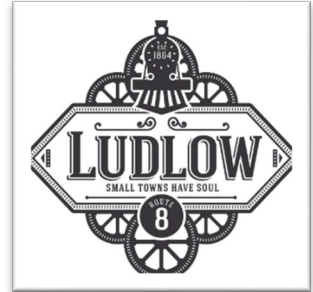


City of Ludlow, KY

# CITY BUDGET

FISCAL YEAR 2027



# CITY OF LUDLOW BUDGET 2026-2027 PROPOSAL

## Mayor

Sarah Thompson

## Council Members

Stephen Chapman Sr.

Meagan Guthrie

Paula Graszus

Abigail Miller

Julie Terry Navarre

David Ziegler

## City Clerk

Laurie Sparks

## Chief of Police

Bart Beck

## Public Works Director

Shane Hamant

## Code Enforcement Officer

Jamie West

## Chief of Fire Department

Michael Steward

## Treasurer

Wayne Harris

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## **REVENUE ASSUMPTIONS AND FORECAST METHODOLOGY**

The FY 2026–2027 budget is based upon historical revenue performance, current year collections, known contractual obligations, state and local economic conditions, and information available at the time of budget preparation.

Property tax revenues are projected utilizing current assessed values, collection trends, anticipated growth in the tax base, and information provided through the Property Valuation Administrator. Current Ad Valorem revenues include all property tax revenues received by the City, including revenues generated pursuant to existing Industrial Revenue Bond (IRB) agreements and related PILOT arrangements previously approved by ordinance. These revenues are reflected within Current Ad Valorem collections and are not budgeted as a separate revenue source.

Occupational and payroll tax revenues are projected using recent collection trends and current employment conditions. Insurance premium tax revenues are based upon historical collections and current market conditions.

License, permit, and fee revenues are projected using current activity levels and historical collection patterns. Intergovernmental revenues are based upon known grant awards, contractual distributions, and anticipated state and local funding allocations.

General Government Revenue and Miscellaneous Revenue categories include revenues generated through permits, fees, service charges, interest earnings, rental income, reimbursements, administrative fees, and other miscellaneous revenue sources received during normal governmental operations.

The City has continued to utilize conservative revenue projections where appropriate. Revenue estimates are intended to provide a reasonable and supportable forecast while avoiding reliance upon speculative or uncertain revenue growth.

Detailed examples of revenues included within each major revenue category are provided in the Revenue Schedules section of this document.

## **BUDGET TO ACTUAL METHODOLOGY**

The proposed budget was developed through a review of historical expenditures, current year spending trends, anticipated operational needs, contractual obligations, staffing requirements, capital improvements, and strategic priorities identified by the Mayor, department heads, and City staff.

Budget-to-actual comparisons were utilized throughout the budget development process to identify recurring operational expenditures, evaluate departmental spending patterns, and improve forecasting accuracy. Particular attention was given to recurring personnel costs, contractual services, capital maintenance needs, and infrastructure investments.

## **DEPARTMENTAL OPERATIONAL PRIORITIES**

The FY 2026–2027 budget prioritizes the continued delivery of core municipal services while investing in public safety, infrastructure, parks and recreation, economic development, and organizational capacity.

### **Major priorities include:**

- Continued investment in police, fire, and EMS operations.
- Public infrastructure maintenance and roadway improvements.
- Parks, recreation, and community quality-of-life enhancements.
- Economic development initiatives and business district revitalization.
- Technology and operational improvements to increase efficiency and service delivery.
- Long-term facility and equipment planning.

## **CAPITAL PLANNING AND INFRASTRUCTURE INVESTMENTS**

The budget includes funding for both immediate operational needs and long-term capital improvements. Capital expenditures have been evaluated based upon public safety impacts, operational necessity, infrastructure preservation, and long-term community benefit.

Projects included within the proposed budget reflect both current needs and strategic investments intended to reduce future maintenance costs, improve service delivery, and enhance public assets.

## **LONG TERM FINANCIAL SUSTAINABILITY**

The City remains committed to maintaining sound financial practices and preserving adequate fund balances to support ongoing operations and future capital needs.

Budget decisions were made with consideration for recurring revenue capacity, long-term operating impacts, reserve levels, and future financial obligations. The budget seeks to balance current service demands with responsible stewardship of public resources.

## **TRANSPARENCY AND BUDGET PRESENTATION**

While municipal budgets are ultimately adopted by fund, department, and account classifications established within the City's accounting structure, supplemental schedules, charts, and departmental summaries are included to provide additional transparency and improve public understanding of City operations.

These supplemental presentations are intended to assist elected officials, residents, and stakeholders in understanding how public resources are allocated while maintaining consistency with the City's underlying accounting and financial reporting systems.

## ORDINANCE

### CITY OF LUDLOW, KENTUCKY ORDINANCE NO. 2026-9

**AN ORDINANCE ADOPTING THE CITY OF LUDLOW, KENTUCKY'S ANNUAL BUDGET FOR THE FISCAL YEAR RUNNING FROM JULY 1, 2026, THROUGH JUNE 30, 2027, AND ESTIMATING REVENUES AND RESOURCES AND APPROPRIATING FUNDS FOR THE CITY TO THE FULL EXTENT AUTHORIZED BY KRS 82.082 AND INTERPRETATIVE CASE LAW.**

**WHEREAS**, a proposed annual operating budget has been prepared and presented to the City Council of the City of Ludlow, Kentucky on May 28, 2026; and,

**WHEREAS**, the City Council reviewed and discussed the proposed budget and provided suggestions and recommendations for consideration; and,

**WHEREAS**, additional revisions and updates to the proposed budget were made in the interim to reflect operational needs, capital improvements, projected revenues, and other fiscal considerations for Fiscal Year 2027; and,

**WHEREAS**, the City Council desires to adopt the Annual Operating Budget for Fiscal Year 2027;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY OF LUDLOW, KENTON COUNTY, KENTUCKY AS FOLLOWS:**

1. The Annual Operating Budget for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027, including all sources of estimated revenue and appropriations for all City funds as set forth in Exhibit 1, which is attached and made by reference a part hereof, is hereby adopted.
2. All encumbrances outstanding on June 30, 2026, for goods not yet provided or services not yet rendered are hereby reappropriated to conform with generally accepted accounting principles for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027.
3. The balance of all capital construction, renovation, improvement projects, and grants currently approved and/or nearing completion are hereby approved for reappropriation and carry over for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027.

4. The provisions of this Ordinance are hereby declared to be severable, and if any section, phrase, or provision shall for any reason be declared invalid, such declaration of invalidity shall not affect the validity of the remainder of this Ordinance.

5. All prior Municipal Orders/Resolutions and/or Ordinances or parts of any thereof that are in conflict with this Ordinance are hereby repealed.

6. This Ordinance is adopted pursuant to KRS 83A.060 in that the budget was presented to Council on May 28, 2026, and the ordinance was introduced and given first reading on June 25, 2026, and second reading on June 29, 2026, after which it shall be in full force and effect upon signature, recordation, and publication in summary pursuant to KRS Chapter 424.

FIRST READING: \_\_\_\_\_

SECOND READING: \_\_\_\_\_

**So ordered this the \_\_\_\_\_ day of June, 2026.**

**CITY OF LUDLOW, KENTUCKY**

\_\_\_\_\_  
Sarah Thompson, Mayor

ATTEST: \_\_\_\_\_  
Laurie Sparks, City Clerk

**\*\*EXHIBIT 1 CITY OF LUDLOW**

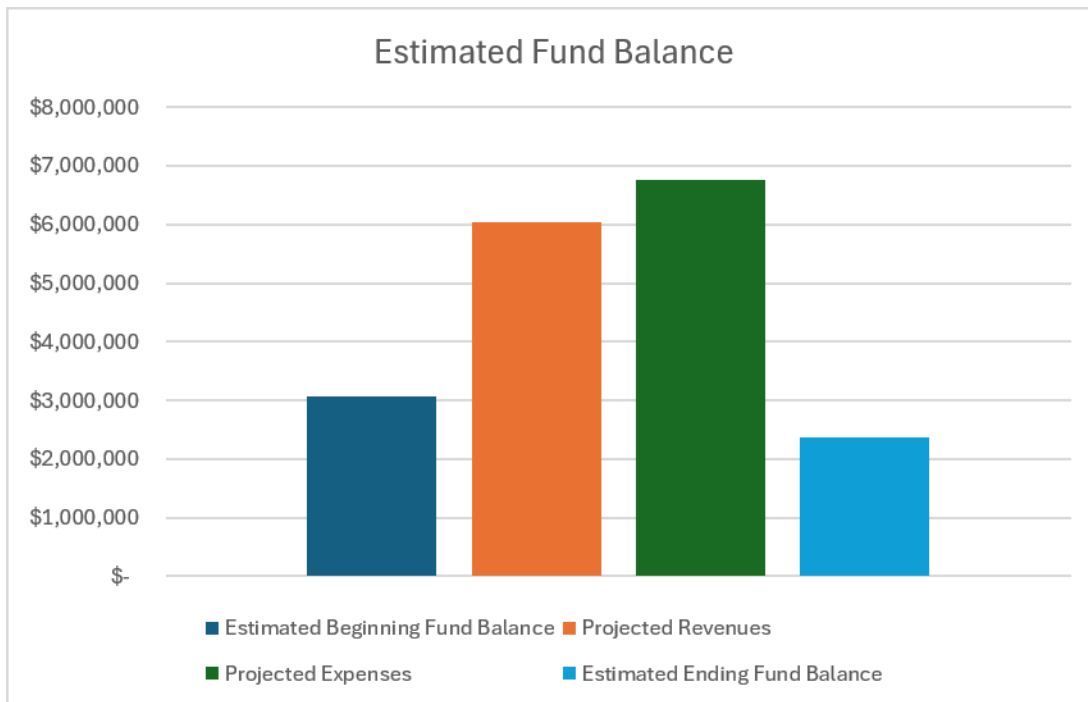
**City of Ludlow Budget 2027**

**The annual budget for fiscal year beginning July 1, 2026 and ending June 30, 2027 is hereby adopted as follows:**

Resources Available	General Fund	Municipal Road Aid Fund
<b>Fund Balance Forward:</b>	<b>\$ 3,072,920</b>	<b>\$ 40,930</b>
<b>Estimated Revenues</b>		
Taxes	\$ 4,363,260	
Licenses and Permits	\$ 121,910	
Service Charges & Miscellaneous Revenue	\$ 991,140	
Police Revenue and Grants	\$ 212,520	
Fire Revenue and Grants	\$ 217,900	
Intergovernmental	\$ 140,000	\$ 76,080
<b>Total Estimated Revenues</b>	<b>\$ 6,046,730</b>	<b>\$ 76,080</b>
<b>Estimated Expenses</b>		
General Government Expenses	\$ 2,168,040	
Police Expenses	\$ 1,838,940	
Public Works Expenses	\$ 747,890	\$ 76,080
Parks Expenses	\$ 334,430	
Fire Expenses	\$ 1,670,440	
<b>Total Estimated Expenses</b>	<b>\$ 6,759,740</b>	<b>\$ 76,080</b>
<b>Ending Fund Balance:</b>	<b>\$ 2,359,910</b>	<b>\$ 40,930</b>

\* The General Fund Balance Forward represents the City's accumulated financial position resulting from many years of municipal operations, including revenues received, expenditures incurred, capital investments, reserves, and other financial resources maintained by the City. As a result, it should not be interpreted as representing only the City's current cash balance at a single point in time. Daily bank balances fluctuate as revenues are received, expenditures are paid, and financial transactions are processed, while the beginning fund balance reflects the City's cumulative financial position carried forward into the new fiscal year.

