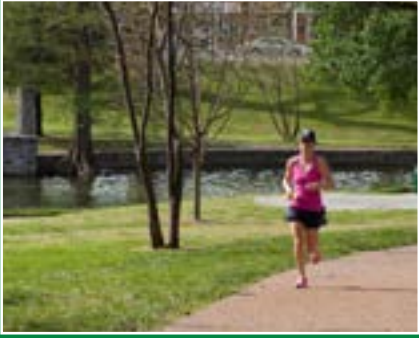


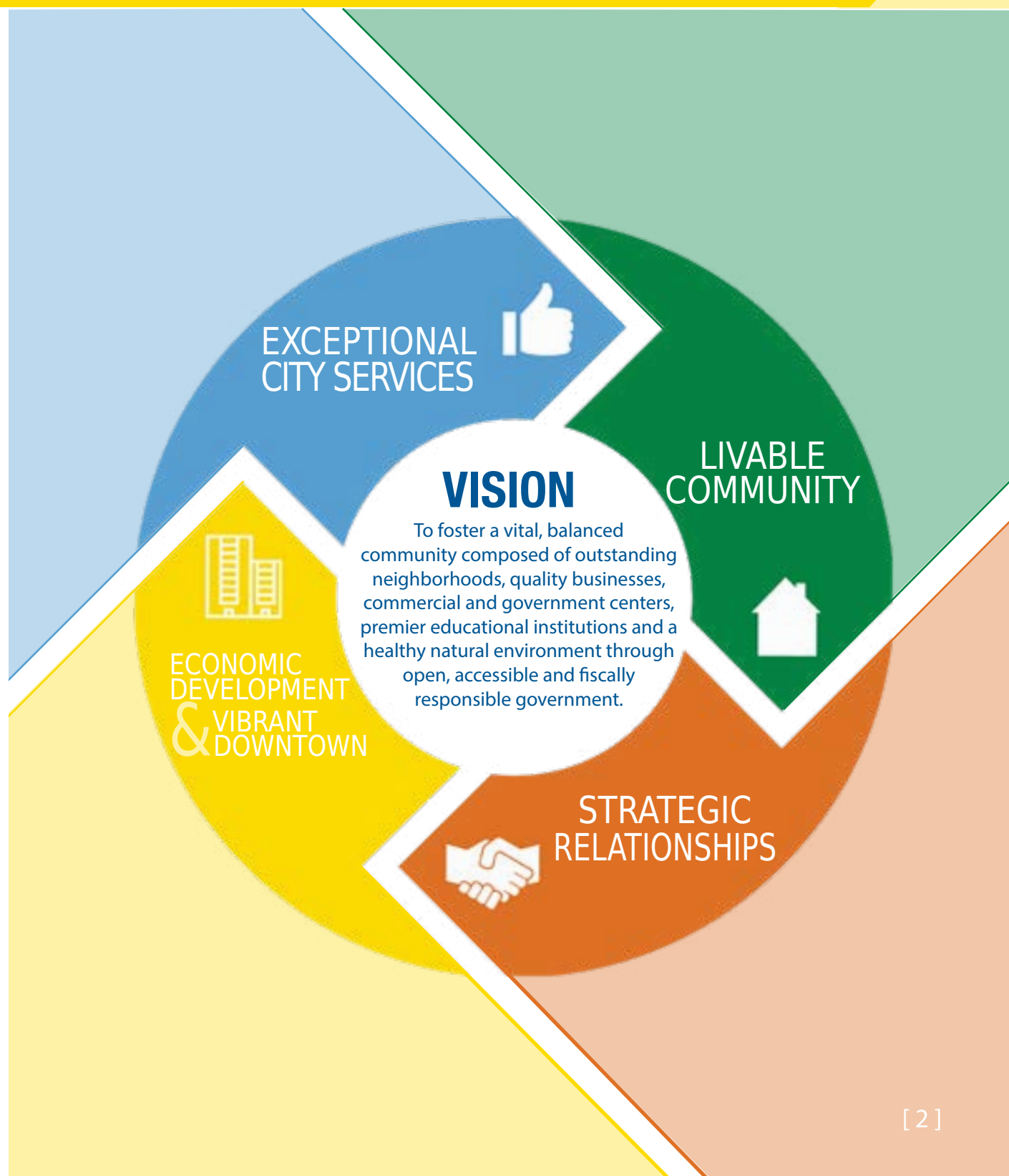


2017 ANNUAL REPORT
For the fiscal year ended
September 30, 2017



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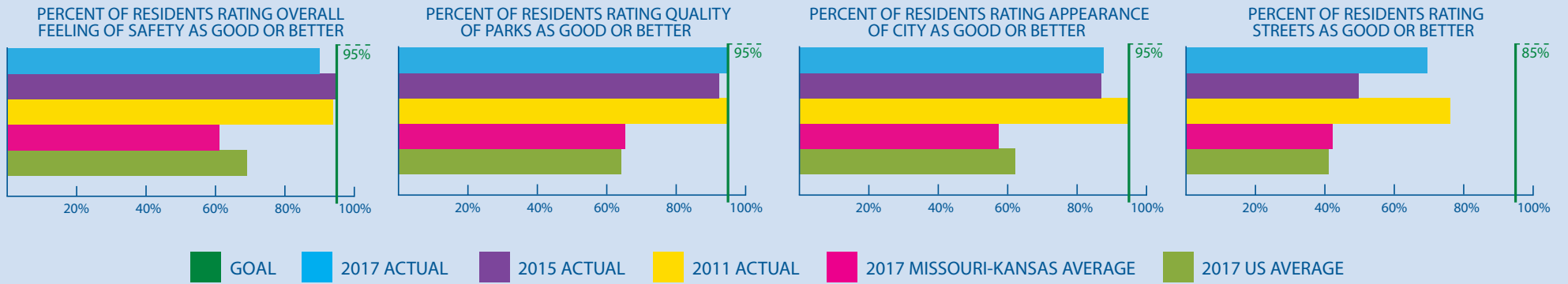
- Vision and Key Performance Areas 2
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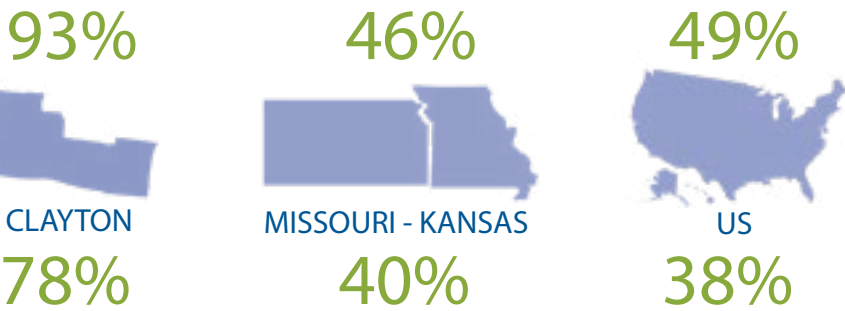
EXCEPTIONAL CITY SERVICES



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



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



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

