

# City of Ashland, Missouri

CITY LIMIT  
Ashland

Fiscal Year 2022

# TABLE OF CONTENTS

	Page
History of Ashland	1
Cit of Ashland Elected Officials	3
Organizational Chart	3
Ward Map	4
Budget Message	5
Budget Process/Schedule	13
Budget in Brief	14
General Fund	16
General Fund Revenues	17
Administration	20
Community Development	22
Police	24
Court	28
Park/Stormwater	29
Street	33
Water	37
Solid Waste	41
Sewer	42
Capital	46



## 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  
Richard Sullivan

Ward 1 Alderpersons  
Nathan Volkart  
nvolkart@ashlandmo.us

Ward 2 Alderwoman  
Stephanie Bell  
sbell@ashlandmo.us

Ward 3 Alderpersons  
Rick Lewis  
rlewis@ashlandmo.us

Ward 1 Alderpersons  
Bryan Bradford  
bbradford@ashlandmo.us

Ward 2 Alderwoman  
Melissa Old  
mold@ashlandmo.us

Ward 3 Alderpersons  
Jeffrey Sapp  
jsapp@ashlandmo.us

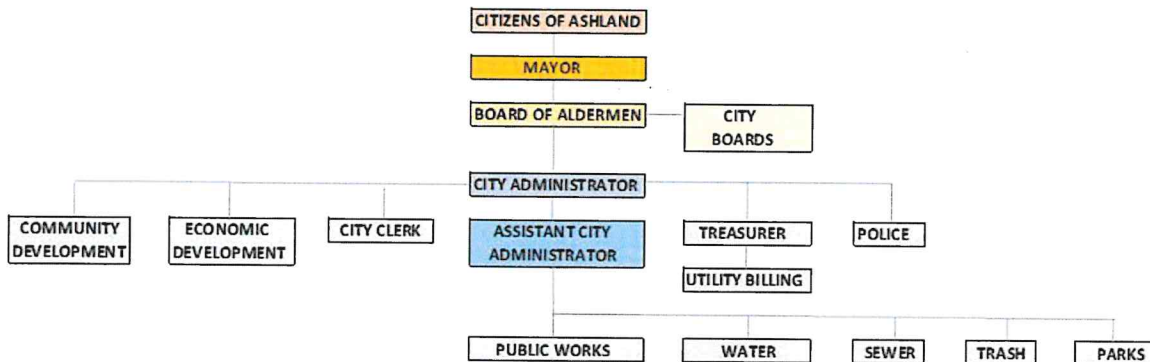
The board of Alderpersons currently meets on the 1st and 3rd Tuesday of each month at 7:00pm. The public is always welcome and encouraged to attend. Agendas are posted at City Hall, the City of Ashland website and Facebook page. If you have something to be placed on the agenda, it should be presented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

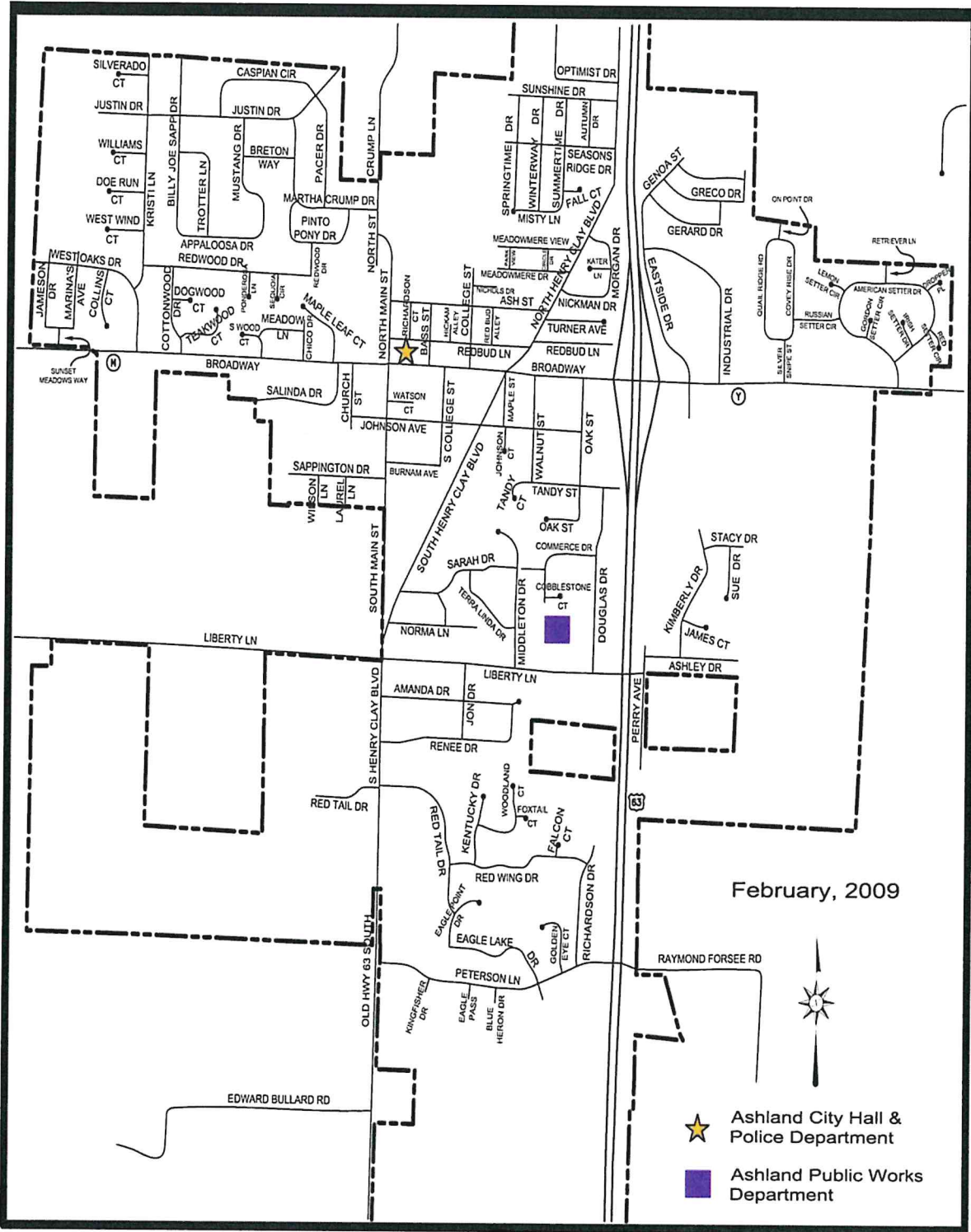
### Mayor

The City of Ashland is a fourth class city which operates under a Mayor/Board of Alderpersons 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 Alderpersons meetings, executes all ordinances, resolutions, proclamations, grants and executive orders. The Mayor may only vote in the event of a tie.

### Board of Alderpersons

The Board of Alderpersons 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 6, 2021

Honorable Mayor and Board Members,

It is with pleasure that I submit for your consideration the City of Ashland Fiscal Year 2022 proposed budget. Our annual budget process is a reflection of our emphasis on transparency throughout the organization. The objectives used in developing this budget were to present a balanced budget with prudent revenue and expenditure estimates; to do the best job possible of maintaining current excellent levels of service to the community; and to implement the Board of Aldermen's priorities. This budget combines the efforts and input from citizens, Board of Aldermen, and city staff to develop a positive and progressive approach to continue to plan for the future, set objectives for the coming year, and define the purposes and resources to achieve those objectives.

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 FY22 is projected to increase by \$35,000 or 8.4%.

The 2020 census is expected to reveal that the City's population has increased from 3,707 in 2010 to around 5,000. Residential growth continues its upward trajectory. Infrastructure is now in place for the Forest Park subdivision on the east side of Hwy 63 adjacent to East Ashland Plaza, and over the next year, development of the Liberty North subdivision located on the north side of Liberty Lane north of the existing Liberty Landing subdivision will begin to ramp up. We are also beginning to hear about potential residential subdivisions in the southwest and northern areas of the City which is leading us to consider a more regionalized approach as to how best to handle increased sewer capacity in these areas.

Much anticipated commercial growth is now beginning to take place with the completion of the East Ashland Plaza tract. MFA Breaktime opened for business earlier this year, and additional businesses are expected to be announced this year.

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.

## Looking Back

Over the last year, we have made considerable progress on many fronts, many of which were designed to improve our processes and the efficiency of City operations, including:

- City Hall and Police Facility – Acquisition of 101 W. Broadway to be renovated for use by City Administration/Utility Billing/Community Development & Police. The current facilities are beyond their maximum capacity and usefulness. Our current schedule should permit us to occupy the renovated facility late this year.
- Downtown Beautification - MO Main St – Secured a Community Empowerment Grant to provide technical and support services towards building a more vibrant downtown. Following a well-attended community forum earlier this year, City staff and the Broadway Beautification Task Force are currently working on the organizational piece of the four phase approach by establishing a non-profit corporation to manage the implementation of the plan as well as creating a survey that will be completed by all downtown businesses.
- New City website – A new City website was launched in February, 2021. Information is much easier to find, more graphical in nature, and three City staff have been trained on how to keep the site updated.
- Equipped the Board of Aldermen and Mayor with iPads to facilitate the distribution of Board packets and easy access to relevant City information. With the ongoing Covid19 crisis, the iPads have been invaluable for use with our conferencing applications (such as Zoom) for use when face to face meetings have not been practical.
- Zoning & Subdivision Code Update – Following an extensive RFP process, the team of Allstate Consultants, Community Recode and SunDaisy Enterprises were hired to assist and guide the City in a complete review and rewrite of our current Zoning and Subdivision Codes. Meetings were held with several key stakeholders, including P&Z Commissioners and the Board of Aldermen, and a draft plan for the proposed new land development regulations will be discussed over the next few weeks prior to actually writing the new Code.
- Building Regulations Dept – Dan VandeVoorde was hired to establish the beginnings of a City Building Regulations Department. On January 1, 2021, all building reviews/permits which were previously managed by Boone County Resource Management are now under the jurisdiction of the City of Ashland.
- Assistant City Administrator – Lelande Reharde was hired 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 assume the duties of the City Administrator when needed.