## BUDGET BREAKDOWN



- In accordance with KRS 91A.030 and Kentucky constitutional budgeting requirements, available revenues include projected annual revenues together with unencumbered General Fund reserves and fund balances carried forward from the prior fiscal year.
- The FY 2026-2027 budget utilizes a portion of accumulated fund balance to support one-time capital investments including public safety equipment, facility improvements, park improvements, and infrastructure projects. The proposed ending fund balance of approximately \$2.36 million remains above the City's adopted reserve target of four months operating expenditures.
- The reduction in fund balance reflects planned one-time investments in infrastructure, public safety equipment, parks, facilities, and deferred capital needs rather than recurring operating deficits.

## SELECTED FINANCIAL POLICIES

The financial policies of the City of Ludlow are in line with those mandated by Kentucky Revised Statutes. The city operates using the modified accrual basis of budgeting and accounting. This type of accounting is a process in which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues, which should be accrued to reflect the taxes levied and revenue earned. All City funds use this type of accounting. The basis for accounting and budgeting are the same.

### **Annual Budget Requirement:**

1. Under Kentucky law, each City is required to operate and expend funds under an annual budget adopted by ordinance by the legislative body. City officials and employees are prohibited from expending any city funds except in accordance with the adopted budget. KRS 91A.030(1), (13).

a. "Budget" is defined as a proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year. KRS 91A.030(4).

2. Each city's budget must cover one full fiscal year. KRS 91A.030(4). Cities are required by Section 169 of the Kentucky Constitution to operate on a July 1 to June 30 fiscal year.

3. If a city fails to adopt a budget by the beginning of the new fiscal year, the previous year's budget remains in force as if readopted. KRS 91A.030(3). In this event, the previous year's budget will govern the expenditure of funds until a new budget ordinance is adopted.

4. No budget may provide for expenditures in excess of revenues in any one fiscal year (balanced budget). "Revenues" means all income from every source, including unencumbered reserves carried over from the previous fiscal year. "Expenditures" means all funds to be paid out for expenses of the city during the fiscal year, including amounts necessary to pay the principal and interest due during the fiscal year on any debt. Kentucky Constitution section 157b; KRS 91A.030(8)(b).

5. The legislative body is obligated to appropriate in the budget ordinance the full amount necessary to service any outstanding debt of the city for the full fiscal year. KRS 91A.030(9).

6. The budget must be presented in full form to the City Council at least 30 days prior to July 1 of the upcoming fiscal year. The budget must undergo two separate readings for passage.

### **Budget Amendments:**

1. The budget ordinance may be amended at any time during the fiscal year, subject to the restriction that expenditures may not exceed revenues for the fiscal year and subject to all other statutory requirements. An ordinance amending the budget must be enacted in the same manner as any other ordinance. Kentucky Constitution Section 157b; KRS 91A.030(10).

### **Budget Administration:**

1. Once adopted, the administration of the budget is the responsibility of the executive authority (mayor) of Ludlow. The executive authority is required to submit operating statements to the legislative body, which must include budgetary comparisons of each governmental fund set forth in the budget. These operating statements must be submitted not less than once every three months in each fiscal year. KRS 91A.030(11)

2. The executive authority is authorized to expend funds in accordance with the adopted budget.

### **Budgetary Accounting**

To the extent practicable, the system utilized in implementing and administering the budget must be consistent with the requirements of KRS 91A.020, which requires each city to keep accounting records and render financial reports that:

1. Determine compliance with statutory provisions.
2. Determine fairly and with full disclosure the financial operation of constituent funds and account groups of the city in conformity with “generally accepted principles of government accounting,” which means in accordance with those standards and procedures issued by the Governmental Accounting Standards Board (GASB)

### **Fund Balance**

The City is committed to retaining an adequate fund balance to ensure smooth operation of city services if an emergency or undesirable financial situation were to occur.

## **Financial Goals**

The City of Ludlow is committed to being a good steward of public money. Therefore, practices involving finance must comply with the standards set forth in the Kentucky Revised statutes, including but not limited to public spending and taxation.

1. Annually, the City of Ludlow will review tax laws and tax amounts/percentages in the region and state to determine the appropriateness of current tax levels.
  - a. September: Property Tax
  - b. January: Occupational Tax
  - c. April: Insurance Premium Tax
2. The city will provide a balanced budget yearly.
3. The City shall maintain General Fund reserve levels equal to approximately four months of operating expenditures. Such reserves will be maintained in a separate interest-bearing savings account for cash management purposes; however, all such funds shall remain designated as General Fund reserves of the City.
4. Financial Reporting will be presented to the City Council at its regular meeting(s) and/or at a specially called meeting, if appropriate.
5. The City will ensure proper funding for all debts incurred during its budget cycle.

## FUND DESCRIPTIONS

The following funds are allocated in the budget:

### General Fund

The General Fund is the largest of all the City's funds. This fund is used for general expenses for city operations, commonly referred to as "government spending." Most revenue is deposited into the general fund, including all occupational fees, insurance premium taxes, and property taxes. Expenses for the general fund include, but are not limited to:

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• Insurance	• Payroll
• Retirement and Medical Benefits	• Operating and capital expense
• Administrative Costs	• Police Department
• Fire Department	• Public Works Department
• Code Enforcement Department	• Planning and zoning expenses
• General government expense	

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The proposed ending fund balance of approximately \$2.36 million represents approximately 6 months of operating expenditures, exceeding the City's four-month reserve target.

The General Fund holds several *reserved* funds within it, meaning these funds can only be spent on specific items or projects. The reserved fund accounts within the General Fund are listed below:

- Drug Forfeiture Funds
- Opioid Settlement Funds

## **Municipal Road Aid Fund**

The Municipal Road Aid (MRA) Fund receives revenues from the Commonwealth of Kentucky generated through the state motor fuels tax and is restricted for the maintenance, repair, and improvement of public streets, sidewalks, and transportation infrastructure within the City.

Funding allocations are distributed pursuant to KRS 177.365 and KRS 177.366 and are primarily based upon municipal population and statewide fuel tax collections.

For Fiscal Year 2026–2027, the City of Ludlow estimates approximately \$76,000 in Municipal Road Aid funding from the Commonwealth of Kentucky. These funds support roadway maintenance, sidewalk improvements, traffic mitigation efforts, and other eligible public infrastructure projects administered through the Public Works Department.

## HISTORICAL BACKGROUND

Located along the Ohio River directly across from Cincinnati, Ohio, the City of Ludlow, Kentucky is a historic river community with deep industrial roots, a strong residential character, and a growing focus on reinvestment and revitalization. Incorporated in 1864, Ludlow developed as a transportation and manufacturing corridor shaped by the railroad, the Ohio River, and its proximity to the greater Cincinnati region. Today, the City maintains a population of approximately 4,300 residents and continues to serve as an important residential and business community within Northern Kentucky.

Ludlow is home to the Ludlow Independent School District, one of Kentucky's longstanding independent school systems serving students from preschool through grade twelve. The district includes Ludlow Elementary School, Ludlow Middle School, and Ludlow High School, collectively serving approximately 800 students. Ludlow High School has received statewide recognition for academic achievement and graduation performance and continues to contribute significantly to the strength and identity of the community.

The City features a diverse mix of locally owned businesses including restaurants, entertainment venues, retail storefronts, personal service businesses, professional offices, contractors, and light industrial operations. Continued investment within the downtown business district has resulted in new business openings, façade improvements, beautification efforts, and infrastructure upgrades designed to strengthen economic activity and preserve the character of the community.

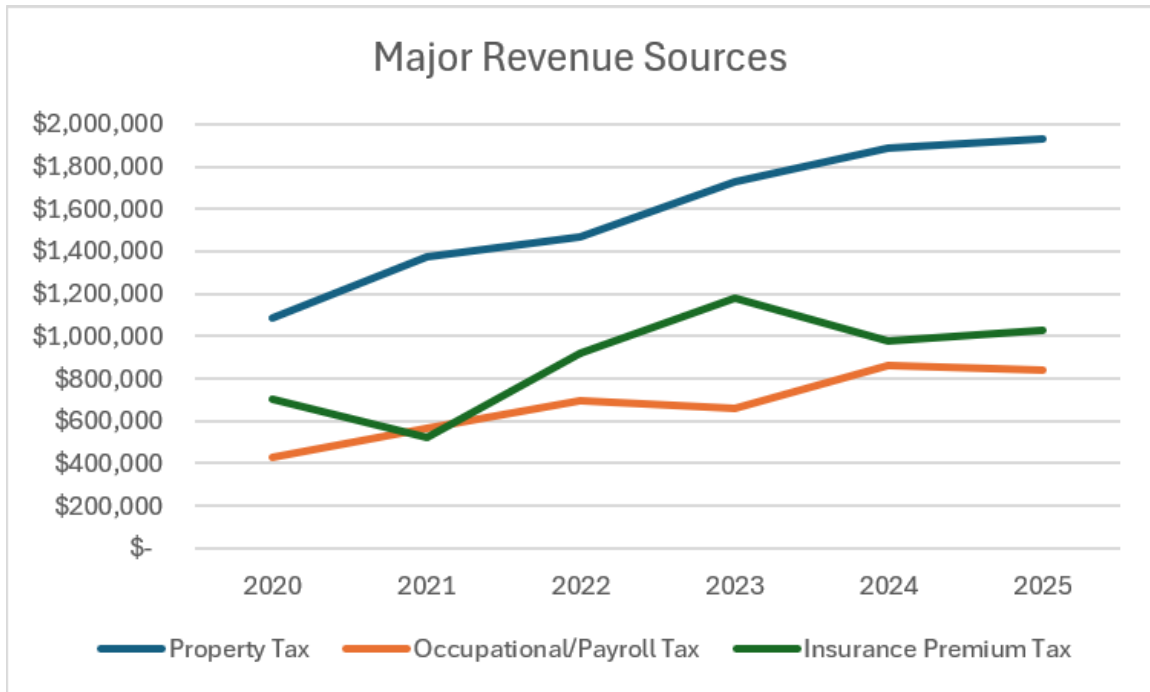
Ludlow maintains several public parks, recreational facilities, riverfront access areas, and community gathering spaces throughout the City, including Albert S. Ludlow Memorial Park and Caple Park. Recent public investment has included continued development of the Riverfront Commons trail connection and enhancements within Memorial Park, including the addition of the H. Gordon & Thelma S. Martin River Stage, a new public performance venue designed to support community events, live entertainment, festivals, and cultural programming along the Ohio River waterfront.

