



City of Ashland

109 East Broadway, Ashland, Missouri 65010

Department Source: City Administrator

To: Board of Alderpersons

From: Tony St Romaine

Board Meeting Date: April 21, 2020

Re: Proposed FY2021 Budget

EXECUTIVE SUMMARY: Ashland City Code Section 2.103 (2.C.) states:

“Budget: The City Administrator of the City of Ashland shall assemble estimates of the financial needs and resources of the City for each ensuing year and shall prepare a program of activities within the financial power of the City. The City Administrator is solely responsible for preparing a proper supporting schedules and an analysis to be proposed to the Mayor and Board of Aldermen for their final approval.”

With the assistance of the City Treasurer and input from Department Heads, the attached proposed FY21 budget is submitted for Board review and approval.

DISCUSSION: During February and the first part of March, 2020 (prior to the Covid-19 crisis), City staff held work sessions with the Board of Aldermen on each fund section of the proposed budget along with the proposed capital improvement plan. The attached document has incorporated all comments, suggestions and revisions received to date.

Please review the Budget Message included at the beginning of the document for a general overview of the budget and highlights for the upcoming fiscal year.

FISCAL IMPACT:

Short Term Impact (cost proposed legislation the next 2 years): See budget document.

Long Term Impact: See budget document.

SUGGESTED BOARD ACTION:

Staff recommends approval of the legislation adopting the City’s FY2021 budget.

COUNCIL BILL NO. 2020-014

ORDINANCE NO.

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE FISCAL YEAR BEGINNING
MAY 1, 2020 AND APPROPRIATING FUNDS PURSUANT THERETO

WHEREAS, the City Administrator and City Staff has presented the Board of Aldermen with an annual budget for the fiscal year beginning May 1, 2020; and

WHEREAS, the Board of Aldermen has reviewed and agree with the recommendations for the annual budget for the fiscal year beginning May 1, 2020.

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

Section 1. The annual budget for the City of Ashland, Missouri, for the fiscal year beginning May 1, 2020 and ending April 30, 2021; A copy of which is attached and marked as "Exhibit A" hereto and made a part hereof as if fully set forth herein, is hereby adopted.

Section 2. Funds are hereby appropriated for the objects and purposes of expenditures set forth in said budget.

Section 3. Instructs the City Treasurer to distribute said budget to all entities that have interest in the financial matter of the City.

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

Passed this _____ day of _____, 2020.

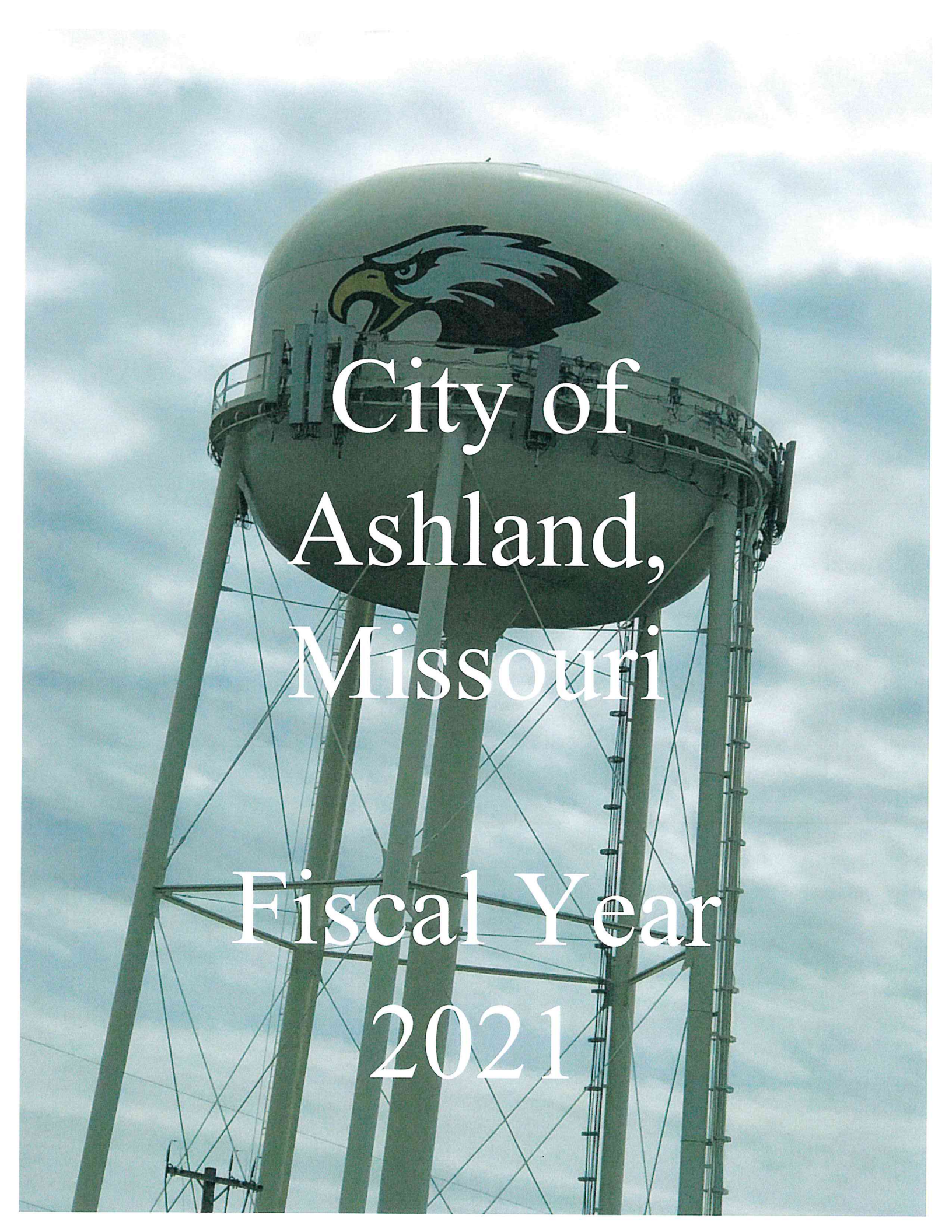
Gene Rhorer, Mayor

Attest:

Darla Sapp, City Clerk

Certified as to correct form:

Jeffrey Kays, City Attorney

A photograph of a large, white, spherical water tower supported by a metal lattice structure. The tower is set against a cloudy sky. On the side of the tower, there is a large, stylized eagle logo with a yellow beak and black and grey feathers. The text is overlaid on the tower in a white, serif font.

City of
Ashland,
Missouri

Fiscal Year
2021

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History of Ashland

The City of Ashland is a small scenic town in south-central Boone County, conveniently located along Highway 63 between Columbia and Jefferson City. St. Louis and Kansas City are two (2) hours away and the Lake of the Ozarks is just an hour drive. Ashland's population doubled in population from 2000 to 2010, yet still maintains a quaint, small-town ambience. Ashland continues "Growing Forward" thanks to its convenient location, excellent schools, churches quality homes, and small-town, family-friendly atmosphere which continues to make Ashland an attractive place to live and raise a family. While some of the residents work in Ashland, the majority of the City's workforce commutes to Columbia and Jefferson City, both less than a 15 minute drive along US 63, a 4-lane divided highway.

Scots-Irish who came from Kentucky about 1820 settled the Ashland area. An Indian trading post was established near the present intersection of Broadway and Main Streets. The town was laid out in 1852 and incorporated in 1877. It was named Ashland after the famous Henry Clay estate in Lexington, Kentucky. At the time of Ashland's incorporation, it was a well-established farming community on a toll road, which ran from Columbia to Claysville, then an important river port.

William Bass and J. W. Johnston started the Trade Center about 1875 and it became the largest general store in Missouri. It had the first telephone in Missouri, outside of St. Louis. The line ran to a branch store in Guthrie, 8 miles east on a branch of the Chicago and Alton Railroad.

Bass and Johnson also ran the Ashland stock sales that shipped large herds of mules to the Deep South. They established the Farmers Bank in 1881, built a gristmill (The Ashland Milling Co.) in 1877, and started a newspaper, called the "Ashland Bugle" in 1875. James L. Wilcox bought the Bugle in 1877 and published it single-handedly as a weekly paper for 63 years, establishing a national reputation for himself and his newspaper.

Before the turn of the century Ashland had a packing house, a cooperage, a cannery, 2 hotels, 3 grocery stores, several blacksmiths, livery stables, 7 physicians, several lawyers, a drug store, two tracks, opera house and a noted brass band. The first school was started in 1859, the Ashland High School Association. The Bass and Johnston Academy was built in 1903 and was then used by Southern Boone School until it was razed in 2014.

Today, Ashland's population has tripled in the last twenty years going from 1,275 persons in 1990 to over 3,700 persons in 2010 while still maintaining a quaint, small town ambience. This quality, together with Ashland's convenient location, excellent schools and access to recreation, make the City an attractive place to live. With this year's census, it is anticipated that Ashland's population may exceed 5,000.

While some residents work in Ashland, others commute to Columbia and Jefferson City, both less than 15 minutes away on US 63, a four-lane divided highway. St. Louis, Kansas City and Lake of the Ozarks are all within two hours.

Southern Boone County School District, which educates children from Ashland and surrounding areas, has earned a reputation of educational excellence, boasting high school graduation rates eight percentage points above the state average.

Ashland has six institutions of higher learning within 20 miles including the University of Missouri-Columbia, Stephens College, Columbia College, Lincoln University, Williams Woods University, Westminster College and Moberly Area Community College.



City of Ashland Elected Officials

Mayor
Gene Rhorer

Ward 1 Alderman
Danny Clay
dclay@ashlandmo.us

Ward 2 Alderman
Jesse Bronson
jbronson@ashlandmo.us

Ward 3 Alderman
Rick Lewis
rlewis@ashlandmo.us

Ward 1 Alderwoman
Leslie Martin
lmartin@ashlandmo.us

Ward 2 Alderman
Richard Sullivan
rsullivan@ashlandmo.us

Ward 3 Alderman
Jeffrey Sapp
jsapp@ashlandmo.us

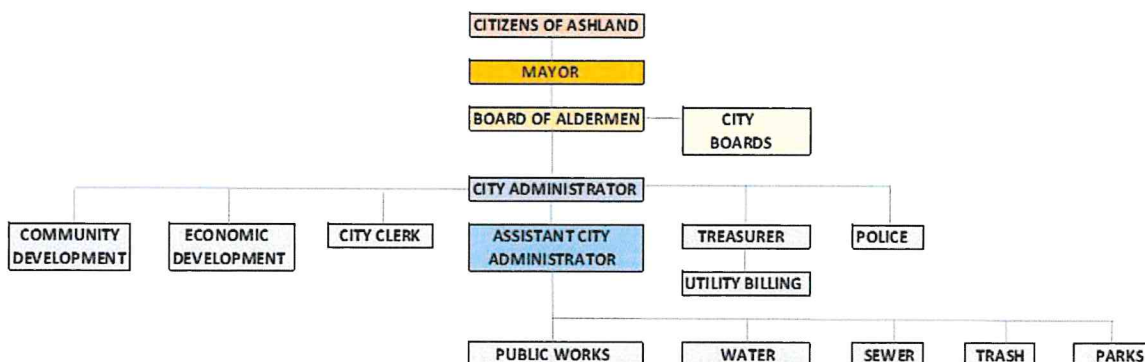
The board of Aldermen currently meets on the 1st and 3rd Tuesday of each month at 7:00pm. The public is always welcome and encouraged to attend. Agendas are posted at City Hall, the City of Ashland website and Facebook page. If you have something to be placed on the agenda, it should be presented to the City Clerk, in writing, at least 7 days prior to a regularly scheduled meeting.

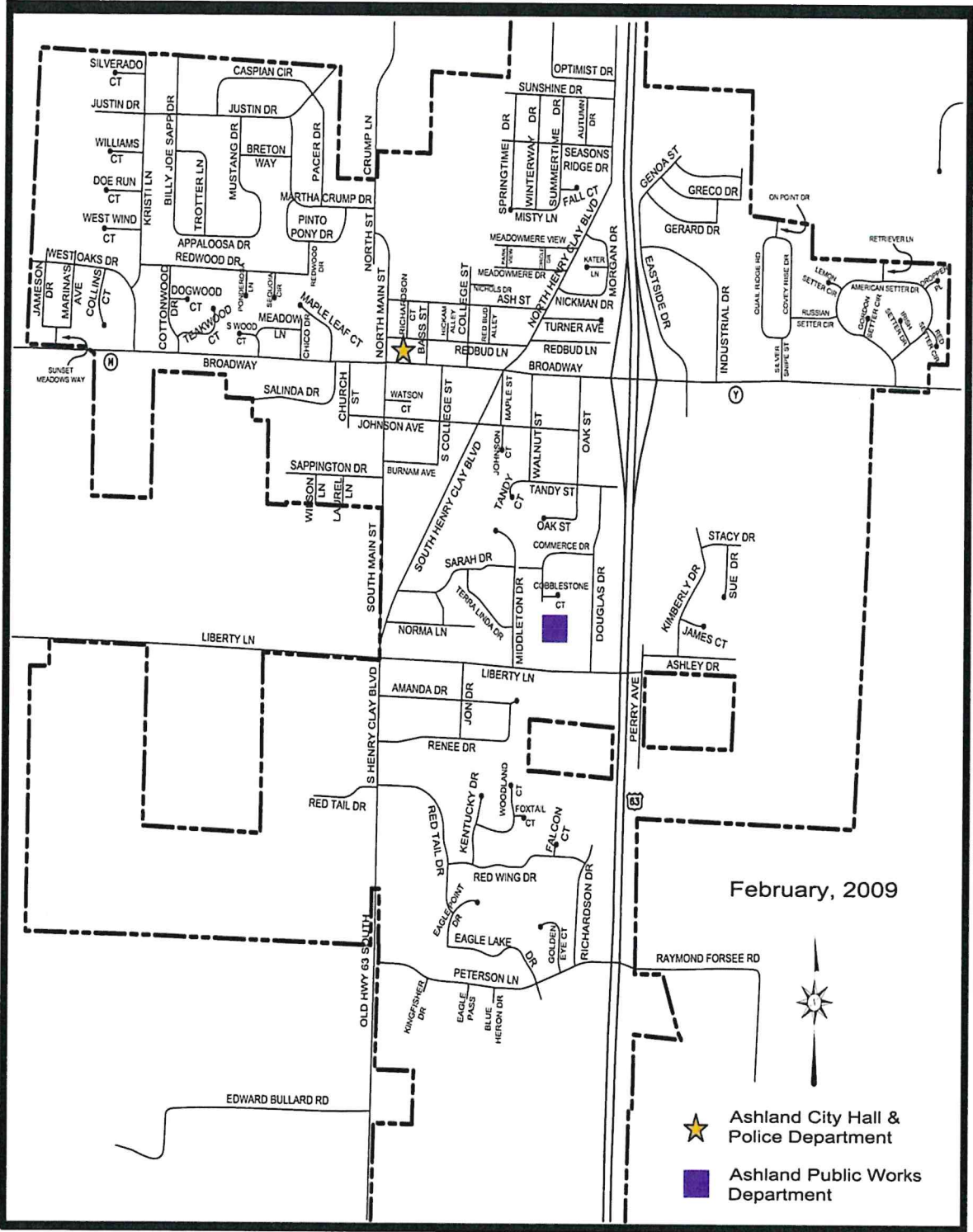
Mayor

The City of Ashland is a fourth class city which operates under a Mayor/Board of Alderman form of government. The Mayor is elected at-large for a two-year term and is recognized as the head of the city for all legal and ceremonial purposes and by the Governor of Missouri for all purposes of military law. The Mayor presides at the Board of Alderman meetings, executes all ordinances, resolutions, proclamations, grants and executive orders. The Mayor may only vote in the event of a tie.

Board of Alderman

The Board of Alderman consists of six members. Qualified voters elect two Council members from each of the three respective districts of the City. Each elected board member serves for a term of two years.







April 13, 2020

Honorable Mayor and Members of the Board of Aldermen of the City of Ashland, Missouri, it is my honor to present the operating budget for Fiscal Year 2021 (FY21). This budget includes a one-year operating budget as well as a multi-year Capital Improvement Plan.

While the City was formulating the annual operating budget, a parallel process took place to develop a capital improvements program. Two separate but interrelated documents have been prepared, with each document communicating to stakeholders how the City intends to allocate resources to meet residents' needs. The first document, the Operating Budget, focuses on the annual departmental operations and includes summary information on a multi-year capital improvement program. The second companion document, the Capital Improvement Program (CIP), focuses on projects that involve major one time expenditures related to the City's infrastructure and capital equipment needs. The CIP document provides project detail for the new fiscal year and projections for the following nine years.

By law, the annual budget is required to be adopted on or before April 30 of each year. The adopted budget provides for program operations for the fiscal year that begins May 1 and ends on April 30 of the following year. In practice, the City of Ashland Board of Aldermen typically adopts the budget at the end of April each year, following a series of work sessions and public hearings. Budget amendments must be prepared and adopted in the same manner as the original budget.

The City has achieved a balanced General Fund budget for several years and has maintained a healthy General Fund reserve. The three primary sources of revenue for the City's General Fund are property tax, sales tax and gross receipts tax. General Fund sales tax for FY21 is projected to increase by \$20,000 or 5%.

The proposed FY21 budget focuses on three areas – People, Process, and Priorities, each reflecting the need to re-balance and improve our service levels with additional administrative and operational support. This budget builds upon the exceptional services we currently deliver and will further improve the efficiency, economy and effectiveness of City operations. The City's capital needs have been evaluated and a plan for capital projects and equipment replacement is included in this budget. Investments in these areas aim to preserve important physical assets and provide tools to maximize productivity and effectiveness of most costly and important assets of the city, our professional employees.



Ashland continues to experience the largest period of population growth in its history and is poised to see substantial commercial development being constructed in the next two years. Expanding commercial activity will not only provide additional area jobs, but will increase our tax revenues enabling the City to address improving infrastructure and complete other projects that have been deferred for too long. The spin-off impact of this increased commercial activity and employment will positively impact the housing values of the neighborhoods in Ashland; tax base for the school district, city and county, retail vibrancy and economic activity for the City.

There are also large, exciting capital projects which will occur this year. They include the planning for a new City Hall and Police Facility (which is currently under construction on Main Street). The City is planning to secure a facility loan through the US Department of Agriculture (USDA) for the new City Hall/Police Facilities, which will be paid back over thirty years using a combination of general and water utility funds.

In addition, the construction of a roundabout at the intersection of Route M (Broadway) and Henry Clay Blvd. is expected to break ground in early spring 2021. Large street resurfacing projects include resurfacing roads in Sunset Meadows, the parking areas along Broadway (to be coordinated with MoDOTS's plan to resurface Broadway driving lanes), and several spot street repairs in many of the City's older subdivisions will be programmed for this FY.

The largest increases in expenditure in this proposed budget are for salaries and equipment purchases. For many years we have deferred major equipment replacement and/or additions for our fleet of vehicles and equipment. By identifying and managing these assets we can decrease our lifecycle costs, reduce redundancy and waste, coordinate projects and expenditures, as well as smooth the costs for better budgeting and cash flow. This investment will shore up the stability of an area that is often neglected by municipalities. By maintaining discipline and keeping these funds healthy and identifying the full cost of our facilities, infrastructure equipment, we attain a lower cost of ownership and reduce large unanticipated costs in future years.