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



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

[3]

PERCENT OF FIRES CONTAINED IN ROOM OF ORIGIN



PERCENT OF CARDIAC ARREST PATIENTS WITH PULSE UPON ARRIVAL TO HOSPITAL

UCR PART I PROPERTY CRIMES CLEARANCE RATES



UCR PART I VIOLENT CRIMES CLEARANCE RATES

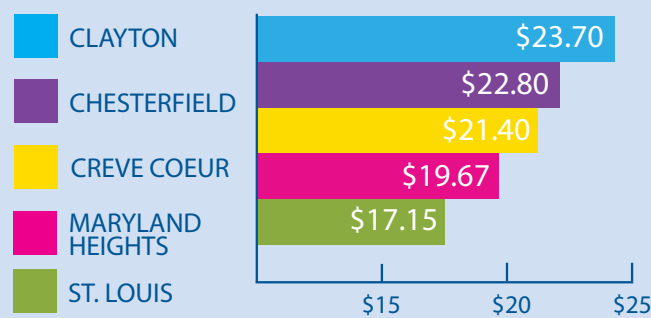
AVERAGE CALENDAR DAYS FROM INSPECTION TO VOLUNTARY COMPLIANCE



AVERAGE CALENDAR DAYS FROM INSPECTION TO FORCES COMPLIANCE



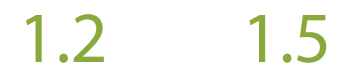
AVERAGE COMMERCIAL RENTAL RATE PER SQUARE FOOT