The City remains committed to preserving its historic identity while continuing to invest in infrastructure, economic development, public safety, recreational amenities, and long-term operational sustainability to support future growth and community vitality.



# CITY REVENUES

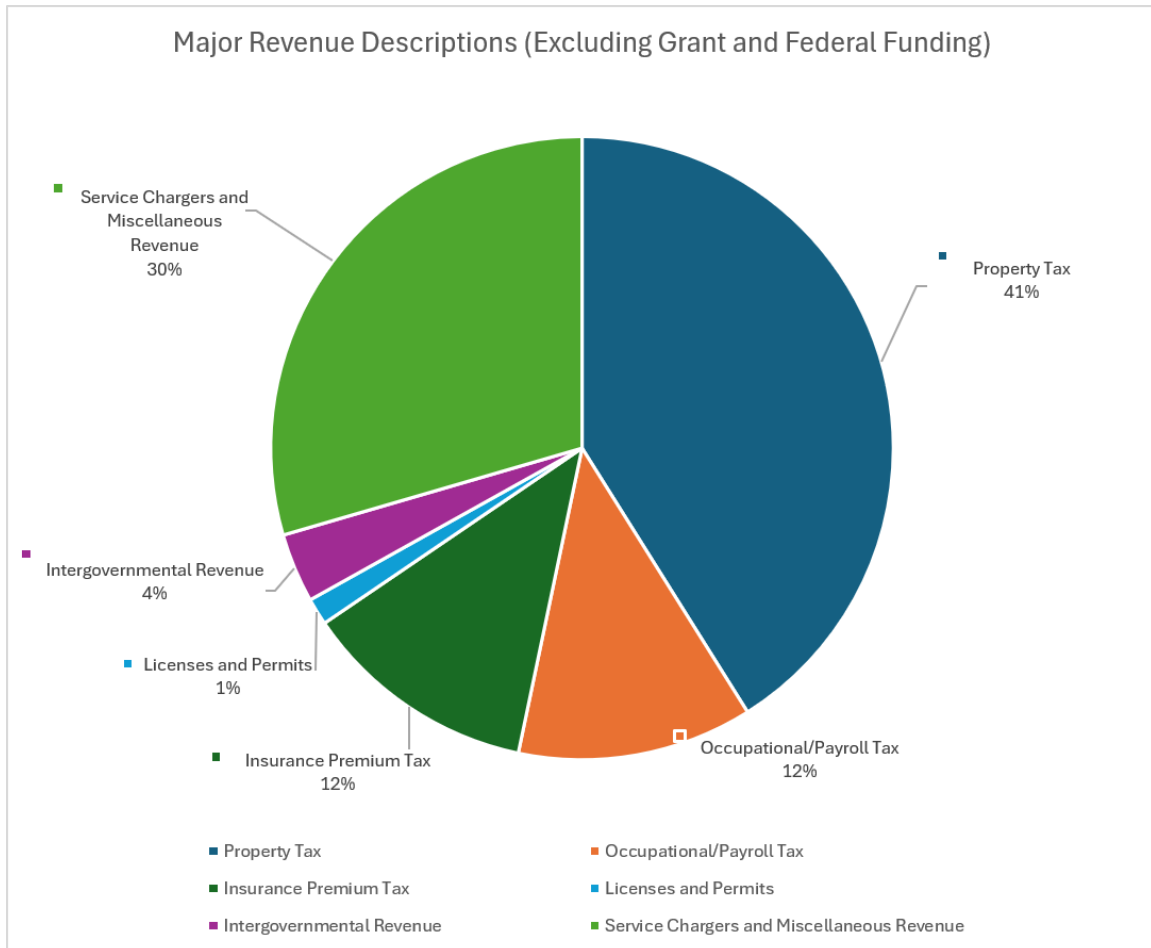
## REVENUES OVERVIEW



**Above:** The graph reflects the City of Ludlow’s major revenue sources over the past several fiscal years, including Property Tax, Occupational/Payroll Tax, and Insurance Premium Tax revenues. While the City experienced consistent revenue growth between FY 2020 and FY 2023 due to rising property values, reinvestment within the community, and increased economic activity, overall revenue growth has largely stabilized since FY 2024. Property Tax revenues have continued to remain relatively strong, while Occupational/Payroll Tax and Insurance Premium Tax revenues have shown slower or flattened growth trends in recent years.

At the same time, the City’s actual General Fund expenditures have exceeded originally budgeted expenditures since FY 2021, reflecting prior budgeting practices that did not consistently align with actual operational and capital spending needs. These combined trends highlight the importance of more realistic budgeting, stronger financial forecasting, and long-term operational planning. The FY 2026–2027 proposed budget reflects the City of Ludlow’s commitment to greater transparency, accountability, and fiscally responsible management moving forward while continuing to support essential city services, infrastructure improvements, and community investment initiatives.

## MAJOR REVENUE DESCRIPTIONS



### Property Tax- 41% OF REVENUE

Property Tax revenue continues to represent the City's largest and most stable local revenue source, accounting for approximately 41% of total projected revenues for FY 2026–2027. Due to the City's limited availability of large-scale industrial and commercial development areas compared to neighboring river cities, Ludlow has historically relied more heavily on residential and property-based revenues to support municipal operations and services.

Over the past several years, property tax revenues have steadily increased as a result of rising property values, continued reinvestment in the community, residential growth, and ongoing redevelopment activity throughout the community.

### Insurance Premium Tax- 12% OF REVENUE

Insurance Premium Tax revenue accounts for approximately 12% of total projected revenues within the proposed FY 2026–2027 budget. The City currently assesses an insurance premium surcharge permitted under Kentucky law on applicable insurance policies excluding health and life insurance products.

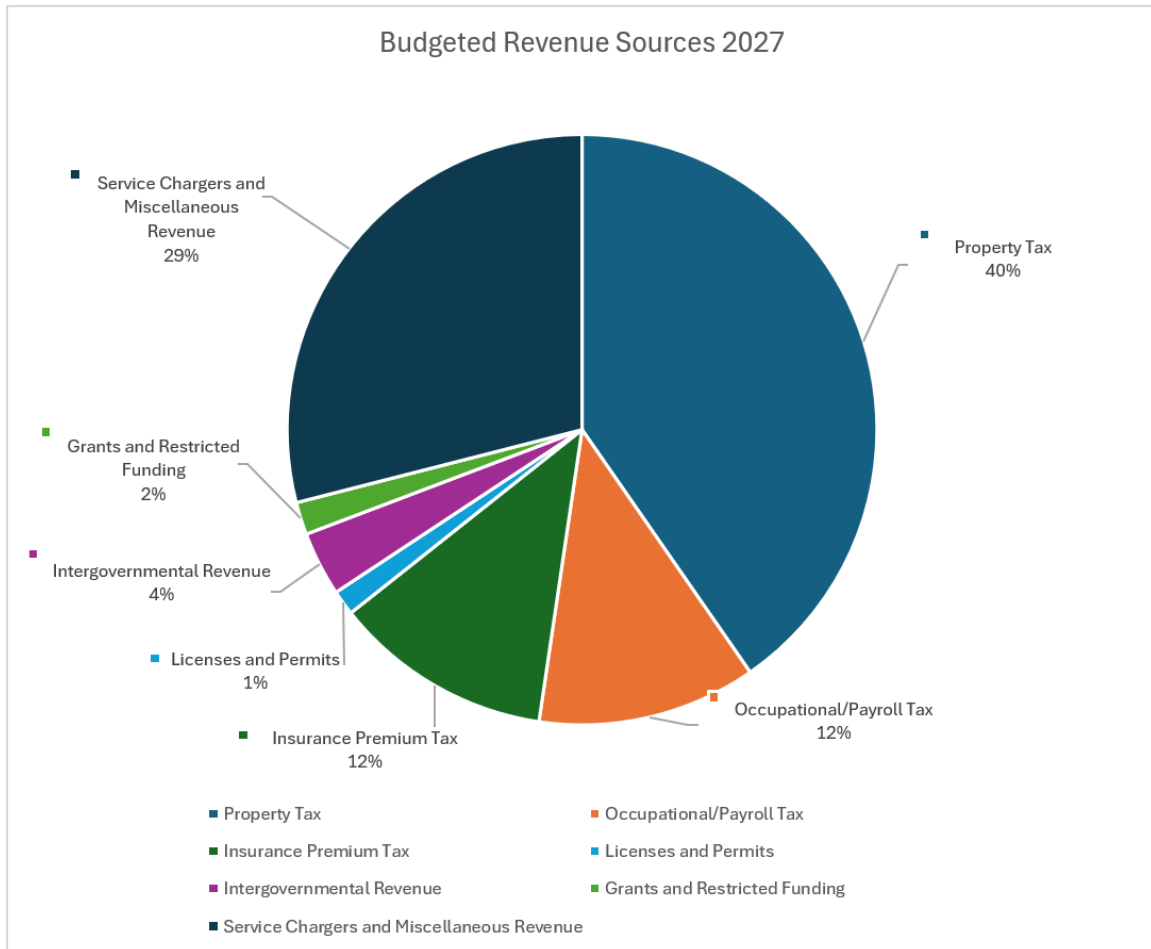
This revenue source has remained strong and consistent in recent years and continues to provide important operational support for municipal services, infrastructure improvements, public safety, and general governmental operations. As insurance markets and property values continue to grow regionally, the City anticipates continued long-term stability within this revenue category.