PEOPLE

Ashland's success is built upon a very special relationship between the talented professional team that works for the City and the citizens and other stakeholders they serve. The citizens have high expectations of their community and value the services and facilities that are an important part of what makes the community special. The employees who have been successful in our organization show great pride in being good at what they do and delivering high levels of service to a community that values their contributions. Compensation is both a critical component of the relationship current and future team members share with the organization and the largest cost category for the City and therefore must be carefully, respectfully, systematically and transparently maintained.

When I officially took the role as permanent part-time City Administrator in October 2019, one of my priorities was to conduct a salary review as prescribed under Section 2.410 of the City's Code which states:

“The City Administrator shall annually review the salaries of City employees to provide increases or decreases in their salary based upon the cost of living and merit, subject to availability of appropriated fund.”

Based upon the results of the review it became evident that many of our employees, particularly those in the lower pay bands, were being underpaid. My recommendations for changes in compensation are as follows:

1. Increase the minimum wage for all employees to \$15/hour.
2. Adopt new pay classification system with Board approved salary ranges.
3. Adopt a Board approved compensation philosophy for employees of the City of Ashland that reflects the values and goals of the City.

With a total of only 18 permanent employees, the majority of which are employed by the Police Department, the total impact on the general fund on an annualized basis would be approximately \$60,000. Employees

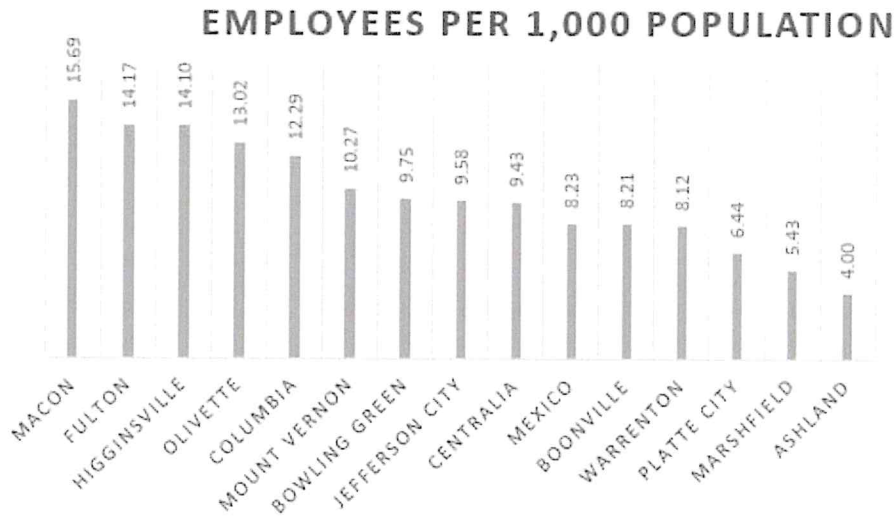
who are below the \$15 wage level would move to a new rate that would be calculated based upon the new \$15 rate plus 2% for each year of completed service.

With regard to the Police Department, surveys were conducted of several Missouri communities similar in population to Ashland. The average of the reported salaries were, Min: \$17.27, Mid: \$19.46, Max: \$21.64. The majority of Ashland's patrol officers are currently making less than \$15 per hour. My recommendation is that the average reported salaries from our survey become the new pay range for patrol officers. Adjustments were also made in establishing the new pay range for the Deputy Chief, as the current salary for this position would have been only \$0.51 above the maximum range for a patrol officer.

As we continue the robust service offerings that have distinguished Ashland over the years, we must continue to strive to ensure that there is a rational basis for making compensation decisions; that our salary ranges are kept up to date, and that both wages and fringe benefits are competitive with our labor market.

PROCESS

As the City continues to grow in population, it is clear that staffing levels have not kept up to be able to support the needs of the community. In FY20, the City employed a total of twenty (20) full time employees FTEs. If our estimated FY20 population is around 5,000 as we predict, that would equate to a ratio of four (4) employees per one thousand residents. While it is difficult to compare cities due to the types of services they provide (for example, some cities have their own fire department), I have included a chart below that illustrates how Ashland compares to other communities within the State of Missouri, some of similar size, as well as our surrounding communities:

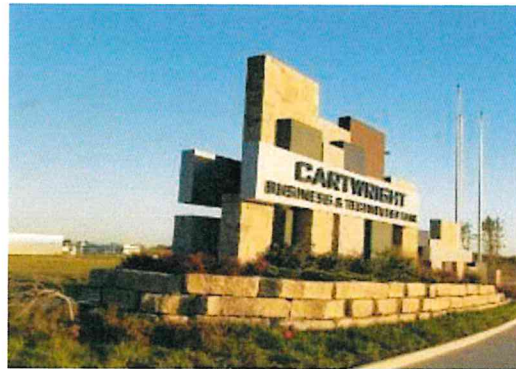


Due to the size of our City workforce, many processes and activities that would typically be performed by in-house staff have been contracted out to private firms or the County. This includes engineering review of plats, site plans and building inspection services. Having these services in-house would allow for a speedier review along with a more thorough oversight of building projects as they are constructed and completed. The proposed budget includes the addition of a full-time plan reviewer to perform these

services with assistance from a third party engineering firm when necessary due to workload or complexity. The plan reviewer would also serve as a liaison to the City's Planning & Zoning Commission, providing technical advice and assistance when requested. Depending on workload, responsibilities may also include residential building inspections

The proposed budget also includes funding a full-time Assistant City Administrator to assist with the day to day operations of the City; to oversee the enterprise departments of the City (water, public works and sewer); to write grants that will assist the City in addressing new and failing infrastructure; to assist in drafting new policies and procedures to streamline City operations and processes, and assuming the duties of the City Administrator when needed.

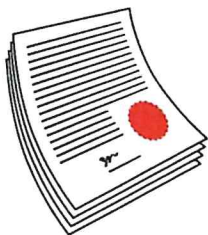
Positioning the City for long-term financial stability is a key goal for the Board and Staff. With a large number of capital improvement projects still needing to be funded, the need to grow our commercial business footprint in the City has never been greater. Fortunately, the City is positioned to see two major commercial property areas on the verge of starting to build out their development during the next year – East Ashland Plaza and Cartwright Technology & Industrial Park.



The Cartwright Business and Technology Park adjacent to Columbia Regional Airport and Highway 63 contains a 20 acre lake, walking trails and over 400 acres poised and ready for destination entertainment and sporting complexes and a wide variety of mixed use destinations and employment centers.

Conversations are ongoing with the Southern Boone Chamber of Commerce and the Southern Boone Economic Development Council regarding the funding of a part-time economic development officer to be funded by both organizations, along with the City, who would match their contributions of \$10,000 per year for a total of \$40,000.

HOME RULE: Charter Government: Missouri statutes classify municipalities on the basis of population



and limit the form of government options of each classification. The statutes provide that a community may incorporate as a city of the third class, fourth class or village on the basis of the population at the time of incorporation. Once a community is incorporated under a given classification, the municipality does not automatically change classification with a gain or loss of population. A municipality may change classification only when the change is approved by a majority vote of the people.

With a population of 3,707 as of the 2010 census, the City of Ashland is currently a fourth class city. With a projected population expected to exceed 5,000 with the 2020 census, the opportunity exists for Ashland to consider becoming a charter city (like Columbia, Jefferson City, Fulton and many more).

Fourth-class cities are permitted to have either the mayor/board of aldermen form or the mayor/city administrator/aldermen form. The board of aldermen may adopt the city administrator form by ordinance, without a vote of the people. Charter cities may adopt any form of government that the people approve in the charter.

The Missouri General Assembly cannot pass legislation for just one city, making it less capable of dealing with a modern city's specific needs, such as economic development and stormwater management. A charter helps secure the most efficient and effective municipal government operations.

Under the typical charter council-manager form of government, there is a differentiation between the policymaking function of government and the administrative function. The voters elect the city council, which formulates municipal policy. The council appoints the city manager who is responsible to the council for the administration of the city government. Usually, the councilmen deal with the various city departments only through the city manager. The manager has the responsibility to prepare the city budget for council approval and also to execute the budget after adoption. Under the council-manager plan, the mayor presides over council meetings and serves as the city's ceremonial and political leader but has no administrative authority or veto power. The city manager serves at the discretion of the council, which may hire and fire the manager at will, not merely for cause. The council-manager form provides clear lines of authority and responsibility with the city manager as chief executive officer who can be held strictly accountable for municipal operations. Should Ashland's population exceed the 5,000 threshold required to begin the process of establishing a charter, which we will know when the 2020 census is concluded, there will need to be a process established to ensure that residents of Ashland are included in the discussions regarding the potential change in the form of government. Once a Charter Commission is formed and a document is agreed upon, approval of the charter would require approval by the electorate of Ashland.

PRIORITIES

The proposed budget includes resources to address priorities and initiatives recently articulated by the Mayor and Board of Aldermen. These priorities include expanding collaboration with our peers and partners; beautification of your downtown; sustaining growth while balancing preservation; expanding arts, culture and entertainment in the downtown; investing in a long-term planning process (comprehensive plan) involving land use; improvements to our park facilities; development and other long-range goals and objectives. Included in this process are other areas of emphasis such as parks, streetscapes, and bicycle/pedestrian planning.

The City's future growth and financial strength will be driven by the growth of existing business and by new development on the east side of Highway 63. The city's primary effort to address short term sales tax issues is a continued focus on public infrastructure investment which encourages growth in existing local business activities. The completion of East Ashland Plaza and a planned downtown revitalization initiative are examples of actions to assist existing business activity. Addressing those concerns through increased economic development activities and continued review of service delivery methods is needed in order to ensure the City's long term economic well-being. Lack of revenue growth is the most pressing threat to the City's ability to provide high quality safety and transportation outcomes.

A significant change to past budgets in an initiative designed to increase economic development activities. This includes a proposed partnership with the Southern Boone Economic Development Commission (SBEDC) and Ashland Chamber of Commerce aimed at expanding business, marketing the Ashland areas, and attracting non-residential development along US 63 and the Broadway corridor. Additional economic development activities include expansion of the City's web and social media presence (marketing Ashland as a great place to open a new business or expand an existing one); completion of Comprehensive Plan updates; assisting the recently formed Broadway Beautification Task Force as they consider both aesthetic and economic initiatives designed to attract new business and improve the "look and feel" of our downtown areas, and continues support/participation in numerous downtown events and community activities.

The goal of this program is to coordinate economic development activities with developers and community partners to bring new business to the City of Ashland and enhance existing business locations. The City of Ashland believes:

- (1) The components of an economic development program include commercial/retail development; industrial recruitment; office recruitment; existing industry expansion and retention; central business district development; entrepreneur development; and targeted industry recruitment;
- (2) Economic development is an ongoing and sustainable process aimed at addressing the economic growth of the community;
- (3) That a strong, diverse and resilient local economy is critical to our planned development; and
- (4) Economic development provides jobs and income for a large number of our citizens; as well as a stream of revenues that contribute to the public facilities and services that all of Ashland's residents enjoy.

The proposed position of a part-time Economic and Business Development Manager will coordinate all economic and business development activities within the City and will work closely with the Southern Boone Economic Development Committee (SBEDC) and Ashland Chamber of Commerce in recruiting new business activity. The Economic and Business Development Manager will maintain and monitor the outcomes and success of economic development projects; create new ways to attract and enhance business development through incentives; create and update the Economic Development Policy; work with state representatives on funding opportunities; and submit reports and documents to the Board of Aldermen for

consideration. IN addition, the City’s economic development web page will be monitored and maintained by the Economic and Business Development Manager.

Online sales provide increasing competition for the local “brick and mortar” businesses which create jobs and economic activity within the community. The ability to provide retail goods without a local physical investment provides a competitive advantage for online businesses. This advantage is increased when the online business is not subject to the same level of sales tax paid by businesses who have invested in the community. The City of Ashland is one of several area communities who have not yet adopted a local option use tax. The use tax is a mechanism which requires online retailers, such as Amazon, to remit local sales tax. This mechanism has positive effects for both the City tax revenue and for local businesses who are competing against online retailers not subject to the same level of sales tax. The City will need to carefully consider asking voters to level the playing field for local retail business by adopting a local option use tax at the same rate as charged for the existing sales tax point of sale (local) purchases. While Ashland City residents are currently paying state and county use taxes as a component of their online purchases, the community cannot receive the financial and service benefits of this revenue without voter approval of a local use tax.

FISCAL POLICIES

The City of Ashland has a responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan for the funding services and facilities required by the public. The principles of prudent financial management require that a set of operating, accounting, capital and revenue policies be followed to ensure that this responsibility is met. These are not ordinances but rather internal guidelines that have been established over time. Many of the operating, accounting, revenue and capital improvement policies are based on the Government Finance Officers Association’s (GFOA) recommended best practices in addition to standards established by the Governmental Accounting Standards Board (GASB).

The fiscal policies of the City of Ashland have specific objectives designed to ensure the continued fiscal health of the City:

- To maintain the policy-making ability of the Board of Aldermen by ensuring that important fiscal decisions are not driven by emergencies or financial problems
- To allow policy decisions to be made timely by the Board of Aldermen based on financial reports being delivered to them on a regular basis
- To provide sound financial principles to guide the Board of Aldermen and management team in making current and long range decisions.
- To use sound revenue policies which prevent undue reliance on a single source of revenue and which distribute the cost of municipal services fairly among all programs and users
- To protect and maintain the City’s credit
- To provide a system of internal controls sufficient to ensure compliance with the budget as adopted by the Board of Aldermen

OPERATING POLICIES

Operating expenditures will not exceed operating revenues

Policy Purpose: To ensure that the City provides services within the limits of revenues and avoids the need to issue debt for operating purposes

Financial reports will be prepared and delivered to the Board and management on a regular basis

Policy Purpose: To ensure that financial decisions are made in a timely manner and not as a response to an emergency

The City will maintain a competitive pay structure for all employees

Policy Purpose: To ensure that the City is able to attract and maintain a qualified work force, it is vital that the pay structure of the City be maintained at the market rate

ACCOUNTING POLICIES

The City will use generally accepted accounting principles (GAAP) in all financial systems and transactions. These principles will be monitored and updated as mandated by the Governmental Accounting Standards Board (GASB), which is the legal authority charged with defining GAAP.

Policy Purpose: Sound financial management requires adherence to a set of accounting procedures so that Board of Aldermen and citizens may have confidence in the financial reports produced and distributed.

A public accounting firm will perform an independent annual audit. The public accounting firm will present a final report to Board of Aldermen detailing results of operations and will include a management letter detailing any recommended changes.

Policy Purpose: It is vital that citizens have confidence in the financial reports distributed by the City. An annual audit ensures that an independent third party has reviewed the detailed records of the City and has concurred that the financial records are true and accurate.

The Treasurer will monitor all financial systems on a monthly basis and will provide mid-year reports to the Board of Aldermen on the status of the system.

Policy Purpose: It is important that the Board of Aldermen makes long-term financial decisions based on timely information. This policy will avoid making short-term decisions with negative long-term consequences.

The City shall review the operating fund balance on an annual basis. The City desires to maintain as a goal an unassigned General Fund balance between 6-8 months of projected annual operating revenue, an unassigned Parks Fund balance between 18 and 22% of projected annual operating revenue, and an unassigned Capital Improvement Plan (CIP) Fund balance of \$595,000 within the combined Transportation and Capital Sales Tax Funds. Water and Sewer operating reserves shall be maintained at a level equal to 45 days of each fund's annual operating expenses less annual depreciation and capital outlays.

Policy Purpose: It is desirable to have cash on hand in order to avoid cash flow interruptions, to be able to take advantage of grant opportunities so to further leverage City resources, to provide the capacity to protect governmental services and to ensure capacity to plan such services in the event of permanent revenue loss.

Enterprise fund fees shall be based on the cost of providing services including operational, debt service and capital structure costs.

Policy Purpose: The credit rating of the City is based on the ability to pay for system operations, make debt service payment and provide for maintenance and replacement of system equipment and infrastructure.

REVENUE POLICIES

The City of Ashland shall maintain a diversified revenue base

Policy Purpose: Reliance on a single revenue source can severely impact City services should the economic forces behind that single revenue source experience a downturn

One-time revenues shall only be used for one-time projects

Policy Purpose: Funding of on-going operations from non-reoccurring revenues adversely impacts future budgets when additional revenues will have to be generated if the programs are to be continued.

All revenue forecasts shall be conservative

Policy Purpose: City services should not be funded based on overly optimistic revenue projections because service levels would have to be reduced should revenues not meet forecasted projections.

All City Funds Will Be Invested In Accordance With the Written Investment Policy

Policy Purpose: The written investment policy is designed to insure the safety of City assets and to insure that investments are made in accordance with Board of Aldermen policy.

User Fees Shall Be Reviewed Annually

Policy Purpose: Sound financial management requires that those who use the service should pay for the costs of specialized services that serve only certain portions of the population. Annual reviews of such fees are necessary to insure that fees charged continue to cover the costs of the service.

CAPITAL IMPROVEMENT POLICIES

The City will develop a multi-year capital improvement plan, update it annually and make all capital improvements in accordance with the plan.

Policy Purpose: A long-range capital plan provides citizens with the assurance that the City will maintain the capital infrastructure system and provides them with a timeline for when such improvements will be made. The plan must be updated annually to ensure that it has the flexibility to meet changing citizen needs or expectations.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the orderly replacement of capital equipment from current revenues.

Policy Purpose: Failure to maintain capital assets at a usable level leads to higher maintenance costs and shortens the useful life of assets.

DEBT POLICY

The City of Ashland can issue General Obligation Bonds for capital, infrastructure or other properly approved projects with voter approval; Revenue Bonds to fund proprietary activities such as water and wastewater utilities; and Capital Leases or Loans to purchase buildings, equipment, furniture and fixtures.

Policy Purpose: To establish the parameters for issuing debt and managing debt portfolio, and refunding debt when it is in the City's best interest to do so.

CONCLUSION

Ashland is fortunate to be a strong, successful, growing community and we owe that to our engaged residents and businesses. We are balancing new ideas while also preserving the important past. Our long-term planning process will help us find the right path for our future; help facilitate new ideas; re-examine priorities, and a disciplined adherence to a culture of both proactive and responsive prioritization.

I want to thank our department leaders for their ideas and suggestions. It's a complicated effort that takes cooperation among all departments and staff levels to create this document. I particularly want to recognize Jon Sanders, City Treasurer, who summarized and tracked the many months of detailed numbers, concepts and projects in order to produce this professional document. I also appreciate the tremendous support from the Mayor and Board of Aldermen in my role. I value their deep commitment to and passion for this organization, and their guidance in setting direction and priorities.

Respectfully submitted,

Tony St Romaine
City Administrator

Budget Process/Schedule

Our budget process is detailed in the schedule shown below. The City Administrator and City Treasurer deliver a proposed budget for each department to the Board of Alderman and public by the end of January over the course of three budget work sessions. The budget is adopted by the Board of Alderman at the second Board meeting in April and a final budget document is prepared at the end of April.

FY 2021 Budget Calendar

December 1: Begin 2021 Budget. Begin gathering revenue projections for each fund. Review contracted items that carry over in to 2021 budget year.

December 11: Send out supplemental budget request forms.

January 3: Supplemental requests due for consideration.

January 6-8: Review supplemental request for consideration in 2021 budget.

