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**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2017**

Has this requirement been met for 2017?

The 2017 budget document for the City of Wooster has been prepared in accordance with the following policies and initiatives:

Budget Requirements and Accounting for all funds

- Yes** A. Annual budgets are adopted for all City funds. Under state law, the Mayor submits an annual budget (a preliminary financial plan often referred to as the 'tax budget') to Council for consideration and approval no later than July 15. Such budget is based on expected expenditures by program within a fund and estimated resources by source for all funds.
- Yes** B. By Charter the Mayor must submit an annual appropriation ordinance to City Council (this document). This ordinance builds upon the tax budget of the previous July and is updated for any estimate revisions as well as year-end encumbrances and may include any additional information requested by Council. Council may subsequently amend such ordinance.
- Yes** C. For day-to-day management control, expenditures plus encumbrances may not exceed budget at the expenditure-type (i.e., personal services, operations and maintenance, capital, etc.) level of each cost center (activity within a program within a fund). The Mayor may transfer unencumbered appropriations within divisions within funds.
- Yes** D. Appropriation control (City Council appropriated budget) is by program (i.e., safety, leisure, health, etc.) within a fund. City Council may, by ordinance, transfer amounts among programs within and between funds. Budgetary comparison schedules are presented in the Supplemental Section as Required Supplemental Information.

Financial Policies

On January 17, 1995, and amended in 1999, Council passed and the Mayor approved new financial policies for the governmental funds of the City. In part, the ordinance states:

- Yes** (1) The governmental funds shall be budgeted to have a rate of return on all assets greater than or equal to the rate of inflation;
- Yes** (2) Council will not provide new services unless new revenue is available or there is a cost reduction in another service;
- Yes** (3) By 1999, the General Fund shall have an unencumbered cash balance of at least 60 days of expenditures, but no more than 240 days;
- No** (4) By 2001, the Capital Improvements Fund shall have a cash balance at least equal to the value of the annual depreciation of the governmental fund assets; and,
- N/A** (5) If the General Fund cash exceeds the 240 day requirement and the Capital Improvements Fund cash requirement is achieved and the return on assets in the governmental funds is greater than the rate of inflation Council will lower either the property tax rate or the income tax rate.

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2017**

In November of 1989, Council passed an ordinance that set forth the following policy regarding all enterprise funds user charges (rates).

- Yes** 1. Sufficient revenue must be generated by the charges to ensure high quality service for an indefinite period of time. Therefore, the return on assets must approximate inflation after consideration of gifts, donations, grants and subsidized loans.
- Yes** 2. Sufficient cash flow must be generated by the charges to ensure all expenditures, including debt service, can be paid in a timely manner.

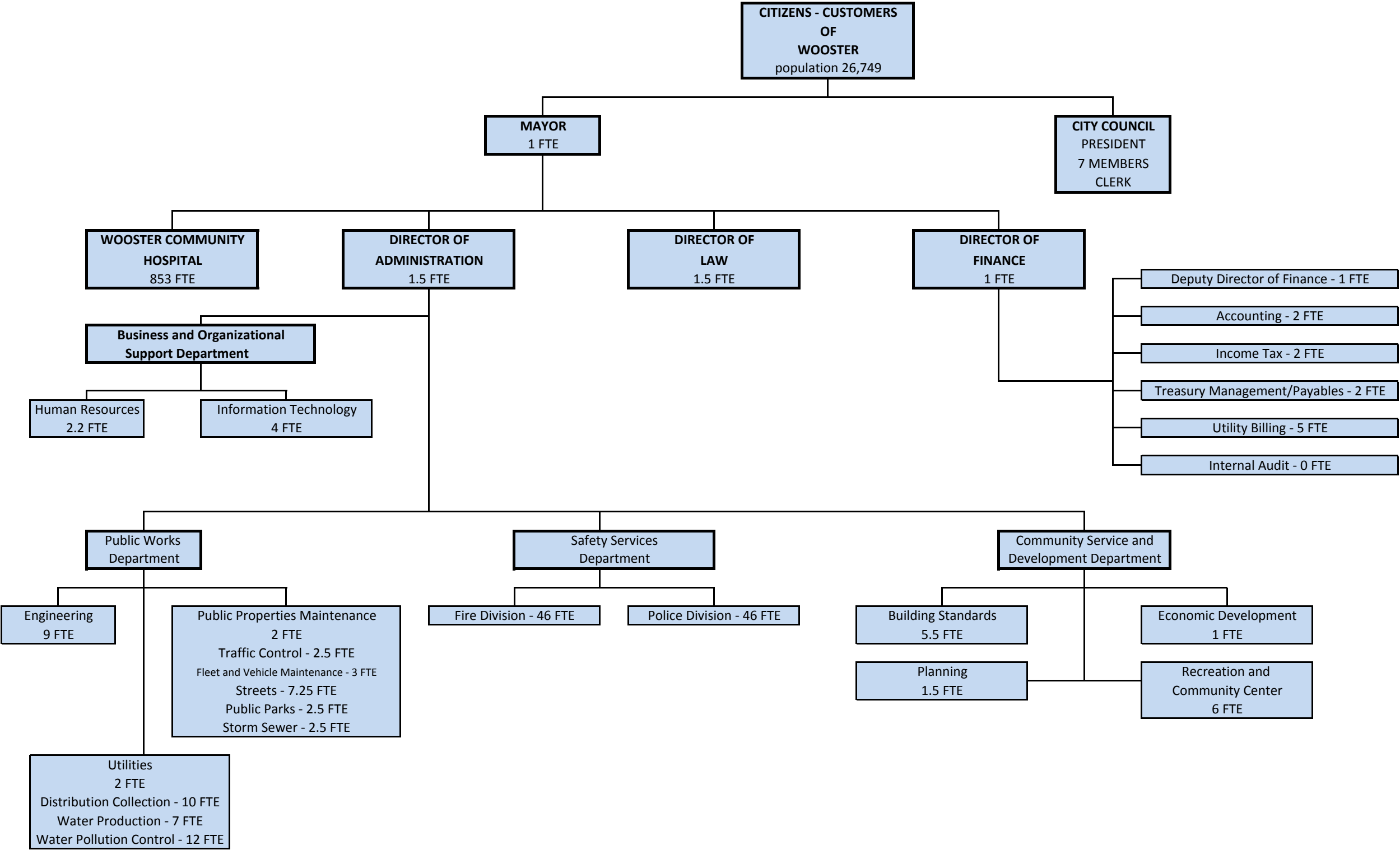
Investment Policies (summarized)