### **Occupational/Payroll License- 12% OF REVENUE**

Occupational and Payroll Tax revenues account for approximately 12% of projected FY 2026–2027 revenues and remain one of the City’s most important indicators of economic activity and business growth. Revenue generated from payroll earnings within the City reflects continued employment activity, workforce participation, and commercial investment within Ludlow.

As redevelopment efforts, business attraction initiatives, and commercial occupancy continue to improve throughout the community, the City anticipates continued growth within this revenue category over time. Occupational tax revenues remain essential in supporting city operations, infrastructure improvements, public services, and long-term financial sustainability.

## TOTAL REVENUES



**Above:** The chart above illustrates the City’s primary FY 2026–2027 revenue sources and demonstrates a balanced mix of property taxes, occupational/payroll taxes, insurance premium taxes, service revenues, and grant funding. Property Tax revenue remains the City’s largest revenue source at 40%, followed by Service Charges and Miscellaneous Revenue at 29% and Insurance Premium Tax revenue at 12%.

The City continues to maintain a diversified revenue structure that supports operational stability, infrastructure investment, public services, and long-term economic growth throughout the community.

## REVENUE SCHEDULES

General Fund Revenues	2025 Actual	2025-2026 Budget	2025-2026 Budget Amended	2027 Proposed Budget
Transfer from Fund Balance		\$ 250,000	\$ 250,000	
Property Tax	\$ 1,933,204	\$ 2,084,101	\$ 2,099,579	\$ 2,470,220
Occupational/Payroll Tax	\$ 840,356	\$ 679,200	\$ 731,916	\$ 734,340
Insurance Premium Tax	\$ 1,028,603	\$ 699,850	\$ 784,613	\$ 735,000
Licenses and Permits	\$ 77,397	\$ 74,800	\$ 64,929	\$ 84,070
Intergovernmental	\$ 140,494	\$ 121,000	\$ 99,827	\$ 140,000
Grants and Restricted Funding	\$ 209,207	\$ 84,000	\$ 282,698	\$ 169,000
Service Chargers and Miscellaneous Revenue	\$ 1,662,363	\$ 1,929,360	\$ 1,816,188	\$ 1,714,100
<b>Grand Totals</b>	<b>\$ 5,891,624</b>	<b>\$ 5,922,311</b>	<b>\$ 6,129,750</b>	<b>\$ 6,046,730</b>

Municipal Road Aid Revenues	2025 Actual	2025-2026 Budget	2025-2026 Budget Amended	2027 Proposed Budget
Municipal Road Aid	\$ 96,482.00	\$ 90,000.00	\$ 71,380.00	\$ 76,080.00

### Property Tax Revenue \$2,470,220

- Real property taxes
- Personal property taxes
- Motor vehicle taxes
- Delinquent tax collections
- Tax penalties and interest

### Occupational / Payroll Tax Revenue \$734,340

- Payroll tax collections
- Net profits tax collections
- Business withholding payments
- Occupational license revenues

### Insurance Premium Tax Revenue \$735,000

- State-distributed insurance premium tax receipts
- Fire insurance premium tax distributions

### **Licenses & Permits \$84,070**

- Business licenses
- Alcoholic beverage license fees
- Building and zoning permits
- Inspection and registration fees

### **Intergovernmental Revenue \$140,000**

- State municipal aid
- County and regional funding distributions
- Government reimbursements
- Other governmental revenue sharing programs

### **Grants & Restricted Funding \$169,000**

- State and federal grants
- Restricted program funding
- Public safety grants
- Project-specific grant awards

### **Service Charges & Miscellaneous Revenue \$1,714,100**

- Sanitation service fees
- EMS billing revenue
- Facility rental revenue
- Interest earnings
- Franchise fees
- Administrative fees
- Fines and forfeitures
- Recreation and program fees
- Donations and sponsorships
- Miscellaneous operating revenues

### **Municipal Road Aid Revenue \$76,080**

- Intergovernmental Revenue

- Kentucky Municipal Road Aid allocations
- State transportation funding distributed for roadway maintenance and improvements

### **Service Charges & Miscellaneous Revenue \$1,714,100**

*Includes revenue generated from a variety of municipal services and operational activities, including:*

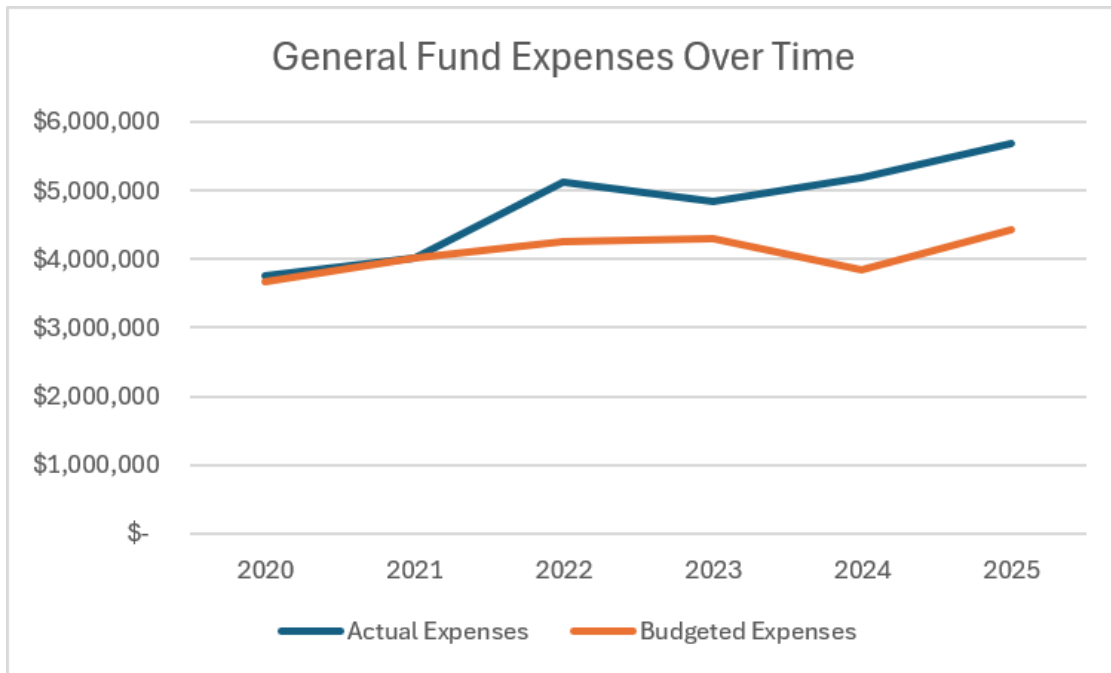
- Solid Waste Collection Fees
- Delinquent Solid Waste Collections
- EMS Billing Revenue
- Bromley Fire/EMS Contract Revenue
- Police Service Reimbursements
- Police Special Detail Reimbursements
- Facility and Building Rental Revenue
- Community Center Revenue
- Municipal Lot and Event Revenue
- Code Enforcement Fees
- Collection Fees
- Attorney Collection Fees
- PDS Liens and Interest Recoveries
- Litter Abatement Cost Recoveries
- Interest Earnings
- Insurance Copy Fees
- Sale of Surplus Property and Equipment
- Miscellaneous Revenue and Reimbursements
- Donations and Sponsorships
- Other Service Charges and Departmental Revenues

***Purpose:*** *This category captures revenues generated through City operations, services provided to residents and businesses, contractual agreements, reimbursements, user fees, and other miscellaneous revenue sources that do not fit within traditional tax or intergovernmental revenue categories.*



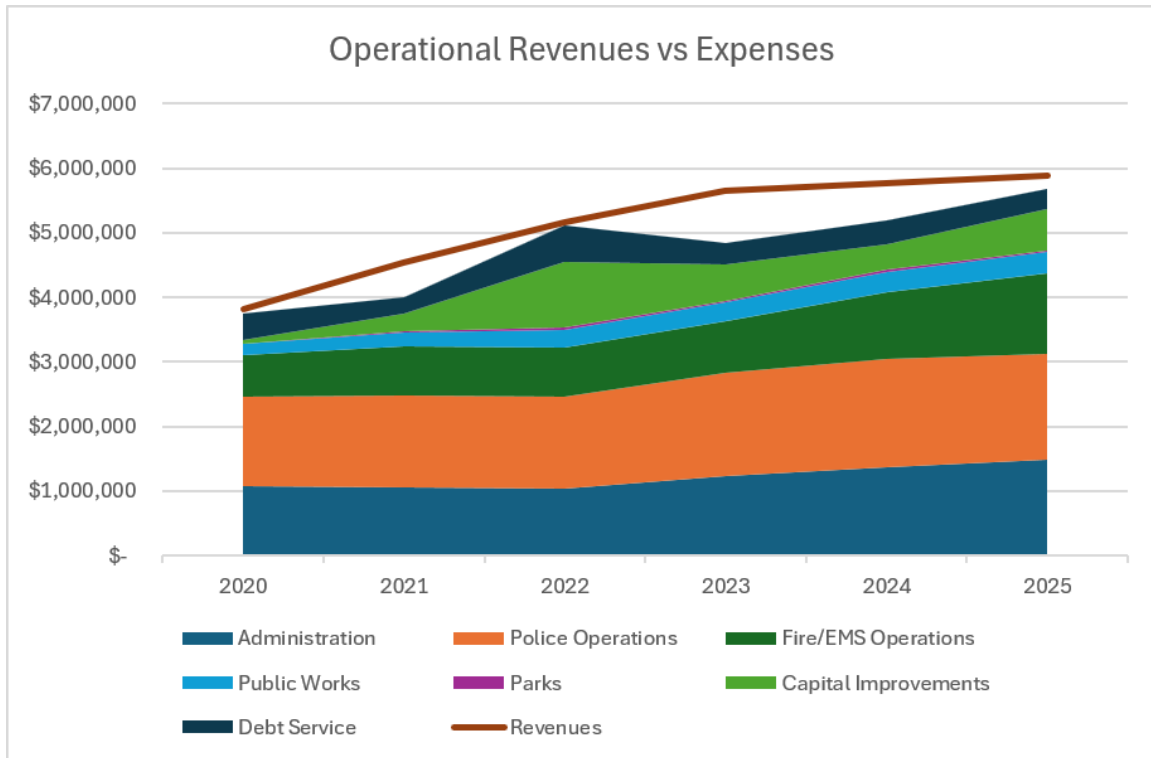
# CITY EXPENDITURES

## EXPENDITURE OVERVIEW



Since FY 2021, the City of Ludlow’s actual General Fund expenditures have routinely exceeded originally budgeted appropriations, reflecting a pattern of budgeting that did not consistently align with actual operational and capital spending. This included increasing costs associated with infrastructure, equipment, deferred maintenance, and other city operations that were not always adequately reflected in prior budgets. The City of Ludlow is committed to correcting this practice through more transparent, realistic, and proactive budgeting measures moving forward. The FY 2026–2027 proposed budget places an emphasis on accountability, long-term planning, and accurately reflecting anticipated expenditures so that residents and elected officials have a clearer understanding of the City’s financial position and operational needs.