January 13-14: Submit and review final draft of Capital Improvement Plan to City Administrator

January 15: Meet with Street and Parks department supervisor in regards to 2021 budget and discuss supplemental request forms.

January 16: Meet with Water department head in regards to 2021 budget and discuss supplemental request forms.

January 17: Meet with Police department head in regards to 2021 budget and discuss supplemental request forms.

February 4: Board of Alderman work session on general, court, park and street funds. Review CIP for this portion of the budget.

February 18: Board of Alderman work session on water, sewer and trash fund. Review CIP for this portion of the budget.

March 17: Board of Alderman work session on capital and storm water fund. Review CIP for this portion of the budget. Budget first reading by Board of Alderman (public hearing to continue to April 7) **Meeting cancelled due to COVID-19**

April 7: Continue Budget Public Hearing. **Meeting cancelled due to COVID-19**

April 21: Budget First and Second Reading for approval by Board of Aldermen

BUDGET IN BRIEF

This budget in brief section will provide readers with a snapshot view of the various departments included in the budget, their funding sources and uses, and highlights of significant changes in the FY 2021 budget. The FY 2021 budget covers the time period of May 1, 2020 through April 30, 2021.

The City prepares two separate financial documents which include the Budget, and Capital Improvement Plan (CIP). The fiscal year 2021 budget looks ahead one year and provides the next year's funding for each of the City's departments. This year the City of Ashland has prepared a Capital Improvement Plan. The CIP looks ahead ten years and identifies all capital and infrastructure needs the city has for streets and sidewalks, public safety, parks and recreation, water, sewer, solid waste and storm water. The City utilizes the information in the CIP as input during the budget process.

What information can be found in the budget document? Within each department, the reader will find key information about that department including a description, highlights for FY2021, projected revenues for FY 2021, projected expenditures for FY2021, debt, capital Improvement projects, rate information, fees, fines, and charges associated with the department as well as five year trend information on total revenues, total expenses, and fund balance/cash reserves.

The City budget is divided into different funds, which fall into one of two major categories:

GOVERNMENTAL FUNDS

Governmental Funds are those, which rely on taxes for support. The taxes are deposited into the revenue accounts of the General Fund, Park/Storm water Fund, Street Fund and Capital Fund.

PROPRIETARY FUND TYPES

Proprietary Funds rely on user charges for support and include the Enterprise Funds, which provide services to and collect fees from the public. Enterprise Funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses the enterprise funds to account for its water, solid waste and sewerage operations.

The General Fund includes budgets for six departments and offices that provide critical services to the residents, such as police protection, park, storm water and street maintenance, community development, court, and general administration of the City.

The budgets for the Enterprise Funds are used to account for services provided to the general public and are financed primarily by a charge for the use of the service. The City operates three Enterprise Funds Water, Solid Waste and Sewer.

The Capital Improvement Tax Fund is funded with sales tax revenue and are allocated for infrastructure improvements.

Total City Funding

The City has a wide variety of funding sources; however not all of the sources can be allocated to any department budget. For example, the rates charged by a particular utility, such as the water utility, can only be used to fund the water department's expenses. Among the taxes the City charges, some are dedicated for a particular purpose (capital improvement sales tax, transportation sales tax, and parks/storm water sales

BUDGET IN BRIEF

tax) and can only be allocated to certain department budgets (capital projects, streets, parks, and storm water). Other taxes (property taxes, and the one percent general sales tax) can be allocated to any department (administration, community development, police, streets, parks, etc.).

Fees and Service Charges are the largest source of revenue for the City and are comprised of the charges users pay for utility services provided by the City. This revenue source includes charges to our citizens for services offered (water, sewer, and solid waste.) For FY 2021, this revenue source reflects an increase of \$66,432 or 2.6% over Estimated FY 2020. The only rate increase is a 3% increase to trash fees. This is required per the City's contract with Republic services

Taxes are the second largest source of revenue for the city. Taxes include:

- Property taxes (\$0.2480/\$100 assessed value)
- Sales taxes (1% general, 1/2% capital improvement, 1/2% parks/storm water, and 1/2% transportation)
- Gross receipts taxes (including Charter, Ameren, Boone Electric and Mobile Telephone)
- Other local taxes (Vehicle fuel, sales and licensing).

For FY 2021, total sales taxes reflect a 7.5% increase (above estimated budget) or \$57,000 above estimated FY 2020. In the general fund, sales taxes are projected to increase by \$20,000 above estimated FY 2020.

FY 2020 property taxes are projected to increase \$10,000 or 6% from estimated FY 2020 due to reassessments and growth in the assessed valuation. The City's property tax rate remained the same at \$0.2480 per \$100 assessed value. Gross receipts taxes as well as other local taxes are projected to decrease \$3,000 or .85% below estimated FY 2020.

Other Local Revenues include license and permit fees, fines, and fees in the General Fund and miscellaneous revenues in all departments.

	Revenue Summary by Fund				
	FY2021 Projected	FY20 Projected	FY19	FY18	FY17
General	\$ 1,186,452.00	\$ 1,147,406.87	\$ 1,519,925.48	\$ 1,107,559.52	\$ 990,831.20
Court	\$ 25,800.00	\$ 25,000.00	\$ 23,145.00	\$ 43,424.00	\$ 29,805.50
Park/Stormwater	\$ 200,000.00	\$ 185,300.00	\$ 71,482.89	\$ -	\$ -
Street	\$ 514,500.00	\$ 962,741.29	\$ 508,669.50	\$ 507,251.37	\$ 800,133.95
Water	\$ 828,000.00	\$ 834,100.00	\$ 814,435.93	\$ 756,183.92	\$ 717,860.25
Solid Waste	\$ 507,000.00	\$ 497,000.00	\$ 473,793.87	\$ 450,858.71	\$ 405,830.77
Sewer	\$ 2,870,000.00	\$ 5,648,752.00	\$ 3,481,864.09	\$ 1,167,239.99	\$ 3,457,541.69
Capital	\$ 200,000.00	\$ 179,000.00	\$ 206,110.62	\$ 179,996.68	\$ 174,668.21
TOTAL	\$ 6,331,752.00	\$ 9,479,300.16	\$ 7,099,427.38	\$ 4,212,514.19	\$ 6,576,671.57

BUDGET IN BRIEF

City Budget Financial Uses

When looking at financial uses (expenditures), the City compares the amount projected for next year to the last year's adjusted budget amount. The adjusted budget amount is the original budget passed last year plus any additional appropriations or transfers that have occurred during the current fiscal year. Encumbered items that have been carried forward from the last fiscal year are not included.

	Expenditure Summary by Fund				
	FY2021 Projected	FY2020 Projected	FY2019	FY2018	FY2017
General	\$ 1,269,260.70	\$ 1,123,460.00	\$ 1,371,486.52	\$ 898,096.99	\$ 889,036.77
Court	\$ 12,300.00	\$ 12,300.00	\$ 22,430.15	\$ 36,673.14	\$ 20,244.18
Park/Stormwater	\$ 198,481.00	\$ 165,925.00	\$ 7,039.97	\$ -	\$ -
Street	\$ 513,900.00	\$ 713,900.00	\$ 322,396.00	\$ 494,840.85	\$ 731,028.28
Water	\$ 767,100.00	\$ 741,710.00	\$ 1,323,343.58	\$ 543,790.86	\$ 590,883.18
Solid Waste	\$ 506,000.00	\$ 497,000.00	\$ 491,566.13	\$ 432,652.81	\$ 404,609.18
Sewer	\$ 1,677,481.00	\$ 5,498,684.00	\$ 3,013,501.18	\$ 1,803,492.54	\$ 1,614,178.13
Capital	\$ 200,000.00	\$ 179,000.00	\$ 68,466.23	\$ 157,950.88	\$ 132,094.75
TOTAL	\$ 5,144,522.70	\$ 8,931,979.00	\$ 6,620,229.76	\$ 4,367,498.07	\$ 4,382,074.47

The FY2021 budget proposes a new pay scale for all positions within the City. The new minimum starting wage for any position within the city would be \$15/hour. Current employee wages would be adjusted accordingly along with a 2% increase for each year of service, not to exceed the proposed salary mid-range for the position. Financial uses will be covered on department specific budgets later in this budget document. This is done to increase organization and transparency.

BUDGET IN BRIEF

DEPARTMENT	POSITION	SERVICE	HOURLY	ANNUAL	HOURLY MIN	HOURLY MID	HOURLY MAX	HOURLY	ANNUAL	DIFFERENCE
Admin.	Customer Service Rep	3.4	\$13.91	\$28,932.80	\$15.00	\$16.56	\$18.28	\$16.24	\$33,779.20	\$4,846.40
Admin.	Customer Service Rep	1.5	\$13.65	\$28,392.00	\$15.00	\$16.56	\$18.28	\$15.61	\$32,468.80	\$4,076.80
Admin.	City Clerk	37.5	\$28.33	\$58,926.40	\$24.00	\$27.87	\$29.18	\$29.18	\$60,694.40	\$1,768.00
Admin.	Treasurer	0.6	\$24.04	\$50,003.20	\$24.76	\$27.87	\$29.18	\$24.76	\$51,500.80	\$1,497.60
Admin.	City Administrator	0.7	\$40.00	\$83,200.00	\$41.20	\$42.07	\$47.04	\$41.20	\$85,696.00	\$2,496.00

Gen Fund **Total: \$14,684.80**

DEPARTMENT	POSITION	YEARS SERVICE	CURRENT HOURLY	CURRENT ANNUAL	SALARY RANGE			PROPOSED HOURLY	PROPOSED ANNUAL	DIFFERENCE
					HOURLY MIN	HOURLY MID	HOURLY MAX			
Police	Chief	6.4	\$30.77	\$64,001.60	\$26.90	\$30.77	\$35.68	\$30.77	\$64,001.60	\$0.00
Police	Clerk	10	\$15.81	\$32,884.80	\$15.00	\$16.56	\$18.28	\$16.56	\$34,444.80	\$1,560.00
Police	Deputy Chief	14	\$22.15	\$54,080.00	\$26.78	\$27.56	\$29.21	\$26.78	\$55,702.40	\$1,622.40
Police	Officer	0.5	\$14.50	\$30,160.00	\$17.27	\$19.46	\$21.64	\$17.27	\$35,921.60	\$5,761.60
Police	Officer	0.5	\$14.50	\$30,160.00	\$17.27	\$19.46	\$21.64	\$17.27	\$35,921.60	\$5,761.60
Police	Officer	1.6	\$14.42	\$29,993.60	\$17.27	\$19.46	\$21.64	\$17.97	\$37,377.60	\$7,384.00
Police	Officer	2.67	\$15.19	\$31,595.20	\$17.27	\$19.46	\$21.64	\$18.87	\$39,249.60	\$7,654.40
Police	Officer	5.2	\$16.48	\$34,278.40	\$17.27	\$19.46	\$21.64	\$19.45	\$40,456.00	\$6,177.60
Police	Officer	3.5	\$15.45	\$32,136.00	\$17.27	\$19.46	\$21.64	\$17.27	\$35,921.60	\$3,785.60
Police	Reserve Officer	3.7	\$13.50	\$27,560.00	\$15.00	\$16.00	\$17.00	\$15.00	100 hrs	\$150.00
Police	Reserve Officer	2.3	\$13.50	\$27,560.00	\$15.00	\$16.00	\$17.00	\$15.00	100 hrs	\$150.00

Gen Fund **Total: \$40,007.20**

DEPARTMENT	POSITION	YEARS SERVICE	CURRENT HOURLY	CURRENT ANNUAL	SALARY RANGE			PROPOSED HOURLY	PROPOSED ANNUAL	DIFFERENCE
					HOURLY MIN	HOURLY MID	HOURLY MAX			
Public Works	PW Director	0.8	\$24.00	\$49,920.00	\$24.72	\$27.87	\$29.18	\$24.72	\$51,417.60	\$1,497.60
Public Works	Maintenance Worker I	8.6	\$15.69	\$32,635.20	\$15.00	\$16.56	\$18.28	\$16.56	\$34,444.80	\$1,809.60
Public Works	Maintenance Worker I	1.7	\$12.36	\$25,708.80	\$15.00	\$16.56	\$18.28	\$15.61	\$32,468.80	\$6,760.00

Streets **Total: \$10,067.20**

DEPARTMENT	POSITION	YEARS SERVICE	CURRENT HOURLY	CURRENT ANNUAL	SALARY RANGE			PROPOSED HOURLY	PROPOSED ANNUAL	DIFFERENCE
					HOURLY MIN	HOURLY MID	HOURLY MAX			
Water	Water Superintendent	29.3	\$26.78	\$55,702.40	\$24.00	\$27.87	\$28.33	\$27.87	\$57,969.60	\$2,267.20
Water	Maintenance Worker II	18.5	\$20.02	\$41,641.60	\$19.00	\$21.50	\$24.00	\$21.50	\$44,720.00	\$3,078.40

Water **Total: \$5,345.60**

BUDGET IN BRIEF

City of Ashland, Missouri
 FY 2021 Classification & Pay Plan

Effective May 4, 2020, the City's established permanent position minimum starting wage is \$15/hour

PAY GRADE	ANNUAL MINIMUM	ANNUAL MIDPOINT	ANNUAL MAXIMUM	40-HOUR MINIMUM	40-HOUR MIDPOINT	40-HOUR MAXIMUM	JOB GROUP	OVERTIME	JOB TITLE	# POSITIONS
A1	31,200	34,445	38,022	\$15.00	\$16.56	\$18.28	Clerical	Non-Exempt	CUSTOMER SERVICE REP	2
	31,200	34,445	38,022	\$15.00	\$16.56	\$18.28	Clerical	Non-Exempt	POLICE CLERK	1
	31,200	34,445	38,022	\$15.00	\$16.56	\$18.28	Operator	Non-Exempt	UTILITY SERVICE WORKER I	2
A2	39,520	44,720	49,920	\$19.00	\$21.50	\$24.00	Operator	Non-Exempt	UTILITY SERVICE WORKER II	1
B1	35,922	40,477	45,011	\$17.27	\$19.46	\$21.64	Public Safety	Non-Exempt	POLICE OFFICER	6
B2	46,821	49,629	52,603	\$22.51	\$23.86	\$25.29	Public Safety	Non-Exempt	POLICE SERGEANT	1
	46,821	49,629	52,603	\$22.51	\$23.86	\$25.29	Professional	Non-Exempt	PLAN REVIEWER/INSPECTOR	1
C1	55,702	57,325	60,757	\$26.78	\$27.56	\$29.21	Manager	Exempt	DEPUTY POLICE CHIEF	1
	54,080	57,325	60,757	\$26.00	\$27.56	\$29.21	Manager	Exempt	ASSISTANT CITY ADMINISTRATOR	1
D1	51,501	57,970	60,694	\$24.76	\$27.87	\$29.18	Appointed	Exempt	TREASURER/DEPUTY CITY CLERK	1
	49,920	57,970	60,694	\$24.00	\$27.87	\$29.18	Director	Exempt	WATER UTILITY SUPT.	1
	51,418	57,970	60,694	\$24.72	\$27.87	\$29.18	Director	Exempt	PUBLIC WORKS DIRECTOR	1
	49,920	57,970	60,694	\$24.00	\$27.87	\$29.18	Appointed	Exempt	CITY CLERK	1
D2	64,002	67,829	74,214	\$30.77	\$32.61	\$35.68	Appointed	Exempt	POLICE CHIEF	1
E1	85,696	87,506	97,843	\$41.20	\$42.07	\$47.04	Appointed	Exempt	CITY ADMINISTRATOR	1
20										

BUDGET IN BRIEF

Financial Policies

The City's financial policy is laid out within chapter 8 of the City code. The financial policies are audited by an external agency on an annual basis after the end of each fiscal year. This year the City will be adding a cash fund reserve policy which will establish a minimum and maximum cash fund balance for each of the City's funds. The reserve policy will be based on months of operating expenses or a percentage of the annual operating budget, depending upon the fund. A copy of the proposed policy is shown below.

"The City shall review the operating fund balance on an annual basis.

The City desires to maintain as a goal an unassigned General Fund balance equal to at least 8 months of projected annual operating revenue, an unassigned Parks Fund balance between 18% and 22% of projected annual operating revenue, and an unassigned Capital Improvement Plan (CIP) Fund balance of \$595,000 within the combined Transportation and Capital Sales Tax Funds. Water and Sewer operating reserves shall be maintained at a level equal to at least 45 days of each fund's annual operating expenses less annual depreciation and capital outlays.

Policy Purpose: It is desirable to have cash on hand in order to avoid cash flow interruptions, to be able to take advantage of grant opportunities so to further leverage City resources, to provide the capacity to protect governmental services and to ensure capacity to plan such services in the event of permanent revenue loss."

GENERAL FUND

Overview

The general fund is the general operating fund of the City. Expenditures from this fund provide the basic city services such as, administration, community development and police protection. The major revenue sources of this fund are property taxes, sale taxes and franchise taxes. The remaining revenues are derived from the various user fees and other sources.

A key element of the budget process is projecting the fund's ending reserve balance. Total expenditures for the upcoming fiscal year are set based on projected revenues for the coming year and to ensure existing fund balances are maintained.

Fund balance reserves represent the unappropriated accumulation of the difference between actual revenues and expenditures. The source and timing of revenues dictates the level of fund balance necessary to avoid cash shortages in normal day-to-day operations.

The City currently has a cash reserve balance in the general fund of \$1,244,393. The new reserve policy as outlined in the financial policies section states that the general fund will have a cash reserve of at least 8 months of general annual operating revenue. With the current fund balance the General fund currently has 12.5 months of general operating revenue.

There is currently no debt within the General fund.



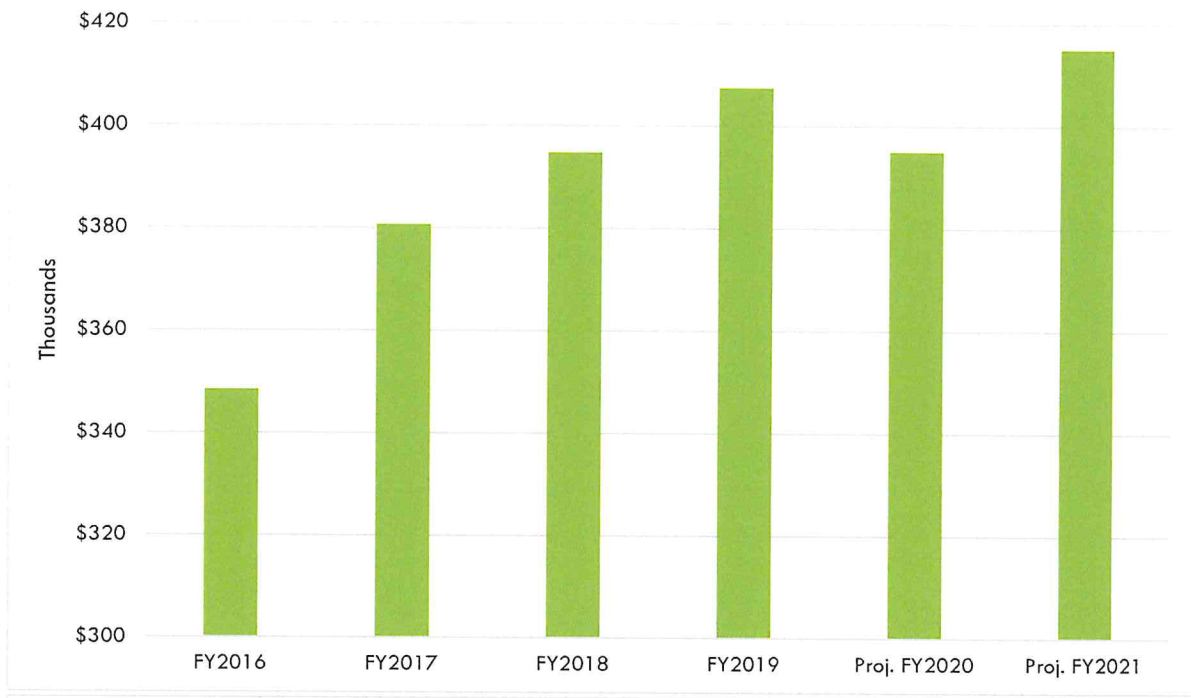
GENERAL FUND - REVENUES

Below are the projected revenues by line item for the General fund for the fiscal year FY2021. Revenues for the general fund are projected to increase by 3% for the upcoming fiscal year. This is primarily due to a rise in property tax due to new development and a rise in sales taxes due to the increased population of the City as well as the potential for new commercial development. As a reminder these revenues fund Administration, Police and Community Development.