The City of Wooster's policy is to invest public funds in a manner which protects the citizens and the investors from a loss of principal while attaining a competitively high rate of return on investment and maintaining adequate liquidity. The interest revenue included in the 2017 budget has been prepared understanding that the portfolio is continuously analyzed to attain the following objectives:

- A. Preserve capital and protect investment principal in conformance with federal, state and local requirements.
- B. Maintain sufficient liquidity to meet operating requirements.
- C. Diversify the portfolio to avoid incurring unreasonable risks regarding specific security type or individual financial institutions.
- D. Attain a market rate of return throughout budgetary and economic cycles.
- E. Protect the principal of lenders.
- F. Encourage community growth.

General Fund					
Tax Dollars Used To Fund Capital/Infrastructure Investment					
	2013	2014	2015	2016	2017
	Actual	Actual	Actual	Projected	Budgeted
Transfer to Capital Improvements Fund	\$ 2,118,500	\$ 2,830,000	\$ 3,402,100	\$ 4,332,190	\$ 4,317,000
Debt Service Road Improvements	8,621	4,311	-	-	-
Debt Service City Hall Renovation	142,713	145,213	142,613	140,013	142,088
Debt Service Safety Service Center	-	-	-	477,310	471,410
Total	\$ 2,269,834	\$ 2,979,524	\$ 3,544,713	\$ 4,949,513	\$ 4,930,498

**FUNCTIONAL ORGANIZATION CHART
with Full-Time Equivalent (FTE) positions**



**CITY OF WOOSTER, OHIO
 FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES
 LAST TEN YEARS & 2017 PROJECTED BUDGET**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 (A)	Projected 2017
Governmental Services:											
Safety services:											
Police Division	43.0	43.0	42.0	38.0	43.0	39.5	36.8	43.0	44.0	44.7	46.0
Fire Division	43.0	43.0	43.0	42.0	43.0	42.0	42.0	46.0	46.0	46.0	46.0
Traffic Control	4.0	4.0	4.0	2.0	2.0	2.0	2.3	2.6	2.7	2.7	2.7
Total Safety Services	90.0	90.0	89.0	82.0	88.0	83.5	81.0	91.6	92.7	93.4	94.7
Leisure services	16.0	16.0	16.0	10.5	9.9	8.9	10.2	9.4	9.1	9.1	9.1
Environment and development	7.0	7.0	7.0	8.4	8.0	9.5	7.0	11.2	11.2	11.2	11.2
Transportation services	15.7	15.7	17.5	16.5	17.4	15.0	11.3	11.2	10.8	10.5	10.5
Administrative services	20.5	19.5	19.5	16.4	19.0	15.9	17.3	16.5	17.5	19.5	18.2
Total Governmental Services	149.2	148.2	149.0	133.7	142.3	132.8	126.8	139.9	141.3	143.7	143.7
Business-type services (Note 2):											
Wooster Community Hospital	699.7	711.9	701.2	705.0	704.5	714.3	761.0	778.0	802.0	834.0	853.0
Water - Treatment & Distribution	20.0	20.4	20.4	14.0	13.8	14.1	18.3	19.9	18.0	18.5	17.8 (1)
Water Pollution Control - Collection & Treatment	19.8	20.1	20.1	13.5	13.3	16.1	15.9	19.6	20.7	21.2	22.4 (a) (1)
Storm Drainage - Collection	5.3	5.6	5.6	5.3	5.3	2.5	3.8	3.8	4.6	4.9	5.1 (1)
Total Business-type Services	744.8	758.0	747.3	737.7	736.9	747.0	799.0	821.3	845.3	878.5	898.3
TOTAL PRIMARY GOVERNMENT	194.30	194.30	195.10	166.38	174.65	165.50	164.75	183.10	184.55	188.18	188.95

Source: City Human Resources Division and Finance Department payroll and budget offices.

(A) As of 10/31/2016 - budgeted positions; filled or in process.

Notes:

(a) A new position was added in the Water Pollution Control plant.

Note 1 (1) - Maintenance and Engineering employees are allocated to transportation services, water, water pollution control and storm drainage based on estimated time worked in that activity.

BALANCED BUDGET: DEFINITION

There are three scenarios under which the City considers a budget to be “balanced”:

Scenario One: Revenues = Expenditures

Current year revenues are equal to current year expenditures.

Scenario Two: Revenues > Expenditures

Current year revenues exceed current year expenditures, resulting in a surplus.

Scenario Three: Revenues + Surplus Balances = Expenditures

Previous years’ surplus balances added to current year revenues equal current year expenditures. This scenario is used for one-time or non-routine expenditures which usually fund infrastructure or large capital purchases. Such purchases will not result in on-going expenditures or legacy costs.

For calendar year 2017, the City’s budget is balanced under the third scenario.



BALANCED BUDGET SCENARIOS

Scenario One: Revenues = Expenditures

Scenario Two: Revenues > Expenditures = Surplus

Scenario Three: Revenues + Surplus Balances = Expenditures

PROGRAM NARRATIVE 2017 BUDGET

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2017 objective(s) and significant changes in the personnel and operations portions of the budget. These narratives are authored by the responsible manager. The Wooster Community Hospital is not included in this program narrative.

ADMINISTRATIVE SERVICES

Director of Administration

Service Pledge

City services are a valuable piece of what makes Wooster great. Providing those services in the most cost effective way possible is one of the primary goals of the Administration. Maintaining our infrastructure, parks and equipment requires a considerable investment in any year, and adding the additional costs of catching up after years of capital deferment during the recession is even more challenging. The Administration is dedicated to maintaining these services and protecting our quality of life, while staying within our means.

The City's administration and staff share a commitment to the City's Core Values of Stewardship, Trust and Accountability. We desire to be good stewards of the public's resources, deliver costs effective and efficient services, and make decisions that meet the desires and needs of our citizens. We continue to fully fund our capital improvements as required by our charter, completing and planning for many capital & infrastructure improvements.