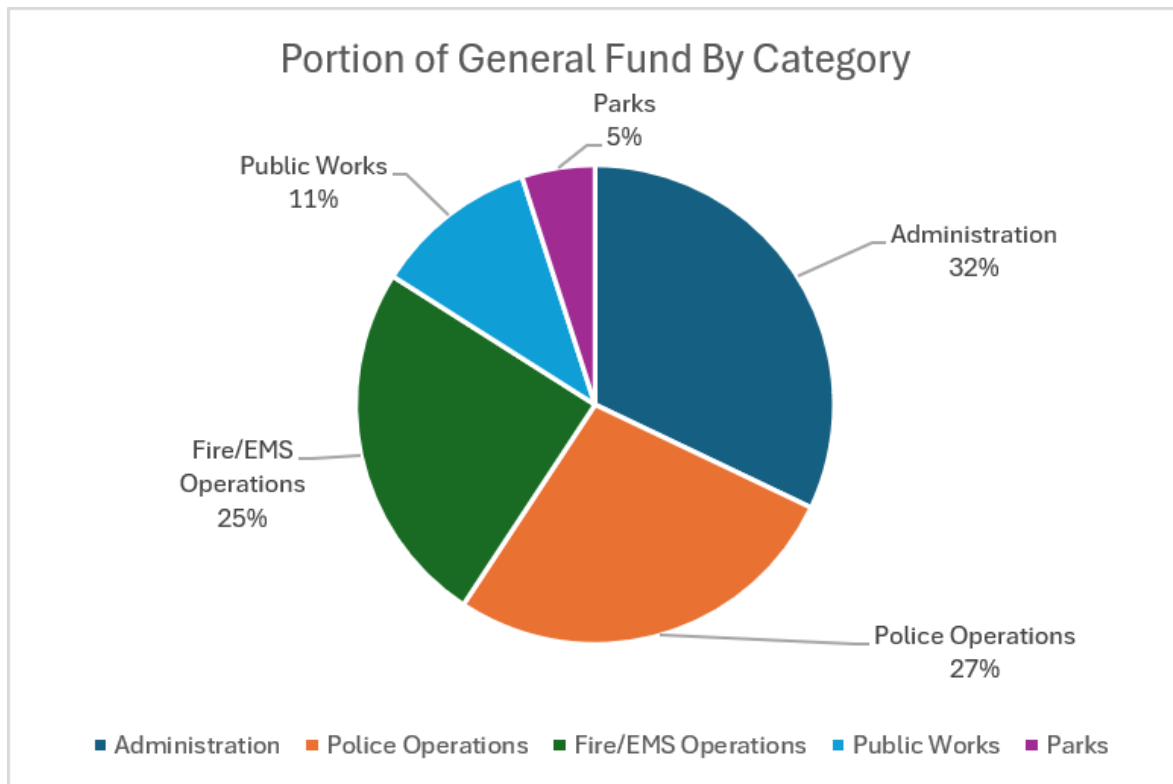
## OPERATIONAL EXPENDITURES



The City of Ludlow defines “operational expenses” as the recurring costs necessary to provide daily municipal services, including employee salaries and benefits, equipment maintenance, fuel, utilities, insurance, and routine departmental operations. The graph above illustrates the relationship between operational revenues and operational expenditures over recent fiscal years, excluding grant funding and other one-time revenue sources. As shown, expenditures have increased steadily over time, largely driven by rising personnel costs, inflationary pressures, and increasing CERS contribution requirements. While revenues have also grown, maintaining long-term financial stability will require continued attention to operational efficiency, responsible budgeting practices, and sustainable revenue growth to support essential city services and infrastructure investments.

## GENERAL FUND EXPENDITURES

General Fund Category	2025 Actual	2025-2026 Budget	2025-2026 Budget Amended	2027 Proposed Budget
Administration	\$ 2,256,711.00	\$ 2,339,614.43	\$ 2,508,460.00	\$ 2,168,040.00
Police Operations	\$ 1,679,201.00	\$ 1,618,178.00	\$ 1,765,760.00	\$ 1,838,940.00
Fire/EMS Operations	\$ 1,318,672.00	\$ 1,353,000.00	\$ 1,358,900.00	\$ 1,670,440.00
Public Works	\$ 412,928.00	\$ 337,390.00	\$ 364,570.00	\$ 747,890.00
Parks	\$ 13,172.00	\$ 242,750.00	\$ 100,510.00	\$ 334,430.00
Municipal Road Aid	\$ 264,735.00	\$ 90,000.00	\$ 30,360.00	\$ 76,080.00
<b>Grand Totals</b>	<b>\$ 5,945,419.00</b>	<b>\$ 5,980,932.43</b>	<b>\$ 6,128,560.00</b>	<b>\$ 6,835,820.00</b>



Department expenditure categories are grouped for readability and transparency. Detailed account-level appropriations remain available within the City's accounting records and supporting budget schedules.

<b>General Government/Administration Expense Categories FY 2026–2027 Proposed</b>	
Salaries & Wages	\$321,350
Benefits & Payroll Taxes	\$167,600
Legal & Professional Services	\$234,430
Insurance & Liability Coverage	\$7,880
Technology & Software	\$22,590
Building & Facility Operations City Building	\$124,340
Building & Facility Operations Community Center	\$82,100
Capital Improvements	\$358,130
Other Administrative Operations	\$849,620
<b>Total General Government Expenses</b>	<b>\$2,168,040</b>

The General Government budget supports the day-to-day administration and operation of City government, including personnel, legal compliance, financial management, technology, facilities, and long-term capital planning.

**Salaries & Wages (\$321,350)**

- Administrative personnel
- Mayor and elected official compensation

**Benefits & Payroll Taxes (\$167,600)**

- Payroll taxes
- Retirement contributions
- Health, dental, vision, and life insurance
- Workers compensation and unemployment insurance

**Legal & Professional Services (\$234,430)**

- City Attorney services
- Audit services
- Planning and zoning support
- Economic development consulting

- Professional contracted services
- Animal control services

#### **Insurance & Liability Coverage (\$7,880)**

- General liability insurance
- Bonding and coverage associated with municipal operations

#### **Technology & Software (\$22,590)**

- Financial software
- Website and communication platforms
- Computer hardware and software
- IT support and technology subscriptions

#### **Building & Facility Operations – City Building (\$124,340)**

- Utilities
- Building maintenance and repairs
- Janitorial services
- Security and facility upkeep

#### **Building & Facility Operations – Community Center (\$82,100)**

- Utilities
- Facility maintenance
- Building repairs and improvements
- Operational support

#### **Capital Improvements (\$358,130)**

- Infrastructure investments
- Public safety equipment
- Property improvements
- Strategic capital projects

**Other Administrative Operations (\$849,620)**

- Waste collection contract
- Community services
- General operating expenses
- Administrative support services

<b>Public Works Expense Categories FY 2026–2027 Proposed</b>	
Salaries & Wages	\$230,230
Benefits & Payroll Taxes	\$185,600
Road Repair & Maintenance	\$176,600
Speed Mitigation Initiatives	\$6,000
Dump Truck Purchase	\$127,000
Operations, Equipment & Facilities	\$23,060
<b>Total Public Works Expenses</b>	<b>\$747,890</b>

***\*Municipal Road Aid expenditures are presented separately within the Municipal Road Aid Fund totaling \$76,080.***

The Public Works budget supports roadway maintenance, snow removal, fleet operations, equipment purchases, infrastructure repairs, and citywide maintenance services.

**Salaries & Wages (\$230,230)**

- Public Works personnel
- Seasonal staffing

**Benefits & Payroll Taxes (\$185,600)**

- Payroll taxes
- Retirement contributions
- Insurance benefits
- Workers compensation

**Road Repair & Maintenance (\$176,600)**

- Street repairs
- Pavement preservation
- Infrastructure maintenance

**Speed Mitigation Initiatives (\$6,000)**

- Traffic calming measures
- Safety signage and roadway improvements

**Dump Truck Purchase (\$127,000)**

- Replacement of aging fleet equipment

**Operations, Equipment & Facilities (\$23,060)**

- Operational Expenses
- Small tools and supplies
- General department operating costs

**Municipal Road Aid Fund (\$76,080)**

- Paving projects
- Snow and ice control
- Road striping and marking
- Curb maintenance
- Traffic signage improvements

<b>Police Department Expense Categories FY 2026–2027 Proposed</b>	
Salaries & Wages	\$997,230
Benefits & Payroll Taxes	\$659,020
Vehicle Operations & Fuel	\$65,840
Axon Technology System	\$36,400
Police e-Bike Program	\$6,000
Training & Certifications	\$9,430
Other Police Operations	\$65,020
<b>Total Police Expenses</b>	<b>\$1,838,940</b>

The Police Department budget provides funding for law enforcement services, community policing initiatives, officer training, technology, vehicles, equipment, and public safety operations.