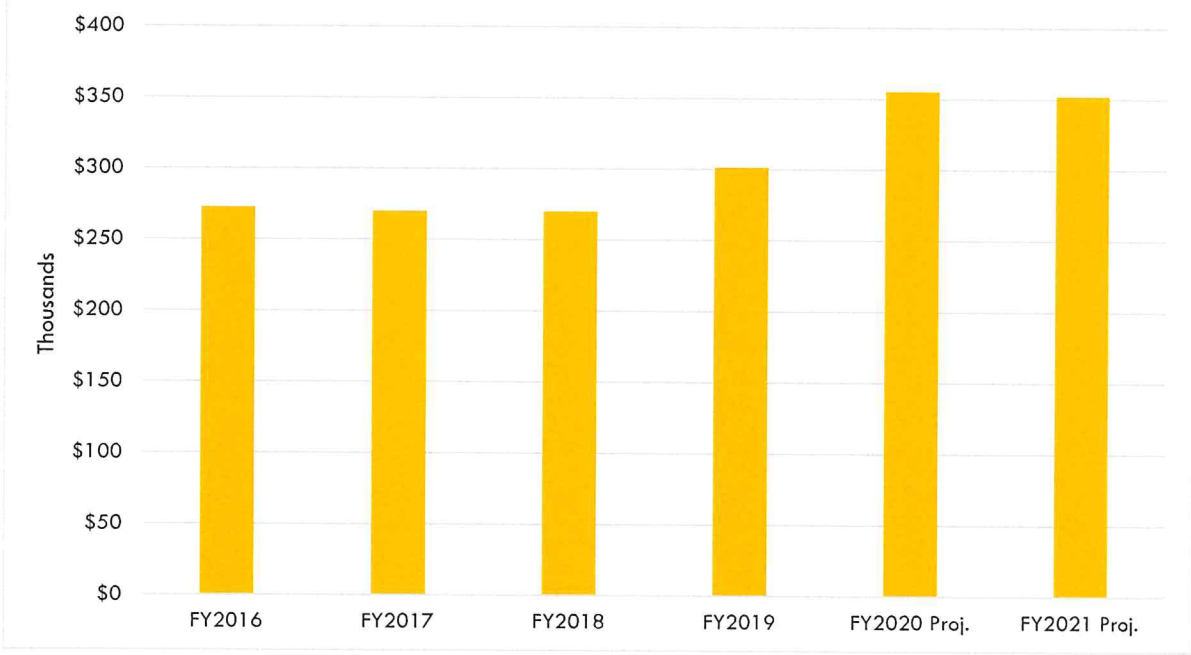
General Fund Revenues	Projected FY 2021	Current FY2020	Percentage Change
PROPERTY TAX REAL & PERSONAL	\$ 185,000	\$ 175,000	6%
1% LOCAL SALES TAX	\$ 415,000	\$ 395,000	5%
FINANCIAL INSTITUTION TAX	\$ 400	\$ 400	0%
SURTAXES	\$ 9,000	\$ 8,900	1%
INTEREST INCOME	\$ 45,000	\$ 45,000	0%
WIRELESS LEASE AGREEMENT	\$ 27,802	\$ 27,802	0%
MISCELLANEOUS INCOME	\$ 1,500	\$ 1,000	50%
3% GROSS RECEIPTS CHARTER COM	\$ 20,000	\$ 20,000	0%
5% GROSS RECEIPTS AMERENMO	\$ 250,000	\$ 253,000	-1%
5% GROSS RECEIPTS BOONE ELECTR	\$ 26,000	\$ 26,000	0%
5% GROSS RECEIPTS MOBILE TELE	\$ 56,000	\$ 56,000	0%
LIQUOR & BUSINESS LICENSE	\$ 2,400	\$ 2,400	0%
BUILDING PERMITS	\$ 60,000	\$ 54,000	11%
P&Z APPLICATION/SIGN PERMITS	\$ 48,000	\$ 45,100	6%
PROCESSING FEE	\$ 3,500	\$ 3,500	0%
DRIVEWAY APPROACH INSPECTIONS	\$ 1,800	\$ 1,800	0%
INFRASTRUCTURE DEV. INSPECTION	\$ 28,000	\$ 26,600	5%
RECORDING	\$ 1,000	\$ 1,000	0%
MISCELLANEOUS INCOME	\$ 1,700	\$ 1,645	3%
P.O.S.T.	\$ 500	\$ 500	0%
BVP GRANT	\$ 1,600	\$ 750	113%
FINGERPRINTING	\$ 50	\$ 50	0%
RECOUPMENT FEES	\$ 500	\$ 500	0%
REPORTS	\$ 200	\$ 160	25%
OFF DUTY EMPLOYMENT	\$ 1,500	\$ 1,300	15%
Total General Revenue Funds	\$ 1,186,452	\$ 1,147,406.85	3%

GENERAL FUND - REVENUES

General Fund - 1% Sales Tax Trend

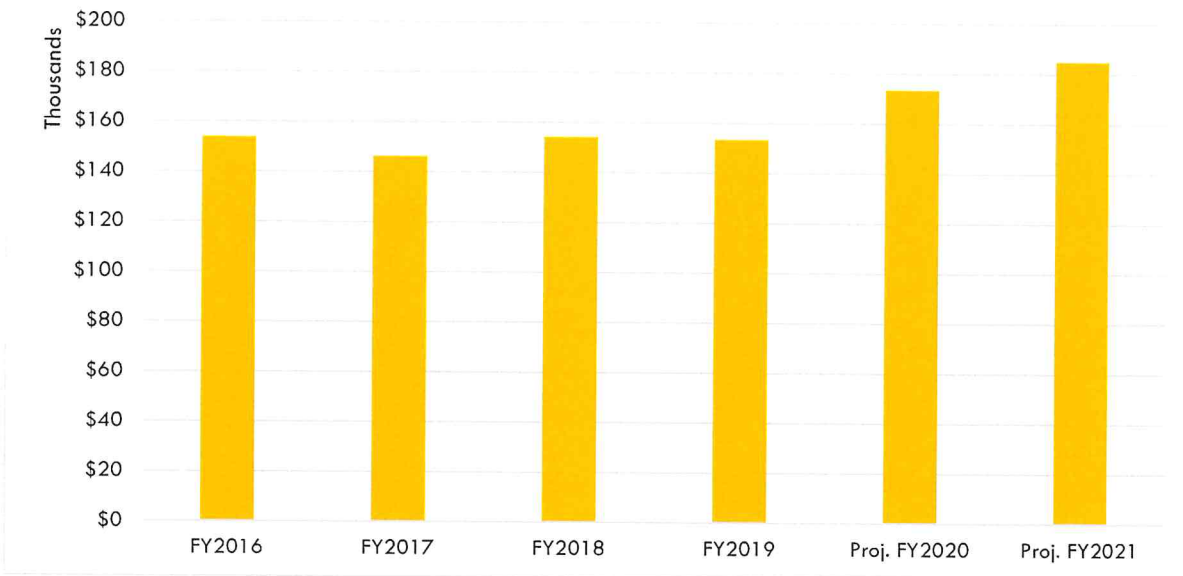


General Fund-Gross Receipt Trend

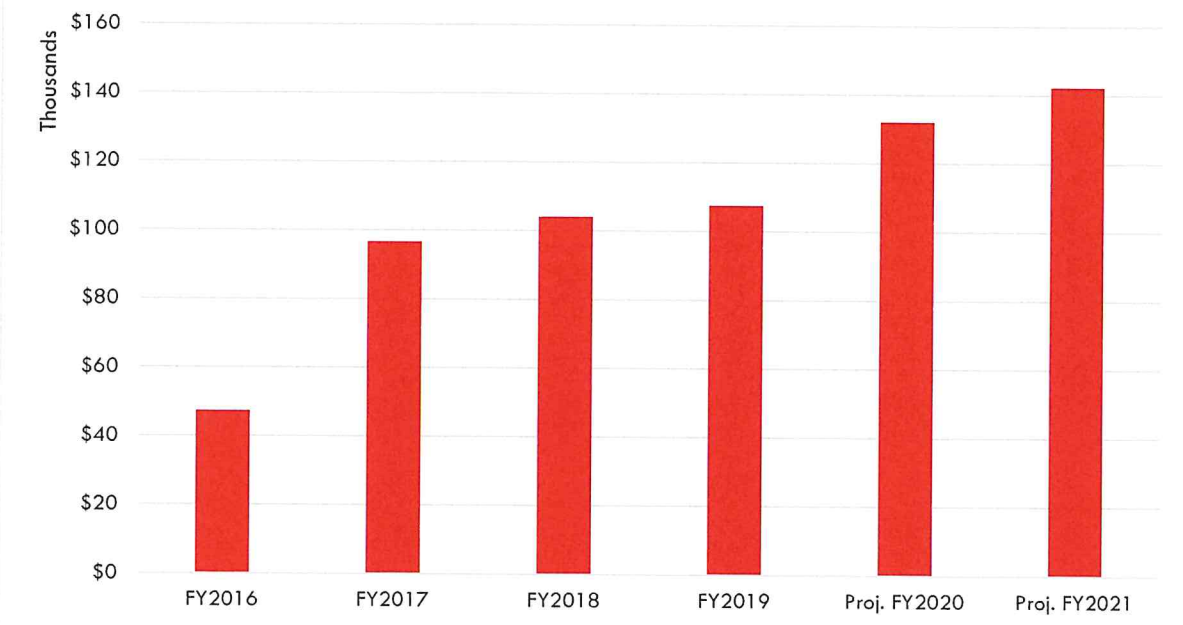


GENERAL FUND - REVENUES

General Fund-Property Tax Trend



General Fund-Building Permits and Inspection Costs Trend



GENERAL FUND - ADMINISTRATION

Overview

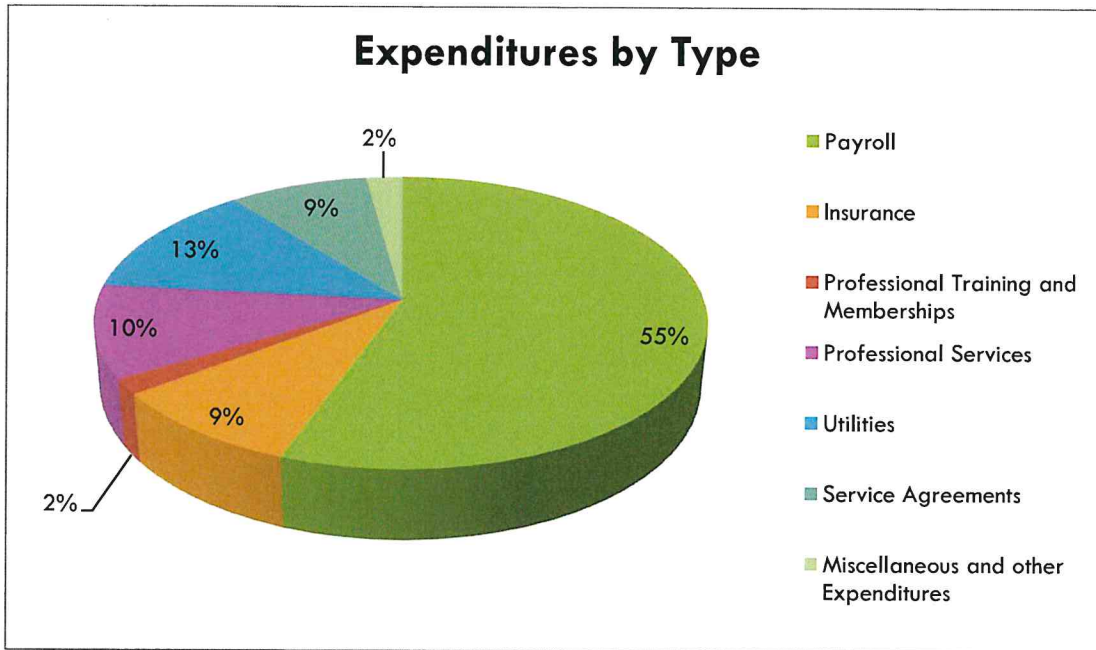
Administration provides services essential to the operation of City Hall. Administration includes offices for the City Clerk, Treasurer, Administrator, and Administrative assistant. These offices provide record keeping, financial planning and budgeting, strategic planning and other functions to keep the City operating and growing.

Highlights for FY2021

The City has several highlights for the 2021 fiscal year. A pay plan has been established by the City Administrator to bring City employee wages up to what would be considered a livable wage. A minimum starting rate of \$15/hour has been established, current employees have had their rate of pay adjusted accordingly. The City will begin the planning process of a New City Hall location; engineering and design costs will begin this fiscal year. The cost of City Hall will be covered by a USDA loan and be repaid over a thirty year period. The City is currently reviewing bids for an updated website that would provide a more user friendly way to find information, pay utilities and reserve city facilities.

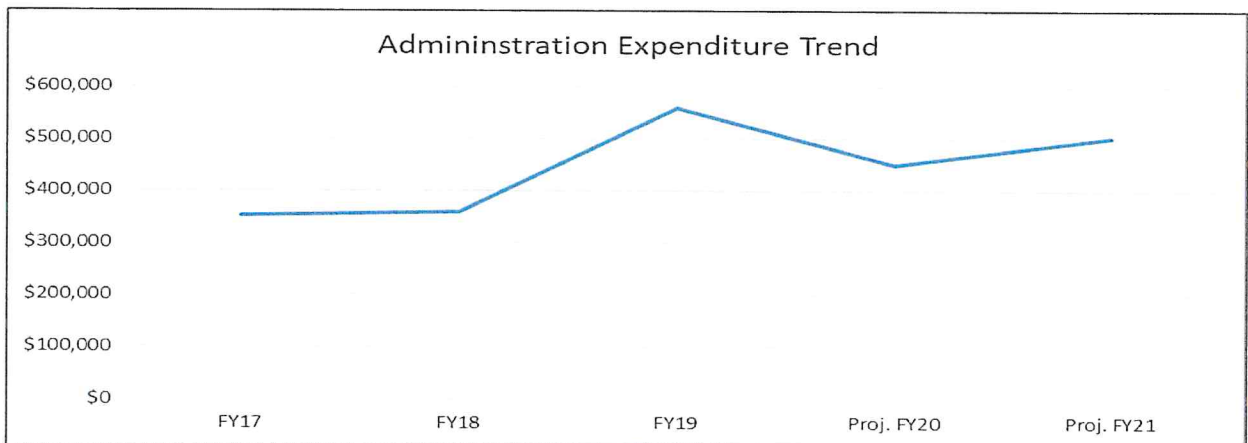
Projected Expenditures

Administrative expenditures will see a 20% increase over FY 2020. Total expenditures for the department total \$541,310.70.



GENERAL FUND - ADMINISTRATION

General Fund Expense	Projected FY 2021	Current FY2020	Percentage Change
ADMIN			
SALARIES	\$ 250,000	\$ 182,000	37%
SALARIES-OVERTIME	\$ 800	\$ -	0%
PAYROLL TAXES	\$ 20,000	\$ 20,600	-3%
LAGERS	\$ 7,200	\$ 7,200	0%
HEALTH INSURANCE	\$ 22,200	\$ 22,200	0%
WORK COMP INSURANCE	\$ 1,460	\$ 1,460	0%
PROF TRAINING/MILEAGE	\$ 4,000	\$ 3,300	21%
PROF. MEMBERSHIPS	\$ 2,400	\$ 1,640	46%
MMRCOG	\$ 1,150	\$ 1,150	0%
MML	\$ 1,451	\$ 1,451	0%
PROPERTY/AUTO INSURANCE	\$ 48,000	\$ 48,000	0%
LEGAL FEES-CITY ATTORNEY	\$ 30,000	\$ 30,000	0%
CITY AUDIT	\$ 12,100	\$ 12,100	0%
MISCELLANEOUS EXPENSE	\$ 1,000	\$ 1,000	0%
CONTINGENCY	\$ 1,000	\$ 1,000	0%
MAINTENANCE & IMPROVEMENTS	\$ 500	\$ 500	0%
UTILITIES	\$ 5,800	\$ 4,200	38%
STREET LIGHTS/CITY SIRENS	\$ 63,000	\$ 67,000	-6%
TELEPHONE	\$ 2,400	\$ 2,400	0%
SERVICE AGREEMENTS	\$ 34,000	\$ 24,480	39%
ADVERTISING	\$ 4,000	\$ 3,500	14%
DRUG & ALCOHOL TESTING	\$ 200	\$ 100	100%
ELECTION FEES	\$ 15,000	\$ 3,000	400%
OFFICE & PRINTING SUPPLIES	\$ 3,500	\$ 5,000	-30%
POSTAGE	\$ 200	\$ 200	0%
EMERGENCY PREPAREDNESS	\$ 300	\$ 300	0%
SMALL EQUIPMENT	\$ 200	\$ 200	0%
COMPUTER MAINTENANCE	\$ 9,450	\$ 6,226	52%
ADMIN TOTALS	\$ 541,310.70	\$ 450,207	20%



GENERAL FUND – COMMUNITY DEVELOPMENT

Overview

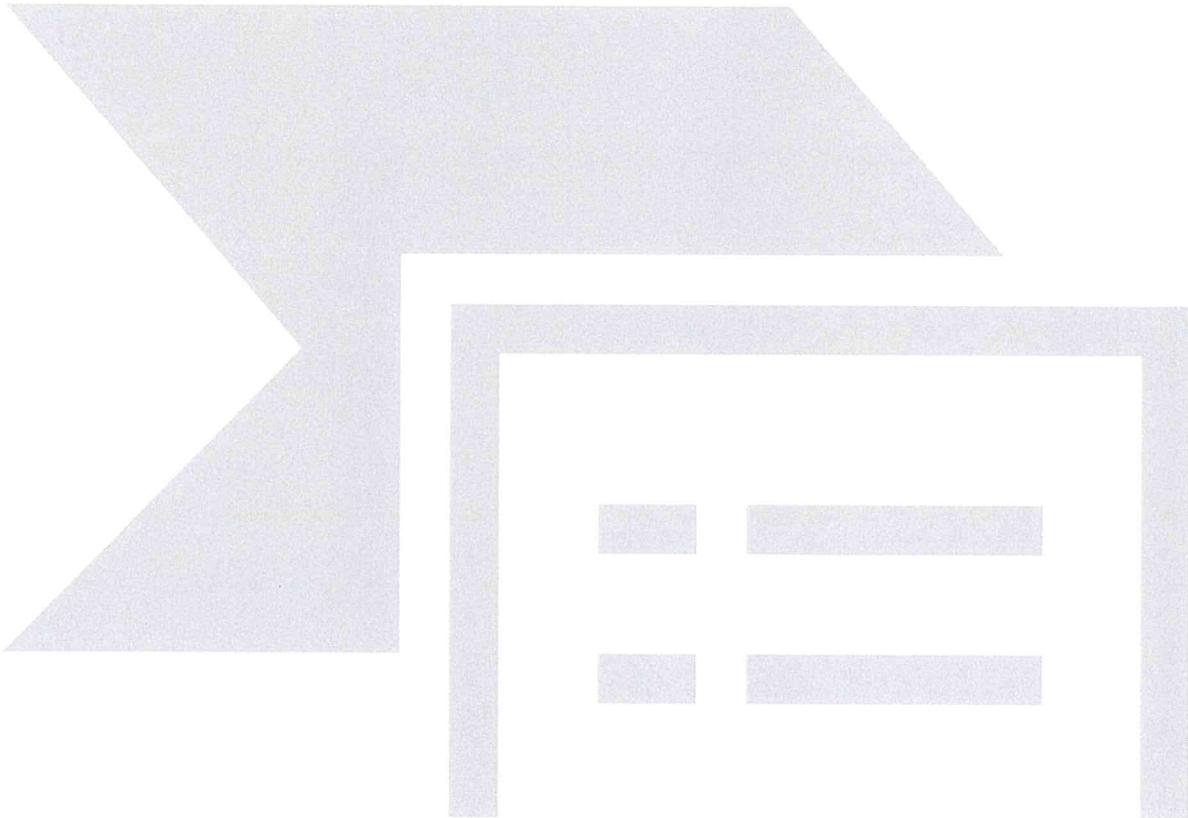
Community Development consists of residential building permits, planning and zoning applications, rezoning applications, conditional use permits, new plats, re-plats and public hearings.