We also continue to be frugal and reasonable with our spending. The Administration and management of the City evaluate every line item in the operations and capital budgets only proceed with the request or expenditure if deemed necessary for operations and maintaining services. We promised to move forward with balanced budgets, and we intend keep that promise.

SAFETY FORCES

Fire

Mission Statement:

To prepare for, respond to and mitigate all calls for duty in an efficient and cost effective manner. This will occur by providing an all-hazards approach to emergency services requested by the citizens, visitors and businesses of the City of Wooster.

To meet this mission, we will aggressively provide fire suppression, emergency medical services, rescue operations, fire prevention, code enforcement, emergency preparedness and training activities.

Executive Summary:

2016 was a very productive year for the Wooster Division of Fire. The Division completed multiple large projects and shifted our operational methodologies to provide more efficient and effective emergency service operations for our City.

In June of 2016, the City broke ground on the Safety Center (Fire Station #2), which marked years of planning, dedication, and hard work of so many city employees. In July, The Wooster-Ashland Regional Council of Governments (WAR COG) communication center and Fire Station #3 were opened and became operational. The Fire Division's fire officers and firefighters continued to provide excellent service, while becoming comfortable with the updated response configurations.

The Fire Division began to address operational deficiencies and plan for long term successes. This included: updated officer development training, development of updated policies and standard operating guidelines, and the purchase of seriously needed fire, EMS and communications equipment. These operational updates will provide a foundation for the Fire Division to grow and provide safe, efficient and effective services to our community.

The **goal** of the FY2017 budget is to complete the Safety Center project and acquire the needed capital equipment to ensure a consistent, safe and efficient emergency services response system.

FY2017 Personnel:

After two years of significant personnel changes and retirements, 2017 looks to be much calmer. We plan to maintain our current staffing levels and will be conducting a job task analysis to see if we have any deficiencies. This data collection process will help us formulate our strategic staffing plan and the continuous improvement of our division.

We will see a 3% increase in wages starting on 11-1-2016 and running through 10-31-2017 per the CBA with Wooster Firefighters L-764. This wage increase will be incorporated into the personal services budget. Negotiations with Wooster Firefighter L-764 are scheduled to begin in the fall of 2017 and will dictate any additional personnel cost for the remainder of the year.

FY2017 Operations:

To meet our FY2017 goals; the fire division's operations section will focus on three broad objectives. 1) Apparatus design, purchase, and implementation 2) Facility enhancements and 3) Updating our Strategic Plan & Standards of

Coverage to begin the accreditation process by the Center for Public Safety Excellence. These objectives include:

- Complete the fire engine purchase that was authorized in Sept. 2016. Along with the implementation of Medic 4 and placing our new MARCS radios in-service.
- Complete the Safety Center project and moving administration to the Safety Center.
- Complete our Strategic Plan and Standard of Coverage utilizing a data driven approach.

FY2017 Community Risk Reduction:

The focus of the FY2017 community risk reduction section is training and fire prevention. The fire division is forecasting a significant turnover in our workforce over the next 5 years. To prepare future fire officers and leaders, the division will update its professional development plan and provide leadership/management training opportunities. To improve efficiencies of our fire prevention section, the division will be transitioning to an electronic plan review, preplan and inspections system.

FY2017 Capital Improvement:

The focus of the FY2017 Capital Improvement plan is to acquire and place in-service equipment to complete the Safety Center Project. This includes ensuring all apparatus, medic units and equipment is purchased and in-service. This plan will allow the division to safely continue the desired level of service to all response districts within the City.

Police

Vision Statement: The Wooster Police Department strives to be a premier law enforcement agency by providing law enforcement service in an efficient and effective manner.

Mission: The Wooster Police Department is a committed partner with our community. Ethics, Integrity and Professionalism are the core values which lead us forward. These core values are the foundation upon which we base our mission. We realize that our most important asset is our employees who strive to make our organization a premier law enforcement agency. Our employees are dedicated to protecting and preserving life while providing fair and impartial law enforcement services to all. It is these core values, dedication and community partnership that make our agency distinguished.

Guiding principles:

- We value dignity and respect for all persons.
- We value integrity and honesty as the basis for community trust.
- We value excellence and professional growth.
- We value the highest standards of moral and ethical conduct.

2017 Objective: To provide the best possible service to the community with the resources we have. Educate the public and foster relationships through community involvement and programs like our Citizen's Police Academy. We will also continue to take a proactive approach to law enforcement in our community.

Personnel: The addition of several new officers to our department has helped the agency shift from a reactive policing approach to a proactive approach. We have assigned an officer to a full-time community relations position. Many of the projects he has worked on have strengthened the police department's relationship within our community.

We have also assigned two officers to a full time Community Impact Unit. Working in coordination with Medway, their primary purpose is to help tackle the ever present drug problem in our community.

The School Resource Officer program is currently being funded by a grant awarded to Wooster City Schools. Wooster Community Hospital continues to see the benefits of having a full-time officer to serve in the capacity of Hospital Resource Officer. This position has been so successful that in 2016 they agreed to add a second full-time HRO. These position increases safety and security at the hospital while providing a valuable link between our two agencies.

Operations: We will continue to scrutinize and review equipment that will increase the efficiency of the department prior to purchase. We will continue to implement and utilize programs that may help our agency become more efficient at daily operations. In addition, we will continue our Citizen's Police Academy to foster relationships and educate the community about the police department.

We will continue to examine and revise training on a department wide basis. The goal of this will be to continue to provide yearly in-service training to officers where all required certifications will be updated. Furthermore, this will assist the department in the continued implementation of a career development plan for department personnel.

COMMUNITY SERVICES AND DEVELOPMENT

Building Standards

Mission: The mission of the Building Standards Division of the City of Wooster is to protect the public from hazards incidental to the design, erection, repair, demolition or use and occupancy of all buildings or structures and to ensure the safe and sanitary maintenance of existing buildings using effective code enforcement while providing open communication, courtesy and respect.

2017 Objectives:

1. The online tracking of backflow device testing began during 2016. It has been very successful in that our tracking of the testing backflow devices has improved dramatically.

We now must increase compliance with enforcement of the City requirements when we identify non-compliance through our new system.

