meet unexpected increases in service delivery costs.

- Fund planned capital projects, thereby avoiding debt.
- Assist in paying-down debt on outstanding obligations.

Long-Term Debt and Debt Management Policy

- The City will limit long-term debt to only those capital improvements or projects that cannot be financed from current revenues. The maturity date for any debt will not exceed the reasonably expected useful life of the project to be financed. Except where determined by specific redevelopment projects, debt will be structured to provide for the retirement of a minimum of 60% of the amount of the outstanding principle within a ten-year period.
- The City's policy is to plan and direct the use of debt so that debt service payments will be a predictable and manageable part of the operating budget. The City continues to pursue a moderate capital improvement program through a careful balance of increased debt and pay-as-you-go capital projects. Each capital project that may be funded by debt is evaluated within the context of the City's long range debt management policy and the capital improvement program.
- The City will not issue long-term debt to finance current operations. The City will always consider alternative funding sources before issuing long-term debt.
- Pursuant to Article VI, Sections 26(b) and 26(c) of the Missouri Constitution, the City by vote of 2/3 of the qualified electors thereof, may incur general obligation bonded indebtedness for City purposes in an amount not to exceed 10% of the assessed valuation of taxable property within the City as asserted by the last completed assessment for state or county purposes.
- Under Section 26(d) of said Article VI the City may incur general obligation indebtedness not exceeding in the aggregate an additional 10% of the aforesaid assessed valuation for the purposes of acquiring rights-of-way, constructing and improving sanitary or storm sewer systems; and under Section 26(e) of said Article VI, additional general obligation indebtedness may be incurred for purchasing or constructing waterworks, electric, or other light plants to be owned exclusively by the City, provided that the general obligation indebtedness of the City shall not exceed 20% 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. The City's credit rating for general obligation debt is the highest possible with a rating of 'AAA' by Standard & Poor's Investor Services. The City continually works to maintain its bond rating through sound financial planning and decisions.

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.
- 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. All major revenue sources will be reviewed by the Finance Department on at least a quarterly basis and revision will be reported to the Board of Aldermen. Revenues will be conservatively estimated and each year the Finance Department will project revenues for the next three years based on historic trend analysis to establish baseline estimates. Each existing and potential revenue source will be reexamined annually.
- 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 as defined by the User Fee Policy. Increases in user charges and fees will be implemented in compliance with existing law.
- The City will pay for all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses such as postponing essential expenditures or relying on uncertain revenues from future years. Both revenues and expenses will be recognized as they occur.
- The City will maintain a broad-based, well-diversified portfolio of revenues, 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. The use of one-time revenues to fund ongoing expenditures is discouraged.

Expenditure Policies

- Planning and budgeting of major expenditures will be based upon a priority setting process that is designed to narrow the range from a list of desirable expenditures to financially feasible expenditures.

- Each year, the Finance Department will update expenditure projections for the next three years. Projections will include estimated operating costs, capital outlays, debt service, and capital improvement program expenditures.
- As the City conducts its long-range financial planning; special emphasis will be placed 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. A concerted effort in applying for matching grants is strongly encouraged.

Financial Reporting Policies

- The City's accounting and financial reporting systems shall be maintained in conformance with the current accepted principles and standards of Government Accounting Standards Board and Government Finance Officers Association.
- The City Manager shall on at least a quarterly basis provide the Board of Aldermen with a written financial report summarizing the current financial condition of the City and relating current year-to-date summaries of revenues and expenditures as compared with budget projections. Unusual variances that could significantly affect the adopted budget shall be reported to the Board 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. This report shall be in addition to the Annual Financial Report compiled by the Certified Public Accountants retained by the Board of Aldermen to conduct the annual financial audit.

BUDGET ADMINISTRATION POLICIES

The City of Clayton places a major 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 *Vision 2013*, strategic plan, which sets policy and guides the City's development. The City strives to achieve a 'balanced budget', defined as a financial plan that appropriates funds no more than the total of all resources (revenues and fund balance) that are expected to be available.

