
STRATEGIC ISSUES COMMITTEE CITY OF CLAYTON

Mission Statement

The Mission of Clayton City Government is to foster a vital, balanced community comprised of outstanding neighborhoods, quality business and commercial centers, premier educational institutions, and a healthy natural environment through an open, accessible and fiscally responsible government.

Strategic Objectives

1. Create a strong and vital combination of residential, business, and institutional interests to assure Clayton's ongoing livability and financial integrity.
2. Operate City Government in a fiscally sound manner consistent with available resources and prudent financial planning.
3. Provide the quality services necessary to assure a safe, clean, environmentally responsible community in which to live, play, learn, work and conduct business.
4. Provide leadership in defining and strengthening Clayton's mutual interests with the Clayton School District, local institutions, close-in municipalities, St. Louis County, and St. Louis City.
5. Encourage open, accessible and responsive city government based on effective communications between the City of Clayton and its constituencies.
6. Plan and facilitate public and private investment in the development and growth of Clayton's retail, office and cultural activities.

Belief Statements

The members of the Strategic Issues Committee of the City of Clayton have identified underlying basic values which reflect our community.

We believe that:

- The City must be run in a fiscally sound manner, consistent with available resources and prudent financial planning.
- The community of Clayton must support to the fullest extent a premier public school district.
- The community of Clayton is characterized by a special “livability” based on a unique combination of neighborhood, educational, recreational, commercial, cultural and convenience factors which must be protected and nurtured.
- City government must encourage and maintain high quality, diverse and accessible business and retail districts including the Central Business District and neighborhood business districts, which complement the “livability” of our community.
- The community of Clayton must remain a safe place to live and work.
- The City of Clayton must assure the maintenance and improvement of its residential areas.
- City government must control its own destiny by assuming a leadership role in forging partnerships and relationships which enhance our quality of life.
- City government and the community of Clayton must be environmentally aware and responsible.
- City government must provide quality service to its constituencies.
- The future of the City of St. Louis and other inner suburbs is important to the success of the community of Clayton.
- The community must maintain and enhance its recreational facilities and programs.
- City government must communicate effectively and regularly with its constituencies.
- Clayton’s citizens should be encouraged to actively participate in local government.
- It is important that Clayton remain the seat of the county government.

RESOLUTION

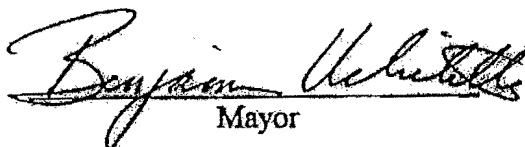
WHEREAS, the City Manager has prepared and submitted to the Board of Aldermen Fiscal Management Policies and Budget Administration Policies for the Board's review; and

WHEREAS, the City Manager desires the Board of Aldermen to approve said policies; and

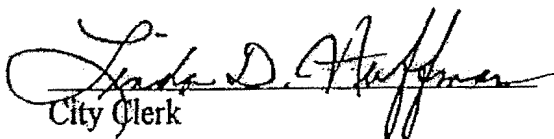
WHEREAS, the Board of Aldermen, after review of said policies, desires to approve said policies;

NOW THEREFORE, BE IT RESOLVED that the Board of Aldermen hereby approves the City Manager's Fiscal Management Policies and Budget Administration Policies, and further orders said policies to be established and implemented by the City Manager.

Passed this 14th day of July, 1992.


Mayor

ATTEST:


City Clerk



FISCAL MANAGEMENT POLICIES

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. 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:

- 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 general fund 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. It is our goal to maintain an undesignated portion of general fund balance for the purpose of providing for emergency expenditures and revenue shortfalls that may occur during a fiscal year.
 - 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 nonrecurring 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.
- 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 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. Each year the Finance Department will project revenues for the next three years. 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.
- 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 five 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.
- 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.
- 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.

BUDGET ADMINISTRATION POLICIES

The City of Clayton places a major emphasis on administering its Annual Budget in a professional and competent manner. 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 written budget adjustment and approved by the Board of Aldermen.