- Hired one (1) additional employee for the Water Department along with a new truck and dump trailer.
- Ribbon cutting and open house to celebrate the completion of the new wastewater treatment facility took place in July, 2020.
- Police staffing is now at 100%, the first time this level has been achieved in over a year.
- At the end of March, 2021, the Ashland Police Department took ownership of four new police vehicles (3 Dodge Durangos and 1 Dodge Charger). These new vehicles will replace older vehicles approaching if not exceeding 100,000 miles of service and in continual need of frequent repairs.
- Secured a \$50,000 grant from Missouri DNR to begin the study of our sanitary sewer system to help resolve our inflow and infiltration issues and begin the process of mapping our sewer infrastructure.
- Parade Permits - Developed a simple ordinance and form to improve communication and coordination regarding parades and other events using City ROW and property.
- Due to deterioration of structural components, Sarah Drive Bridge was demolished and replaced with a box culvert and new bridge surface.
- Multiple street repairs were made during the year, including mill and overlays at:
  - American Setter Dr and English Setter Dr Loop-Setter's Knoll Subdivision.
  - James Ct-Lakeview Estates Subdivision
  - Breton Way-Palomino Ridge Subdivision
  - Westwind Ct-West Oaks Subdivision
  - Sunset Meadows Way-Sunset Meadows Subdivision
- A new recycling facility was constructed at the Water Department location on W. Redtail Drive. Additional lighting is planned for late April, 2021.
- The Southern Boone County School District along with the City of Ashland as its partner, applied for and has tentatively secured a \$4.5M federal grant from the EDA to construct the Ashland-Ranken Workforce Development Center on Perry Avenue. By the time this budget is approved, we should have a formal announcement from the EDA regarding grant final approval. With a goal of opening in January 2023, the workforce development center will be a key economic driver in filling the education gaps that currently exist in industrial, technical, medical and construction fields, and providing new opportunities for traditional and non-traditional students seeking a position in a well-paid, highly skilled arena.
- The 2020 Comprehensive Plan was approved and adopted by the Board of Aldermen in September, 2020.

## **Growing Forward**

“Growing Forward”, Ashland is living its tag line. Growth is exciting and its problems are good problems to have. How do we balance all the new housing, institutions, businesses, and people coming to Ashland with Ashland's traditional small-town culture? How do we rapidly serve new development with water, sewer, streets, parks, sidewalks, and public safety while making wise and informed decisions? How do we meet growing community desires for smooth streets, better pedestrian infrastructure, and recreational amenities with limited resources? These and many more are the questions facing Ashland. Rising to these issues requires good information, infrastructure, quality plans, engaged staff, funding, and community.

## **Information**

Growth requires accurate and readily available data and information processing. What would it take to service this new development with sewer? Where are all our stormwater culverts? How can our staff more efficiently handle increased inspections, request for information, and maintenance for a growing list of infrastructure assets? Meeting these needs will require modern software solutions and a willingness from our staff to adapt to change. I am happy to report that the City of Ashland staff is ready for better software and more importantly ready to dig in to adopt changes instead of “the way it has always been.” This budget sets aside funds for a new Enterprise Resource Program (ERP), and Geographic Information System (GIS).

An ERP system runs an organization's core financials, purchasing, utility billing, budgeting, and so much more. It is the bedrock for the City. Our current ERP is dated, suffers from poor customer service, and is not capable of producing the forecast needed to plan for the future. Staff have been busy this spring exploring new ERP systems and will launch a process in FY 2022 to find a new ERP solution for Ashland.

The marriage of data and location in GIS has transformed how cities work. Almost everything we do is tied to a thing, person, land or process that exists at a certain location. GIS not only makes pretty maps, it also drives decisions about development, create a robust work orders system, and tracks the condition of our infrastructure. Staff will be working with all our partners to collect existing GIS data, add data with GPS, and select and implement a GIS system that brings all of our data under our roof.



## **Infrastructure**

Growth requires new streets, sewer lines, sidewalks, and stormwater infrastructure. The City is working hard with developers to ensure new infrastructure will meet the demands of residents for decades to come. Growth also impacts infrastructure outside of new developments. Wastewater may have to navigate older liftstations and pipes on its way to the wastewater treatment facility. Cars and pedestrians will use existing roads and sidewalks once they leave their new development. Stormwater will flow from new infrastructure into old infrastructure. Staff is prepared in both this budget and the Capital Improvement Plan to work on maintaining and upgrading existing infrastructure. The City secured funding from the Department of Natural Resources in FY 2021 to evaluate issues with existing sewer infrastructure and find areas where stormwater is getting into our sewer system, often called an I&I Study (inflow and infiltration). Bartlett and West Engineering will be completing the study in FY2022 and helping the City develop a prioritized list of needed projects.

Over the coming years expect to see staff working closely with developers, MODOT, and Boone County to improve our existing road and sidewalk infrastructure. The extension of Perry Ave to serve the future Ranken Institute, extending sidewalks west along Broadway, and improvements to traffic flow near the Elementary School are a few projects to look out for in the coming years. Some projects will require close coordination with all departments in the coming years. South Main Street needs a water line replacement, base repair, overlay, curb and gutter, and possibly an upgraded sewer main.

## **Quality Plans**

Growing communities need quality plans to create the community we want. Quality plans reduce the times future generations will ask, "Why didn't they think about this?" Ashland is fortunate to have an updated Comprehensive Plan that is already helping drive needed updates for our zoning, subdivision, and stormwater codes. The City will also need to create and update long range plans for transportation and sewer. It may be hard to believe but the City's new wastewater treatment plant will likely reach capacity soon. Master Planning for sewer will help staff plan for the future. When do we upgrade the plant? Where and when do we create new liftstations? How and where do we need to upgrade existing infrastructure? These are all questions being asked now and answering them with the best information possible will help us make wise investments and reduce the impact of growth on current residents.

Not all plans focus on sewers, roads, and regulations. Plans can help us have fun too. The Parks and Stormwater Sales Tax passed in 2018 has brought new resources to Ashland's three parks: Ashland City Park, Ashland Ridge Park, and Lakeview Park. Even with a new funding stream the needs are great and the wishes of the community for future park amenities are only known through limited interactions with residents. Staff will assist the Parks Board with walking through a Master Planning process for parks in FY 2022. This process will help the community focus on high priority parks projects for the next 3-5 years.

## **Staff**

Infrastructure and plans are great but mean nothing if we do not have people to use them. Growth will require us to grow our already small staff. In FY 2022 we will be adding two new police officers and one new public works employee. The additional staff not only adds to our workforce, but also frees up more time for City leadership to focus on planning for our future and creating more efficient processes for our employees and residents. As we see more retail development, sales tax dollars will begin to catch up with population growth and the City will be able to grow its staff to meet current and future needs.

Over the last 12 months, the CPI for the Midwest region rose 1.7 percent. The index for all items less food and energy rose 1.3 percent, food prices rose 2.9 percent and energy prices increased 3.7 percent. Due to fairly flat growth in our sales tax revenues due to Covid in 2020, but still recognizing the fact that prices for needed goods and services are increasing, I am recommending a flat 25 cent per hour increase for all permanent employees effective May 1, 2021.

## **Community**

Yes, Ashland's growth is partly driven by its fortuitous location between Columbia and Jefferson City along Highway 63. But it is also driven by Ashland's excellent schools, its local institutions, and its small town atmosphere. These drivers are not created by location, they are created by community. The residents of Ashland are engaged in their community and in this moment there are many initiatives moving forward. While being involved in all these great initiatives can seem overwhelming, they are all important and they all need to happen.

Keeping Ashland's small town feel and culture means preserving and enhancing its downtown. The City and the members of the Broadway Beautification Task Force are on the cusps of forming an official Main Street organization with the assistance of the

Missouri Main Street. Downtowns are the heart of any community. They are the place that comes to mind when we think of a town's character. The City is working with the Task Force, Chamber of Commerce, and Southern Boone County Economic Development Council (SBEDC) to find funding to secure the success of Ashland's future Main Street organization.

The City, Chamber, Southern Boone School District, SBEDC and others are also working closely to bring Ranken Technical Institute to Ashland. This facility will meet workforce needs in an 8-county region and provide career opportunities to area students and adults alike.

