

ORDINANCE NO. 2016-34

AN ORDINANCE APPROPRIATING FROM VARIOUS FUNDS TO INDIVIDUAL ACCOUNTS FOR THE CURRENT EXPENSES AND OTHER EXPENDITURES FOR THE CITY OF WOOSTER FOR THE FISCAL YEAR ENDING DECEMBER 31, 2017, AND DECLARING AN EMERGENCY

WHEREAS, the Charter of the City of Wooster provides, at §6.04, that no later than the second regular meeting of November the Mayor will prepare and present to the City Council for adoption an annual Appropriation Ordinance providing for the expenses of the municipal government for the coming fiscal year.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF WOOSTER, OHIO:

SECTION 1. That to provide for the current expenses and other expenditures of the City of Wooster for the Fiscal Year ending December 31, 2017, the following appropriations (see detailed copy, attached) are hereby authorized.

SECTION 2. The budget approved by Council and the appropriation of funds to implement the budget represent the estimated expenditures needed to administer programs approved for the coming fiscal year. The budget is a work plan of the estimate of future needs for a given program as determined by Council when the budget is adopted.

In adopting the budget, Council recognizes that conditions may change during the fiscal year that may call for staff reductions or increases depending upon the facts in each instance.

In recognition of this fluid, constantly changing condition, the Mayor shall review requests for additional positions and for filling vacant positions within the limitations of the budget. After making a study of each request, he shall have the authority to approve, disallow or postpone such requests for additional personnel. In addition, he shall be responsible for resolving questions related to the staffing pattern of each department and division as determined by Council action on the annual budget.

Personnel requests in excess of the annual budget shall be studied and recommendations developed for the consideration of Council.

The Mayor shall be responsible for ascertaining that personnel requirements do not exceed those included or implied in the budget and/or Appropriation Ordinances.

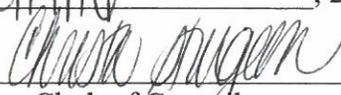
SECTION 3. This Council finds and declares that all formal actions concerning

and relating to the adoption of this Ordinance occurred in an open meeting of this Council or its committees, in compliance with law.

SECTION 4. This Ordinance is hereby declared to be an emergency measure necessary to the immediate preservation of the public health, peace, safety and welfare of the City, or providing for the usual daily operation of a municipal department or division, and for the further reason that prompt action is necessary in order to commence and complete the various projects at the earliest possible time for the convenience and enjoyment of the general public; wherefore, this Ordinance shall be in full force and effect from and immediately after its passage and approval by the Mayor; provided it receives the affirmative vote of at least three-fourths of the members of Council; otherwise it shall take effect and be in force from and after the earliest period allowed by law.

1st reading 11/21/16 2nd reading 11/5/16 3rd reading 12/19/16

Passed: 12/19/16, 2016 Vote: 6/0

Attest:  Clerk of Council
 President of Council

Approved: Dec. 20, 2016  Mayor

Introduced by: Jon Ansel

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Budget Information

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2017 City Budget

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2017 City Capital Plan

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City Planning
2018 - 2022

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2017 Wooster Community
Hospital Budget

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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.