- Transfers from the contingency account into a departmental budget will require a written budget adjustment and the prior approval of the Board of Aldermen.
 - 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.
 - 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 Certified Public Accountants retained by the Board of Aldermen.

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 shall submit a monthly investment report to the City Manager outlining investment activities. 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.



LEGAL DEBT LIMITS

Under 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 intangible 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.



BASIS OF BUDGETING

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.

The budgets of governmental funds (for example, the General Fund, special revenue funds, debt service funds and capital funds) are prepared on a modified cash accrual basis. Briefly, this means that obligations of the City are budgeted as expenditures, but revenues are recognized only when they are available and measurable.

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. 6140

ORDINANCE NO. 6030

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 2008.

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 12, 2008 pursuant to notice as provided by law, at which hearing citizens 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. 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 \$0.568 to be collected for general municipal purposes for the year 2008.

B. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.636 to be collected for general municipal purposes for the year 2008.

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 2008

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 \$0.122 to be collected for general obligation bond purposes for the year 2008.

B. There is hereby levied upon all agricultural property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.122 to be collected for general obligation bond purposes for the year 2008.

C. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.122 to be collected for general obligation bond purposes for the year 2008.

D. There is hereby levied upon all personal property subject to taxation in the City of Clayton, Missouri, an ad valorem tax levy of \$0.122 to be collected for general obligation bond purposes for the year 2008.

Section 3. Tax Levy for Special Business District Purposes

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 \$0.074 to be collected for Special Business District purposes for the year 2008.

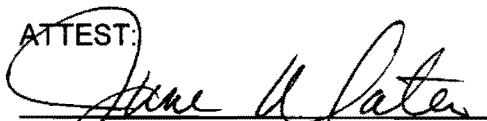
C. There is hereby levied upon all commercial property subject to taxation in the City of Clayton, Missouri, Special Business District an ad valorem tax levy of \$0.074 to be collected for Special Business District purposes for the year 2008.

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

Passed this 26th day of August 2008.



Mayor

ATTEST:


City Clerk

BILL NO. 6139

ORDINANCE NO. 6029

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE FISCAL YEAR 2009 COMMENCING ON OCTOBER 1, 2008 AND APPROPRIATING FUNDS PURSUANT THERETO.

WHEREAS, the City Manager has presented to the Board of Aldermen an annual budget for the Fiscal Year 2009 commencing on October 1, 2008; and

WHEREAS, a public hearing on the budget was conducted on August 12, 2008 pursuant to notice as provided by law at which hearing interested persons were given an opportunity to be heard.

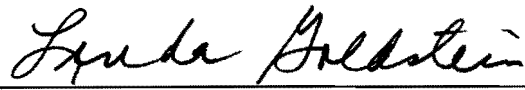
NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF CLAYTON, MISSOURI, AS FOLLOWS:

Section 1. The annual budget for the City of Clayton, Missouri, for the Fiscal Year 2009 commencing on October 1, 2008, 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 26th day of August, 2008.



Mayor

ATTEST:


City Clerk

**CITY OF CLAYTON
PROPERTY TAX CONSIDERATION**

ASSESSED VALUATION	January 1, 2007		January 1, 2008	
	Proposed FY 2008	% Chge from Prior Year	Proposed FY 2008	% Chge from Prior Year
City - Wide				
Real Property				
Reassessed value	423,190,930		444,125,420	1.54%
New Construction	14,184,070		17,445,580	3.99%
Total Residential	437,375,000	27.18%	461,571,000	5.53%
Reassessed value	331,107,820		332,937,810	-0.02%
New Construction	1,885,180		1,311,190	0.39%
Total Commercial	332,993,000	7.28%	334,249,000	0.38%
Total Real Property	770,368,000	17.74%	795,820,000	3.30%
Personal Property				
Reassessed value	81,147,000	-4.87%	81,967,000	1.01%
Grand Total City-Wide	851,515,000	15.13%	877,787,000	3.09%
Special Taxing District				
Reassessed value	19,333,430		33,734,980	17.29%
New Construction	9,427,570		10,604,020	36.87%
Total Residential	28,761,000	74.71%	44,339,000	54.16%
Reassessed value	274,825,770		276,184,020	-0.02%
New Construction	1,410,230		1,170,980	0.42%
Total Commercial	276,236,000	8.98%	277,355,000	0.41%
Total SBD	304,997,000	12.99%	321,694,000	5.47%

Proposed tax rates and gross revenue based on above assessed values.