Communities do not just come together to fund buildings and organizations, they also come together to support needed funding streams. While growth in retail development and thus sales tax will greatly help the City meet existing and future needs, cities across the country are also losing billions of dollars a year to untaxed online sales. That Amazon purchase does not put a penny towards your local roads or police. The Missouri State Assembly is currently debating legislation that would enable local municipalities to collect sales tax from online sales, but a community must have a use tax in place in order to collect those funds. The idea of a use tax can be very confusing to residents, but it is just applying our existing sales tax to goods purchased online but "used" here in Ashland. The future Ashland residents wish for will not be achieved without adequate and fair revenue streams and taxes.

There is so much going on in Ashland that one can start to worry that something is going to get dropped or missed. I have personally tried to prioritize all the projects, needs, and initiatives for Ashland and determined that they are all important and they all need to be done yesterday. That seems like a tall order, but this is a community that fundraised and built a YMCA in record time, created a renowned school district, attracted funding for a technical school, and continues to attract new and talented individuals and families. The success of all of these important things will require software, infrastructure, plans, staff, funds, and most important community. I am hopeful for Ashland's future because it already has an incredible supply of community.



## Organization

As we anxiously await the results of the 2020 census which we believe will show that the City's population exceeds 5,000, this year will provide an opportunity to speak with the community about changing from a 4<sup>th</sup> class City to a charter form of government.

Charters act in the same way that a state constitution does to a state or a federal constitution does to a nation. They define the powers and functions of elected officials as well as the organization and procedures of local government.

The main advantages of home rule charters are:

- the reduction of legislative interference in city affairs
- it permits citizens to determine the form and administrative organization of their local government
- the state legislature is relieved of the time-consuming burden of special legislation, and can devote its exclusive attention to state problems
- it permits citizens to have a greater voice in the determination of local government policies and thus encourages many more citizens to become interested in and participate in local affairs.

---

I want to thank our department leaders for their ideas and suggestions. The assembly of this budget is a complicated effort that takes cooperation among all departments and staff levels. I particularly want to recognize Jon Sanders, City Treasurer, and Lelande Rehard, Assistant City Administrator for their work on both the budget and capital improvement plan. 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 Alderpersons and public by the end of January over the course of three budget work sessions. The budget is adopted by the Board of Alderpersons at the second Board meeting in April and a final budget document is prepared at the end of April.

### **FY 2022 Budget Calendar**

**December 1:** Begin 2022 Budget. Begin gathering revenue projections for each fund. Review contracted items that carry over in to 2022 budget year.

**December 11:** Send out supplemental budget request forms.

**January 4:** Supplemental requests due for consideration.

**January 5-8:** Review supplemental request for consideration in 2022 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 2022 budget and discuss supplemental request forms.

**January 18:** Meet with Water department head in regards to 2022 budget and discuss supplemental request forms.

**January 19:** Meet with Police department head in regards to 2022 budget and discuss supplemental request forms.

**January 20:** Meet with Community Development in regards to 2022 budget and discuss supplemental request forms.

**February 2:** Board of Alderpersons work session on general, community development, court, park and street funds. Review CIP for this portion of the budget.

**February 16:** Board of Alderpersons work session on water, sewer and trash fund. Review CIP for this portion of the budget.

**March 2:** Board of Alderpersons work session on capital and storm water fund. Review CIP for this portion of the budget.

**April 6:** Budget First Reading for approval by Board of Aldermen

**April 20:** Budget 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 2022 budget. The FY 2022 budget covers the time period of May 1, 2021 through April 30, 2022.

The City prepares two separate financial documents which include the Budget, and Capital Improvement Plan (CIP). The fiscal year 2022 budget looks ahead one year and provides the next year's funding for each of the City's departments. 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 FY2022, projected revenues for FY 2022, projected expenditures for FY2022, 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.



## **BUDGET IN BRIEF**

### **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 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.)

**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).

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

### **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.

### **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. There are no proposed changes to financial policies for FY2022 at this time.

## 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.

There is currently no debt within the General fund.



## GENERAL FUND - REVENUES

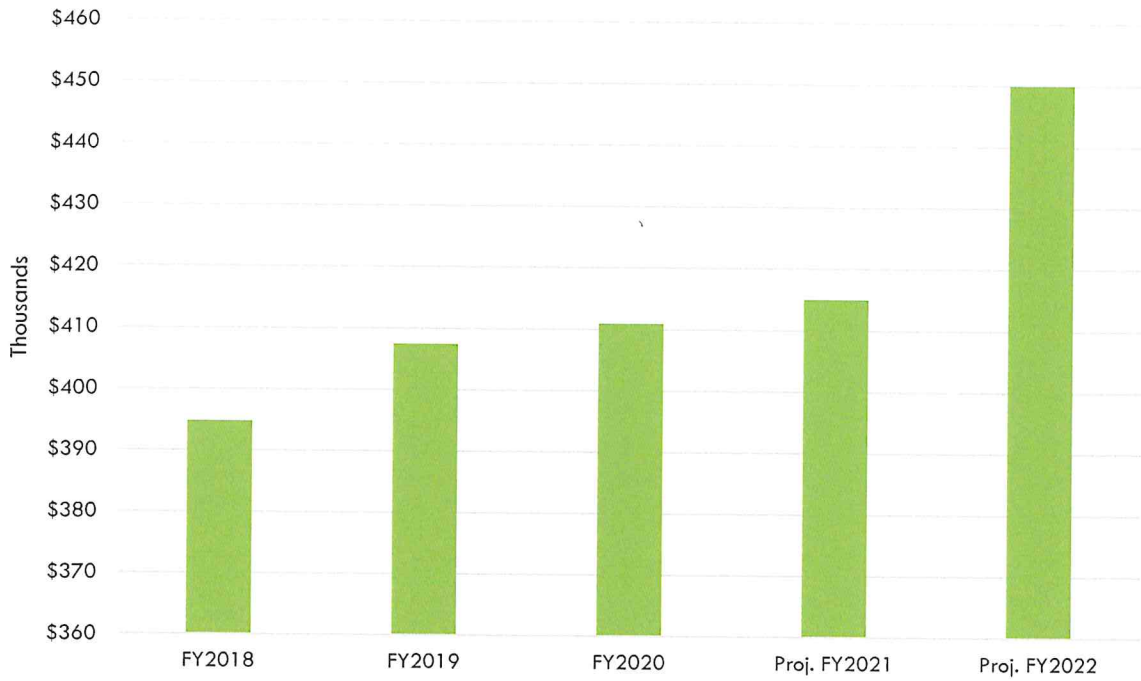
Below are the projected revenues by line item for the General fund for the fiscal year FY2022. Revenues for the general fund are projected to increase by 3.7% for the upcoming fiscal year. This is primarily due to a rise in property tax due to new development and a rise in sales taxes due to the increased population of the City as well as new and upcoming commercial development. As a reminder these revenues fund Administration, Police and Community Development.

General Fund Revenues	PROJECTED FY2021	PROJECTED FY2022
PROPERTY TAX REAL & PERSONAL	\$ 185,000.00	\$ 185,000.00
1% LOCAL SALES TAX	\$ 415,000.00	\$ 450,000.00
FINANCIAL INSTITUTION TAX	\$ 400.00	\$ -
SURTAXES	\$ 9,000.00	\$ 9,000.00
INTEREST INCOME	\$ 45,000.00	\$ 20,000.00
WIRELESS LEASE AGREEMENT	\$ 27,802.00	\$ 27,802.00
MISCELLANEOUS INCOME	\$ 1,500.00	\$ 3,500.00
3% GROSS RECEIPTS CHARTER COM	\$ 20,000.00	\$ 20,000.00
5% GROSS RECEIPTS AMERENMO	\$ 250,000.00	\$ 215,000.00
5% GROSS RECEIPTS BOONE ELECTR	\$ 26,000.00	\$ 29,000.00
5% GROSS RECEIPTS MOBILE TELE	\$ 56,000.00	\$ 50,000.00
RENTAL INCOME	\$ -	\$ 33,600.00
LIQUOR & BUSINESS LICENSE	\$ 2,400.00	\$ 2,500.00
BUILDING PERMITS-RESIDENTIAL	\$ 60,000.00	\$ 60,000.00
BUILDING PERMITS-COMMERCIAL	\$ -	\$ 45,000.00
P&Z APPLICATION/SIGN PERMITS	\$ 48,000.00	\$ 35,000.00
PROCESSING FEE	\$ 3,500.00	\$ 4,000.00
DRIVEWAY APPROACH INSPECTIONS	\$ 1,800.00	\$ 1,800.00
INFRASTRUCTURE DEV. INSPECTION	\$ 28,000.00	\$ 35,000.00
RECORDING	\$ 1,000.00	\$ 500.00
MISCELLANEOUS INCOME	\$ 1,700.00	\$ 1,200.00
P.O.S.T.	\$ 500.00	\$ 500.00
BVP GRANT	\$ 1,600.00	\$ 750.00
DONATIONS	\$ -	\$ 100.00
FINGERPRINTING	\$ 50.00	\$ 100.00
RECOUPMENT FEES	\$ 500.00	\$ 500.00
REPORTS	\$ 200.00	\$ 150.00
OFF DUTY EMPLOYMENT	\$ 1,500.00	\$ 500.00
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 1,186,452.00</b>	<b>\$ 1,230,502.00</b>