Highlights for FY2021

During the FY 2021 the City will be looking to add a plan reviewer/inspector for the Community development fund. By bringing this process in house the City will be able to make revenues for this fund go farther by eliminating additional expenses of paying engineers. The City will also partner up with the Chamber of Commerce and Sothern Boone Economic Development committee to fund an economic development manager. The position will be focused on bringing in new commercial establishments in to the Ashland Area. With the formation of the Downtown Beautification Task Force this past year the committee will soon be freshening up the downtown corridor to make a more inviting presence.

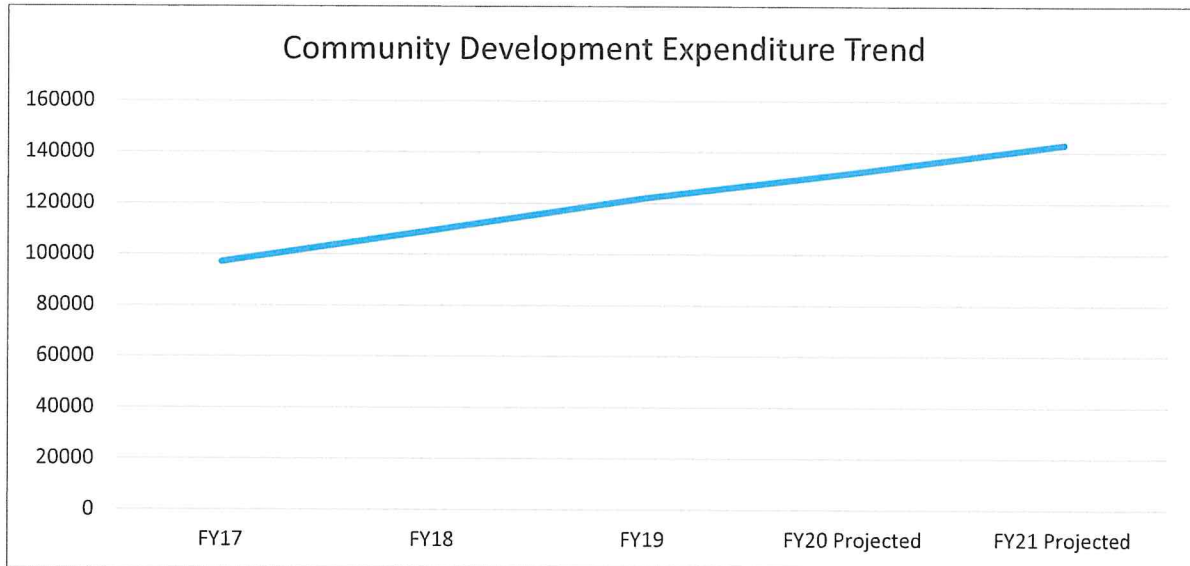
Community Development Projected Expenditures

Projected expenditures for the FY 2021 are expected to increase by 8%. Currently line items do not reflect the new position, but upon creation, budget amendments will be promptly made to reflect these changes.



GENERAL FUND – COMMUNITY DEVELOPMENT

General Fund Expense	Projected FY 2021	Current FY2020	Percentage Change
COMMUNITY DEVELOPMENT			
BUILDING PERMITS	\$ 54,000	\$ 54,000	0%
PLANNING AND ZONING/SITE PERMITS	\$ 47,000	\$ 47,000	0%
SERVICE AGREEMENTS	\$ 16,000	\$ 10,000	60%
RECORDING	\$ 1,000	\$ 1,000	0%
INFRASTRUCTURE DEV INSPECTION	\$ 25,000	\$ 20,000	25%
COMMUNITY DEVELOPMENT TOTALS	\$ 143,000	\$ 132,000	8%



GENERAL FUND – POLICE

Overview

The Police Department is composed of the Chief, Deputy Chief, 5 patrol officers and one police clerk. The majority of the Police Fund goes for salaries, benefits, equipment and training.

Highlights for FY2021

Police is the fund most impacted by the new compensation schedule set out by the City accounting for an 11% increase in the salary fund line. Over the next couple of years the City will focus on implementing a rotation schedule for equipment so that old equipment is replaced at the end of its useful life and equipment updates don't impact the Police budget all in one fiscal year. For this fiscal year the City plans to upgrade its mobile and handheld radios, Tasers and body cameras.



GENERAL FUND – POLICE

Capital Improvement Plan

Below is the capital improvement plan projects planned for the next 10 years.

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
1-2 Years					
1	Mobile and Handheld Radio Upgrades	Proposed	N/A	2020	\$ 25,000 \$ -
2	Body Camera Upgrade	Proposed	N/A	2020	\$ 7,000 \$ -
3	Taser Upgrade	Proposed	N/A	2020	\$ 7,000 \$ -
4	Vehicle Rotation - 1 New Squad Car	Proposed	N/A	2021	\$ 25,000 \$ 25,000
5	Handgun Transition from 40 Cal. To 9 MM	Proposed	N/A	2021	\$ 10,000 \$ 10,000
5 Projects				\$ 74,000	\$ 35,000

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
3-5 Years					
6	Mobile and Handheld Radio Upgrades	Proposed	N/A	2022-24	\$ 21,600 \$ 21,600
7	Body Camera Upgrade	Proposed	N/A	2022-24	\$ 21,000 \$ 21,000
8	Taser Upgrade	Proposed	N/A	2022-24	\$ 21,000 \$ 21,000
9	Vehicle Rotation - 1 New Squad Car	Proposed	N/A	2022-24	\$ 75,000 \$ 75,000
10	Shotgun Upgrades	Proposed	N/A	2023	\$ 25,000 \$ 25,000
11	Rifle Upgrades	Proposed	N/A	2024	\$ 15,000 \$ 15,000
12	Mobile Computer Terminal Replacements	Proposed	N/A	2024	\$ 15,000 \$ 15,000
13	One Additional Police Officer	Proposed	N/A	2023	\$ 40,000 \$ 40,000
8 Projects				\$ 233,600	\$ 233,600

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
6-10 Years					
14	Three Additional Police Officers	Proposed	N/A	TBD	\$ 150,000 \$150,000
15	Mobile and Handheld Radio Upgrades	Proposed	N/A	TBD	\$ 28,800 \$ 28,800
16	Body Camera Upgrade	Proposed	N/A	TBD	\$ 28,000 \$ 28,000
17	Taser Upgrade	Proposed	N/A	TBD	\$ 28,000 \$ 28,000
18	Vehicle Rotation - 1 New Squad Car	Proposed	N/A	TBD	\$ 10,000 \$ 10,000
5 Projects				\$ 244,800	\$160,000

18 Total Projects

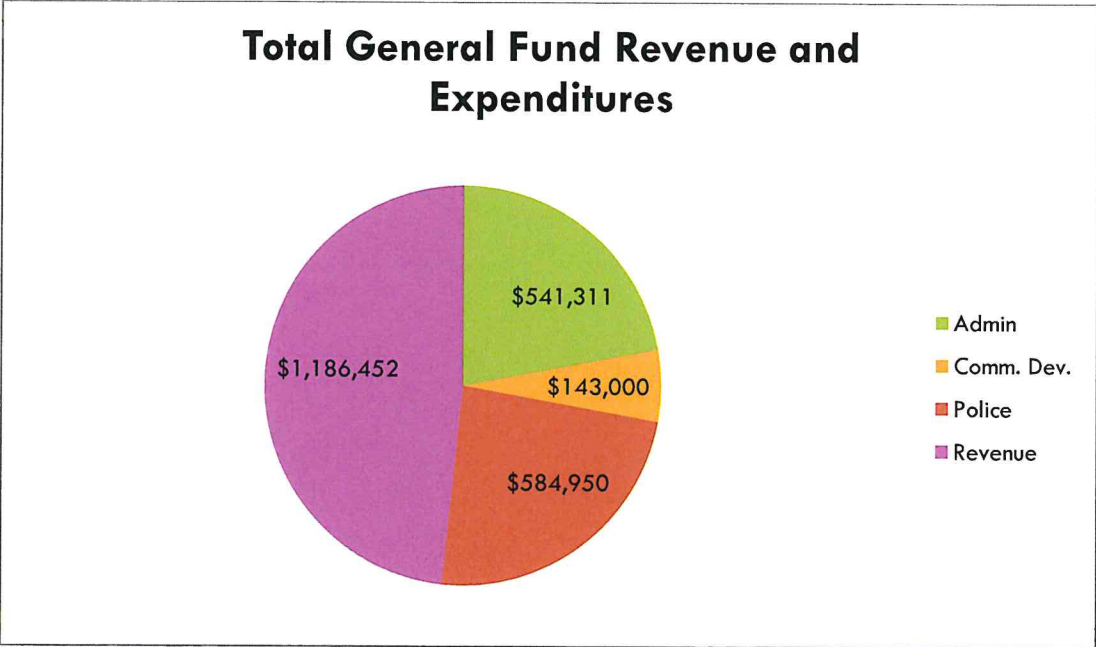
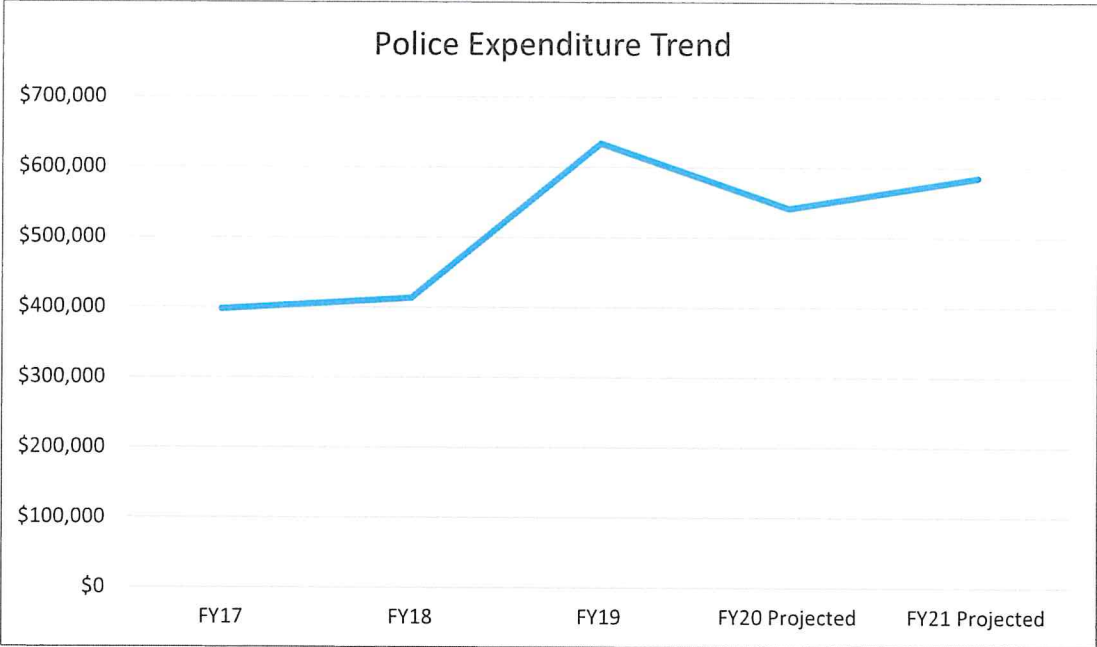
GENERAL FUND – POLICE

Projected Expenditures

An 8% increase in police expenditures is projected for FY 2021. This is related to increased wages and equipment upgrades for this fiscal year. Line by line items are listed below.

General Fund Expense	Projected FY 2021	Current FY2020	Percentage Change
POLICE			
SALARIES	\$ 344,000	\$ 310,000	11%
SALARIES-OVERTIME	\$ 6,000	\$ 6,000	0%
RESERVE OFFICERS	\$ 3,000	\$ 4,000	-25%
OFF DUTY EMPLOYMENT	\$ 1,500	\$ 1,390	8%
PAYROLL TAXES	\$ 32,000	\$ 36,000	-11%
LAGERS	\$ 21,000	\$ 20,000	5%
HEALTH INSURANCE	\$ 55,000	\$ 47,000	17%
WORK COMP INSURANCE	\$ 19,800	\$ 19,800	0%
UNIFORMS/EQUIPMENT	\$ 3,000	\$ 3,000	0%
AMMUNITION	\$ 1,000	\$ 1,000	0%
SPECIAL EQUIPMENT	\$ 1,000	\$ 1,000	0%
PROF. TRAINING/MILEAGE	\$ 1,800	\$ 1,500	20%
PROF. MEMBERSHIPS	\$ 150	\$ 250	-40%
PERSONAL SAFETY EQUIPMENT	\$ 1,000	\$ 1,000	0%
MISCELLANEOUS EXPENSE	\$ 2,500	\$ 2,500	0%
BUILDING MAINTENANCE & IMPROVE	\$ 1,500	\$ 2,000	-25%
UTILITIES	\$ 3,500	\$ 4,000	-13%
TELEPHONE	\$ 6,000	\$ 5,000	20%
SERVICE AGREEMENTS	\$ 25,000	\$ 22,613	11%
VEHICLE & EQUIPMENT MAINTENANC	\$ 17,000	\$ 17,000	0%
VEHICLE & EQUIPMENT FUEL	\$ 18,000	\$ 18,000	0%
DRUG AND ALCOHOL TESTING	\$ 100	\$ 100	-
OFFICE & PRINTING SUPPLIES	\$ 2,000	\$ 3,000	-33%
POSTAGE	\$ 1,000	\$ 1,000	0%
CAPITAL EQUIPMENT	\$ 1,000	\$ 500	100%
SMALL EQUIPMENT	\$ 1,000	\$ 1,000	0%
CAPITAL EXPENDITURES	\$ 7,000	\$ 3,500	100%
COMPUTERS MAINTENANCE	\$ 7,000	\$ 7,000	0%
P.O.S.T.	\$ 500	\$ 500	0%
BVP GRANT	\$ 1,600	\$ 1,600	0%
POLICE TOTALS	\$ 584,950	\$ 541,253	8%

GENERAL FUND – POLICE



COURT FUND

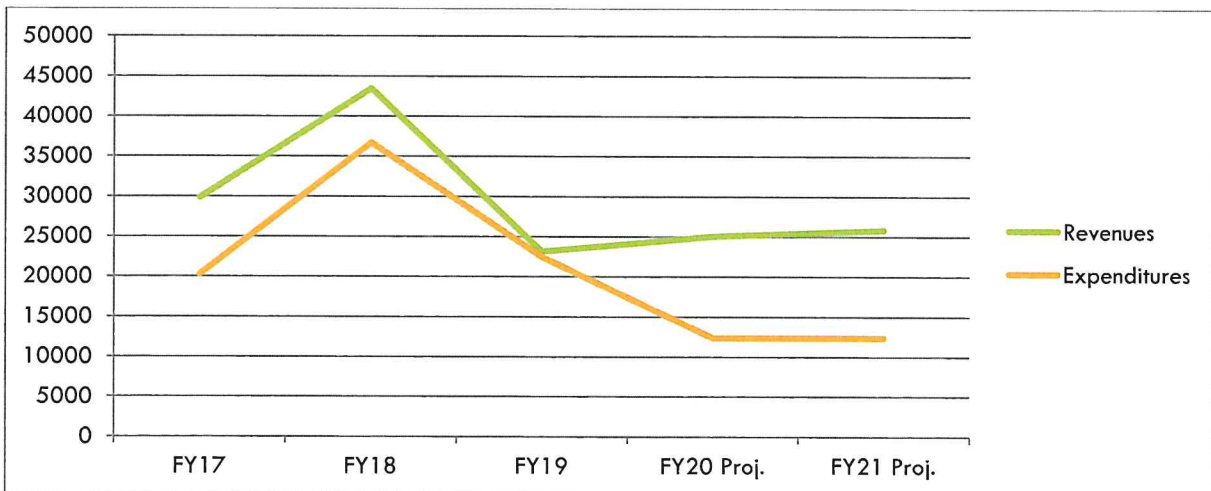
Overview

The City of Ashland falls under Local Rule 69.2. The local court rules that the 13th Judicial Circuit Court shall apply to all proceedings in the circuit courts of Boone and Callaway Counties, whether before circuit judges, associate circuit judges, or the family court commissioner, unless otherwise specified by individual rule. These rules are adopted by order of the court en banc, effective the 1st day of October, 2001. Local Rule 69.2 can be easily searched by “the 13th judicial court system Local Rule 69.2” or contacting the Boone County Courthouse Circuit Court Clerk’s office at 573-886-4000.

The court fund is funded mostly by Municipal Court fines and has limited expenditures. The primary expense for the court fund is the City attorney monthly service charge.