### **Salaries & Wages (\$997,230)**

- Officer salaries
- Holiday pay
- Overtime and specialty assignments

### **Benefits & Payroll Taxes (\$659,020)**

- Payroll taxes
- Pension contributions
- Health, dental, vision, and life insurance
- Workers compensation

### **Vehicle Operations & Fuel (\$65,840)**

- Fuel
- Vehicle maintenance
- Repairs and service

### **Axon Technology System (\$36,400)**

- Body camera program
- Evidence management system
- Associated technology services

### **Police e-Bike Program (\$6,000)**

- Community policing equipment
- Bike patrol expansion

### **Training & Certifications (\$9,430)**

- State mandated training
- Professional certifications
- Continuing education

**Other Police Operations (\$65,020)**

- Uniforms
- Communications
- Office and operational supplies
- Professional memberships
- Miscellaneous operating expenses

<b>Fire / EMS Expense Categories FY 2026–2027 Proposed</b>	
Salaries & Wages	\$612,000
Benefits & Payroll Taxes	\$510,400
Pervia Communication System	\$42,500
LUCAS Emergency Response System	\$25,000
Stryker	\$75,000
Vehicle Operations & Maintenance	\$122,340
Equipment & Supplies	\$93,340
Training & Certifications	\$7,670
Other Fire Operations	\$182,190
<b>Total Fire Expenses</b>	<b>\$1,670,440</b>

The Fire / EMS budget supports fire suppression, emergency medical response, personnel, equipment replacement, communications systems, vehicle operations, training, and emergency preparedness.

**Salaries & Wages (\$612,000)**

- Firefighter and EMS wages
- Holiday pay
- Scheduled and unscheduled overtime
- Personnel costs associated with EMS staffing expansion

**Benefits & Payroll Taxes (\$510,400)**

- Payroll taxes
- Pension contributions
- Health insurance
- Workers compensation
- Incentive pay

### **Pervia Communication System (\$42,500)**

- Emergency communication upgrades
- Dispatch and response technology

### **LUCAS Emergency Response System (\$25,000)**

- Automated CPR equipment
- Emergency response technology

### **Stryker EMS Equipment (\$75,000) 7-year Financing**

- Powered ambulance stretcher and Power-LOAD system for safe patient transport.
- Reduces lifting injuries while improving patient care and EMS operational efficiency.

### **Vehicle Operations & Maintenance (\$122,340)**

- Ambulance maintenance
- Fire apparatus maintenance
- Fuel and fluids
- Vehicle insurance
- Required testing and inspections

### **Equipment & Supplies (\$93,340)**

- Fire equipment
- EMS supplies
- Squad supplies
- Protective equipment
- Computer hardware

**Training & Certifications (\$7,670)**

- Professional development
- Continuing education
- Public education and outreach programs

**Administrative & Operational Support (\$182,190)**

- Medical director services
- EMS billing services
- Cell phones and communications
- Uniforms
- Dues and subscriptions
- Vehicle leases
- Operational support costs

<b>Parks Expense Categories FY 2026–2027 Proposed</b>	
Hollingsworth Field Lighting Project	\$150,000
Community Events & Programming	\$65,000
Memorial Park Security Camera Upgrades	\$8,000
Parks Maintenance & Operations	\$96,430
Bathroom Doors WIFI enabled	\$15,000
<b>Total Park Expenses</b>	<b>\$334,430</b>

The Parks budget supports recreational facilities, community events, park maintenance, beautification projects, and quality-of-life improvements throughout the City.

**Hollingsworth Field Lighting Project (\$150,000)**

- Installation of athletic field lighting
- Associated infrastructure improvements
- Project is scheduled for completion by October 2026 to allow the field to properly settle before the 2027 spring softball season and to avoid construction delays associated with colder ground conditions.

### **Community Events & Programming (\$65,000)**

- Community events
- Riverfront programming
- Festivals and public engagement activities

### **Memorial Park Security Camera Upgrades (\$8,000)**

- Security camera installation and upgrades
- Public safety improvements

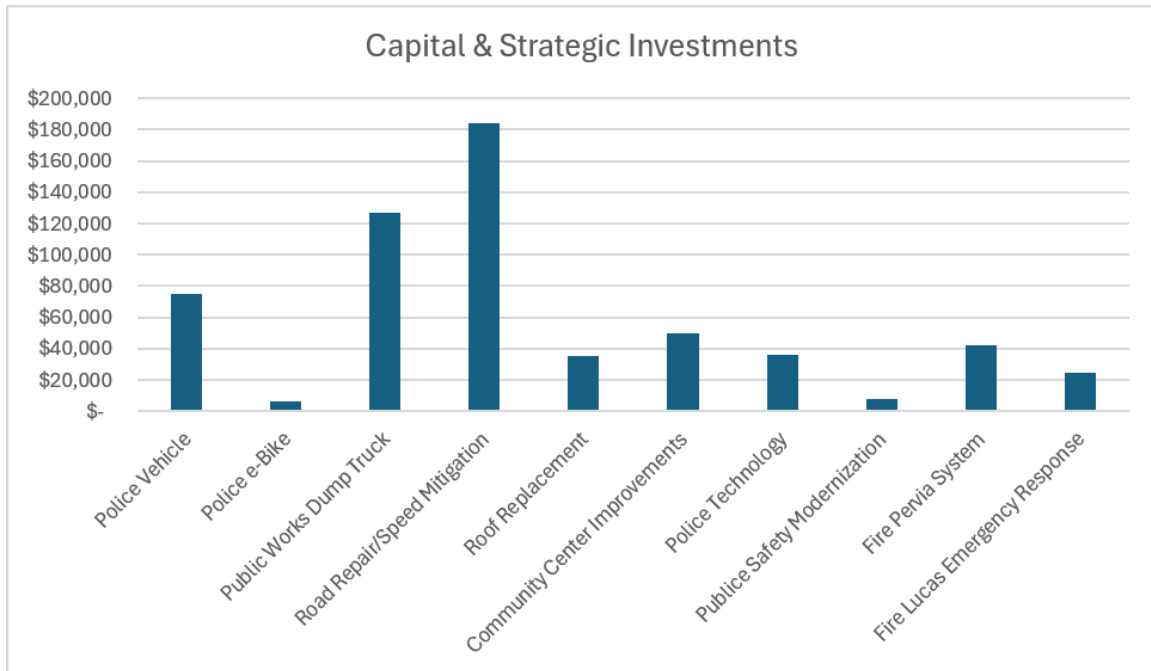
### **Parks Maintenance & Operations (\$96,430)**

- Park supplies
- Utilities
- Fireworks program
- Beautification projects
- Landscaping
- Benches and trash receptacles
- Public art and mural initiatives

### **Accessible Restroom Improvements (\$15,000)**

- Accessible restroom upgrades
- Wi-Fi enabled locking systems
- Public facility improvements

## CAPITAL & STRATEGIC INVESTMENTS



### CITY VEHICLES

DEPARTMENT	YEAR	VEHICLE
POLICE	2015	DODGE CHARGER
POLICE	2017	DODGE CHARGER
POLICE	2020	CHEVROLET TAHOE
POLICE	2021	CHEVROLET TAHOE
POLICE	2021	CHEVROLET TAHOE
POLICE	2022	CHEVROLET TAHOE
POLICE	2022	CHEVROLET TAHOE
POLICE	2024	DODGE DURANGO
POLICE	2024	DODGE DURANGO
POLICE	2024	DODGE DURANGO
<b>POLICE**</b>	<b>2027</b>	<b>DODGE DURANGO</b>
POLICE (SPARE) FUEL PUMP & ENGINE ISSUES	2015	DODGE CHARGER
POLICE (SPARE) FUEL PUMP ISSUES	2018	DODGE CHARGER
POLICE (SPARE) ELECTRICAL ISSUES	2020	CHEVROLET TAHOE
PUBLIC WORKS	2013	FORD F-550
PUBLIC WORKS	2023	CHEVROLET SILVERADO 3500
PUBLIC WORKS	2020	KUBOTA RTV
PUBLIC WORKS	2024	KUBOTA SKID STEER
<b>PUBLIC WORKS**</b>	<b>2027</b>	<b>FORD F-550</b>

CITY ADMINISTRATION	2021	DODGE V6 CHARGER
CODE ENFORCEMENT	2018	DODGE CHARGER
FIRE DEPARTMENT	2024	DODGE DURANGO
FIRE DEPARTMENT	1999	BOSTON WHALER BOAT
FIRE DEPARTMENT	2012	SPARTAN PUMPER TRUCK
FIRE DEPARTMENT	2022	FORD F-550 (AMBULANCE)
FIRE DEPARTMENT	2011	FORD F-450 (AMBULANCE)
FIRE DEPARTMENT	2004	STERLING TRUCK
FIRE DEPARTMENT	2026	POLARIS

**\*\* Bolded selections are new vehicles for the 2026-27 fiscal year**

**Police Vehicle Lease \$75,000**

The City of Ludlow Police Department will be utilizing these funds to lease an additional police vehicle. For this coming fiscal year, the police will be adding one patrol SUV.

**Police e-Bike: \$6,000**

The City of Ludlow Police Department will be utilizing these funds to purchase one (1) e-Bike for their patrols.

**Public Works Dump Truck Vehicle Purchase: \$127,000**

The City of Ludlow Public Works Department will be utilizing these funds to purchase one (1) Dump Truck for their utilization.

**ROAD REPAIR AND SPEED MITIGATION INITIATIVES \$182,000**

The proposed FY 2026–2027 budget includes \$176,000 in Municipal Road Aid funding for roadway maintenance, resurfacing, alley improvements, and related transportation infrastructure projects throughout the City, along with an additional \$6,000 dedicated toward speed mitigation initiatives intended to improve traffic safety within residential neighborhoods and high-traffic corridors. Municipal Road Aid funding received from the Commonwealth of Kentucky will continue to serve as a primary funding source for eligible street and transportation infrastructure improvements throughout the community.

The City has also become aware of additional state transportation funding opportunities that may assist with roadway resurfacing, alley rehabilitation, sidewalk improvements, and related infrastructure projects throughout the community. The City intends to pursue eligible grant opportunities, including Municipal Road Aid supported projects and competitive transportation

infrastructure grants, as a first course of action to maximize available external funding resources.

Where applicable, General Fund resources may be utilized as matching funds to support grant eligibility and project participation requirements. If grant funding is not awarded or additional funding is unavailable, the City will prioritize repairs and resurfacing efforts based upon roadway condition, public safety concerns, traffic usage, infrastructure needs, and available funding.

In recent years, roadway maintenance and paving costs have continued to increase due to inflation, material costs, labor expenses, and broader infrastructure demands. As a result, the City may supplement Municipal Road Aid funding with General Fund resources when necessary to ensure that streets, sidewalks, alleys, and public infrastructure remain properly maintained and safe for residents and visitors.