AVERAGE CALENDAR DAYS FROM REQUEST TO COMMERCIAL INSPECTION



AVERAGE CALENDAR DAYS FROM REQUEST TO RESIDENTIAL INSPECTION



COST PER LINEAR MILE FOR STREETS, SIDEWALKS, AND BIKE LANES OR PATHS



PERCENT OF LANE MILES WITH PAVEMENT CONDITION INDEX RATING OF 3 OR HIGHER

PERCENT OF OPERATING COST RECOVERY FOR RECREATION FACILITIES



PERCENT OF HOUSEHOLDS WITH ONE OR MORE RECREATION PASS HOLDERS

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

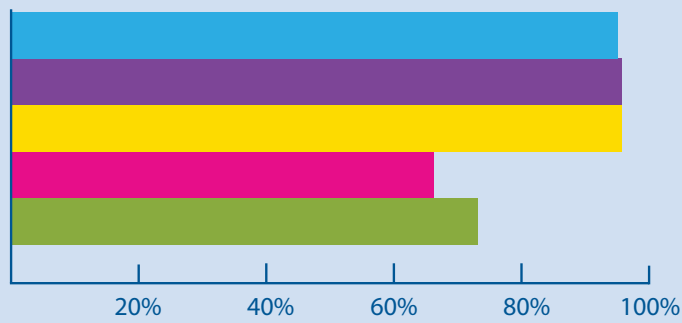
GOAL MET
 NEEDS IMPROVEMENT
 [4]

LIVABLE COMMUNITY

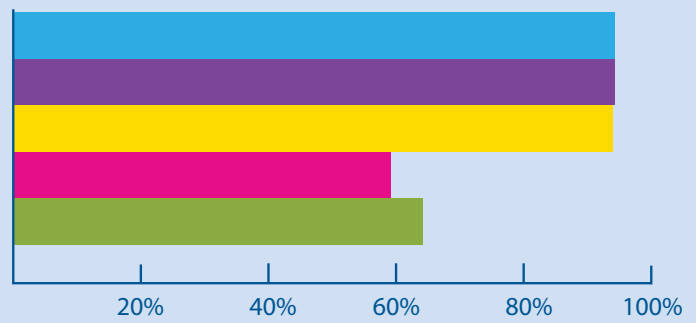


Clayton is a sustainable, welcoming community comprised of desirable neighborhoods, attractive green space, diverse artistic, cultural and recreational opportunities, and a multimodal transportation system — all of which foster a safe, healthy, and enriched quality of life.

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



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



2017 ACTUAL 2015 ACTUAL 2011 ACTUAL 2017 MISSOURI-KANSAS AVERAGE 2017 US AVERAGE

POLICE COST PER CAPITA

\$136	\$130	\$135	\$125	✗
2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2017 GOAL	

PERCENT OF LINEAR MILES WITH DEDICATED/SHARED BICYCLE ROUTES

7%	7%	7%	7%	✓
2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2017 GOAL	

\$91	\$94	\$97	\$96	✗
------	------	------	------	---

0.20	0.12	33.40	0.50	✗
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FIRE COST PER CAPITA

ANNUAL SIDEWALK DEFECTS PER 1,000 LINEAR FEET

[5]

10,714	21.4	78.42	11
NUMBER OF TREES	ACRES OF GREEN SPACE	ACRES OF PARK LAND	NUMBER OF PARKS

2,810	23,242	4,134
NUMBER OF SWIM LEAGUE PARTICIPANTS	NUMBER OF PROGRAM PARTICIPANTS	NUMBER OF YOUTH LEAGUE PARTICIPANTS

274,231	&	35,671
NUMBER OF CENTER OF CLAYTON ADMISSIONS		NUMBER OF ADMISSIONS AT SHAW PARK POOL, ICE ARENA, AND TENNIS COURTS