CITY-WIDE PROPERTY TAXES	Proposed 2007 for FY 08		Proposed 2008 for FY 09	
	Tax Rate	Revenue	Tax Rate	Revenue
General		\$ 5,186,608		\$ 5,327,054
- Residential Tax Rate	0.566	\$ 2,475,760	0.568	\$ 2,621,723
- Commercial Tax Rate	0.636	\$ 2,137,422	0.636	\$ 2,125,824
- Personal Property Tax Rate	0.707	\$ 573,426	0.707	\$ 579,507
Debt	0.125	\$ 1,070,411	0.122	\$ 1,070,900
Total Tax Dollars		\$ 6,257,019		\$ 6,397,954
Total change in Tax Dollars from Prior Year		\$ 247,026		\$ 140,935
New State of MO law enacted in 2007		4.11%		
	% change due to	\$ change due to	% change due to	\$ change due to
Reassessment	85.6%	\$ 211,557	28.6%	\$ 40,315
New Construction	14.4%	\$ 35,469	71.4%	\$ 100,620
	100.00%	\$ 247,026	100.00%	\$ 140,935
	Tax Rate	% Rate Chge.	Tax Rate	Rate Chge.
Total Residential Tax Rate	0.691	-8.80%	0.690	-0.001
Total Commercial Tax Rate	0.761	-7.80%	0.758	-0.003
Total Personal Property Tax Rate	0.832	-2.00%	0.829	-0.003
SPECIAL TAX DISTRICT				
General Operations	0.06	\$ 181,967	0.0734	\$ 236,123
Total Residential Tax Rate	0.060	\$ 17,257	0.0734	\$ 32,545
Total Commercial Tax Rate	0.060	\$ 164,710	0.0734	\$ 203,579
		\$ 181,967		\$ 236,123
New State of MO law enacted in 2007		0.65%		
	% change due to	\$ change due to	% change due to	\$ change due to
Reassessment	69.1%	\$ 816	29.5%	\$ 15,964
New Construction	30.9%	\$ 365	70.5%	\$ 38,192
	100.00%	\$ 1,180	100.00%	\$ 54,156

Assessed Values provided by St. Louis County.

Revenue is net of 1.5% St. Louis County collection fee.

City of Clayton
Organizational Table
Full-Time Positions

	2007	2008	2008	2009
Personnel	Actual	Budgeted	Actual	Recommended
Administrative Services				
City Manager	5	5	5	6 (a)
Human Resources	2	2	2	2
Finance				
Finance	7	7	7	7
Municipal Court/TVB	3	3	3	3
Fire				
	36	36	36	36
MIS				
	3	3	3	4 (b)
Parks and Recreation				
Administration/Recreation	15 (c)	15	16 (d)	16
Parks Maintenance	9	9	9	9
Planning and Development Services				
	10	11 (e)	10 (f)	11 (g)
Police				
Police	55	56 (h)	55 (i)	55
Parking Control	5	4 (j)	4	4
Public Works				
Engineering/Maintenance	21	21	21	22 (k)
Building Maintenance	3	2 (l)	2	2
Equipment Services	5	5	4 (m)	4
Parking Operations and Maintenance	1	1	1	1
Total	180	180	178	182

- (a) Economic Developer.
(b) Technology Specialist.
(c) City added a Community Recreation Supervisor, bringing City total to 7.25 positions.
(d) City added a Community Resource Coordinator, bringing City total to 8.25 positions.
(e) Property Maintenance Inspector.
(f) Did not fill Property Maintenance Inspector position.
(g) Planning and Code Technician.
(h) Conversion of a PT Data Analyst position to FT.
(i) Elimination of a Data Analyst position.
(j) Elimination of a Parking Controller position through attrition.
(k) Engineer.
(l) Elimination of a Maintenance Worker I position through privatization.
(m) Elimination of a Mechanic position through attrition.

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.