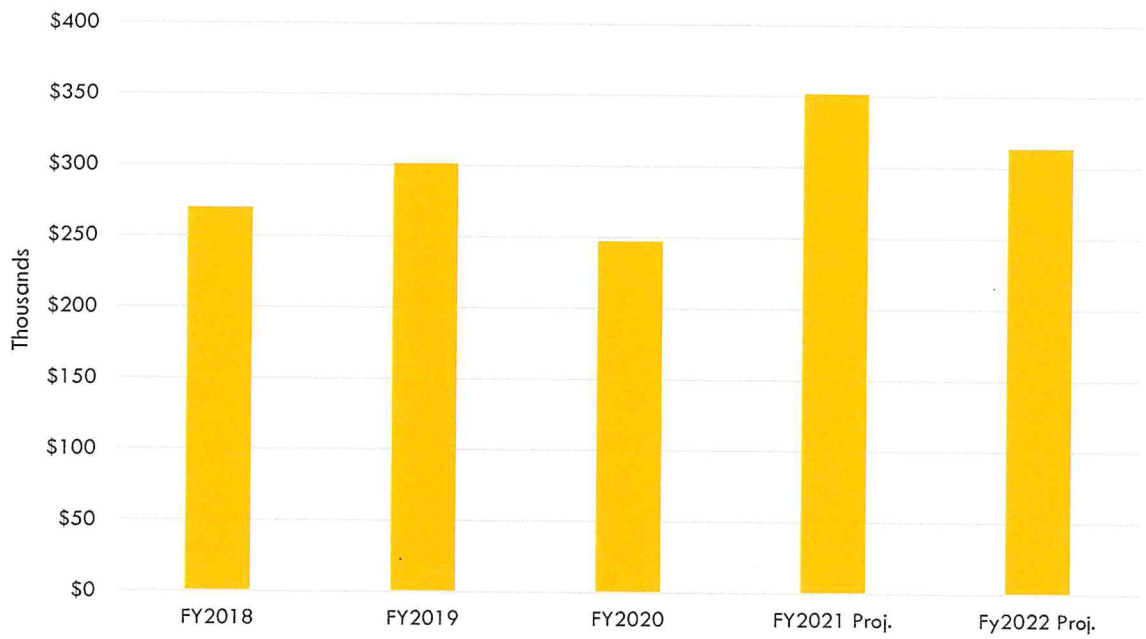


## GENERAL FUND - REVENUES

### General Fund - 1% Sales Tax Trend

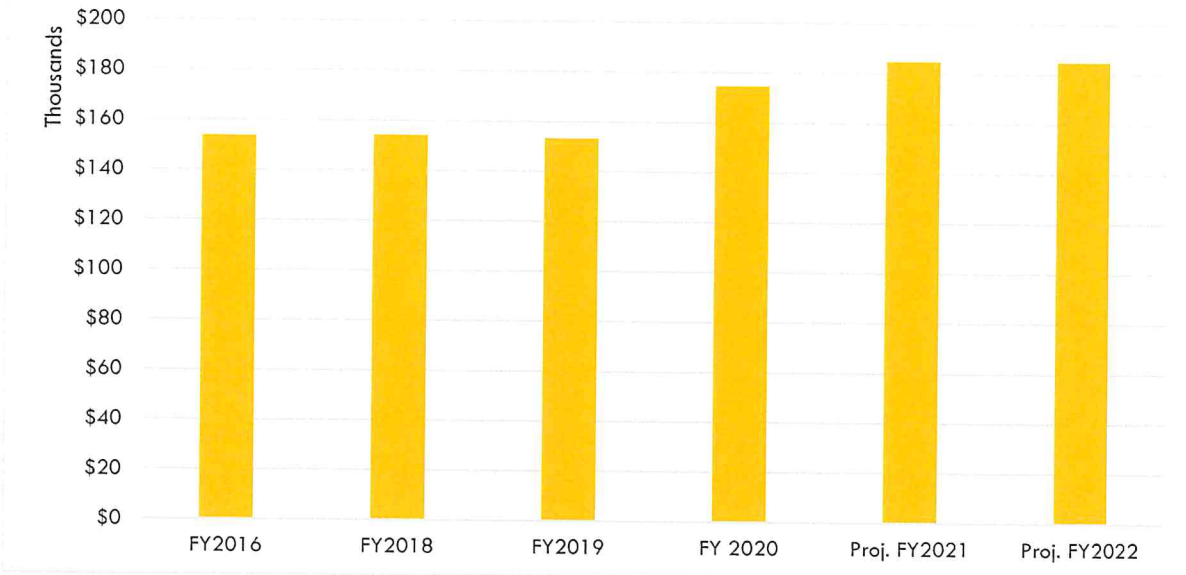


### General Fund-Gross Receipt Trend

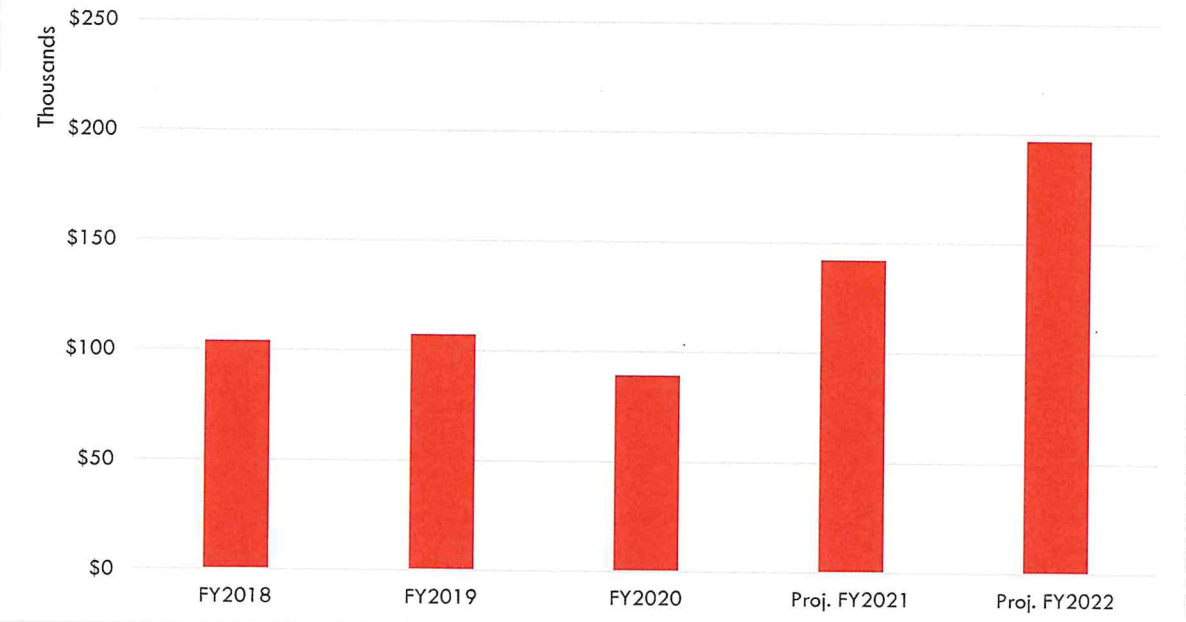


# GENERAL FUND - REVENUES

## General Fund-Property Tax Trend



## General Fund-Building Permits and Inspection Costs Trend



## GENERAL FUND - ADMINISTRATION

### Overview

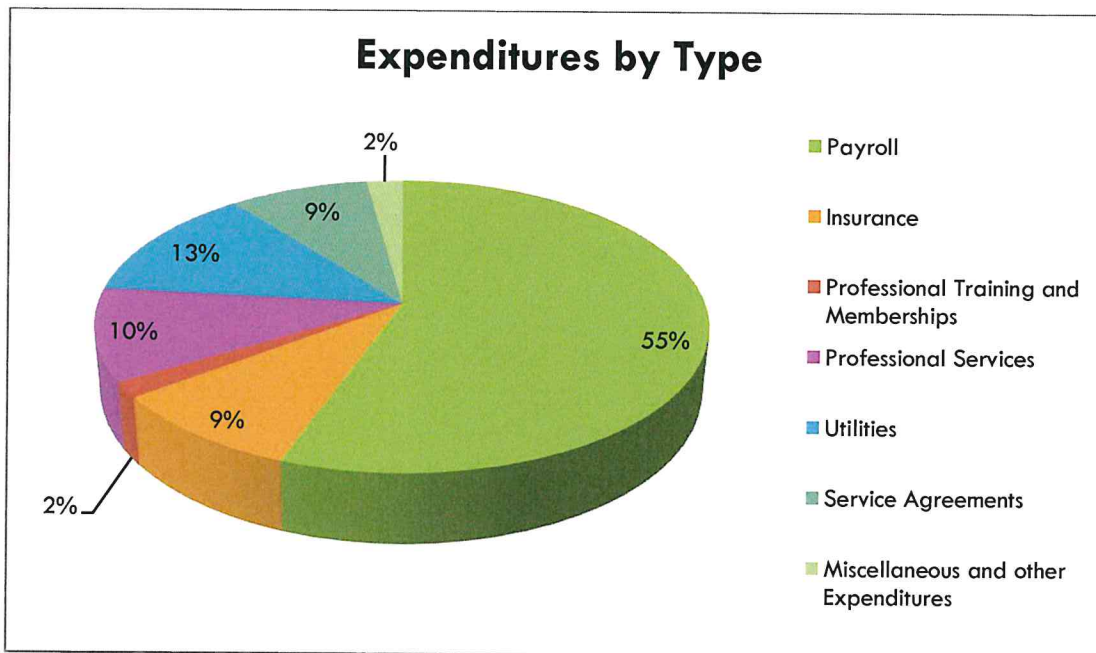
Administration provides services essential to the operation of City Hall. Administration includes offices for the City Clerk, Treasurer, Administrator, and Administrative assistant. These offices provide record keeping, financial planning and budgeting, strategic planning and other functions to keep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

### Highlights for FY2022

The City is in the final stages of completing lease purchase financing for its new City Hall and Police department. The total cost of the project is \$2.5 Million. The City is also looking to obtain a new ERP system to make utility billing, budgeting and City Finances easier and more time efficient to track.