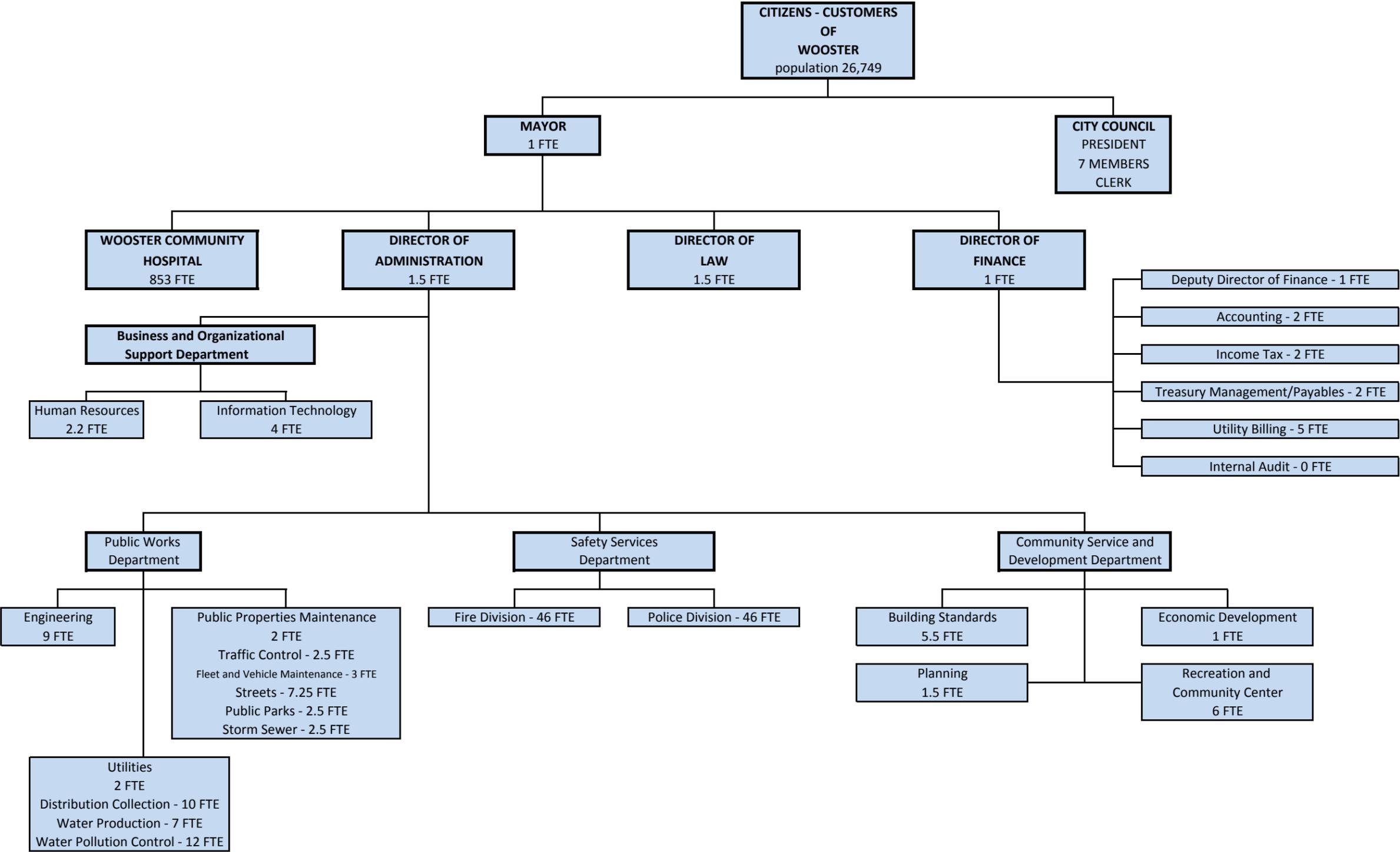
Investment Policies (summarized)

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.

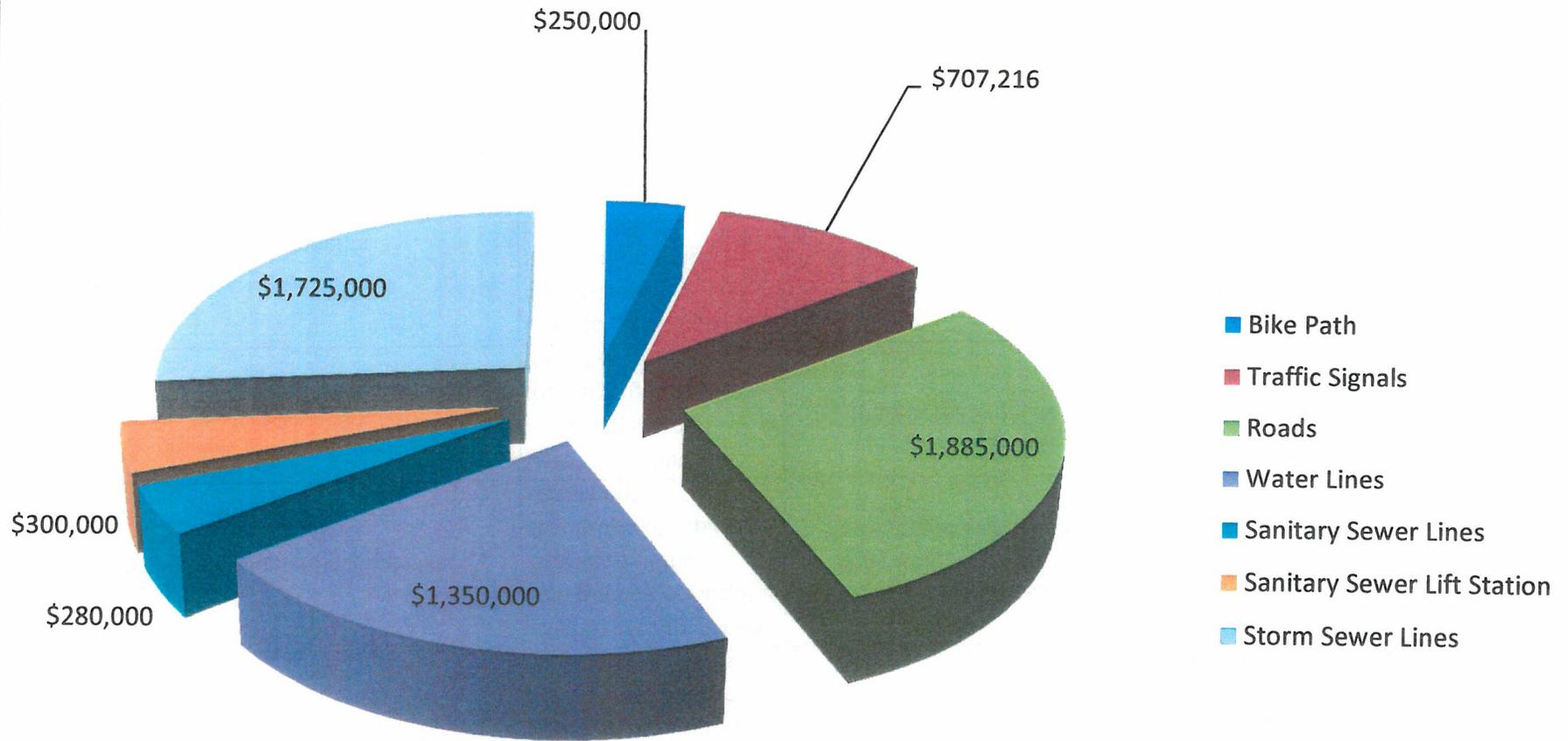
Fund Title	Description	Major Revenue Sources	Major Services Provided
General	The City's general operating fund used to account for all financial resources except those required to be accounted for in another fund.	<ul style="list-style-type: none"> * Income Tax * Property Tax * Emergency Medical Services * 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