The City Code stipulates that 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, prior to beginning work on the Proposed Budget, the City Manager shall submit to the Board a Budget Calendar providing the schedule to be followed leading to the adoption of the Budget in compliance with all applicable state and local laws.
- The formal Budget preparation process shall begin with the Board of Aldermen identifying goals and priorities to be included in the budget to the extent that financial resources permit. In addition, the Board shall at this time discuss philosophies and policies relating to taxation, utilization of other revenue sources, expenditure limits, employee compensation issues, and changes in priorities with respect to operating and capital expenditures.
- The Budget shall be developed and administered in accordance with sound financial management principles and governmental accounting standards.
- The City Budget is a guide by which expenditure levels are tied to the accomplishment of goals and objectives, and the provision of municipal services. From time to time, it may be necessary to shift resources from one area to another. When such adjustments are required, 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 departmental budget will require a written budget adjustment and prior approval of the City Manager.
 - Transfers of funds between departments within the general fund or between funds, will require a written budget adjustment and approval by the Board of Aldermen.
 - Increasing a departmental or office budget above the amount approved by the Board of Aldermen will require a written budget adjustment and approval by the Board of Aldermen. A formal budget amendment will be

presented no less than quarterly to the Board of Aldermen for format review and approval.

- For budget adjustments not requiring Board of Aldermen action, forms will be maintained in the Finance Department and must be signed by the Department Head and Finance Director prior to being submitted to the City Manager for his approval. Similarly, transfers requiring approval by the Board of Aldermen shall be reviewed and approved first by the Finance Director and the City Manager.
- In authorizing or approving expenditures from the adopted Budget, the City's Purchasing Policy is to be followed in all respects.
- With respect to personnel matters, the City Manager shall have authority to grant salary adjustments within established pay grades based on merit and to reclassify positions to other pay grades if there are changes within the positions' scope of responsibility, provided that such changes will not result in an increase in the total budget authorized by the Board of Aldermen for that department or division. The City Manager may also authorize the employment of part-time or temporary employees to meet specific workload needs; however, no new permanent, full-time positions may be authorized without the prior approval of the Board of Aldermen.

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, including *Vision 2013: Building a Bright Future* and the Comprehensive Plan's Capital Improvement element. Future operating expenditures and revenues associated with new capital improvements will be projected and included in the annual three year budget as set forth in the Budget Administration Policy, with the City Manager's guidance.

Capital Improvement Plan

On an annual basis as well as periodically throughout the year, 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. Annual assessments of infrastructure condition will be made to adjust the capital plan to achieve these goals. The Capital Improvement Plan will be scheduled based on established revenue sources, including one-time grants, and the issuance of debt.

Equipment Replacement Fund

Also on an annual basis as well as periodically throughout the year, 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.

ORGANIZATIONAL PRINCIPLES

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 to 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 are in 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.

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.

Scope

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 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." The prudent person standard shall be used in the context of managing the overall portfolio.

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: Every investment shall be made in accordance with applicable federal, state and local statutory provisions.

Safety: Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital.

Liquidity: The City's investment portfolio must remain sufficiently liquid to enable the City to meet all operating requirements, which might be reasonably anticipated.

Return on Investment: The City's investment portfolio shall be managed with the objective of obtaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

Delegation of Authority

Article VII, Section 2 of the City Charter vests authority and management responsibility for the investment program with the Finance Director. No person may engage in an investment transaction except as provided under the terms of this policy. The Finance Director shall be responsible to the City Manager for all transactions undertaken and shall establish a system of internal controls to prevent the loss of public funds due to error, misrepresentation or fraud.

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. Employees and investment officials shall disclose to the City Manager any financial interests in financial institutions that conduct business with the City of Clayton, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers shall in no way whatsoever commingle personal and City funds or in any way participate in activities that could result in the appearance of a conflict of interest.

The City Clerk shall file the appropriate reports with the Secretary of State disclosing potential conflicts of interest and substantial interests in accordance with state law.

Authorized Financial Dealers and Institutions

In order for a financial institution to qualify for the deposit of City funds, certain conditions must be met. Financial institutions shall be restricted to banks that are members of the Federal Deposit Insurance Corporation (FDIC).