### Projected Expenditures

Administrative expenditures will see a 14% decrease over FY 2020. Total expenditures for the department total \$469,660





## GENERAL FUND - ADMINISTRATION

Administration Expenses	Projected FY2021	Projected FY2022
SALARIES	\$ 237,500.00	\$ 225,000.00
SALARIES-OVERTIME	\$ 800.00	\$ 300.00
PAYROLL TAXES	\$ 20,000.00	\$ 15,000.00
LAGERS	\$ 7,200.00	\$ 5,500.00
HEALTH INSURANCE	\$ 22,200.00	\$ 31,000.00
WORK COMP INSURANCE	\$ 1,460.00	\$ 1,460.00
PROF TRAINING/MILEAGE	\$ 4,000.00	\$ 1,500.00
PROF. MEMBERSHIPS	\$ 2,400.00	\$ 1,500.00
MMRCOG	\$ 1,150.00	\$ 1,150.00
MML	\$ 1,451.00	\$ 1,500.00
PROPERTY/AUTO INSURANCE	\$ 48,000.00	\$ 25,000.00
LEGAL FEES-CITY ATTORNEY	\$ 30,000.00	\$ 25,000.00
SPECIAL LEGAL EXPENSES	\$ -	\$ -
CITY AUDIT	\$ 12,100.00	\$ 12,500.00
MISCELLANEOUS EXPENSE	\$ 1,000.00	\$ 2,000.00
CONTINGENCY	\$ 1,000.00	\$ 1,000.00
MAINTENANCE & IMPROVEMENTS	\$ 500.00	\$ 2,000.00
UTILITIES	\$ 5,800.00	\$ 5,000.00
STREET LIGHTS/CITY SIRENS	\$ 63,000.00	\$ 60,000.00
TELEPHONE	\$ 2,400.00	\$ 2,750.00
SERVICE AGREEMENTS	\$ 34,000.00	\$ 35,000.00
ADVERTISING	\$ 4,000.00	\$ 2,000.00
DRUG & ALCOHOL TESTING	\$ 200.00	\$ 100.00
ELECTION FEES	\$ 15,000.00	\$ 4,000.00
OFFICE & PRINTING SUPPLIES	\$ 3,500.00	\$ 3,000.00
POSTAGE	\$ 200.00	\$ 200.00
EMERGENCY PREPAREDNESS	\$ 300.00	\$ -
SMALL EQUIPMENT	\$ 200.00	\$ 200.00
CAPITAL EXPENDITURE	\$ 12,500.00	\$ -
COMPUTER MAINTENANCE	\$ 9,450.00	\$ 6,000.00
<b>ADMINISTRATION TOTAL</b>	<b>\$ 541,311.00</b>	<b>\$ 469,660.00</b>

## 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 FY2022

There have been several changes to the building permit and plan review process within FY2021. In FY2022 the City will now retain all building permit fees for residential and commercial development due to permitting and plan review being done in house instead of by the County. The City is also looking to hire a part time civil engineer to assist with plan review as well engineer larger City projects.

### Community Development Projected Expenditures

Community Development expenditures will include salary, building permit/work process software and the addition of a part time civil engineer.



**GENERAL FUND – COMMUNITY DEVELOPMENT**

Community Development Expenditures	Projected FY2021	Projected FY2022
SALARIES	\$ -	\$ 57,000.00
SALARIES-OVERTIME	\$ -	\$ -
PAYROLL TAXES	\$ -	\$ 8,000.00
LAGERS	\$ -	\$ 1,900.00
HEALTH INSURANCE	\$ -	\$ 8,000.00
WORK COMP INSURANCE	\$ -	\$ 250.00
BUILDING PERMITS	\$ 54,000.00	\$ -
PLANNING AND ZONING/SITE PERMI	\$ 47,000.00	\$ 20,000.00
SERVICE AGREEMENTS	\$ 16,000.00	\$ 7,100.00
RECORDING	\$ 1,000.00	\$ 1,000.00
MAPPING	\$ -	\$ -
INFRASTRUCTURE DEV INSPECTION	\$ 25,000.00	\$ 30,000.00
<b>COMM DEV/CODE ENFORCEMENT TOTA</b>	<b>\$ 143,000.00</b>	<b>\$ 133,250.00</b>



## GENERAL FUND – POLICE

### Overview

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

### Highlights for FY2022

Over the past two fiscal years the police department has seen a dramatic increase in the amount of vehicle repairs due to buying older vehicles with several thousand hours of run time on them. This year the police department will be obtaining four new dodge police vehicles to cut down on maintenance costs and repair. The department will also see the addition of one new police officer.





## GENERAL FUND – POLICE

### Capital Improvement Plan

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

#### Police CIP Projects

	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>1-2 Years</b>						
1	3 Dodge Durangos and 1 Dodge Charger	Proposed	N/A	2021	\$ 182,820	\$182,820
2	Shotgun Upgrades	Proposed	N/A	2021	\$ 5,000	\$ 5,000
3	Rifle Upgrades	Proposed	N/A	2022	\$ 7,000	\$ 7,000
3 Projects					\$ 194,820	\$194,820

	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>3-5 Years</b>						
4	Vehicle Rotation - Chevrolet Tahoe	Proposed	N/A	2023	\$ 37,000	\$ 37,000
5	Mobile Computer Terminal Replacements	Proposed	N/A	2024	\$ 15,000	\$ 15,000
2 Projects					\$ 52,000	\$ 52,000

	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>6-10 Years</b>						
6	Vehicle Rotation - Chevrolet Tahoe	Proposed	N/A	TBD	\$ 37,000	\$ 25,000
1 Projects					\$ 37,000	\$ 25,000

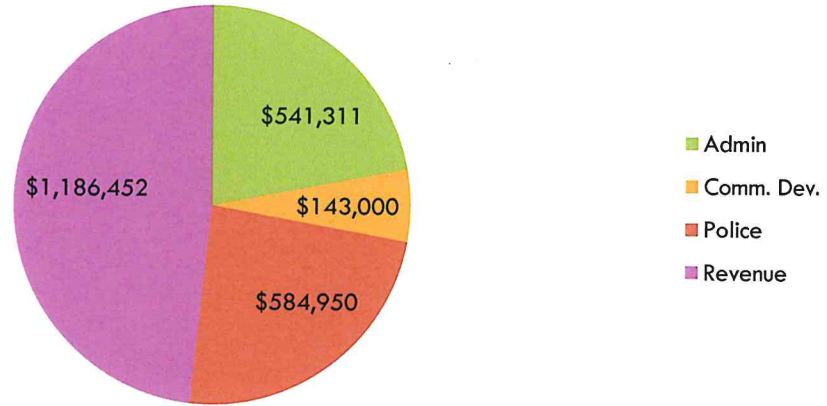
**6 Total Projects**

## GENERAL FUND – POLICE

Police Expenditures	Projected FY2021	Projected FY2022
SALARIES	\$ 338,000.00	\$ 375,000.00
SALARIES-OVERTIME	\$ 7,500.00	\$ 5,500.00
RESERVE OFFICERS	\$ 6,000.00	\$ 6,000.00
OFF DUTY EMPLOYMENT	\$ 53.00	\$ 500.00
PAYROLL TAXES	\$ 29,500.00	\$ 29,000.00
LAGERS	\$ 20,119.00	\$ 20,000.00
HEALTH INSURANCE	\$ 55,000.00	\$ 45,000.00
WORK COMP INSURANCE	\$ 16,681.00	\$ 16,000.00
POLICE HIRING	\$ -	\$ 300.00
UNIFORMS/EQUIPMENT	\$ 3,000.00	\$ 5,000.00
AMMUNITION	\$ 1,000.00	\$ 2,000.00
SPECIAL EQUIPMENT	\$ 1,000.00	\$ -
PROF. TRAINING/MILEAGE	\$ 2,200.00	\$ 4,000.00
PROF. MEMBERSHIPS	\$ 50.00	\$ 50.00
PERSONAL SAFETY EQUIPMENT	\$ 1,012.00	\$ 1,500.00
MISCELLANEOUS EXPENSE	\$ 750.00	\$ 3,500.00
BUILDING MAINTENANCE & IMPROVE	\$ 2,400.00	\$ 2,500.00
UTILITIES	\$ 2,500.00	\$ 2,500.00
TELEPHONE	\$ 6,000.00	\$ 6,500.00
SERVICE AGREEMENTS	\$ 18,000.00	\$ 14,000.00
VEHICLE & EQUIPMENT MAINTENANC	\$ 27,000.00	\$ 20,000.00
VEHICLE & EQUIPMENT FUEL	\$ 16,500.00	\$ 14,500.00
ADVERTISING	\$ -	\$ -
DRUG AND ALCOHOL TESTING	\$ 130.00	\$ 100.00
OFFICE & PRINTING SUPPLIES	\$ 2,500.00	\$ 2,500.00
POSTAGE	\$ 244.20	\$ -
CAPITAL EQUIPMENT	\$ 12,907.00	\$ 5,000.00
SMALL EQUIPMENT	\$ 2,544.46	\$ 3,000.00
CAPITAL EXPENDITURES	\$ 843.00	\$ 1,000.00
COMPUTERS MAINTENANCE	\$ 6,000.00	\$ 4,000.00
GRANT	\$ -	\$ -
P.O.S.T.	\$ 500.00	\$ 500.00
BVP GRANT	\$ 1,600.00	\$ 750.00
DONATIONS	\$ -	\$ -
<b>POLICE TOTAL</b>	<b>\$ 581,533.66</b>	<b>\$ 590,200.00</b>