2. We will begin conducting all of our business on line with a new cloud based software. Including: Plan reviews, issuing permits, taking payment, conducting inspections, etc.

Personnel: With the new system it will be important to continue employee training during 2017.

Operations: Construction activity during 2016 reached levels not seen before for number of permits, value of construction (100,000,000), inspections and fee collection. Again in 2017 only necessary items have been budgeted with no material increase in any line item with the exception of the property maintenance/code enforcement abatement object code. We are using the object code 2370 contract for property maintenance and have budgeted \$60,000. This will allow for 3 demolitions in addition to the standard abatement activity such as mowing grass, hauling away garbage and debris from properties and towing unlicensed or inoperable motor vehicles. Contract 1 is for our new software (SAS: software as a service) and contract 2 is for our contract plan reviewers.

Economic Development

Mission: "Works to cultivate economic opportunities for Wooster's current and future businesses and residents." The Department exists to encourage and support strategic economic and community growth within the city of Wooster by focusing on the retention and expansion of local enterprises as well as assisting new business ventures that correspond with Wooster community values, interests and needs, while striving to improve the quality of life for Wooster residents and businesses by concentrating on ensuring that Wooster is an attractive place to live, work, and play.

2017 Objectives: To continue on-going community and economic development efforts and projects throughout the City of Wooster by researching, applying for, and securing financial resources that are vital components to the completion of these projects. (This Department worked in helping to secure \$1,091,500 in funding for community-development related infrastructure to date in 2016). These efforts include administration of several on-going Community Development Block Grant projects, the Community Reinvestment Area program, and the Enterprise Zone program, and pursuit of unique grants for special projects, such as funding for extending the

Wooster Bike Trail Loop. Continued coordination with the City of Wooster's economic development partners to concentrate on building closer relationships with area to acclimate and educate city administration of current and/or anticipated future issues that employers may face with doing business in the city of Wooster.

Special projects include the ongoing management of a Downtown Waste Collection Program and improvements to the public parking inventory to improve safety, efficiency, and aesthetics within the Central Business District. This Department also coordinates with Wooster Growth on real estate and economic development incentive efforts, as well as the Wooster Opportunity Loan Fund. Outreach and education on economic development matters remains a key goal. The Department, as required by CDBG participation, also provides education and resources on Fair Housing. In collaboration with stakeholders, create outreach tools and develop procedures to improve marketing of Wooster to prospective businesses.

Unique for 2017 is the request for a \$50,000 retainer to maintain the Home Repair component of the City's Community Housing Impact and Preservation Program, which has been managed through the Wayne Metropolitan Housing Authority. This program is historically funded through a competitive grant, which was unfortunately not secured for 2017, though the City and its partner, Wayne County, will be reapplying to secure funding for 2018. In the interim, the Home Repair Component of the program provides for emergency repairs necessary to retain housing for certified low income residents who own they homes in which they reside. Generally, approximately \$50,000 out of \$177,000 would have been made available to repair up to 5 homes had the CHIP grant been secured. By providing a retainer in 2017, the City will be able to keep the most vital aspect of the program available to its neediest residents.

Additionally, this Department seeks to secure an intern for a season in order to conduct research on how Wooster utilizes its incentive resources in comparison to other cities, in addition to developing additional tools for economic development outreach, and also assisting with CDBG-related tasks.

Operations: To serve the businesses, entrepreneurs, and residents through the economic and community development efforts of the City of Wooster by providing a professional resource for all aspects related to the betterment of Wooster's business community.

Planning and Zoning

Mission: The mission of the Planning and Zoning Division is to guide the use of land, growth and development in the City of Wooster through the implementation of adopted codes, policies and plans. The division strives to promote a vibrant, attractive and prosperous community through cooperation and coordination with

elected officials, appointed boards and commissions, city departments, citizens, and developers.

2016 Goals Accomplished:

- Completed an update to the City of Wooster Design Guidelines with the assistance of a consultant.
- Worked with the Building Standards Division to evaluate permitting software options and selected Viewpoint cloud based software.
- Hired a qualified individual to fill the Administrative Assistant position and integrated her into the position.

Staffing Changes (2016): No staff changes are anticipated for the division in 2017

Operation Notes (2016): No operational changes are anticipated for the division in 2017.

2016 Goals:

- Complete an update to the City of Wooster Planning and Zoning Code with the assistance of a consultant.
- Work with the Building Standards Division to implement Viewpoint Cloud software for permitting and review of plans.
- Migrate plan and permit storage to a digital form, rather than the current paper form.

Recreation and Community Center

Mission: The mission of the Wooster Recreation and Community Center is to enrich the lives of our community members through parks, programs and play!

2017 Objective:

- Provide additional access to and educate the public on online membership & reservations.
- Increase & deliver innovative and flexible programming to meet the changing needs of the community.
- Use creative forms of publicity and take advantage of the many available free advertising resources. Continue to work on internal cooperation between City departments to conserve resources. Promote and continue to establish partnerships with outside organizations to increase efficiency and reduce expenses. Increase presence of social media.
- Continue to find innovative ways to increase use of space available and reduce expenses.

Personnel: No additions.

Operations: Provide and implement as many quality programs and services as possible using the Community Center and other area facilities.

Pools

Mission: To provide safe and compliant aquatic facilities that offer opportunities and features that will attract customers and provide a positive experience at our pools and spray ground.

2016 Objective:

- Maintain and update aquatic facilities for safe and enjoyable use for all participants.
- Evaluate and continue to implement ADA accessible initiatives.
- Establish partnerships that will increase revenue and reduce expenses.

Personnel: The City will be seeking to contract with the YMCA to schedule staff and manage daily operations of the pools in 2017. Continue to work with the YMCA to reduce expenses and deliver quality aquatic programs for our community. City employees and contractors will still provide maintenance as has been done in the past.

Operations: Days of operation may change slightly in 2017 for Christmas Run Pool and Knights Field Spray ground. Through our contract with the YMCA, both City of Wooster pool pass holders and YMCA of Wooster members will have access to Freedlander Pool, Christmas Run Pool, Knights Field Spray ground and the Ellen Shapiro Natatorium beginning Memorial Day weekend through Labor Day.

Business and Organizational Support

Human Resources

Mission Our mission is to provide exceptional customer service through all aspects of the human resources profession for all city of Wooster employees and external customers.