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

86%	88%	91%	+6%
2011 ACTUAL	2015 ACTUAL	2017 ACTUAL	CHANGE SINCE 2011

67%	73%	71%	+6%
-----	-----	-----	-----

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

1,463	34%	23	2,300
RECYCLED TONS IN 2017	PERCENT OF RECYCLING DIVERTED	NUMBER OF TRAFFIC SIGNALS	NUMBER OF STREET LIGHTS

98.7	54	2.2
MILES OF PAVED STREETS	MILES OF SIDEWALKS	MILES OF BICYCLE LANES



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

✓ GOAL MET ✗ NEEDS IMPROVEMENT [6]

STRATEGIC RELATIONSHIPS



ECONOMIC DEVELOPMENT & VIBRANT DOWNTOWN



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

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

OUR PARTNERS

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

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

COMPARISON SALES TAX RATES

The City's sales tax rate of 8.613% is comparable to surrounding cities.

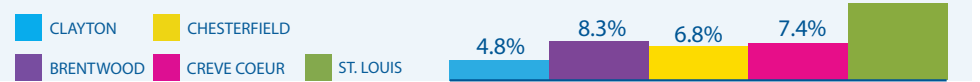
MUNICIPALITY	TAX RATE
St. Louis City	8.679%
Brentwood	8.613%
Clayton	8.613%
Kirkwood	8.613%
Richmond Heights	8.613%
University City	8.613%
Ladue	8.363%

23 EVENTS HOSTED & **32,106** INDIVIDUALS PARTICIPATING

2017
\$110,822,397
CONSTRUCTION VALUE OF PERMITS

2016
\$94,138,695

AVERAGE COMMERCIAL RENTAL RATE PER SQUARE FOOT



[7]

WHAT'S NEXT?

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

GOAL	OUTCOME & ANALYSIS	NEXT STEPS
The goal is for 95% of survey participants to rate their overall feeling of safety within the City streets as good or better.	Residents' perception of overall safety in the City had decreased in 2017 after seeing consistently high ratings and steady increases from 2011 to 2015. Though the overall rating was the lowest since 2011, the rating remains 21% higher than the national average.	The Clayton Police Department has increased their overall community policing efforts by increasing foot and vehicle patrols. The Police Department has also increased their presence on social media and crime prevention outreach.
The goal is for 95% of survey participants to rate the appearance of the City as good or better.	Residents' perception of overall appearance in the City of had increased slightly in 2017 but decreased since 2011. Though, the overall rating remains 26% higher than the national average.	Clayton continues to analyze how we can make changes to city owned property and encourage upkeep and updates to privately owned properties.
The goal is for 85% of survey participants to rate City streets as good or better.	Residents' perception of the maintenance of City streets increase significantly from 2015 to 69%. However, this represents an overall decrease from 82% satisfaction in 2011. The overall rating remains 28% higher than the national average.	Clayton continues to analyze how we can continue to improve City streets as well as to strengthen our relationship with St. Louis County, who is responsible for maintaining three aerial roads in Clayton (Big Bend, Hanley, and Clayton Roads).
The goal is for 85% of survey participants to rate the culture, dining, and shopping environment as as good or better.	Residents' perception of the culture, dining, and shopping environment received a 83% satisfaction rating. This reflects no change since 2015.	Clayton is continuously reviewing its efforts to improve the vibrancy of our downtown environment.
The goal is to keep Police operations costs to \$125 per capita and Fire operations costs to \$96 per capita.	Both Police and Fire Departments experienced increases in their operations and have been slightly higher than in previous years.	Both Police and Fire Departments continue to implement changes to procedures and introduce technology to improve efficiency and effectiveness as well as lower operational costs in the long run.
The goal is to keep annual sidewalk defects per 1,000 linear feet to 0.50 to ensure accessibility for all users.	This year's annual sidewalk defects per 1,000 linear feet is significantly higher than in years past due to the technology used to evaluate the sidewalks for ADA compliance.	The Public Works Department is reevaluating the calculations because more advanced technology was used to determine defects.

[8]

MAYOR & BOARD OF ALDERMAN



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