## GENERAL FUND – POLICE

### Total General Fund Revenue and Expenditures



## 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 Revenue	FY2021 Projected	FY2022 Projected
LAW ENFORCEMENT TRAINING LET	\$ 400.00	\$ 400.00
INMATE DETAINEE SECURITY	\$ 400.00	\$ 400.00
MUNICIPAL CT FINES	\$ 24,000.00	\$ 24,000.00
MTV COURT FINES	\$-	
BOND FORFEITURE	\$ 1,000.00	\$ 1,000.00
<b>COURT TOTAL</b>	<b>\$ 25,800.00</b>	<b>\$ 25,800.00</b>

Court Expenditures	FY2021 Projected	FY2022 Projected
COURT MISCELLANEOUS	\$ 300.00	\$ -
LEGAL FEES - PROSECUTING ATTNY	\$ 12,000.00	\$ 24,000.00
<b>COURT TOTAL</b>	<b>\$ 12,300.00</b>	<b>\$ 24,000.00</b>



## 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 Alderpersons 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 Alderpersons 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 FY2022

The City continues to asses and address stormwater needs within the community. The City intends to continue knocking out one large project a year and completing some smaller projects to alleviate and control stormwater. Large stormwater projects are listed out in the CIP below. Ashland's park will soon see renovations to the baseball field and tennis courts. The tennis courts are due to be resurfaced this spring and baseball field later this summer.



## PARK AND STORMWATER FUND

### Stormwater CIP Projects

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>1-2 Year</b>						
1	Billy Joe Sapp Drive		3	2021	\$ 70,000	\$ -
2	Caspian Detention Basin		1	2022	\$ 50,000	\$ -
3	Oak Street Drainage Impvts		1,2	2022	\$ 50,000	\$ -
3 Projects					\$ 120,000	
<b>3-5 Year</b>						
4	Sunshine Dr. Improvements		3	2023	\$ 80,000	\$ -
5	Meadowmere Acres		1	2024	\$ 80,000	\$ -
2 Projects					\$ 160,000	
<b>6-10 Year</b>						
6	Ash Street Improvements		1	2025+	\$ 50,000	\$ -
7	Kimberly Drive Improvements		2	2025+	\$ 40,000	\$ -
2 Projects					\$ 90,000	

### 7 Total Projects

#### Park CIP Projects

Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>1-2 Years</b>					
1	Baseball Field Renovation	Proposed	1	2021	\$ 100,000 \$ -
2	Resurface Tennis Courts	Proposed	1	2021	\$ 35,000 \$ -
3	Lakeview Property Acquisition	Proposed	1	2022	\$ 47,000 \$ -
3 Projects					\$ 182,000 \$ -
<b>3-5 Years</b>					
4	Playground Equipment - Ashland Ridge Park	Proposed	3	2024	\$ 50,000 \$ -
5	Lake View Lake Improvements	Proposed	2	2023	\$ 115,000 \$ -
2 Projects					\$ 165,000 \$ -
<b>6-10 Years</b>					
6	Ashland City Park Upgrades	Proposed	1	2026+	\$ - \$ -
1 Project					\$ - \$ -

### 6 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 Expenditures	FY2021 Projected	FY2022 Projected
SALARIES	\$ 10,000.00	\$ 10,000.00
SALARIES-OVERTIME	\$ -	\$ -
SUMMER SALARIES	\$ 5,000.00	\$ 5,000.00
PAYROLL TAXES	\$ 3,000.00	\$ 3,000.00
LAGERS	\$ 1,300.00	\$ 300.00
HEALTH INSURANCE	\$ 4,850.00	\$ 2,500.00
WORK COMP INSURANCE	\$ 331.00	\$ 331.00
MISCELLANEOUS EXPENSE	\$ 1,500.00	\$ 1,500.00
FLAG FUND	\$ 1,000.00	\$ 1,000.00
SERVICE AGREEMENTS	\$ 1,000.00	\$ 9,500.00
UTILITIES	\$ 3,000.00	\$ 2,000.00
VEH & EQUIP MAINTENANCE	\$ 1,500.00	\$ 1,500.00
VEH & EQUIP FUEL	\$ 3,000.00	\$ 1,500.00
STORMWATER REPAIRS	\$ 50,000.00	\$ 50,000.00
STORMWATER CONTRACT WORK	\$ -	\$ -
MAINTENANCE	\$ 5,000.00	\$ 5,000.00
STORMWATER MAINTENANCE	\$ 2,500.00	\$ 2,500.00
STORMWATER MATERIALS	\$ 10,000.00	\$ 10,000.00
ENGINEERING	\$ 25,000.00	\$ 20,000.00
CAPITAL EQUIPMENT	\$ 2,000.00	\$ 2,000.00
SMALL EQUIPMENT	\$ 1,000.00	\$ 1,000.00
CAPITAL EXPENDITURES	\$ 60,000.00	\$ 60,000.00
CITY PARK EVENTS	\$ 7,500.00	\$ 7,500.00
<b>PARK TOTAL</b>	<b>\$ 198,481.00</b>	<b>\$ 196,131.00</b>



## **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 FY2022**

For fiscal year 2022 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 adding an additional employee to meet the growing need for street repairs. Equipment purchases for the year include an additional truck as well as the addition of a welder, motor grader repairs and a tire machine/balance which will benefit all City fleet vehicles.



# STREET FUND

## Street and Sidewalk CIP Projects

Project Name	Status	Ward	Begin	Total Project Cost	Funding Still
			Construction		
<b>1-2 Years</b>					
1 Roundabout Broadway and Henry Cay	Preliminary design	1	2021	\$ 1,200,000	\$ -
2 Seasons Ridge Curb and Street Repair	Proposed	1	2021	\$ 75,000	\$ 75,000
3 Broadway Beautification	Proposed	1	2021	\$ 10,000	\$ -
4 South Main Street Repairs and Overlay	Proposed	2,3	2022	\$ 200,000	\$ 200,000
5 ADA Compliant Sidewalk Ramp Installations (2)	Proposed	TBD	2021	\$ 10,000	\$ 10,000
6 Sappington Dr. Overlay	Proposed	3	2022	\$ 15,000	\$ 15,000
7 Seasons Ridge/Community Park Trail Connection	Proposed	1	2021	\$ 10,000	\$ 10,000
8 Martha Crump Dr and S. Crump Crosswalk	Proposed	3	2021	\$ 23,000	\$ 23,000
9 Renee Dr./S. Henry Clay Crosswalk	Proposed	3	2021	\$ 5,000	\$ 50,000
10 Amanda Dr./S. Henry Clay Crosswalk	Proposed	3	2022	\$ 23,000	\$ 23,000
11 Redbud Ln. Bike/Ped Blvd.	Proposed	3	2022	\$ 5,000	\$ 5,000
12 Johnson Ave. Bike/Ped Blvd.	Proposed	3	2022	\$ 5,000	\$ 5,000
12 Projects				\$ 1,581,000	\$ -

Project Name	Status	Ward	Begin	Total Project Cost	Funding Still
			Construction		
<b>3-5 Years</b>					
13 Palomino Ridge Overlay	Proposed	3	2023	\$ 35,000	\$ 35,000
14 Setters Knoll Overlay	Proposed	1	2023	\$ 45,000	\$ 45,000
15 Liberty Ln and US 63 Safety Improvements	Proposed	2	2024	\$ 200,000	\$ 200,000
16 Installation of Parking Stalls at Mustang Drive	Proposed	3	2025	\$ 50,000	\$ 50,000
17 Perry Ave. Connection and Sidewalk Ext.	Proposed	2	2022	\$ 400,000	\$ 400,000
19 Broadway/RV Overpass Beautification	Proposed	1,2	2023	\$ 75,000	\$ 75,000
20 Rt. H Overpass Beautification	Proposed	1,3	2023	\$ 75,000	\$ 75,000
21 West Oaks Subdivision Overlay	Proposed	3	2024	\$ 50,000	\$ 50,000
22 Sunset Meadows Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
23 Oak Grove Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
24 Middleton Crossing Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
25 Bluegrass South Estates Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
26 Lakeview Estate Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
27 Eagle Lakes Subdivision Overlay	Proposed	2	2024	\$ 50,000	\$ 50,000
28 US 63 J-Turn Warning Lights for Emergency Vehciles	Proposed	N/A	2025	\$ -	\$ -
29 Hot Box Trailer	Proposed	N/A	2023	\$ 40,000	\$ 40,000
30 Loy Martin Road	Proposed	2	2025	\$ 450,000	\$ 450,000
31 N. Henry Clay Blvd Sidewalks	Proposed	1	2025	\$ 100,000	\$ 100,000
32 Broadway Sidewalks from Main St to Henry Clay Blvd	Proposed	1,2,3	2025	\$ 630,000	\$ 630,000
33 Broadway Sidewalks from Main St. to Sunset Meadows	Proposed	3	2025	\$ -	\$ -
34 S Henry Clay Blvd Sidewalk- Phase 1	Proposed	2,3	2025	\$ -	\$ -
22 Projects				\$ 2,480,000	\$ 2,480,000