2016 Goals accomplished:

- Successfully selected a new insurance broker to assist with the evaluation of vendors and cost saving strategies.
- All employees completed Diversity Training by September 2016.
- Met compliance standards for Blood borne Pathogen and Hepatitis B per OSHA regulations by December 2016.
- Partnered with Administration to implement a new hire orientation programs and had all new hires within past 2 year participate.
- Serve as the HR representation for the Wooster Ashland Regional Council of Government to create and implement all new HR processes including but not limited to; compensation, benefits, recruiting, policies/procedures, workers compensation, employee relations, etc.
- Implemented FLSA law changes in July 2016 to remain compliant.

2017 Objectives:

- Continue to evaluate and update the City of Wooster's safety programs throughout the 2017 calendar year, in cooperation with the insurance consultant and the Safety Committee.
- Monitor and ensure City of Wooster compliance for possible changing Federal and Ohio laws which impact the workplace and its employees.
- Continue to research alternative vendors to supply the City benefits.

Information Technology

Mission: To provide leadership in information technology and systems, with a focus on providing strategic direction on technology issues, leading technology innovation initiatives, facilitating reliable, timely and easy access to information for employees and citizens, while responsibly managing the City of Wooster's technology infrastructure and applications and maintaining the highest level of reliable service and support.

2017 Objective: Reduce "soft" costs and lost productivity by implementing server and workstation hardware end-of-life policies and establishing consistent hardware standards. Migrate away from open source solutions that do not provide an acceptable level of support and require an increased amount of personnel training.

Personnel: Staffing levels have remained the same since 2010 when the division took a 20% decrease from the VSP. Increase cross-training efforts to reduce skill specialization that frequently has a negative impact on our ability to provide timely internal support services.

Operations: Continued focus on achieving 99.999% uptime of all mission-critical systems and providing support services to our end users within accepted service level agreements.

PUBLIC WORKS

Engineering

Mission: Our mission in the City of Wooster, Division of Engineering is to serve the public by providing professional engineering services for safe, quality and sustainable infrastructure and development. This is accomplished as we plan, advise, administer, oversee implementation of and document all public works improvements and subdivision development with the aim of providing these services cost effectively and timely while protecting the public health, safety and welfare. Success is measured by the stewardship of the public funds and public trust.

2017 Objectives & Goals:

1. To continue to manage the City's infrastructure construction and documentation in a way that will provide adequate service to residents, sustain development, and allow for intelligent infrastructure planning.
2. To continue to acquire, analyze and maintain accurate information of the City's infrastructure assets, capacity and needs and provide that information to the City Administration for City growth, economic development, and planning decisions.
3. To provide easy access to City information regarding properties, utilities, mapping, and development regulations to the general public and development community.
4. To support private development through reviewing, approving, inspecting and providing standards and guidance for all residential, commercial and industrial development activities.
5. To support and maintain close relationships with the City's development, educational and business partners, including the Wooster Community Hospital, Wooster Growth Corp, Wayne Economic Development Council, Main Street Wooster, College of Wooster, OARDC & ATI, Wooster City Schools and the Wooster Area Chamber of Commerce.
6. Provide engineering support and consulting services to other City departments and divisions.
7. To continue to review, analyze and improve Engineering Division operations and methods for quality, efficiency and cost effectiveness.

Operations Initiatives:

1. Personnel Costs: The Engineering Division continues to have an increased workload due to the increased level of management needed for complying with ODOT funded projects and Ohio EPA's requirements for storm water management. It will be necessary in the near future to hire another inspector to alleviate the backlog. We have hired an outside inspector the last two construction seasons to help with the workload and we expect it will be necessary to do the same in 2017. We will again utilize at least one intern during the summer and would prefer to have two. We continue to have overtime costs to cover the pre-construction phase of operations. Our tuition line item has been increased to cover the cost of the staff engineer's pursuit of his Master's degree from Ohio University which should be completed in 2017.
2. Operations Costs: O&M costs have been reduced for 2017 based on the historical spending trend. All employees' computers have been updated in the past two years and our other office equipment is in good condition. We are requesting funding for manhole adjustments and replacement along with concrete for storm water maintenance issues such as catch basin repair as we did in 2016, but at a lesser dollar amount.
3. Capital Costs: Our capital requests are for replacing one inspector's vehicle that has reached its limit in providing safe, reliable transportation to our inspector and orthophotography to update our GIS system.

Infrastructure Initiatives:

We will continue to vigorously pursue outside funding from ODOT, OPWC and OEPA to offset the high costs of infrastructure improvements.

The Division of Engineering attempts to balance the infrastructure needs of the city with the financial resources available. At the same time, current and future development and its associated demands are considered when attempting to develop a strategic plan for City growth and infrastructure improvements.

Public Properties Maintenance

Mission: Through a cost-effective manner, provide essential City services, leisure opportunities and community beautification while enhancing the quality and safety of our city, to continue to make Wooster a place that we are proud to call home.

Maintenance (Streets):

2017 Objective: To continue our goal of improving the City's infrastructure that includes streets, storm sewers, sidewalks and mowing by assessing the condition of the asset and forming a planned maintenance/repair work order.

Personnel: No changes anticipated in 2017.

Operational Goals: Improving the conditions of our roadways will continue be on the forefront of our focus in 2017. To finish the last 3 miles of our chip seal program in our alleys. Concrete repairs on many alleys will begin in 2017 as well. Once through the alley maintenance and repairs we begin repairing as many secondary streets throughout the City that score lowest on the PCI rating that our budget allows. PPM will also continue working with the Engineering Division in coordinating projects and maintenance issues as they arise. We continue enhancing services through improved procedures for snow and ice control. Roadside mowing will continue as part of our normal operation.

Maintenance (Storm Drainage):

2017 Objective: To provide leaf collection that is timely and efficient. Continue to repair/replace the storm sewer infrastructure like inlets and storm pipe. Our annual inlet and pipe cleaning will be conducted. Two citywide street sweepings – one each Spring and Fall – along with many others downtown throughout the year.

Personnel: No changes anticipated in 2017.

Operational Goals: Minimize the amount of overtime needed to perform two cycles of leaf collection and other maintenance issues throughout the City.