Proposed roadway and alley projects currently identified for evaluation, resurfacing, rehabilitation, and/or grant consideration include:

- Euclid Avenue
- Latta Avenue
- Post Place
- Walnut Alley (800 Block)
- Linden Street (600 Block)
- Church Street
- Butler Street near Glenwood
- Adela Avenue near the riverfront
- Oak Street
- Linden Street (500 Block)

Project selection and prioritization are based upon several factors, including:

- Coordination with utility providers to avoid conflicts with scheduled infrastructure work or utility cuts
- Roadway condition assessments and infrastructure evaluations

- Public safety considerations and traffic conditions
- Drainage and stormwater concerns
- Available funding and grant opportunities
- Grant eligibility and matching fund opportunities
- Long-term infrastructure planning objectives

The City will continue to evaluate opportunities for roadway resurfacing, alley rehabilitation, traffic mitigation, stormwater improvements, sidewalk accessibility upgrades, and related infrastructure investments throughout the fiscal year in an effort to maintain safe and reliable public infrastructure for residents and businesses.

## **CITY BUILDINGS & INFRASTRUCTURE**

### **City Building Roof Replacement \$35,000**

The proposed FY 2026–2027 budget includes funding for replacement of the City Building roof to protect and preserve critical municipal infrastructure. The existing roof has experienced ongoing wear and deterioration due to age and weather exposure, making replacement necessary to prevent future structural damage, water intrusion, and increased maintenance costs. This capital improvement investment will help ensure the long-term functionality, safety, and reliability of the City Building while protecting public assets and supporting continued municipal operations for residents and staff.

### **Community Center Improvements \$50,000**

Community Center improvements are also included within the proposed FY 2026–2027 budget to support continued facility maintenance, accessibility, and public use enhancements. Planned projects include approximately \$38,000 for replacement of the existing exterior deck and \$12,000 for improvements to the front entrance and restroom areas. These investments are intended to improve safety, functionality, and overall experience for residents and community groups utilizing the facility.

## **TECHNOLOGY & PUBLIC SAFETY MODERNIZATION**

### **AXON System \$36,4000 annually**

The proposed FY 2026–2027 budget includes funding for the implementation of an Axon public safety technology system for the Ludlow Police Department. The project includes body-worn cameras, TASER 10 devices, interview room camera systems, evidence management software, training systems, warranties, and cloud-based digital evidence storage. This investment is intended to enhance officer accountability, transparency, evidence management efficiency, and overall public safety operations while modernizing departmental technology and investigative capabilities.

### **Memorial Park Security Camera Upgrades \$8,000**

The proposed FY 2026–2027 budget also includes an additional \$8,000 for upgrades to the security camera system at Memorial Park. These improvements are intended to enhance and modernize the existing technology currently installed at the park by improving camera quality, monitoring capabilities, reliability, and overall public safety coverage within the facility and surrounding recreational areas.

### **Fire Department Pervia System \$42,000**

The proposed budget includes \$42,000 for implementation of a Pervia communication and reporting system for the Ludlow Fire Department. The system is intended to modernize departmental communication, reporting, incident documentation, and operational coordination capabilities while improving efficiency and supporting emergency response operations.

### **LUCAS Emergency Response System \$25,000**

The proposed FY 2026–2027 budget includes \$25,000 for the acquisition of a LUCAS chest compression system for emergency medical response operations. The equipment provides automated CPR support during cardiac emergencies and is intended to improve emergency response capabilities, responder safety, and patient care outcomes during critical medical incidents.

## CAPITAL & STRATEGIC INVESTMENTS SUMMARY TABLE

Hollingsworth Lights	\$150,000
Police Vehicle	\$75,000
Axon Program	\$36,400
Pervia System	\$42,500
LUCAS Device	\$25,000
Community Center Deck	\$38,000
Community Center Door Openers	\$12,000
City Building Roof	\$35,000
Park Cameras	\$8,000
Public Works Dump Truck Vehicle Purchase	\$127,000
Road Repair and Speed Mitigation Initiatives	\$182,000

## CARRYOVER CAPITAL EXPENDITURES & PRIOR YEAR APPROPRIATIONS

Certain capital expenditures, operational initiatives, and equipment purchases approved during the FY 2025–2026 budget cycle were not fully completed, delivered, invoiced, or expended prior to the close of the fiscal year. As a result, portions of these previously appropriated funds remain reflected within the City’s projected ending General Fund balance and are anticipated to carry forward into FY 2026–2027 for completion of approved projects and purchases.

Examples of approved carryover expenditures and unspent appropriations include, but are not limited to:

- **Public Works Dump Truck Purchase** – Originally budgeted at approximately \$160,000. The finalized anticipated purchase amount was reduced to approximately \$127,000, resulting in a reduction of projected expenditure obligations while still carrying forward the approved vehicle replacement project into FY 2026–2027.
- **City Building Roof Replacement** – Approximately \$35,000 previously budgeted and anticipated to carry forward into FY 2026–2027 pending project completion and expenditure.
- **Business District Beautification** – Approximately \$25,000 was previously budgeted for beautification initiatives within the business district during FY 2025–2026. Of that amount, approximately \$2,000 was utilized for flowers and decorative planters, leaving approximately \$23,000 unspent and available for continued beautification and related improvement initiatives.

Additional capital projects, infrastructure improvements, operational expenditures, and equipment purchases approved during FY 2025–2026 may also carry forward into FY 2026–2027 where appropriate pursuant to applicable accounting and municipal budgeting practices.

Accordingly, the projected ending General Fund balance reflected within this budget proposal includes funds previously appropriated for projects and expenditures that remain pending completion or expenditure in the upcoming fiscal year and should not be interpreted solely as unrestricted or unallocated surplus funding.

## FUND BALANCE & RESERVES

Fund	2023	2024	2025	2026 (Amended)	2027 (Estimate)
<b>General Fund</b>	\$ 2,587,432	\$ 3,417,702	\$ 3,291,367	\$ 3,072,920	\$ 2,359,910
<b>Municipal Road Aid</b>	\$ 55,491	\$ (63,619)	\$ 678	\$ 40,930	\$ 40,930

Fund	Beginning (Estimated)	Increase/(D ecrease)	Percentage Change	Ending (Estimated)
<b>General Fund</b>	\$ 3,072,920	\$ (713,010)	-23%	\$ 2,359,910
<b>Municipal Road Aid</b>	\$ 40,930	\$ -	0%	\$ 40,930

The City maintains General Fund reserve balances equal to approximately four months of operating expenditures as part of its long-term financial management practices. These reserve funds as of June 25, 2026, total \$1,519,762.00 and are maintained in an interest-bearing account to preserve liquidity while generating additional revenue through earned interest. This reserve is separate from the City's operating cash balance, which is also accounted for within the General Fund but is used to fund the City's day-to-day operations. Maintaining adequate reserves helps ensure the City can continue uninterrupted municipal operations during emergencies, economic downturns, unforeseen expenses, infrastructure failures, or delays in revenue collection. Reserve funding also strengthens the City's financial position, supports responsible budgeting practices, and provides flexibility for future capital improvements and operational stability without placing unexpected burdens on taxpayers.

## CITY STAFF LEVEL PROPOSED CHANGES

### Administration

Staff Type	FY 2026 (Current)	FY 2027
Full-Time Staff	4	5
Part-Time Staff	1	0
<b>Total Staff</b>	<b>5</b>	<b>5</b>

\*FY 2026-2027 full-time staff does not include a City Administrator. Positions include the Treasurer, City Clerk, Administrative Assistant, Code Enforcement Officer, and Community Center & Event Coordinator.

### Police Department

Staff Type	FY 2026 (Current)	FY 2027
Full-Time Staff	13	13
Part-Time Staff	0	0
<b>Total Staff</b>	<b>13</b>	<b>13</b>

### Public Works

Staff Type	FY 2026 (Current)	FY 2027
Full-Time Staff	3	4
Part-Time Staff	0	0
Seasonal	1 (Position Posted)	1
<b>Total Staff</b>	<b>4</b>	<b>5</b>

### Fire Department

Staff Type	FY 2026 (Current)	FY 2027
Full-Time Staff	5	8
Part-Time Staff	20	20
<b>Total Staff</b>	<b>25</b>	<b>28</b>

\***Bolded Sections indicate a staffing level change for the department.**

### Full-Time Public Works Position

The proposed FY 2026–2027 budget includes funding for one additional full-time Public Works employee to support increasing infrastructure, maintenance, and operational demands throughout the City. The position is intended to assist with roadway maintenance, park maintenance, facility upkeep, storm response, beautification efforts, and other daily public works operations while improving the City’s overall service capacity and responsiveness to community needs.

### **Administrative Assistant Transition to Full-Time**

The proposed FY 2026–2027 budget includes the transition of an existing part-time Administrative Assistant position to full-time status. This operational staffing increase is intended to improve administrative support capacity, enhance responsiveness to residents and departments, assist with increasing day-to-day operational demands, and improve overall efficiency within City administration.

### **EMS Staffing Expansion**

The proposed budget includes funding for the addition of three full-time EMT positions beginning in January 2027. This staffing increase is intended to strengthen emergency medical response capabilities, improve service coverage, reduce response strain on existing personnel, and support continued public safety operations within the community.

### **Cost of Living Adjustments (COLA)**

The proposed FY 2026–2027 budget includes funding capacity for up to a 3% Cost of Living Adjustment (COLA) for eligible employees across City departments. Any compensation adjustments considered during the fiscal year shall remain subject to employee performance, departmental needs, available funding, and compliance with the City’s adopted compensation structure and pay bands. Nothing in this budget shall be construed as guaranteeing salary increases or adjustments for any employee.

## PARK EXPENDITURES

Park Fund Categories	2025 Actual	2025-2026 Budget	2025-2026 Budget Amended	2027 Proposed Budget
Repairs & Maintenance	\$ 77.00	\$ 206,150.00	\$ 57,050.00	\$ 165,000.00
Park Supplies	\$ 12,439.00	\$ 20,000.00	\$ 33,000.00	\$ 31,380.00
Utilities	\$ 656.00	\$ 600.00	\$ 460.00	\$ 550.00
Community Events	\$ -	\$ 16,000.00	\$ 10,000.00	\$ 77,500.00
<b>Grand Totals</b>	<b>\$ 13,172.00</b>	<b>\$ 242,750.00</b>	<b>\$ 100,510.00</b>	<b>\$ 274,430.00</b>

### Hollingsworth Field Lighting Project \$150,000

The proposed FY 2026–2027 budget includes funding for the Hollingsworth Field lighting project in the amount of approximately \$150,000. The project includes field lighting fixtures, electrical infrastructure, concrete work, and installation necessary to improve visibility, safety, and usability of the athletic facilities. These improvements are intended to support youth athletics, school activities, and community recreational programming while expanding the functionality of the field for evening use.