Project Name	Status	Ward	Begin	Total Project Cost	Funding Still
			Construction		
<b>6-10 Years</b>					
35 Henry Clay Blvd. Overhaul	Proposed	1,2,3	2026+	\$ 1,000,000	\$ 1,000,000
36 Additional Ashland Hwy 63 Overpass	Proposed	1,2	2026+	\$ -	\$ -
37 Develop Outer Rd System - Ext. Henry Clay North	Proposed	1	2026+	\$ -	\$ -
38 Develop Outer Rd System - Ext. Eastside Dr	Proposed	2	2026+	\$ -	\$ -
39 Install Round a Bout - Henry Clay & Liberty Ln	Proposed	3	2026+	\$ 1,500,000	\$ 1,500,000
40 Sidewalk/Curb Improvements along Broadway	Proposed	1	2026+	\$ 400,000	\$ 400,000
41 Eight ADA Compliant Sidewalk Ramps	Proposed	TBD	2026+	\$ 40,000	\$ 400,000
42 East Broadway Sidewalks	Proposed	1,2	2026+	\$ -	\$ -
43 S Henry Clay Blvd Phase 2	Proposed	1,2,3	2026+	\$ -	\$ -
9 Projects				\$ 2,940,000	\$ 3,300,000

**43 Total Projects**



## STREET FUND

### Projected Revenues

Street Revenue	FY2021 Projected	FY2022 Projected
MISCELLANEOUS INCOME	\$ 3,000.00	\$ 3,000.00
TRANSPORTATION TAX	\$ 200,000.00	\$ 210,000.00
MOTOR VEHICLE STATE SALES TAX	\$ 35,000.00	\$ 35,000.00
MOTOR FUEL TAX	\$ 100,000.00	\$ 100,000.00
MOTOR VEHICLE FEE	\$ 15,000.00	\$ 15,000.00
ROAD TAX REPLACEMENT	\$ 156,000.00	\$ 156,000.00
ST EXCAVATION PERMIT	\$ -	\$ -
TOTAL REVENUE	\$ 514,500.00	\$ 519,000.00



## STREET FUND

### Street Projected Expenditures

Street Expenditures	FY2021 Projected	FY2022 Projected
SALARIES	\$ 84,500.00	\$ 125,000.00
SALARIES-OVERTIME	\$ 3,000.00	\$ 1,500.00
SUMMER SALARIES	\$ -	\$ -
PAYROLL TAXES	\$ 5,000.00	\$ 7,500.00
LAGERS	\$ 2,500.00	\$ 3,500.00
HEALTH INSURANCE	\$ 8,000.00	\$ 16,000.00
WORK COMP INSURANCE	\$ 700.00	\$ 500.00
UNIFORMS	\$ 1,000.00	\$ 1,200.00
PROF TRAINING/MILEAGE	\$ 1,500.00	\$ 1,500.00
PROF. MEMBERSHIP	\$ -	\$ -
PERSONAL SAFETY EQUIPMENT	\$ 100.00	\$ 300.00
MISCELLANEOUS EXPENSE	\$ 4,000.00	\$ 4,000.00
BUILDING MAINTENANCE & IMPROVE	\$ 3,000.00	\$ 1,500.00
UTILITIES	\$ 3,000.00	\$ 1,500.00
TELEPHONE	\$ 1,500.00	\$ 1,500.00
SERVICE AGREEMENTS	\$ 1,000.00	\$ 1,500.00
VEHICLE & EQUIPMENT MAINTENANC	\$ 10,000.00	\$ 7,500.00
VEHICLE & EQUIPMENT FUEL	\$ 7,000.00	\$ 5,500.00
STREET REPAIRS, SUPPLIES, MAINT	\$ 350,000.00	\$ 295,000.00
STREET CONTRACT WORK	\$ -	\$ -
DRUG & ALCOHOL TESTING	\$ 100.00	\$ 100.00
SMALL EQUIPMENT	\$ 1,000.00	\$ 2,500.00
CAPITAL EXPENDITURES	\$ 10,000.00	\$ 10,000.00
SIGNS & POSTS	\$ 10,000.00	\$ 15,000.00
COMPUTER MAINTENANCE	\$ 7,000.00	\$ 6,000.00
<b>STREET TOTAL</b>	<b>\$ 513,900.00</b>	<b>\$ 508,600.00</b>



## **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 FY2022**

The Water departments main focus will be on locating water infrastructure such as GIS Mapping pipes, mains and valves. The water department will also be replacing valves and hydrants as well as performing tower maintenance and inspections on well #6.



## WATER FUND

### Capital Improvement Plan

#### Water CIP Projects

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>1-2 Years</b>						
1	Replace Valves and Fire Hydrants	Proposed	TBD	2021	\$ 20,000	\$ -
2	Tower Maintenance and Inspection #6	Proposed	1,3	2021	\$ 75,000	\$ -
3	GIS Mapping	Proposed	TBD	2021	\$ 25,000	\$ -
3	Projects				\$ 120,000	\$ -

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>3-5 Years</b>						
4	Replace Valves and Hydrants	Proposed	TBD	2022	\$ 20,000	\$ -
5	Replace Water Main at South Main	Proposed	3	2022	\$ 250,000	
6	Replace Water Main at Laurel and Wilson	Proposed	3	2022	\$ 50,000	
7	Replace water main at Sappington	Proposed	3	2022	\$ 25,000	\$ -
8	Tower Maintenance and Inspection #6	Proposed	1,3	2022	\$ 75,000	\$ -
9	Replace Backhoe	Proposed	N/A	2024	\$ 75,000	\$ -
6	Projects				\$ 495,000	\$ -

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>6-10 Years</b>						
10	Replace Valves and Hydrants	Proposed	TBD	2027	\$ 20,000	\$ -
11	Tower Maintenance and Inspection #6	Proposed	1,3	2027	\$ 75,000	\$ -
12	New Tower East of Ashland	Proposed	1,2	2031	\$ -	\$ -
3	Projects				\$ 95,000	\$ -

**12 Total Projects**

## 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 Revenue	FY2021 Projected	FY2022 Projected
INTEREST INCOME	\$ 40,000.00	\$ 7,000.00
RETURN PAYMENTS	\$ 300.00	\$ 300.00
MISCELLANEOUS INCOME	\$ 1,000.00	\$ 2,500.00
WATER INCOME COMMERCIAL	\$ 120,000.00	\$ 120,000.00
WATER INCOME RESIDENTIAL	\$ 550,000.00	\$ 585,000.00
SALES TAX WATER	\$ 21,000.00	\$ 21,000.00
WATER NEW SERVICE	\$ 48,000.00	\$ 48,000.00
SERVICE CHARGE PENALTY	\$ 24,000.00	\$ 24,000.00
RECONNECT FEE	\$ 17,000.00	\$ 17,000.00
PRIMACY FEE	\$ 6,700.00	\$ 7,000.00
INCOME DEBT SERVICE	\$ -	\$ -
<b>WATER TOTAL</b>	<b>\$ 828,000.00</b>	<b>\$ 831,800.00</b>