Traffic

2017 Objective: Continue to replace traffic signage throughout the City that doesn't meet MUTCD Standards. To complete the City's traffic preemption system to ensure uniformity throughout the City and to install cameras at appropriate intersections as time and budgets allow. To rebuild deficient intersections based on engineering assessments of intersections.

Personnel: No changes anticipated in 2017.

Operational Goals: To focus on sign replacements that were identified as needing replaced in 2016 through the MasterMind software system. Keeping detailed record keeping of those replacements as well as new sign installation is essential for PPM to maintain. We will finish installing the new modems purchased in 2016, so that communication of each signal will be greatly improved to our main computer at PPM. We will also be engaging in extensive training on our system to maximize its efficiency and to provide better service and maintenance.

Parks & Shade Tree

2017 Objective: Improve the overall aesthetics of each of our parks throughout the City. By focusing on preventative maintenance issues before they become immediate response type issues will drastically decrease the amount of call in complaints/concerns that come in each week. We will also focus attention to safety issues like installing more PIP around swings, slide, etc. Shade tree will continue to use contractors for the larger removal and maintenance projects. Downtown flowers and planting beds along with our varied landscape features citywide will be managed through Shade Tree and its contractors.

Personnel: We would like to add one staff member focused solely on preventative maintenance and general grounds upkeep in our parks. This will also increase the amount of physical presence someone at PPM can be in our parks to deter vandalism and address homeless issues that are ever increasing.

Operational Goals: Our goal is to improve the timeliness of our routine maintenance that our citizens will come to appreciate even more in our wonderful parks. Having an additional employee designated to our parks would greatly enhance the overall aesthetics and ensure timeliness by contractors performing contract work agreements.

Garage

2017 Objective: We will continue to look at new ways to meet the rising need of maintenance on the City's fleet and equipment.

Personnel: We would like to add a Mechanic-Welder to our Garage staff in 2017.

Operational Goals: With approximately 260 pieces of equipment and vehicles that are in need of maintenance, it is essential that we decrease the amount of downtime and minimize the outsourcing of repairs. Relying on outside services to perform repairs to be done in a timely manner is out of our hands, in most cases. Some pieces that are in for repair can sit 10 to 14 days before a diagnosis is even performed. The last two years the amount of welding/fabrication work alone accounted for about \$50,000 just at PPM. It's quite possible that other divisions outsourced welding and fabrication as well increasing the overall expenses to the City. By adding an additional Mechanic-Welder will place our Garage in a better position moving forward and improve the needs of all of the Divisions in the City.

Utilities

Just as with every year, the Utilities Division continues to evolve and adjust to the changes of personnel, process and equipment. The acquisition of Quasar Energy Group's anaerobic digester and bioenergy equipment at the Water Resources Recovery Facility (WRRF) will require additional manpower and work load changes across the staff. The purchase will also require the City to contract land application of biosolids to an outside vendor. In addition, feedstock receiving, monitoring, tracking, analysis and reporting will be added to the current duties of the plant operations workforce.

The WRRF wet stream improvements (undertaken to comply with Ohio EPA Findings and Orders) have been completed and the plant operators are developing new procedures to improve compliance and maintain the new equipment. During 2017, the Division will stress maintenance of equipment, development of Standard Operating Procedures (SOPs) for new equipment and professional development of the staff.(as 69% of Operations have less than six years of experience).

The Distribution/Collection/Meters (D&C) Subdivision should be moved into their newly remodeled facility by the end of 2017 (bid in November 2016). The new building will allow the entire team to be located together along with all the equipment, parts and materials they need to perform all their daily functions. In 2016, two employees were moved from the Tradesperson position to Operator Trainee to provide opportunities for additional training and allow extra versatility to split crews and run separate excavation sites. We will seek to move the remaining Tradesperson (1) into the Operator Trainee classification in the new year. In addition to the building completion, the D&C group will replace the nonfunctioning sewer camera system in order to complete system maintenance and assist the Engineering Division with underground capital improvement projects.

The 2017 priority of the Water Treatment Plant will be to maintain and ensure redundancy of the treatment process. The plant's high service pumps are due to be rebuilt after nearly 20 years of continuous service. The human machine interface (HMI) software will also need replaced in the near future as the existing system is

obsolete and the server is years past its standard useful life. The plan is to consolidate the software with the same package being used at the WRRF and house it on the City's main computer server. The move will provide multiple redundant capabilities and incorporate the City's IT Department as the system Administrator. Well updates will also take place at the City's North Well field. The original wells established in 1951 will be refurbished with new check/air release valves and rewired to improve reliability.

The City of Wooster provides an extensive range of municipal services. The following is a list of City funds with average annual revenues of \$1 million or greater with major revenue sources and major services provided.