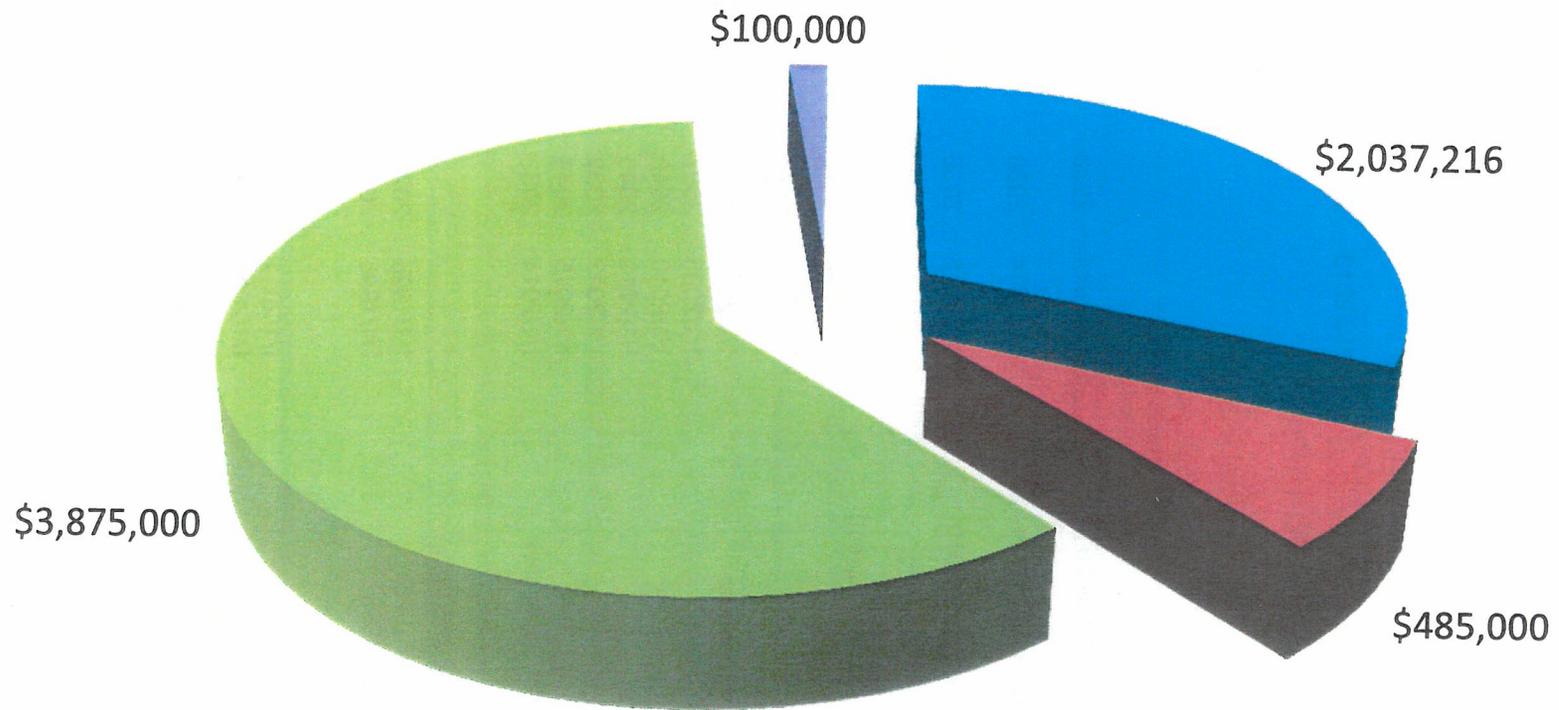
The City of Wooster provides an extensive range of municipal services. The following is a list of City funds with average annual revenues of \$1 million or greater with major revenue sources and major services provided.