COURT REVENUES	Projected FY 2021	Current FY2020	Percentage Change
LAW ENFORCEMENT TRAINING LET	\$ 400	\$ 200	100%
INMATE DETAINEE SECURITY	\$ 400	\$ 200	100%
MUNICIPAL CT FINES	\$ 24,000	\$ 24,000	0%
BOND FORFEITURE	\$ 1,000	\$ 600	67%
COURT REVENUE TOTAL	\$ 25,800	\$ 25,000	3%

COURT EXPENSE	Projected FY 2021	Current FY2020	Percentage Change
COURT MISCELLANEOUS	\$ 300	\$ 300	0%
LEGAL FEES - PROSECUTING ATTNY	\$ 12,000	\$ 12,000	0%
COURT EXPENSE TOTAL	\$ 12,300	\$ 12,300	0%



PARK AND STORMWATER FUND

Overview

City of Ashland Code Chapter 25 establishes guidelines for the Park Board. Members are appointed from the City at large at the pleasure of the Board of Aldermen. Their duties include advising the Board of Alderman on matters pertaining to the City parks and public recreation. The board is responsible for planning recreational activities, promoting and stimulating public interest in City Recreational programs, managing, controlling, maintaining all parks, parkways, playgrounds, recreational centers, camps, buildings and facilities, preparing an annual budget, carrying out all business of the Parks and Recreation Board in a manner that is complimentary to the City, advise the Board of Alderman on recommended rules and regulations pertaining to the use of park facilities and equipment. The Park Board also maintains a private donation fund (501C) to be used for the enhancement of the Cities recreational facilities. The voters approved a ½-cent tax for park and storm water in 2018. The City of Ashland began receiving disbursement from this tax in October of 2018.

Highlights for FY2021

The City has applied for two grants to help extend the use of the park fund. The Recreational Trails Program grant would provide an 80/20 cost match and would fund installing curb and gutter in the park lot by the park, installing storm water piping in the park drainage ditch and constructing a new trailhead at the existing restrooms w/ADA compliant access ramps. The grant would also fund installing better lighting throughout the park trail and better security near the restrooms. The second grant is the Land and Water Conservation fund, this is a 50/50 cost match and would go toward renovating the parks baseball field, replacing bleachers, backstop and dugouts as well as adding an ADA compliant restroom near the ball field. Other projects for the year include refinishing the tennis courts which is also up for grant consideration with United States Tennis Association. In recent months the City has put a focus on seeking out storm water issues that need to be addressed. This fiscal year with the help of the capital fund the City plans to complete storm water projects on Billy Joe Sapp, Caspian detention basin and Meadowmere Acres. Fixing these issues will be a priority going forward for any infrastructure that has been accepted by the City.

PARK AND STORMWATER FUND

Capital Improvement Plan

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
1-2 Year						
1	Bill Joe Sapp Drive				\$ 70,000	\$ -
2	Caspian Detention Basin				\$ 50,000	\$ -
3	Meadowmere Acres				\$ 80,000	\$ -
3 Projects					\$ 200,000	

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed	
1-2 Years						
1	Installation of New Bathroom by Ballpark	Proposed	1	2020	\$ 50,000	\$ -
2	Replace Walking Bridge	Proposed	1	2020	\$ 5,000	\$ -
3	Repurpose Tennis Courts	Proposed	1	2020	\$ 25,000	\$ -
4	Basketball Court	Proposed	1	2021	\$ 15,000	\$ -
5	Baseball Field Renovation	Proposed	1	2020	\$ 100,000	\$ -
6	Trailhead Improvements	Proposed	1	2020	\$ 70,000	\$ -
6 Projects					\$ 265,000	\$ -

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed	
3-5 Years						
7	New Playground Equipment Ashland Ridge Park	Proposed	3	2024	\$ 50,000	\$ 50,000
8	Lake View Lake Upgrades	Proposed	2	2023	\$ 115,000	\$115,000
9	ADA pad throughout playground	Proposed	1	2024	\$ 75,000	\$ 75,000
3 Projects					\$ 240,000	\$240,000

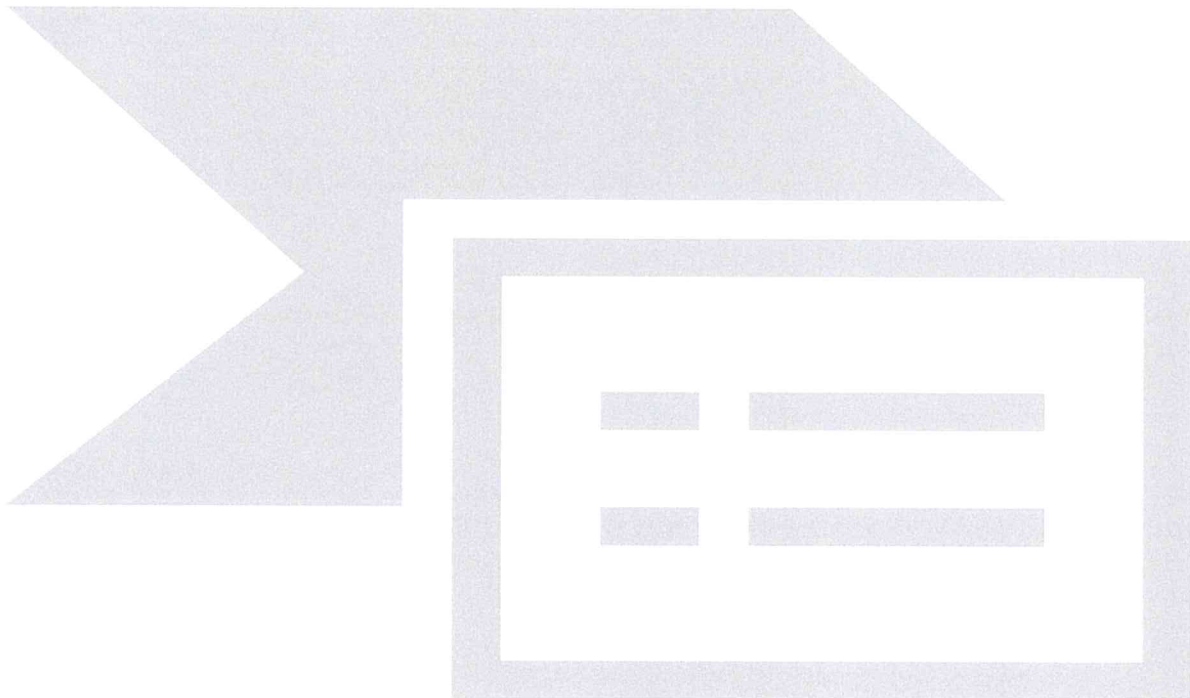
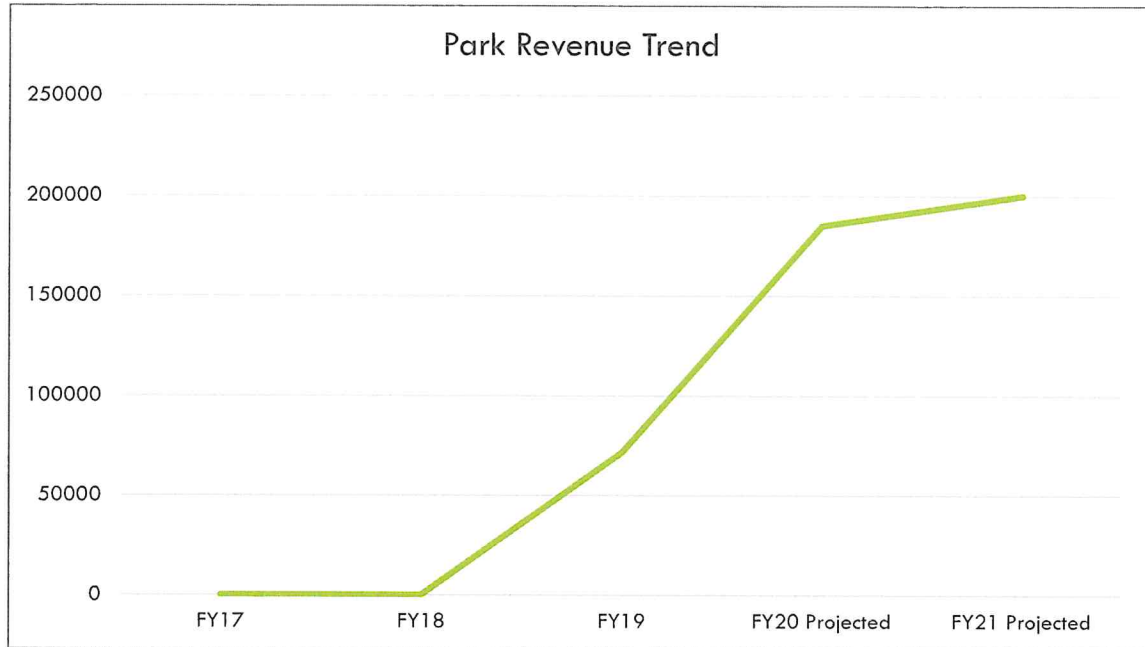
Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed	
6-10 Years						
10	Palamino Park Upgrade	Proposed	3	2025+	\$ -	\$ -
1 Project					\$ -	\$ -

10 Total Projects

PARK AND STORMWATER FUND

Projected Revenues

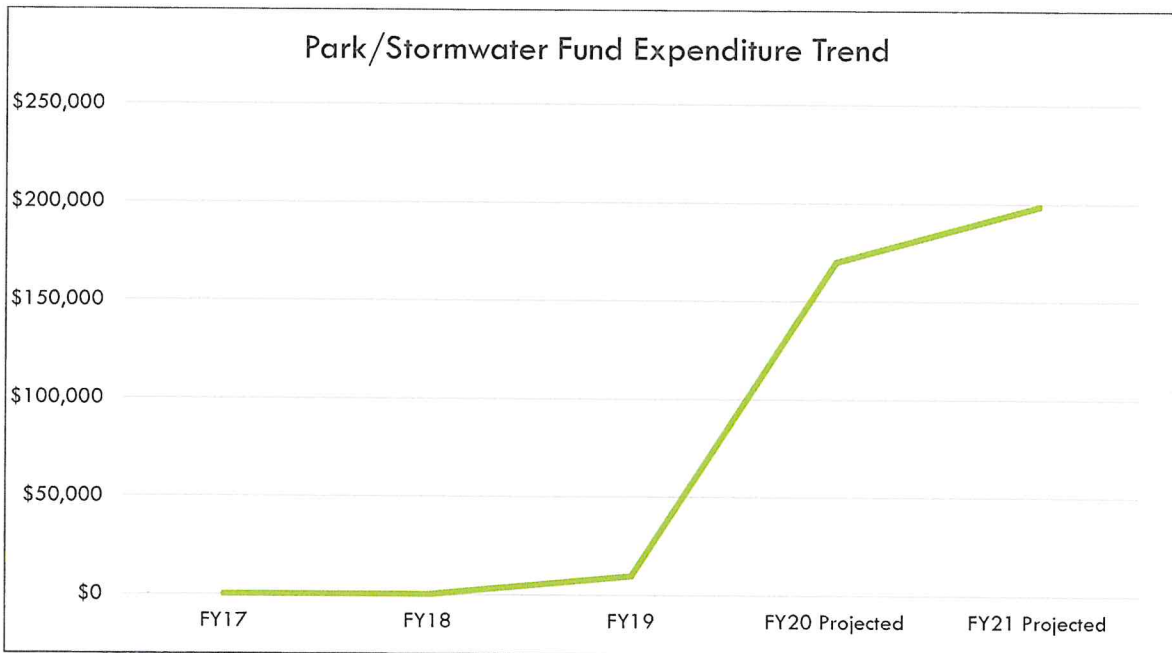
The park storm water tax is funded by a ½ cent sales tax and is split evenly between parks and storm water. Projected revenues for the year are expected to be \$200,000.



PARK AND STORMWATER FUND

Projected Expenditures

Park Fund Expense	Projected FY 2021	Current FY2020	Percentage Change
SALARIES	\$ 10,000	\$ 32,200	-69%
SALARIES-OVERTIME	\$ -	\$ 2,000	0%
SUMMER SALARIES	\$ 5,000	\$ 6,000	-17%
PAYROLL TAXES	\$ 3,000	\$ 5,500	-45%
LAGERS	\$ 1,300	\$ 1,300	0%
HEALTH INSURANCE	\$ 4,850	\$ 4,850	0%
WORK COMP INSURANCE	\$ 331	\$ 331	0%
MISCELLANEOUS EXPENSE	\$ 1,500	\$ 3,000	-50%
FLAG FUND	\$ 1,000	\$ 744	34%
SERVICE AGREEMENTS	\$ 1,000	\$ 4,000	-75%
UTILITIES	\$ 3,000	\$ 2,000	50%
VEH & EQUIP MAINTENANCE	\$ 1,500	\$ 4,000	-63%
VEH & EQUIP FUEL	\$ 3,000	\$ 4,000	-25%
STORMWATER REPAIRS	\$ 50,000	\$ 10,000	400%
STORMWATER CONTRACT WORK MAINTENANCE	\$ 5,000	\$ 5,000	0%
STORMWATER MAINTENANCE	\$ 2,500	\$ 5,000	-50%
STORMWATER MATERIALS	\$ 10,000	\$ 10,000	0%
ENGINEERING	\$ 25,000	\$ 18,000	39%
CAPITAL EQUIPMENT	\$ 2,000	\$ 2,000	0%
SMALL EQUIPMENT	\$ 1,000	\$ 1,000	0%
CAPITAL EXPENDITURES	\$ 60,000	\$ 40,000	-
CITY PARK EVENTS	\$ 7,500	\$ 5,000	50%
PARK/STORMWATER TOTALS	\$ 198,481	\$ 165,925	20%



STREET FUND

Overview

The Street Fund receives revenue from several fees and taxes. A local transportation tax was approved in 2013. This revenue can only be used for street improvements within the incorporated limits of Ashland. It cannot be used for salary and benefits of street employees. The County of Boone remits the Road Tax Replacement to Ashland since the adoption of the countywide sales tax. This income is a replacement for the taxes the City would have been received from a County levy on property before sales tax was adopted. The Street Fund receives monthly disbursements from the Department of Revenue for Vehicle fuel, sales and licensing taxes.

Highlights for FY2021

For fiscal year 2021 the Street department is putting an emphasis on fixing deteriorating roads. This summer concrete work will be done in several areas of town. Other projects will include updating, replacing or repairing street signs throughout the City, making updates to crosswalks throughout town and repairing curb and gutter in Seasons Ridge. The Street department will also be getting updated equipment. A new dump truck with blade to assist in snow removal as well as a new UTV to assist with park projects and removal of snow along trails and sidewalks.



STREET FUND

Capital Improvement Plan

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still
					needed
1-2 Years					
1 Roundabout Broadway and Henry Cay	Preliminary design	1	2021	\$ 1,200,000	\$ -
2 Seasons Ridge Curb and Street Repair	Proposed	1	2020	\$ 75,000	\$ -
3 Sunset Meadows Way Overlay	Proposed	3	2020	\$ 5,000	\$ -
4 Upgrades to School Zone Flashing Lights	Proposed	3	2021	\$ 15,000	\$ -
5 Crosswalk Improvements	Proposed	TBD	2021	\$ 10,000	\$ -
6 Broadway Beautification	Proposed	1	2021	\$ 10,000	\$ -
6 Projects				\$ 1,315,000	\$ -

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still
					needed
3-5 Years					
7 Palamino Ridge Overlay	Proposed	3	2022	\$ 35,000	\$ -
8 Setters Knoll Overlay	Proposed	2	2022	\$ 45,000	\$ -
9 Main Street Overlay	Proposed	3	2023	\$ 200,000	\$ 200,000
10 Liberty Lane and US 63 Safety Improvements	Proposed	2	2024	\$ -	\$ -
11 Installation of Parking Stalls along Mustang Drive	Proposed	2	2022	\$ 50,000	\$ -
12 Connect Perry Ave. To Industrial Ave.	Proposed	2	2022	\$ -	\$ -
13 Installation of Sidewalk along Perry Ave.	Proposed	2	2023	\$ -	\$ -
14 Instal six ADA Compliant Sidewalk Ramps	Proposed	TBD	2022	\$ 75,000	\$ -
15 Broadway Beautification	Proposed	1	2024	\$ -	\$ -
16 Warning light in J-Turns for Emergency Services Approach	Proposed	1,2	2024	\$ 40,000	\$ -
10 Projects				\$ 445,000	\$ 200,000

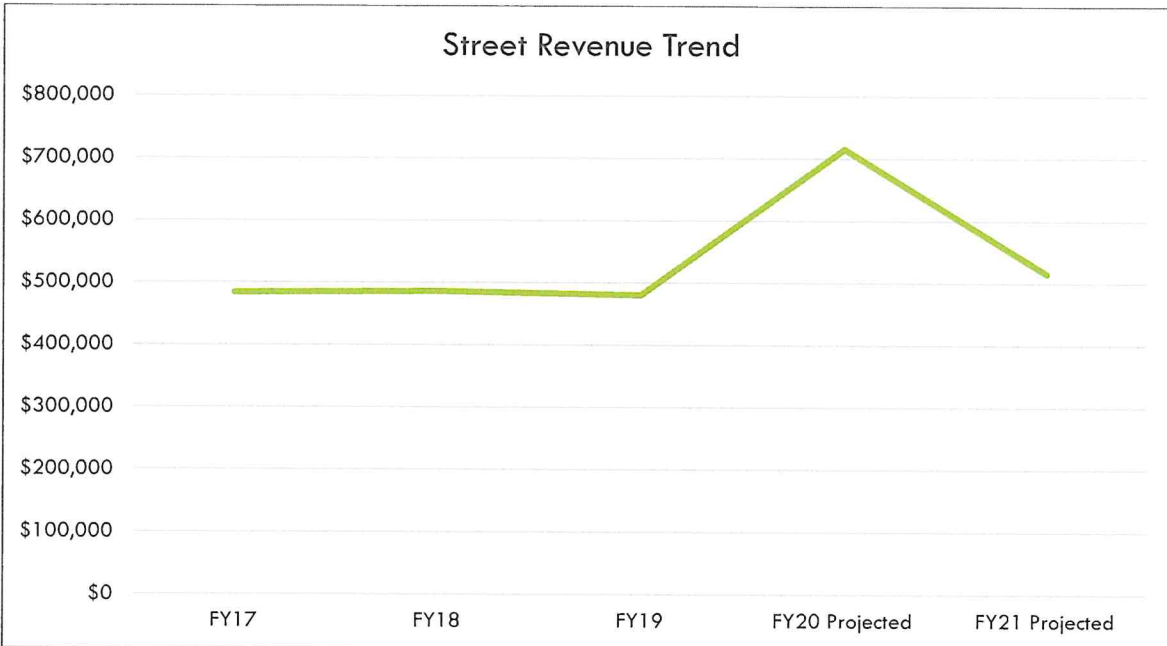
Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still
					needed
6-10 Years					
17 Henry Clay Boulevard Overhaul	Proposed	1,2,3	2025+	\$ -	\$ -
18 Additional Ashland Overpass	Proposed	1,2	2025+	\$ -	\$ -
19 Minor Hill and US 63 Safety Improvements	Proposed	1	2025+	\$ -	\$ -
20 Peterson Lane and US 63 Safety Improvements	Proposed	2	2025+	\$ -	\$ -
21 Alternative Access to US 63 on the North side of the City	Proposed	1,3	2025+	\$ -	\$ -
22 Alternative Access to US 63 on the South side of the City	Proposed	2	2025+	\$ -	\$ -
23 Develop Outer Road System Extend Henry Clay to New Salem	Proposed	1	2025+	\$ -	\$ -
24 Develop Outer Road System East Side Dr to to Hardwick Lane	Proposed	2	2025+	\$ -	\$ -
25 Install Roundabout - Henry Clay & Liberty	Proposed	3	2025+	\$ -	\$ -
26 Pedestrian Improvements - Install Cross at Broadway and 63	Proposed	1	2025+	\$ -	\$ -
27 Pedestrian Improvements - Crosswalk at Main and Broadway	Proposed	3	2025+	\$ -	\$ -
28 Pedestrian Improvements - Henry Clay	Proposed	1,2,3	2025+	\$ -	\$ -
29 Pedestrian Improvements - Broadway	Proposed	1,3	2025+	\$ -	\$ -
30 Sidewalk/Curb Improvements along Broadway	Proposed	2	2025+	\$ -	\$ -
31 Eight ADA Compliant Sidewalk Ramps	Proposed	1	2025+	\$ -	\$ -
15 Projects				\$ -	\$ -

STREET FUND

Projected Revenues

A refund of a \$225,000 check that was issued to MODOT at the beginning of the 2020 fiscal year accounts for the wide variance between projected revenues between this fiscal year and fiscal year 2021. Outside of miscellaneous expense, most other revenue projects will remain about where they were in FY2020.