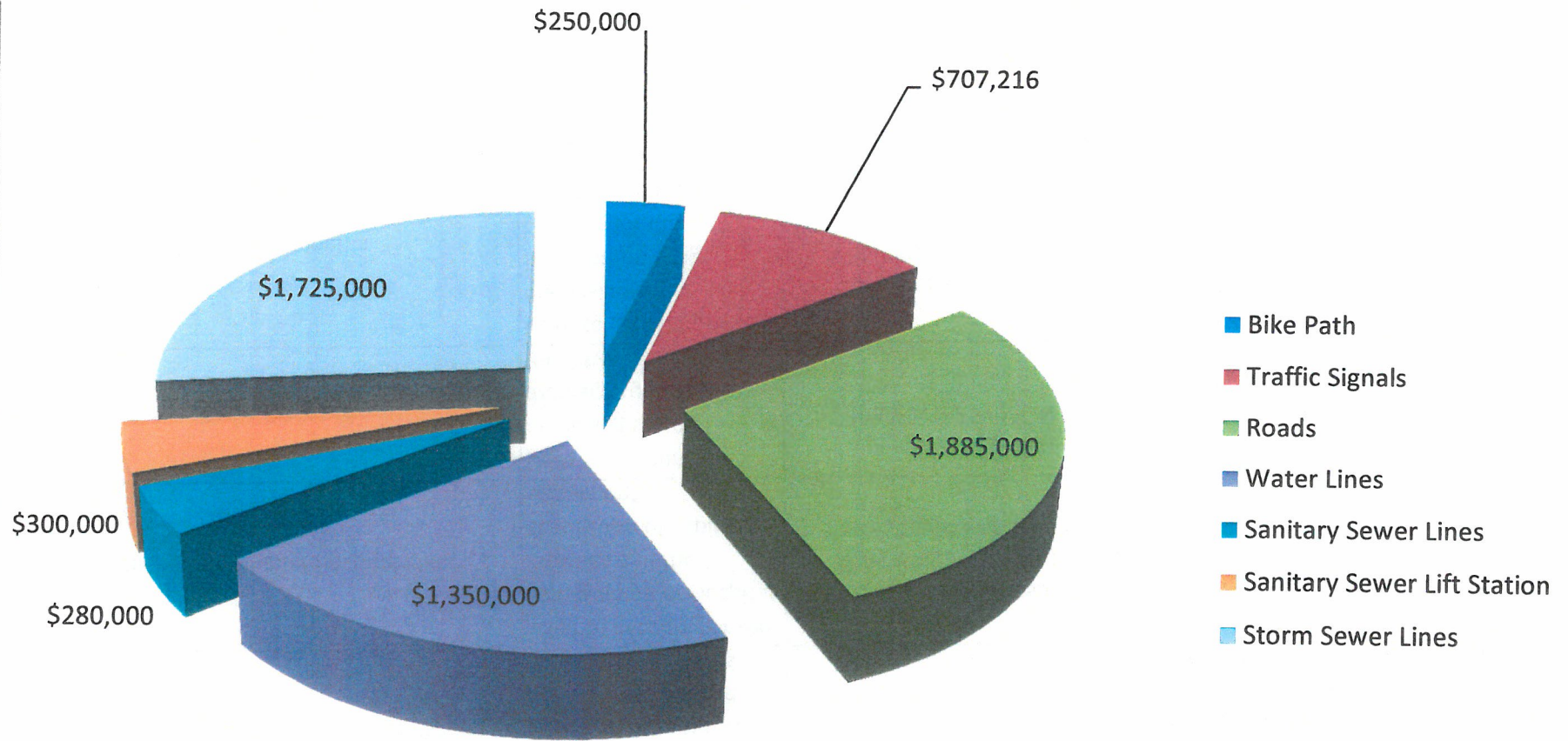
Fund Title	Description	Major Revenue Sources	Major Services Provided
General	The City's general operating fund used to account for all financial resources except those required to be accounted for in another fund.	<ul style="list-style-type: none"> * Income Tax * Property Tax * Emergency Medical Services * State Revenues 	<ul style="list-style-type: none"> * Public Safety * General Government * Road Maintenance * Parks & Recreation
Street Construction, Maintenance & Repair	Used to account for gasoline taxes and vehicle registration fees use for maintenance of City streets.	<ul style="list-style-type: none"> * Gasoline Tax * Vehicle Registration Fees 	<ul style="list-style-type: none"> * Street Repair * Snow & Ice Removal * Street Cleaning * Traffic Signals
Capital Improvements	Used to account for capital projects and equipment financed by general fund revenues.	<ul style="list-style-type: none"> * Transfers from General Fund * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Road Construction * Road Resurfacing * Vehicle Purchases * Equipment Purchases
Water	Used to account for the operations and capital purchases of the City's water treatment plant	<ul style="list-style-type: none"> * Sales of Water * Investment Income * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Purification of Water * Maintenance of Water Lines * Utility Billing

1-20

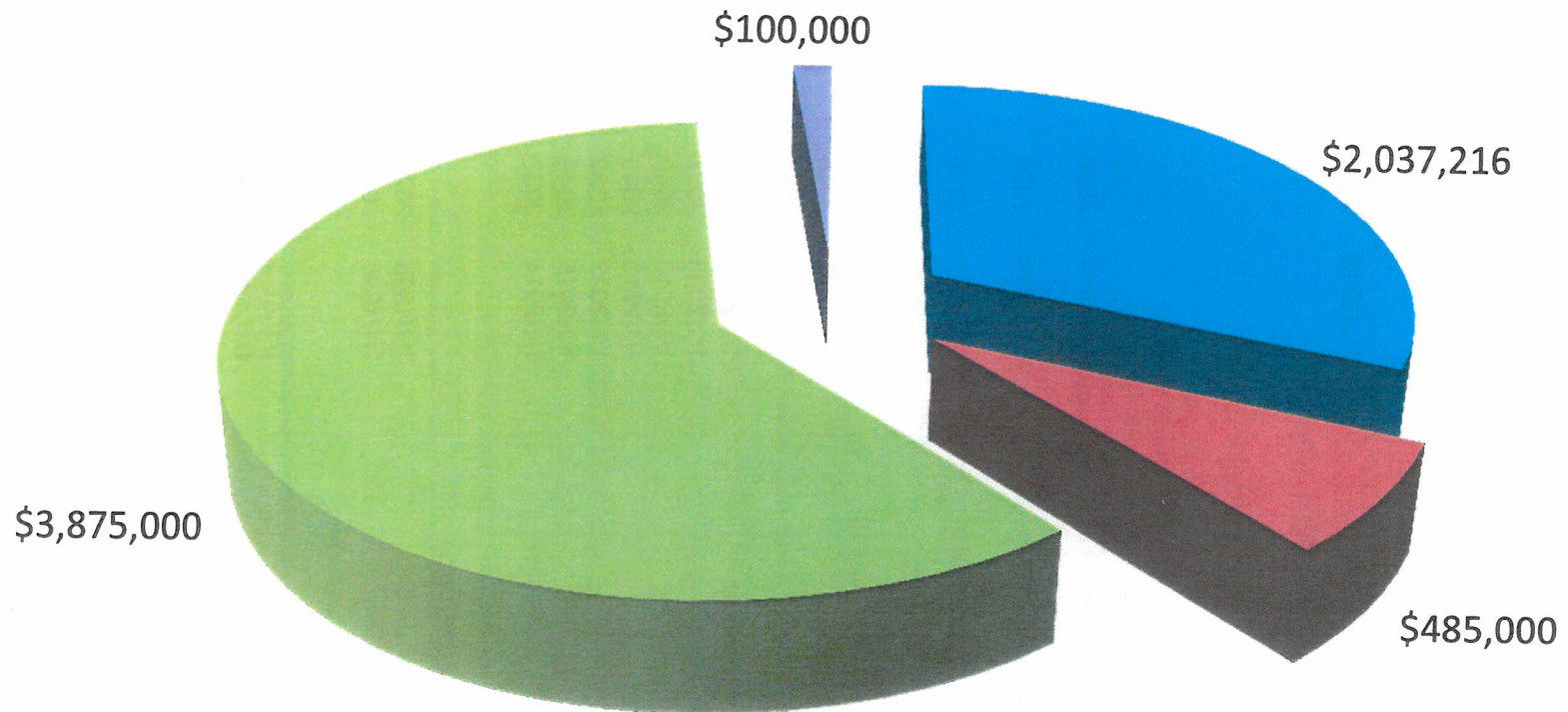
The City of Wooster provides an extensive range of municipal services. The following is a list of City funds with average annual revenues of \$1 million or greater with major revenue sources and major services provided.