### Memorial Park Restroom & Access Improvements \$15,000

The proposed FY 2026–2027 budget includes \$15,000 for improvements to the restroom facilities at Memorial Park, including replacement restroom fixtures and installation of WiFi-enabled automatic door lock systems. These upgrades are intended to improve functionality, security, maintenance management, and public accessibility while modernizing park facilities for residents and visitors.

### Community Fireworks Program \$12,500

The proposed budget includes \$12,500 for the annual community fireworks program funded through external sponsorship support from Fischer Homes. The program is intended to provide a community-centered public event that enhances resident engagement, supports local activity, and continues longstanding community traditions without direct impact to operational tax revenues.

### **Community Events & Programming \$65,000**

The proposed budget includes \$65,000 for community events and programming initiatives throughout the City. Funding will support public events, seasonal activities, River Stage programming, concerts, festivals, family activities, and other community engagement efforts intended to enhance quality of life, increase community participation, and support local economic activity within Ludlow.

## ECONOMIC DEVELOPMENT EXPENDITURES

<b>Economic Development Expenses</b>	<b>2027 Proposed</b>
Business Beautification Reimbursements	\$ 10,000
Business District Improvement Reserve	\$ 10,000
Business Façade Program	\$ 50,000
City Beautification	\$ 5,000
Market Study	\$ 4,000
Red Bike Partnership Initiative	\$ 10,000
Sidewalk Reimbursement	\$ 8,000
Street Light Improvements & Beautification	\$ 50,000
<b>Totals</b>	<b>\$ 147,000</b>

### City Sidewalk Reimbursement \$8,000

The City of Ludlow is bringing back its popular reimbursement program for homeowners. The City will offer reimbursement of up to \$500 toward the improvement/installation of sidewalks contiguous to properties. The grant will be a 50/50 match up to \$500. The city will have sixteen grants available in FY 2026-27. For more information visit:

<https://www.ludlow.org/Portals/ludlow/Documents/Sidewalk%20Repair%20Application-2025.pdf>

### Business Façade Grant \$50,000

The proposed FY 2026–2027 budget includes funding for a Business Façade Grant Program intended to support exterior improvements to commercial properties throughout the City’s business districts. Eligible improvements may include storefront renovations, exterior painting, signage, lighting, masonry repair, awnings, windows, doors, landscaping, and other visible upgrades that improve the appearance and long-term viability of commercial corridors.

Priority consideration for funding will be given to new businesses locating within the City of Ludlow in an effort to encourage new investment, reduce barriers to occupancy, activate vacant storefronts, and support continued growth within the business district. Existing businesses may also be eligible for assistance subject to available funding and program guidelines.

The program is designed to encourage reinvestment in local businesses, strengthen property values, attract additional economic activity, and enhance the overall character of the community. Grant amounts, matching requirements, and eligibility guidelines will be established through program policies approved by the City. Priority may also be given to projects that contribute to historic preservation, improve walkability, or support broader redevelopment efforts within the business district.

### **Business Beautification Reimbursement \$10,000**

The proposed FY 2026–2027 budget includes funding for a Business Beautification Reimbursement Program to assist local businesses with smaller-scale exterior improvements and aesthetic enhancements. The program is intended to provide reimbursement assistance for projects such as landscaping, planters, exterior décor, outdoor seating improvements, seasonal beautification efforts, lighting, murals, and related enhancements that improve the visual appeal of commercial properties.

### **Business District Improvement Reserve \$10,000**

The proposed budget also establishes a \$10,000 annual Business District Improvement Reserve to support future downtown and commercial corridor improvement projects. The reserve is intended to assist with ongoing revitalization efforts, infrastructure enhancements, beautification initiatives, business attraction efforts, and other economic development opportunities within Ludlow’s business districts.

### **City Beautification \$5,000**

The proposed FY 2026–2027 budget includes funding for City Beautification initiatives intended to enhance the appearance of public spaces and improve community aesthetics throughout Ludlow. Funding may be utilized for seasonal flowers and landscaping, decorative planters, public art initiatives, streetscape enhancements, community clean-up efforts, signage improvements, and related beautification projects within public areas.

These efforts are intended to promote community pride, support economic development, improve the visual character of the City, and create a more welcoming environment for residents, visitors, and businesses. Beautification projects may be coordinated with volunteers, community organizations, local businesses, and partner agencies when appropriate.

### **Street Light Improvements & Beautification \$50,000**

The proposed FY 2026–2027 budget includes \$50,000 for street light improvements, murals, landscaping, and community beautification initiatives. These projects are intended to improve the appearance, safety, and identity of public spaces throughout the City while supporting placemaking efforts, business district enhancements, and long-term community revitalization goals.

### **Red Bike Partnership Initiative \$10,000**

The proposed FY 2026–2027 budget includes \$10,000 to explore a potential partnership initiative with Red Bike to expand alternative transportation and connectivity opportunities within the City of Ludlow. The initiative would evaluate the feasibility of bicycle share infrastructure, community access locations, trail and riverfront connectivity, and regional transportation integration intended to support mobility, recreation, tourism, and economic activity throughout the community.

### **Economic Development Market Study \$4,000**

The proposed FY 2026–2027 budget includes \$4,000 for an economic development market study in partnership with the Kentucky League of Cities (KLC). The study is intended to assist the City in evaluating business recruitment opportunities, commercial market conditions, redevelopment potential, demographic trends, and long-term economic development strategies to support future investment and business district growth within Ludlow.

## APPENDIX A – BUDGET REFERENCE DEFINITIONS

The City's budget is legally adopted at the account level. To improve transparency and readability, expenditure categories have been grouped into broader operational categories. The descriptions below provide examples of expenditures included within each category.

### GENERAL GOVERNMENT & ADMINISTRATION

**Salaries & Wages:** Administrative staff, City Clerk operations, Code Enforcement personnel, and other general government employees.

**Benefits & Payroll Taxes:** Retirement contributions, health insurance, payroll taxes, workers compensation, unemployment insurance, and employee benefits.

**Legal & Professional Services:** Legal services, audit services, accounting assistance, planning, engineering, and consulting services.

**Insurance & Liability Coverage:** Property insurance, liability insurance, workers compensation coverage, and risk management expenses.

**Technology & Software:** Software subscriptions, website hosting, cloud services, cybersecurity, and information technology support.

**Building & Facility Operations – City Building:** Utilities, maintenance, repairs, janitorial services, supplies, and operational costs associated with City Hall.

**Building & Facility Operations – Community Center:** Utilities, maintenance, repairs, supplies, and operational costs associated with the Community Center.

**Capital Improvements:** Major facility improvements, equipment purchases, building upgrades, security enhancements, and one-time capital investments.

**Other Administrative Operations:** Office supplies, memberships, dues, training, publications, elections, records management, and administrative operating expenses.

### POLICE DEPARTMENT

**Salaries & Wages:** Police officers, administrative personnel, holiday pay, overtime, and payroll-related expenditures.

**Benefits & Payroll Taxes:** Retirement contributions, health insurance, payroll taxes, workers compensation, and employee benefits.

**Vehicle Operations & Fuel:** Fuel, maintenance, repairs, insurance, and operational costs associated with police vehicles.

**Axon Technology System:** Body cameras, tasers, digital evidence management, fleet camera systems, and subscriptions.

**Police e-Bike Program:** Equipment, maintenance, replacement components, and operational expenses.

**Training & Certifications:** State-mandated training, certifications, conferences, and professional development.

**Other Police Operations:** Uniforms, equipment, dispatch-related expenses, communications, office supplies, professional services, and general operations.

## **FIRE / EMS DEPARTMENT**

**Salaries & Wages:** Firefighter and EMS personnel compensation, holiday pay, scheduled overtime, unscheduled overtime, and incentive pay.

**Benefits & Payroll Taxes:** Retirement contributions, health insurance, payroll taxes, workers compensation, and employee benefits.

**Pervia Communication System:** Emergency communication equipment, infrastructure, and implementation costs.

**LUCAS Emergency Response System:** Automated CPR equipment and related emergency response equipment.

**Stryker EMS Equipment:** Powered ambulance stretcher and loading system that improves patient safety and reduces lifting injuries for EMS personnel.

**Vehicle Operations & Maintenance:** Apparatus maintenance, repairs, fuel, insurance, certifications, testing, and operational vehicle expenses.

**Equipment & Supplies:** Medical supplies, squad supplies, fire equipment, turnout gear, computers, and operational equipment purchases.

**Training & Certifications:** EMS certifications, firefighter certifications, continuing education, public education programs, and professional development.

**Other Fire Operations:** Medical Director services, EMS billing services, dues and subscriptions, utilities, communications, payroll processing fees, and general departmental operations.

## PUBLIC WORKS DEPARTMENT

**Salaries & Wages:** Public Works personnel and related payroll expenses.

**Benefits & Payroll Taxes:** Retirement contributions, health insurance, payroll taxes, workers compensation, and employee benefits.

**Road Repair & Maintenance:** Roadway repairs, asphalt, concrete, sidewalk improvements, traffic control devices, and infrastructure maintenance.

**Speed Mitigation Initiatives:** Traffic calming measures, signage, speed feedback devices, and related public safety improvements.

**Fleet & Equipment Operations:** Vehicle maintenance, fuel, repairs, tools, equipment purchases, and operational support.

**Infrastructure & Strategic Investments:** Major equipment acquisitions, dump truck replacement, capital equipment purchases, and one-time infrastructure investments.

## PARKS

**Hollingsworth Field Lighting Project:** Lighting installation, electrical infrastructure, poles, fixtures, and related project costs.

**Community Events & Programming:** Fireworks, concerts, community events, programming activities, and public recreational events.

**Memorial Park Security Camera Upgrades:** Security camera equipment, installation, monitoring infrastructure, and public safety improvements.

**Parks Maintenance & Operations:** Utilities, grounds maintenance, landscaping, supplies, restroom maintenance, repairs, beautification efforts, and general park operations.

**Bathroom Door Access Improvements:** Wi-Fi enabled access controls and related restroom facility improvements.