A current, audited financial statement is required to be on file for each financial institution in which the City invests or deposits funds. An officer of the financial institution must certify that the institution will abide by the policies outlined herein and comply with all applicable federal, state, and local laws and regulations.

Authorized and Suitable Investments

The City may invest in the following types of securities:

- A. Bonds, bills or notes of the United States or an agency of the United States;
- B. Negotiable or non-negotiable certificates of deposit, savings accounts, and other interest-earning deposit accounts of financial institutions as defined in this policy;
- C. 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. An undivided interest in the instruments pledged for such agreements must

be granted to the City. If repurchase agreements are authorized, a *Master Repurchase Agreement* must be signed with the bank or dealer.

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. The market value of the collateral must be equal to or greater than the value of the investment instrument plus accrued interest, less the amount of insurance coverage. Eligible collateral shall mean securities otherwise qualified for purchase under this policy, preferably U.S. Government securities, and shall also include the State Treasurer's list of Securities Acceptable as Collateral to Secure State Deposits. (The City will maintain an updated version of this list.)

All investments purchased under this policy are to be verified in writing by the financial institution indicating clearly the amount, rate of return, maturity date, and itemized collateral.

Collateral will always be held by an independent third party. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained.

The right of collateral substitution may be granted, provided that the Director of Finance and City Manager approve of the substitution in writing. Any substituted collateral must otherwise meet all of the criteria contained in this policy.

Safekeeping and Custody

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

Diversification

The City will diversify its investments by institution. With the exception of bonds, bills or notes of the United States or an agency of the United States and authorized pools, it shall be the goal of the City that no more than 80% of the City's investment portfolio will be invested in a single institution.

Maximum Maturities

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

Internal Control

The Finance Director 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 Finance Director 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, including information on the issuing financial institution, the type of security, the term to maturity, the interest rate, the amount of principal, performance, interest earnings, etc.

Investment Policy Adoption

The Investment Policy of the City of Clayton shall be adopted by the Clayton Board of Aldermen. The policy shall be reviewed from time to time by the Board of Aldermen, and any modifications made thereto must be approved by the Board of Aldermen.

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.

Governmental Fund Types

Governmental funds are those through which most governmental functions are financed. All City funds are appropriated by the Mayor and Board of Aldermen. The acquisition uses and balances of the City's expendable financial resources and related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds.

The following are the City's budgeted governmental funds (see individual fund sections for additional information).

- 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.
- Special Revenue Funds – Special Revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.
 - Sewer Lateral Fund – 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 Tax District – used to provide funding for appropriate economic development activities in the Central Business District.
- 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.
- Capital Improvement Program Funds –

- Revolving Public Improvement Fund – used to account for revenue from a one-half cent sales tax, The St. Louis County Road & Bridge Tax, intergovernmental grants and transfers from other funds. The revenue in this Fund is earmarked for specific capital improvements and infrastructure needs.
- Recreation and Storm-water Fund – used to account for revenue from a one-half cent sales tax and earmarked for recreation and storm-water improvements.

Basis of Budgeting

The budgets of governmental funds are prepared on a modified cash accrual basis of accounting. Briefly, this means that obligations of the City are budgeted as expenditures, but revenues are recognized only when they are available and measurable. The term "available" is defined as collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period.

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 way the City prepares its budget. The only exception is compensated absences that are expected to be liquidated with expendable available financial resources which are accrued as earned by employees (GAAP), as opposed to being expended when paid (Budget). In addition, gains or losses on investments, depreciation and amortization are not considered budgetary accounts, and are excluded from the budgeting system.

BILL NO. 6273

ORDINANCE NO. 6162

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE FISCAL YEAR 2012 COMMENCING ON OCTOBER 1, 2011 AND APPROPRIATING FUNDS PURSUANT THERETO.