Fund Title	Description	Major Revenue Sources	Major Services Provided
Water Pollution Control	Used to account for the operations and capital purchases of the City's water pollution control plant.	<ul style="list-style-type: none"> * Treatment of Sewage * Investment Income * Grants * Debt Proceeds 	<ul style="list-style-type: none"> * Treatment of wastewater * Maintenance of Sewer Lines * Utility Billing
Wooster Community Hospital Operating	Used to account for the operations of the Wooster Community Hospital and related healthcare activities.	<ul style="list-style-type: none"> *Patient Revenue 	<ul style="list-style-type: none"> * Inpatient Services * Outpatient Services * Emergency Room * Rehabilitation Services
Wooster community Hospital Plant	Used to account for the construction of Hospital facilities and the acquisition of capital equipment.	<ul style="list-style-type: none"> * Transfers from Hospital Operating Fund * Investment Income 	<ul style="list-style-type: none"> * Facility Construction * Medical Equipment
Storm Drainage	Used to account for managing storm drainage runoff within the City.	<ul style="list-style-type: none"> * Charges for Services 	<ul style="list-style-type: none"> * Construction and Maintenance of Storm Sewers.
Employee Benefits	Used to account for the medical and prescription drug benefits for City employees on a self-insured basis.	<ul style="list-style-type: none"> * Department Charges * Employee Contributions 	<ul style="list-style-type: none"> * Medical Benefits * Prescription Drugs

City of Wooster, Ohio 2017 Infrastructure Investment By Function



City of Wooster, Ohio 2017 Infrastructure Investment By Ward



■ Ward 1 ■ Ward 2 ■ Ward 3 ■ Ward 4

City of Wooster, Ohio
Debt Table
Outstanding Debt
(as of December 31, 2016)

Issue	Date of Issuance	Final Maturity	Original Principal Amount	Outstanding Principal Amount	Principal and Interest Due 2017
Street Improvement Bonds, Series 2007	9/27/2007	2022	<u>\$815,000</u>	<u>\$397,000</u>	<u>\$78,334</u>
Special Assessment					
Property Owners' Portion			321,460	156,460	30,872
City Portion			493,540	240,540	47,462
Various Purpose Bonds, Series 2010	10/13/2010	2030	<u>\$7,975,000</u>	<u>\$4,700,000</u>	<u>\$761,074</u>
Refunding of Municipal Building Debt			1,040,000	270,000	142,088
Refunding of Storm Drainage Debt			1,200,000	305,000	158,013
Refunding of Water System Debt			2,510,000	1,890,000	171,019
Special Assessment					
Property Owners' Portion			776,543	543,414	106,199
City Portion			2,448,457	1,691,586	183,755
Water System Improvement Bonds, Series 2014	6/24/2014	2033	\$3,025,000	2,775,000	215,688
Sewerage System Improvement Bonds, Series 2014	10/30/2014	2039	\$4,220,000	3,960,000	252,100
Safety Center Improvement Bonds, Series 2015	7/24/2015	2035	\$7,000,000	\$6,705,000	\$471,410
Ohio Public Works Commission [0.00% Interest]			<u>\$2,346,722</u>	<u>\$1,747,783</u>	<u>\$103,176</u>
Akron Road Improvements	1/1/1998	2018	34,304	2,573	1,715
East Milltown Road Improvements	1/1/2007	2022	182,023	66,741	12,135
Mulberry Street Area Storm Sewer	1/1/2004	2023	47,888	16,761	2,394
Cleveland and Portage Roads Water Line	1/1/2010	2024	95,637	47,818	6,376
Grant, Clark, and Walnut Storm Sewer	1/1/2008	2027	166,000	91,300	8,300
Intermediate Water Tank	1/1/2010	2040	416,362	326,150	13,879
Larwill Street Sewer Separation	1/1/2010	2040	210,886	165,194	7,029
Burbank Road Water Line	1/1/2013	2032	500,000	400,000	25,000
North Spink Street Sewer	1/1/2015	2044	500,000	466,667	16,667
Market and Spruce Streets Sewer Separation	1/1/2014	2033	193,622	164,579	9,681
Special Assessment [Property Owners' Portion]			<u>\$1,259,189</u>	<u>\$372,115</u>	<u>\$107,344</u>
Madisonburg Improvements, Series 1995	1/1/1995	2020	1,245,955	370,000	106,190
Buena Vista Improvements, Series 1998	1/1/1998	2018	13,234	2,115	1,154
Ohio Water Development Authority			<u>\$23,834,114</u>	<u>\$14,297,043</u>	<u>\$1,810,319</u>
Bio Tower, Series 2011	1/1/2011	2026	2,753,629	2,494,154	303,681
Secondary Transmission Line, Series 2009	1/1/2009	2029	247,128	180,293	17,596
Waterline Replacement, Series 2009	1/1/2009	2029	384,528	283,900	28,460
Buckeye Booster Station, Series 2007	1/1/2007	2027	978,062	662,650	67,556
Intermediate Zone Water Tank, Series 2007	1/1/2007	2027	1,531,609	1,098,203	108,319
Sewer Plant Upgrades, Series 2007	1/1/2007	2027	11,851,333	6,997,839	768,651
Sewer Plant Equipment, Series 2007	1/1/2007	2022	6,087,825	2,580,004	516,056
Grand Total			\$50,475,025	\$34,953,941	\$3,799,445