Street Fund Revenues	Projected FY 2021	Current FY2020	Percentage Change
MISCELLANEOUS INCOME	\$ 3,000	\$ 226,348	-99%
TRANSPORTATION TAX	\$ 200,000	\$ 178,000	12%
MOTOR VEHICLE STATE SALES TAX	\$ 35,000	\$ 35,000	0%
MOTOR FUEL TAX	\$ 100,000	\$ 100,000	0%
MOTOR VEHICLE FEE	\$ 18,500	\$ 18,000	3%
ROAD TAX REPLACEMENT	\$ 158,000	\$ 157,000	1%
Total Street Revenue Funds	\$ 514,500	\$ 714,348.34	-28%

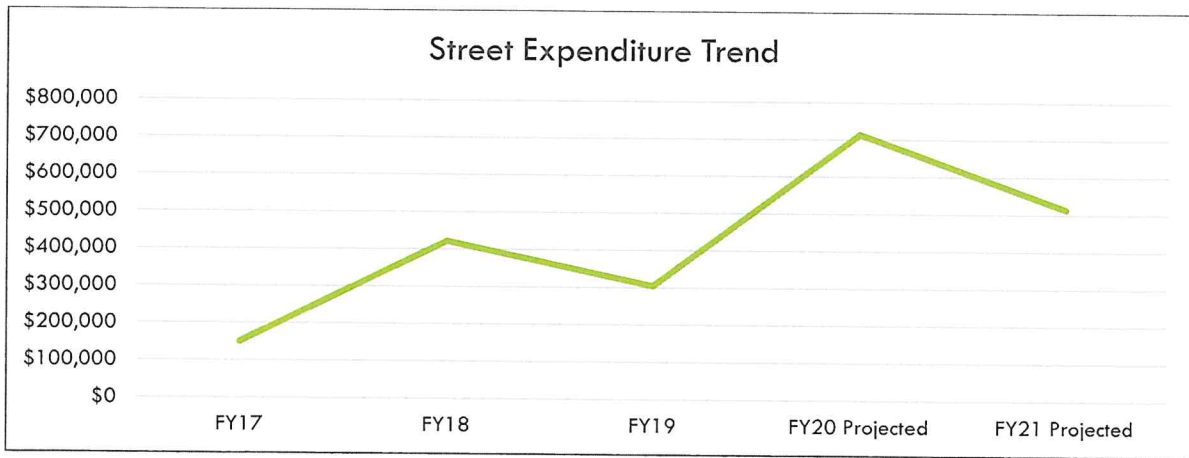


STREET FUND

Street Projected Expenditures

Line Items for this fiscal year have been reduced on some lines that have been over budgeted in the past and moved to areas necessary to maintain equipment at a level that will extend its useful life. Purchases for equipment items will come from a healthy reserve fund that the street department currently has.

Street Fund Expenses	Projected FY 2021	Current FY2020	Percentage Change
SALARIES	\$ 84,500	\$ 59,000	43%
SALARIES-OVERTIME	\$ 3,000	\$ 1,200	150%
SUMMER SALARIES	\$ -	\$ -	0%
PAYROLL TAXES	\$ 5,000	\$ 7,000	-29%
LAGERS	\$ 2,500	\$ 2,000	25%
HEALTH INSURANCE	\$ 8,000	\$ 8,400	-5%
WORK COMP INSURANCE	\$ 700	\$ 657	7%
UNIFORMS	\$ 1,000	\$ 200	400%
PROF TRAINING/MILEAGE	\$ 1,500	\$ -	0%
PROF. MEMBERSHIP	\$ -	\$ -	0%
PERSONAL SAFETY EQUIPMENT	\$ 100	\$ 100	0%
MISCELLANEOUS EXPENSE	\$ 4,000	\$ 4,000	0%
BUILDING MAINTENANCE & IMPROVE	\$ 3,000	\$ 5,000	-40%
UTILITIES	\$ 3,000	\$ 5,000	-40%
TELEPHONE	\$ 1,500	\$ 2,500	-40%
SERVICE AGREEMENTS	\$ 1,000	\$ 5,000	-80%
VEHICLE & EQUIPMENT MAINTENANC	\$ 10,000	\$ 7,000	43%
VEHICLE & EQUIPMENT FUEL	\$ 7,000	\$ 7,000	0%
STREET REPAIRS, SUPPLIES,MAINT	\$ 350,000	\$ 580,691	-40%
STREET CONTRACT WORK	\$ -	\$ -	0%
DRUG & ALCOHOL TESTING	\$ 100	\$ 100	0%
SMALL EQUIPMENT	\$ 1,000	\$ 1,000	0%
CAPITAL EXPENDITURES	\$ 10,000	\$ 5,000	100%
SIGNS & POSTS	\$ 10,000	\$ 5,500	82%
COMPUTER MAINTENANCE	\$ 7,000	\$ 7,000	0%
Total Street Expenses	\$ 513,900	\$ 713,348.34	-28%



WATER FUND

Overview

The Water Utilities Department is responsible for providing safe and clean water in sufficient quantity and satisfactory quality to meet the growing needs of the City of Ashland. The City's goal is to provide such water at a reasonable cost to the consumer while maintaining a self-supporting fund.

The Water Utilities Department serves over 1780 customers, 28.50 miles of PVC pipe, and 3,660 ft. of cast iron pipe, 225 fire hydrants 2 wells and 2 towers. The average total water supply from Wells 5 and 6 is 7,000,000.00 million + gallons per month. This usage increases in the summer months and generally decreases in the winter months. The City of Ashland and Consolidated Water District #1 have agreements in place for the Water District to service areas within the City limits of Ashland where existing City water lines do not extend.

The current rate for service is \$8.90 base fee plus \$4.71 for each 1,000 gallons of metered water. The current rate for residential service installation of water meters is \$600.00. Commercial meter installation cost depends on the size of the meter. A primacy fee is billed for the Missouri Department of Natural Resources for the operation of the City's public water system. The City has the authority to charge 1.5 percent sales tax on its public utilities which is payable to the State of Missouri.

Highlights for FY2021

The Water department is purposing to add an additional employee this fiscal year. In addition to personnel the main focus will be on locating water infrastructure such as GIS Mapping pipes, mains and valves. In addition, the chlorine room at well 5 will be renovated. The department also has equipment needs that will be addressed this year including a new truck, dump trailer, and vacuum truck.



WATER FUND

Capital Improvement Plan

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
1-2 Years						
1	Replace Valves and Fire Hydrants	Proposed	TBD	2020	\$ 20,000	\$ -
2	Replace water main at South Main	Proposed	3	2021	\$ 23,000	\$ -
3	New Dump Truck	Proposed	N/A	2020	\$ 60,000	\$ -
4	Utility Truck	Proposed	N/A	2020	\$ 25,000	\$ -
5	12 FT Dump Trailer	Proposed	N/A	2020	\$ 6,250	\$ -
6	GIS mapping and inspection of water lines	Proposed	1,2,3	2024	\$ 25,000	\$ -

3 Projects

\$ 159,250 \$ -

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
3-5 Years						
7	Replace Valves and Hydrants	Proposed	TBD	2022	\$ 20,000	\$ 20,000
8	Replace water main at Sappington	Proposed	3	2022	\$ 25,000	\$ 25,000
9	Tower maintenance and inspection #5	Proposed	1,3	2023	\$ 75,000	\$ 75,000

4 Projects

\$ 120,000 \$ 120,000

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
6-10 Years						
10	Replace valves and hydrants	Proposed	TBD	2024	\$ 20,000	\$ 20,000
11	Replace water main Laurel and Wilson	Proposed	3	2024	\$ 50,000	\$ 50,000
12	Tower maintenance and inspection #6	Proposed	1,3	2025	\$ 75,000	\$ 75,000
13	New water tower east of Ashland	Proposed	1,2	2026	\$3,000,000	\$3,000,000

4 Projects

\$3,145,000 \$3,145,000

13 Total Projects

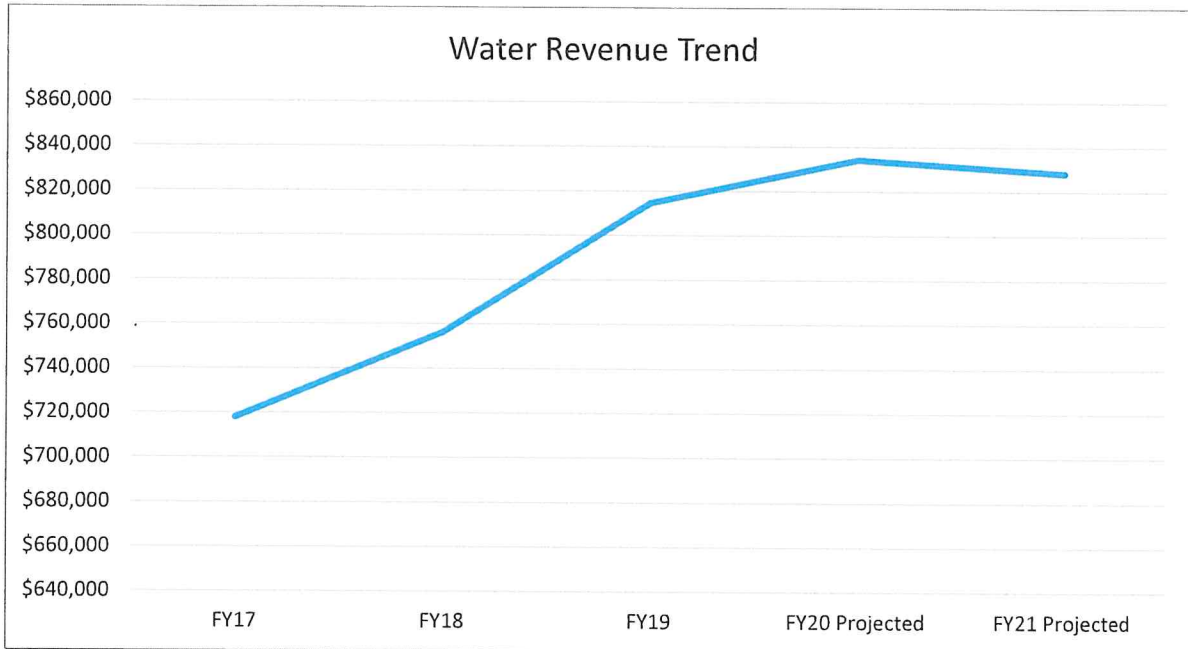
\$ 3,424,250 \$ 3,265,000

WATER FUND

Projected Revenues

Water revenues are expected to remain consistent with previous years although, new development gives the potential for those numbers to exceed projections.

Water Fund Revenues	Projected FY 2021	Current FY2020	Percentage Change
INTEREST INCOME	\$ 40,000	\$ 42,000	-5%
RETURN PAYMENTS	\$ 300	\$ 600	-50%
MISCELLANEOUS INCOME	\$ 1,000	\$ 2,000	-50%
WATER INCOME COMMERCIAL	\$ 120,000	\$ 120,000	0%
WATER INCOME RESIDENTIAL	\$ 550,000	\$ 550,000	0%
SALES TAX WATER	\$ 21,000	\$ 22,000	-5%
WATER NEW SERVICE	\$ 48,000	\$ 48,000	0%
SERVICE CHARGE PENALTY	\$ 24,000	\$ 24,000	0%
RECONNECT FEE	\$ 17,000	\$ 19,000	-11%
PRIMACY FEE	\$ 6,700	\$ 6,500	3%
	\$ 828,000	\$ 834,100.00	-1%

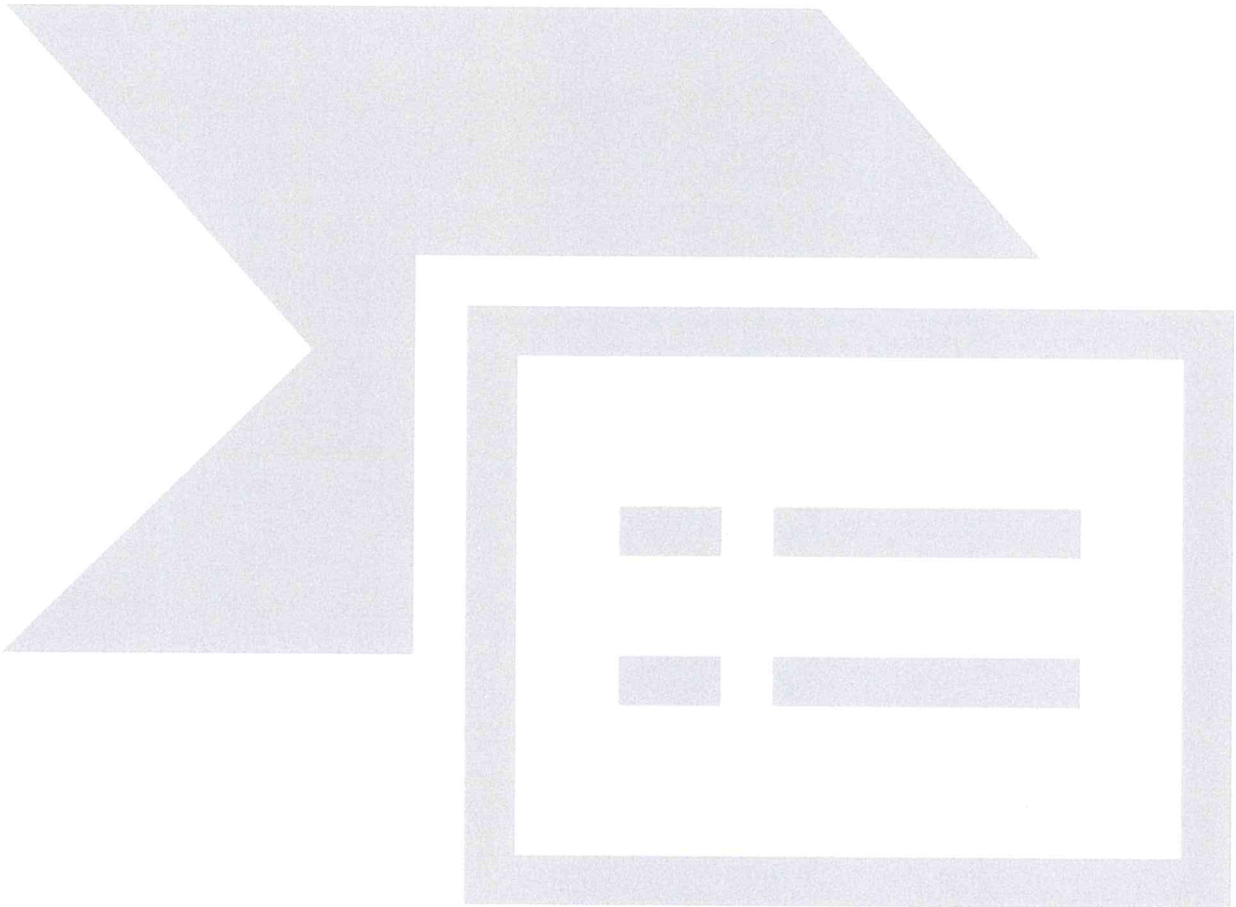
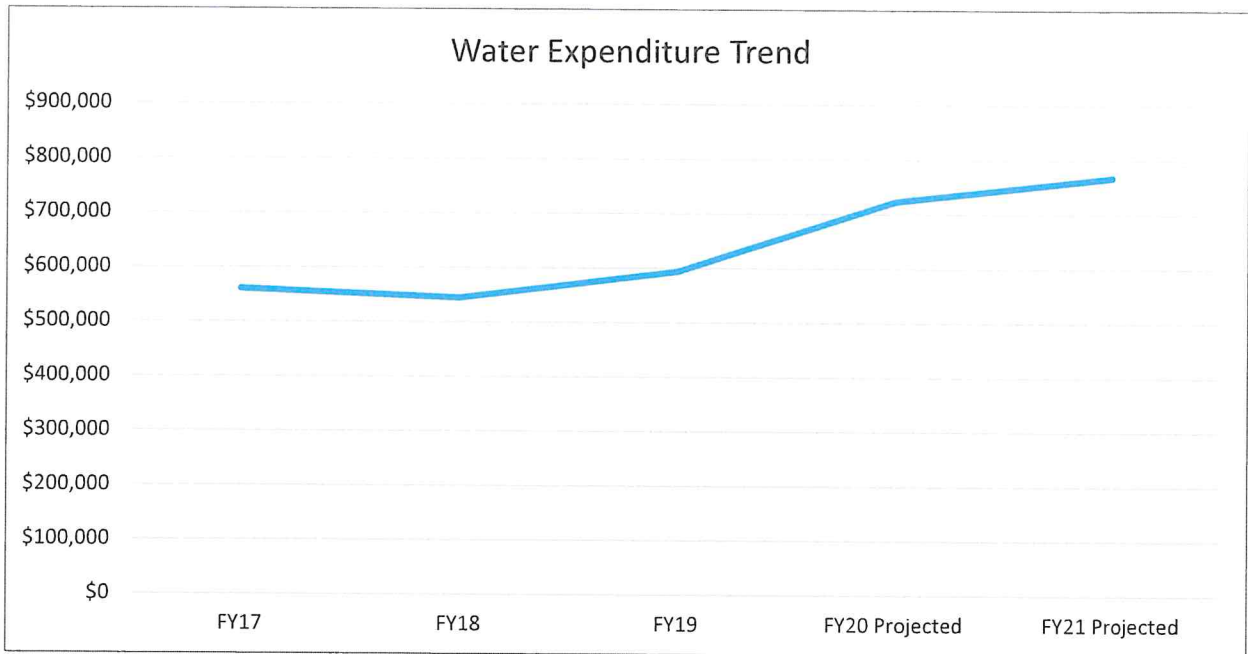


WATER FUND

Projected Expenditures

Water Fund Expenditures	Projected FY 2021	Current FY2020	Percentage Change
SALARIES	\$ 158,000	\$ 124,000	27%
SALARIES-OVERTIME	\$ 500	\$ 700	-29%
PAYROLL TAXES	\$ 13,000	\$ 10,500	24%
LAGERS	\$ 6,000	\$ 4,500	33%
HEALTH INSURANCE	\$ 40,000	\$ 30,000	33%
WORK COMP INSURANCE	\$ 500	\$ 500	0%
UNIFORMS	\$ 900	\$ 200	350%
PROF. TRAINING/MILEAGE	\$ 1,500	\$ 3,000	-50%
PROF. MEMBERSHIP	\$ 1,500	\$ 1,500	0%
PERSONAL SAFETY EQUIPMENT	\$ 200	\$ 200	0%
WATER SALES TAX	\$ 21,000	\$ 20,000	5%
PRIMACY FEE	\$ 6,700	\$ 5,810	15%
MISCELLANEOUS EXPENSE	\$ 1,000	\$ 1,000	0%
BANK SERVICE CHARGES	\$ 1,200	\$ 1,200	0%
MAINTENANCE & IMPROVEMENT	\$ 3,000	\$ 1,000	200%
BOONE ELECTRIC	\$ 9,000	\$ 13,000	-31%
AMERENMO	\$ 27,000	\$ 33,000	-18%
TELEPHONE	\$ 2,000	\$ 2,000	0%
SERVICE AGREEMENTS	\$ 9,000	\$ 9,000	0%
VEH & EQUIP MAINTENANCE	\$ 3,000	\$ 3,000	0%
VEH & EQUIP FUEL	\$ 4,500	\$ 4,500	0%
MO.ONE CALL LOCATES	\$ 1,000	\$ 1,000	0%
CONTRACT WORK	\$ -	\$ -	0%
LAB EXPENSES	\$ 500	\$ 500	0%
CHEMICALS	\$ 1,500	\$ 3,000	-50%
MATERIALS	\$ 75,000	\$ 70,000	7%
ADVERTISING	\$ -	\$ -	0%
DRUG & ALCOHOL TESTING	\$ 100	\$ 100	0%
OFFICE/PRINTING/POSTAGE SUPPLI	\$ 9,000	\$ 12,000	-25%
ENGINEERING	\$ -	\$ -	0%
CAPITAL EQUIPMENT	\$ 85,000	\$ 1,000	8400%
SMALL EQUIPMENT	\$ 500	\$ 500	0%
CAPITAL EXPENDITURES	\$ 280,000	\$ 380,000	-26%
COMPUTER MAINTENANCE	\$ 5,000	\$ 5,000	0%
Totals	\$ 767,100	\$ 741,710	3%

WATER FUND



SOLID WASTE FUND

Overview

The Solid Waste fund accounts for revenues and expenses related to the City’s waste removal. The City of Ashland currently has a franchised contract with Republic Services for the removal of solid waste.