WHEREAS, the City Manager has presented to the Board of Aldermen an annual budget for the Fiscal Year 2012 commencing on October 1, 2011; and

WHEREAS, a public hearing on the budget has been conducted on August 9, 2011, pursuant to notice as provided by law at which hearing interested persons were given an opportunity to be heard;

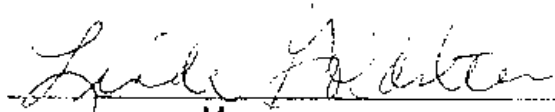
NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF CLAYTON, MISSOURI, AS FOLLOWS:

Section 1. The annual budget for the City of Clayton, Missouri, for the Fiscal Year 2012 commencing on October 1, 2011, a copy of which is attached hereto and made a part hereof as if fully set forth herein, having been heretofore 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 13th day of September, 2011.



Mayor

ATTEST:



City Clerk

BILL NO. 6272

ORDINANCE NO. 6161

AN ORDINANCE LEVYING AND ESTABLISHING THE RATE OF ANNUAL TAXES FOR GENERAL MUNICIPAL PURPOSES; DEBT LEVY FOR GENERAL OBLIGATION BOND PURPOSES; AND, SPECIAL BUSINESS DISTRICT PURPOSES TO BE COLLECTED BY THE CITY OF CLAYTON, MISSOURI, FOR THE YEAR 2011.

WHEREAS, in accord with the provisions of Section 137.073.5(3) and (4), RSMo. Supp. 2008, the Board of Aldermen has conducted a public hearing, and

WHEREAS, having done all things required by law with respect to the establishment of annual tax rates, including a public hearing on the tax rate conducted on August 23, 2011, pursuant to notice as provided by law, at which hearing citizens were given an opportunity to be heard; and

WHEREAS, in accord with the provisions of Section 137.073.5(4), RSMo. Supp. 2010, the Board of Aldermen hereby finds, declares and states, following a public hearing and at a public meeting, that the rates hereinafter established are justified by the necessity for maintaining the level of service Clayton residents are entitled to expect from the City, by the fact that property valuation data comes to the city late in the long city process required to properly consider the city's budget and appropriation decisions, and by the property, investment and value support the high caliber of city services provide to property owners in the City

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

Section 1. Tax Levy for General Purposes

A. There is hereby levied upon all residential property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.626 to be collected for general municipal purposes for the year 2011

B. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.681 to be collected for general municipal purposes for the year 2011

C. There is hereby levied upon all personal property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.707 to be collected for general municipal purposes for the year 2011.

Section 2. Tax Levy for the Debt Levy for General Obligation Bond Purposes

A. There is hereby levied upon all residential property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.091 to be collected for general obligation bond purposes for the year 2011.

B. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.091 to be collected for general obligation bond purposes for the year 2011.

C. There is hereby levied upon all personal property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.091 to be collected for general obligation bond purposes for the year 2011.

Section 3. Tax Levy for the Debt Levy for Purpose of a Special Business District

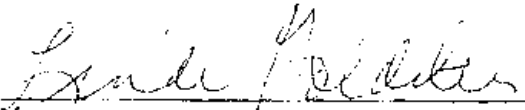
A. The limits of the Special Business District in the City of Clayton, Missouri, are all commercially zoned properties designated C-1, C-2, C-3 and C-4, on the zoning map of the City of Clayton, as of August 11, 1981, lying north of the Forest Park Expressway in the City of Clayton, Missouri.

B. There is hereby levied upon all residential property subject to taxation in the City of Clayton, Missouri, Special Business District an ad valorem tax levy of \$0.110 to be collected for Special Business District purposes for the year 2011.

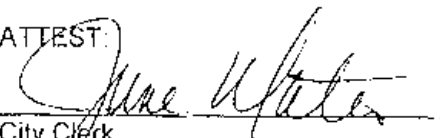
C. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, Special Business District an ad valorem tax levy of \$0.133 to be collected for Special Business District purposes for the year 2011.

Section 4. This ordinance shall be in full force and effect from and after its passage by the Board of Aldermen.

Passed this 13th day of September, 2011



Mayor

ATTEST:


City Clerk

Property Tax Consideration

City of Clayton – levied at the maximum rate allowable.