**WATER FUND**  
**Projected Expenditures**

WATER DEPT	FY2021 Projected	FY2022 Projected
SALARIES	\$ 158,000.00	\$ 195,000.00
SALARIES-OVERTIME	\$ 500.00	\$ 500.00
PAYROLL TAXES	\$ 13,000.00	\$ 15,000.00
LAGERS	\$ 6,000.00	\$ 7,000.00
HEALTH INSURANCE	\$ 40,000.00	\$ 45,000.00
WORK COMP INSURANCE	\$ 500.00	\$ 500.00
UNIFORMS	\$ 900.00	\$ 900.00
PROF. TRAINING/MILEAGE	\$ 1,500.00	\$ 1,500.00
PROF. MEMBERSHIP	\$ 1,500.00	\$ 1,500.00
PERSONAL SAFETY EQUIPMENT	\$ 200.00	\$ 200.00
WATER SALES TAX	\$ 21,000.00	\$ 21,000.00
PRIMACY FEE	\$ 6,700.00	\$ 7,000.00
MISCELLANEOUS EXPENSE	\$ 1,000.00	\$ 1,500.00
BANK SERVICE CHARGES	\$ 1,200.00	\$ 1,200.00
MAINTENANCE & IMPROVEMENT	\$ 3,000.00	\$ 3,000.00
BOONE ELECTRIC	\$ 9,000.00	\$ 13,000.00
AMERENMO	\$ 27,000.00	\$ 27,000.00
TELEPHONE	\$ 2,000.00	\$ 1,000.00
SERVICE AGREEMENTS	\$ 9,000.00	\$ 9,000.00
VEH & EQUIP MAINTENANCE	\$ 3,000.00	\$ 3,000.00
VEH & EQUIP FUEL	\$ 4,500.00	\$ 4,500.00
MO.ONE CALL LOCATES	\$ 1,000.00	\$ 1,000.00
CONTRACT WORK	\$ -	\$ -
LAB EXPENSES	\$ 500.00	\$ 500.00
CHEMICALS	\$ 1,500.00	\$ 1,500.00
MATERIALS	\$ 75,000.00	\$ 75,000.00
ADVERTISING	\$ -	\$ -
DRUG & ALCOHOL TESTING	\$ 100.00	\$ 100.00
OFFICE/PRINTING/POSTAGE SUPPLI	\$ 9,000.00	\$ 7,500.00
ENGINEERING	\$ -	\$ -
CAPITAL EQUIPMENT	\$ 85,000.00	\$ 15,000.00
SMALL EQUIPMENT	\$ 500.00	\$ 500.00
CAPITAL EXPENDITURES	\$ 280,000.00	\$ 320,000.00
COMPUTER MAINTENANCE	\$ 5,000.00	\$ 5,000.00
<b>TOTAL EXPENSES</b>	<b>\$ 767,100.00</b>	<b>\$ 784,400.00</b>

## 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 FY2022

Solid Waste services for FY2022 are currently out for bid. The City will make residents aware of any rate or services changes based on the selection of the best proposal received.

#### Projected Revenues

Solid Waste Revenue	FY2021 Projected	FY2022 Projected
COLLECTION FEE	\$ 46,000.00	\$ 46,000.00
SERVICE CHARGE PENALTY	\$ 6,000.00	\$ 6,000.00
SOLID WASTE-TRASH SERVICE	\$ 402,000.00	\$ 410,000.00
RECYCLING FEES	\$ 22,000.00	\$ 22,000.00
YARD WASTE FEES	\$ 31,000.00	\$ 28,000.00
<b>Solid Waste Total</b>	<b>\$ 507,000.00</b>	<b>\$ 512,000.00</b>

#### Projected Expenditures

Solid Waste Expenditures	FY2021 Projected	FY2022 Projected
MISCELLANEOUS EXPENSE	\$ 68,460.00	\$ -
OFFICE & PRINTING SUPPLIE	\$ 6,000.00	\$ 7,500.00
CAPITAL EQUIPMENT	\$ -	\$ -
RECYCLING PROGRAM	\$ 6,540.00	\$ 7,500.00
YARD WASTE DISPOSAL	\$ 23,000.00	\$ 25,000.00
SYSTEM OPERATIONS	\$ 402,000.00	\$ 410,000.00
<b>TRASH TOTAL</b>	<b>\$ 506,000.00</b>	<b>\$ 450,000.00</b>

## 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 completed 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 2022 the sewer department will be doing maintenance to several lift stations. In addition sewer infrastructure will also receive GIS mapping and is planned in coordination with the Water Department. Below is a CIP that to help outline Sewer priorities for the City.





## SEWER FUND

### Sewer CIP Projects

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>1-2 Years</b>						
1	Crane F450 Truck	In Process	NA	2021	\$ 14,000	\$ 14,000
2	Rehab Sewer Main and Manholes	Proposed	TBD	2021	\$ 15,000	\$ 15,000
3	Justin Lift Station Maintenance	Proposed	3	2021	\$ 8,250	\$ 8,250
4	Peterson Lift Station Maintenance	Proposed	2	2021	\$ 10,500	\$ 10,500
5	Lakeview Lift Station Maintenance	Proposed	2	2021	\$ 4,700	\$ 4,700
6	Setters Knoll Lift Station Maintenance	Proposed	1	2021	\$ 9,400	\$ 9,400
7	3 Mission Control SCADA	Proposed	TBD	2021	\$ 10,000	\$ 10,000
8	Sound Proof Lab	Proposed	2	2021	\$ 6,500	\$ 6,500
9	UV Wear Item Replacements	Proposed	2	2022	\$ 5,000	\$ 5,000
10	Upgrade Camera Equipment	Proposed	NA	2022	\$ 25,000	\$ 25,000
10	Projects				\$ 108,350	\$ 108,350

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>3-5 Years</b>						
11	Rehab Sewer Main and Manholes	Proposed	TBD	2023	\$ 25,000	\$ 25,000
12	Rebuild Eastside Lift Station Pumps	Proposed	3	2024	\$ 7,500	\$ 7,500
13	Jet/Vac Truck	Proposed	NA	2024	\$ 160,000	\$ 160,000
3	Projects				\$ 192,500	\$ 192,500

Project Number	Project Name	Status	Ward	Begin Construction	Total Project Cost	Funding Still needed
<b>6-10 Years</b>						
14	Rehab Sewer Main and Manholes	Proposed	TBD	2025	\$ 80,000	\$ 80,000
15	Salinda Lift Station Expansion	Proposed	3	2026	\$ -	\$ -
2	Projects				\$ 80,000	\$ 80,000

**15 Total Projects**

**SEWER FUND**  
**Projected Revenue**

Sewer Revenue	FY2021 Projected	FY2022 Projected
INTEREST INCOME	\$ 1,300.00	\$ 2,500.00
MISCELLANEOUS INCOME	\$ 10,000.00	\$ 10,000.00
SEWER BOND BASE FEE WW	\$ 109,000.00	\$ 109,000.00
REIMBURSE PINNACLE FINANCE	\$ -	\$ -
SEWER CONNECT/COLLECT FEE	\$ 10,000.00	\$ 7,500.00
SERVICE CHARGE PENALTY	\$ 14,000.00	\$ 14,000.00
SEWER INCOME	\$ 725,000.00	\$ 725,000.00
SEWER IMPACT FEE	\$ 45,000.00	\$ 45,000.00
SEWER DIST. CONNECT FEE	\$ 40,000.00	\$ 45,000.00
INCOME DEBT SERVICE	\$ 325,000.00	\$ 325,000.00
<b>SEWER TOTAL</b>	<b>\$ 1,279,300.00</b>	<b>\$ 1,283,000.00</b>



## SEWER FUND

### Projected Expenditures

Sewer Expenditures	FY2021 Projected	FY2022 Projected
SEWER CONNECT FEE	\$ 2,000.00	\$ 2,000.00
BANK SERVICE CHARGES	\$ 1,300.00	\$ 1,000.00
MAINTENANCE & IMPROVEMENT	\$ 20,000.00	\$ 15,000.00
BOONE ELECTRIC	\$ 20,000.00	\$ 10,000.00
AMERENMO	\$ 60,000.00	\$ 70,000.00
LIFT ST. MAINT & IMPROVE	\$ 55,000.00	\$ 55,000.00
LAGOON MAINT/IMPROVEMENTS	\$ 150,000.00	\$ 150,000.00
TELEPHONE	\$ 2,000.00	\$ 6,500.00
SERVICE AGREEMENTS	\$ 5,000.00	\$ 5,000.00
VEH & EQUIP MAINTENANCE	\$ -	\$ 14,000.00
VEH & EQUIP FUEL	\$ -	\$ -
N.E. EXTENSION EXPENSES	\$ -	\$ -
2014 COMBINED BOND INT 1.3	\$ 35,000.00	\$ 35,000.00
2014 COMB BOND PRINCIPAL 1.3	\$ 58,400.00	\$ 58,400.00
2014 COMB BOND FEES 1.3	\$ 500.00	\$ 500.00
2014 COMB BOND INTEREST 6.4	\$ 85,583.00	\$ 85,583.00
2014 COMBINED BOND PRINC 6.4	\$ 275,000.00	\$ 275,000.00
2014 COMB BOND FEES 6.4	\$ 31,698.00	\$ 31,698.00
MO. ONE CALL LOCATES	\$ 1,000.00	\$ 1,000.00
COLLECTION REPAIRS	\$ 75,000.00	\$ 75,000.00
SUPPLIES	\$ -	\$ -
CONTRACT WORK	\$ 290,000.00	\$ 290,000.00
LAB EXPENSES	\$ 10,000.00	\$ 10,000.00
CHEMICALS	\$ 10,000.00	\$ 10,000.00
OFFICE & PRINTING SUPPLIE	\$ 10,000.00	\$ 7,000.00
ENGINEERING	\$ 60,000.00	\$ 54,000.00
CAPITAL EQUIPMENT	\$ 10,000.00	\$ 10,000.00
COMPUTER MAINTENANCE	\$ 10,000.00	\$ 10,000.00
<b>SEWER TOTAL</b>	<b>\$ 1,277,481.00</b>	<b>\$ 1,281,681.00</b>



## **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 2022 Highlights**

For this fiscal year the City will continue progress on the roundabout with its second MTFC loan payment. A new public works truck will be purchased from the capital fund in addition to police vehicle payments. The City will look in to codification for easy updating of city code. A new ERP system will also be put out for proposal the implementation fees for the new software will be covered under the capital fund as well.

### **Projected Capital Revenue**

The capital fund is projected to reach \$210,000 in revenue for the year.