Republic Services furnishes a recycling bin located behind City Hall. The City contracts with Clean Cut Services for disposal of resident yard waste.

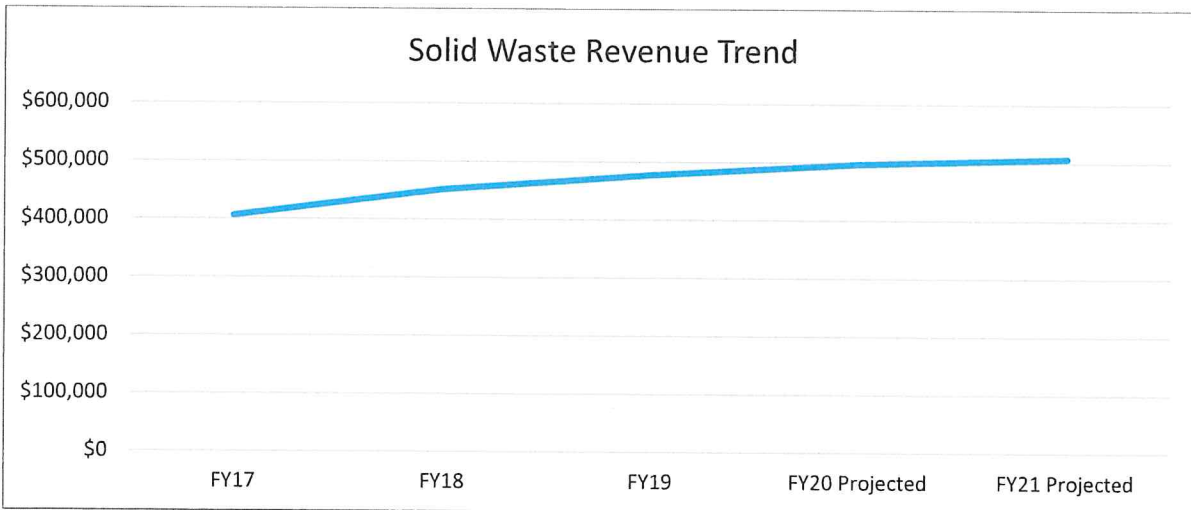
Highlights for FY2021

For FY20, the Solid Waste Fund budgeted \$68,460.00 for the construction of a new recycling lot which is currently in process and will carry over in to FY2021. These funds will go towards the grading, gravel, concrete and fencing of the lot.

In FY20, the rate increased to \$11.76 per customer. For FY21 the rate will increase to \$12.11. This increase will go into effect May 2020. The extra cart rate will increase to \$6.37. Residential solid waste pick-up will remain one time per week.

Projected

SOLID WASTE REVENUES	Revenues		
	Projected FY 2021	Current FY2020	Percentage Change
COLLECTION FEE	\$ 46,000	\$ 46,000	0%
SERVICE CHARGE PENALTY	\$ 6,000	\$ 8,000	-25%
SOLID WASTE-TRASH SERVICE	\$ 402,000	\$ 390,000	3%
RECYCLING FEES	\$ 22,000	\$ 22,000	0%
YARD WASTE FEES	\$ 31,000	\$ 31,000	0%
SOLID WASTE REVENUE TOTAL	\$ 507,000	\$ 497,000	2%

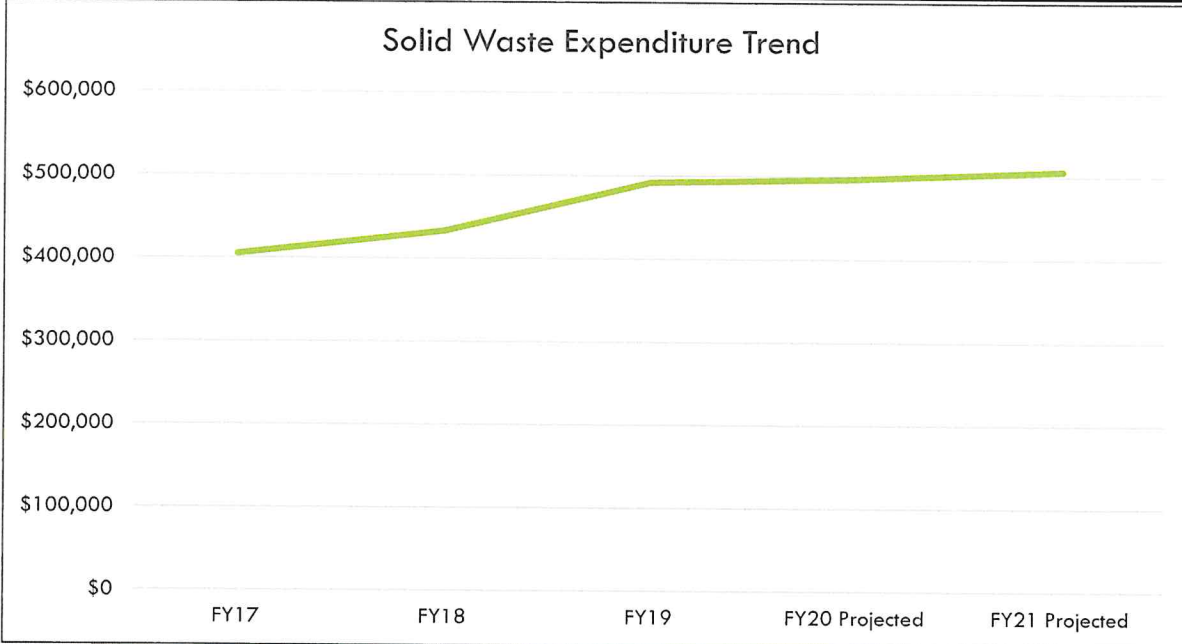


SOLID WASTE FUND

Projected

Expenditures

SOLID WASTE EXPENDITURES	Projected FY 2021	Current FY2020	Percentage Change
MISCELLANEOUS EXPENSE	\$ 68,460	\$ 68,460	0%
OFFICE & PRINTING SUPPLIE	\$ 6,000	\$ 7,000	-14%
CAPITAL EQUIPMENT	\$ -	\$ 1,000	-100%
RECYCLING PROGRAM	\$ 6,540	\$ 6,540	0%
YARD WASTE DISPOSAL	\$ 23,000	\$ 24,000	-4%
SYSTEM OPERATIONS	\$ 402,000	\$ 390,000	3%
SOLID WASTE EXPENDITURE TOTAL	\$ 506,000	\$ 497,000	2%



SEWER FUND

Overview

The Sewer Fund supports the expenditures of the Treatment and Collection System to include maintenance, installation of new sanitary lines and replacement of lines. User fees constitute its primary source of revenue.

The City of Ashland received a permit to begin construction on a new wastewater treatment plant. Construction began in 2018. That construction has been complete and the treatment plant is currently operational. The City of Ashland contracts with Alliance Water Resources for the operation of City sewer services.

The current rate for sewer is \$27.75 base fee and \$5.25 per thousand gallons. Average sewer consumption for residential customer's ranges between 3500-3800 gallons a month.

FY 2021 Highlights

For this fiscal year 2021 the sewer department will rebuild pumps at Justin, Caspian, Lakeview and Setters Knoll pumps. GIS mapping is also planned in coordination with the Water Department. Below is a CIP that was developed by Alliance to help outline Sewer priorities for the City.



SEWER FUND

CITY OF ASHLAND WASTEWATER

5 YEAR CIP 2020 (FY May 1 - April 30)

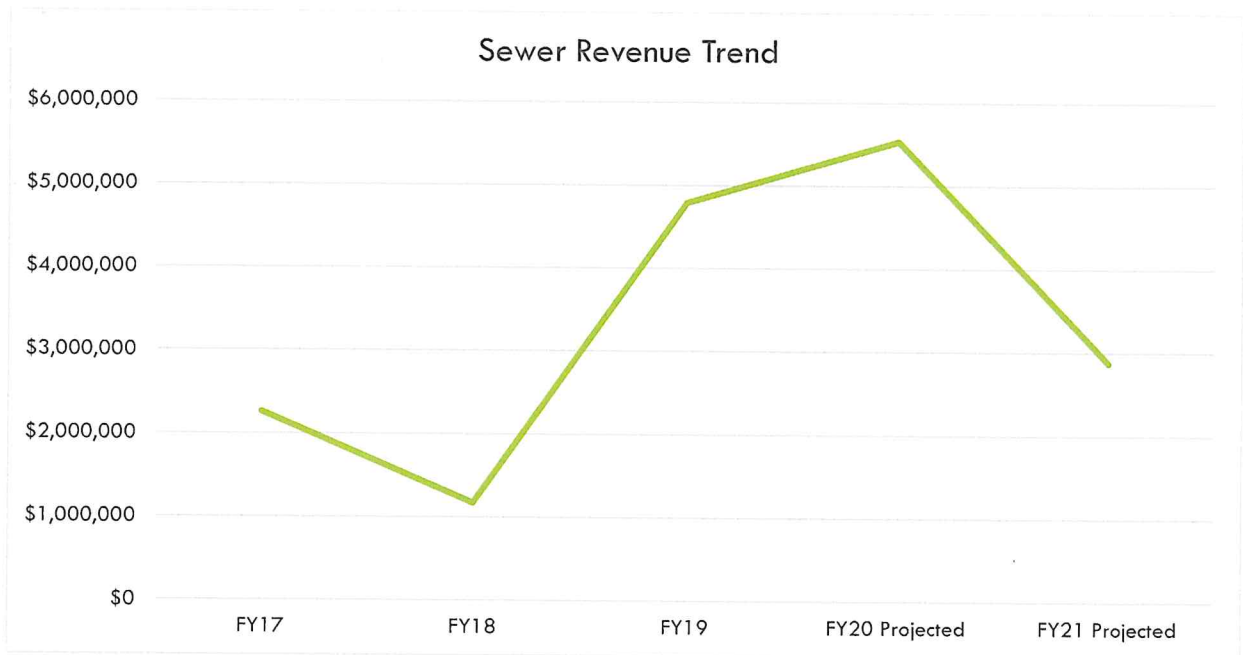
Wastewater Treatment Plant & Collection System Capital Improvement Plan (CIP)

Year	Item	Explanation	Budgetary Estimates
FY 01MAY2020			
	Justin LS	Complete rebuild on both pumps; impeller, wear ring, bearings, seal kits.	\$8,250
	Caspian LS	Complete rebuild on both pumps; bearings, seals, drive belts, etc.	\$7,500
	Lakeview LS Pump #1	Complete rebuild on one pump; impeller, wear ring, bearings, seal kits.	\$4,100
	Setters Knoll	Complete rebuild on both pumps; impeller, wear ring, bearings, seal kits.	\$8,250
	GIS System Mapping	Accurate inventory of assets, improved customer service, reliable info during staff t	\$15,000
			\$43,100
FY 01MAY2021			
	Park liftstation pumps	Repair/replace of Park Liftstation pump #2	\$12,500
	Peterson LS	Complete rebuild on both pumps; impeller, bearings, seal kits.	\$10,500
	Pickup Truck	Replace 1999 Dodge Ram 1/2 ton pickup. End of useful life.	\$30,000
	Jetter trailer maintenance	Routine high pressure pump rebuild per manufacturer's recommendations.	\$7,500
	Rehabilitation Sewer Main	Cure-In-Place sewer main and manholes	\$75,000
			\$135,500
FY 01MAY2022			
	Rehabilitation Sewer Main	Cure-In-Place sewer main and manholes	\$25,000
	UV wear item replacements	Bulbs, sleeves, wipers, misc	\$5,000
			\$30,000
FY 01MAY2023			
	UV wear item replacements	Bulbs, sleeves, wipers, misc	\$5,000
	Rehabilitation Sewer Main	Cure-In-Place sewer main and manholes	\$50,000
			\$55,000
FY 01MAY2024			
	Utility Bed Heavy Pickup	Replace 2008 Ford F-450 utility bed pickup truck. End of useful life.	\$45,000
	UV wear item replacements	Bulbs, sleeves, wipers, misc	\$5,000
	Rehabilitation Sewer Main	Cure-In-Place sewer main and manholes	\$30,000
			\$80,000

SEWER FUND

Projected Revenue

SEWER PROJECTED REVENUES	FY 2021	FY 2020	% CHANGE
INTEREST INCOME	\$ 1,300	\$ 1,300	0%
MISCELLANEOUS INCOME	\$ 10,000	\$ 10,268	-3%
SEWER BOND BASE FEE WW	\$ 109,000	\$ 106,000	3%
SEWER CONNECT/COLLECT FEE	\$ 10,000	\$ 16,000	-38%
SERVICE CHARGE PENALTY	\$ 14,000	\$ 14,000	0%
SEWER INCOME	\$ 725,000	\$ 725,000	0%
SEWER IMPACT FEE	\$ 45,000	\$ 45,000	0%
SEWER DIST. CONNECT FEE	\$ 40,000	\$ 40,000	0%
2014 WW BOND REVENUE 6.4	\$ 325,000	\$ 260,000	25%
DNR GRANT REVENUE WW	\$ 310,000	\$ 4,406,184	-93%
TOTALS	\$ 2,870,400	\$ 5,623,752	-49%



SEWER FUND

Projected Expenditures

SEWER PROJCTED EXPENDITURES	FY 2021	FY 2020	% CHANGE
PROF. TRAINING/MILEAGE	\$ -	\$ 4,000	-100%
PROF. MEMBERSHIP	\$ -	\$ -	0%
INTEREST PRIVATE LOAN	\$ -	\$ -	0%
SEWER CONNECT FEE	\$ 2,000	\$ 2,000	0%
BANK SERVICE CHARGES	\$ 1,300	\$ 1,300	0%
MAINTENANCE & IMPROVEMENT	\$ 20,000	\$ 5,000	300%
BOONE ELECTRIC	\$ 20,000	\$ 20,000	0%
AMERENMO	\$ 60,000	\$ 60,000	0%
LIFT ST. MAINT & IMPROVE	\$ 55,000	\$ 100,000	-45%
LAGOON MAINT/IMPROVEMENTS	\$ 200,000	\$ 100,000	100%
TELEPHONE	\$ 2,000	\$ 1,200	67%
SERVICE AGREEMENTS	\$ 5,000	\$ 5,000	0%
VEH & EQUIP MAINTENANCE	\$ -	\$ 5,000	-100%
VEH & EQUIP FUEL	\$ -	\$ 5,000	-100%
N.E. EXTENSION EXPENSES	\$ -	\$ -	0%
2014 COMBINED BOND INT 1.3	\$ 35,000	\$ 40,000	-13%
2014 COMB BOND PRINCIPAL 1.3	\$ 58,400	\$ 56,600	3%
2014 COMB BOND FEES 1.3	\$ 500	\$ 810	-38%
2014 COMB BOND INTEREST 6.4	\$ 85,583	\$ 15,000	471%
2014 COMBINED BOND PRINC 6.4	\$ 275,000	\$ 84,590	225%
2014 COMB BOND FEES 6.4	\$ 31,698	\$ 10,000	217%
MO.ONE CALL LOCATES	\$ 1,000	\$ 1,000	0%
COLLECTION REPAIRS	\$ 75,000	\$ 75,000	0%
SUPPLIES	\$ -	\$ -	0%
CONTRACT WORK	\$ 290,000	\$ 280,000	4%
LAB EXPENSES	\$ 10,000	\$ 5,000	100%
CHEMICALS	\$ 10,000	\$ 5,000	100%
OFFICE & PRINTING SUPPLIE	\$ 10,000	\$ 10,000	0%
ENGINEERING	\$ 100,000	\$ 150,000	-33%
CAPITAL EQUIPMENT	\$ 10,000	\$ 10,000	0%
VEHICLE/EQUIPMENT LEASE	\$ -	\$ -	0%
SMALL EQUIPMENT	\$ -	\$ 1,000	-100%
COMPUTER MAINTENANCE	\$ 10,000	\$ 15,000	-33%
WW PLANT CONSTRUCTION	\$ 310,000	\$ 4,431,184	-93%
WW PLANT ENGINEERING	\$ -	\$ -	0%
TOTALS	\$ 1,677,481	\$ 5,498,684	-69%

SEWER FUND

Sewer Expenditure Trend



CAPITAL FUND

Overview

Chapter 94 Section 577 of the Missouri Revised Statutes states, “The governing body of any municipality...is hereby authorized to impose, by ordinance or order, a one-eighth, one-fourth, three-eighths, or one-half of the one percent sales tax on all retail sales made in such municipality which are subject to taxation under the provisions of sections 144.010 to 144.525 for the purpose of funding capital improvements, including the operation and maintenance of capital improvements. The City adopted this tax in 1991 at the rate of one-half of one percent.

FY 2021 Highlights

For this fiscal year the City will continue progress on the roundabout with additional engineering fees. It will also continue working on its comprehensive plan that is soon to be finished. Zoning, subdivision and storm water codes will be updated via a consultant. The Capital fund will contribute to storm water repairs as well as updating police handheld radios.

Projected Capital Revenue

The capital fund is projected to reach \$200,000 in revenue for the year.

Projected Expenditures

Project	Cost
Round a bout Costs	\$75,000
Comprehensive Plan	\$15,000
Code Updates	\$30,000
Storm Water Repair	\$55,000
Police Handheld Radios	\$25,000
	<hr/>
	\$ 200,000