<u>Assessed Valuation</u>	<u>Residential</u>	<u>Commercial</u>	<u>Personal</u>	<u>Total</u>
Current FY 2011	476,298,820	337,586,241	76,754,725	890,639,786
Estimated FY 2012	461,521,060	333,125,621	76,754,725	871,401,406
% Change	-3.10%	-1.32%	0.00%	-2.16%
New Construction	1,721,220	11,853,760		13,574,980

<u>General Tax Rate</u>	<u>Residential</u>	<u>Commercial</u>	<u>Personal</u>
Current FY 2011	0.601	0.673	0.707
Proposed FY 2012	0.626	0.712	0.707

<u>Debt Service Levy</u>			
Current FY 2011	0.091	0.091	0.091
Proposed FY 2012	0.091	0.091	0.091

<u>Total Tax Rate</u>			
Current FY 2011	0.692	0.764	0.798
Proposed FY 2012	0.717	0.803	0.798
Rate change	0.025	0.039	0.000

<u>Total Tax Dollars</u>				
Current FY 2011	\$3,295,988	\$2,579,159	\$612,503	\$ 6,487,649
Proposed FY 2012	\$3,307,550	\$2,673,590	\$612,503	\$ 6,593,643

Clayton Special Business District

The Clayton Special Business District tax rate for each category, residential and commercial, is not levied at the maximum allowable. Overall, Special Business District property tax revenue will increase by approximately \$5,600.

<u>Assessed Valuation</u>	<u>Residential</u>	<u>Commercial</u>	<u>Total</u>
Current FY 2011	50,732,430	280,600,250	331,332,680
Estimated FY 2012	49,808,030	277,159,020	326,967,050
% Change	-1.82%	-1.23%	-1.32%
New Construction	0	11,821,760	11,821,760

<u>Tax Rate</u>	<u>Residential</u>	<u>Commercial</u>
Current FY 2011	0.108	0.129
Proposed FY 2012	0.110	0.133
Rate change	0.002	0.004

<u>Total Tax Dollars</u>			
Current FY 2011	\$54,791	\$361,974	\$ 416,765
Proposed FY 2012	\$54,789	\$367,565	\$ 422,354

City of Clayton
Organizational Table
Full-Time Positions

	2011	2011	2012
Personnel	Budgeted	Actual	Recommended
Administrative Services			
City Manager	6	5 (a)	5
Human Resources	2	2	2
Finance			
Finance	6	6	6
Municipal Court/TVB	3	2 (b)	2
Fire	36	36	36
MIS	4	4	4 (c)
Parks and Recreation			
Administration/Recreation	17	17	17
Parks Maintenance	9	9	9
Planning and Development Services	11	10 (d)	10
Police			
Police	55	55	55
Parking Control	4	4	4
Public Works			
Engineering/Maintenance	22	22	22
Building Maintenance	2	2	2
Equipment Services	4	4	4
Parking Operations and Maintenance	1	1	1
Total	182	179	179
(a) Elimination of Deputy City Manager position through attrition/combining duties with Finance Director position to create Director of Finance and Administration position.			
(b) Elimination of Court Assistant position - filled with two part-time positions.			
(c) Intend to fill open IT position (formerly IT Director) on a full-time basis.			
(d) Elimination of Planner/Sustainability Coordinator position (never filled--had extended an internship in the interim.)			

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GLOSSARY

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

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

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.

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.

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

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 – Unreserved, undesignated fund balances representing expendable available financial resources.

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

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

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

Deficit – The amount of specific fund's expenditures (including outgoing operating transfers) exceed revenues in a given year.

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

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

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

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

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 available cash in a fund. Often times incorrectly referred to as a "surplus." Each fund begins the fiscal year with a positive or negative fund balance.

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).

Grant – A payment of money from one governmental unit to another for a specific service or program.

Line Item – The uniform identifications of goods or services purchased; sub-unit of objects of Expenditure. For example, salaries, postage, equipment rental.

Note – A written promise to pay a specified amount to 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).

Personnel Services – All costs associated with employee compensation. For example, salaries, pension, health, 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: Police, Public Works, Administration, Parks & Recreation, and Maintenance.

Revenue – Sources of income financing the operations of the City. An increase in Fund Balance caused by an inflow of assets, usually cash.

Transfer – A movement of monies from one Fund, Department, Activity, or Account to another. This includes budgetary funds and/or movement of assets.

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.