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

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2017 City Budget

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City Planning
2018 - 2022

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Ordinance No. 2016-34
Exhibit - A
CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES
Office of Auditor, Wayne County, Ohio
Wooster, Ohio 44691

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Projected	Projected	Projected	Projected		Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Amount
	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Avail. Less
FUND TYPE/CLASSIFICATIONS	31-Dec-16	31-Dec-16	Repaid	Appropriation	2017	Balances	2017	2017 Approp.
GOVERNMENTAL FUND TYPE								
General Fund	13,682,569	2,500,000	0	11,182,569	24,702,594	35,885,163	26,497,407	9,387,756
Special Revenue Funds	1,487,270	776,571	0	710,699	2,706,447	3,417,146	3,195,159	221,987
Debt Service Funds	1,016,890	0	0	1,016,890	153,000	1,169,890	504,000	665,890
Capital Projects Funds	10,520,171	10,505,244	0	14,927	4,965,000	4,979,927	4,790,107	189,820
PROPRIETARY FUND TYPE								
Enterprise Funds	107,913,789	28,978,429	0	78,935,360	175,830,619	254,765,979	186,772,267	67,993,712
Internal Service Funds	316,890	0	0	316,890	4,142,000	4,458,890	4,141,006	317,884
FIDUCIARY FUND TYPE								
Trust and Agency Funds	1,668,492	0	0	1,668,492	0	1,668,492	0	1,668,492
TOTAL ALL FUNDS	136,606,071	42,760,244	0	93,845,827	212,499,660	306,345,487	225,899,946	80,445,541
FUND CLASSIFICATION/NAME-SCC								
GOVERNMENTAL FUND TYPES								
General Fund - 001	13,682,569	2,500,000	0	11,182,569	24,702,594	35,885,163	26,497,407	9,387,756
SPECIAL REVENUE FUNDS								
Street Construction Maintenance & Repair Fund - 101	526,464	250,000	0	276,464	1,112,500	1,388,964	1,336,663	52,301
State Highway Fund - 102	186,732	4,600	0	182,132	87,500	269,632	190,220	79,412
Permissive Tax Fund - 103	281,616	9,500	0	272,116	282,000	554,116	504,613	49,503
Enforcement and Education Fund - 104	63,426	0	0	63,426	2,900	66,326	60,000	6,326
Mandatory Drug Fines Fund - 105	32,829	385	0	32,444	9,750	42,194	35,000	7,194
Community Development Block Grant Fund - 107	79,000	468,995	0	(389,995)	768,995	379,000	379,000	0
Economic Development Fund - 108	76,425	8,000	0	68,425	133,900	202,325	196,500	5,825
Law Enforcement Trust Fund - 110	61,934	4,400	0	57,534	400	57,934	55,000	2,934
Police Pension Fund - 111	16,221	0	0	16,221	154,050	170,271	162,000	8,271
Fire Pension Fund - 112	16,760	0	0	16,760	154,050	170,810	162,000	8,810
Federal Equitable Sharing Fund - 113	14,081	0	0	14,081	75	14,156	14,000	156
CDBG Chip Home RLF Fund - 115	56,407	0	0	56,407	175	56,582	56,000	582
CDBG Economic Development Loan Fund - 508	30,891	30,691	0	200	2	202	0	202
Law Enforcement Training Fund - 703	3,980	0	0	3,980	0	3,980	3,980	0
Recreation Supplement Fund - 706	7,183	0	0	7,183	0	7,183	7,183	0
Christmas Run Park Restoration - 715	33,321	0	0	33,321	150	33,471	33,000	471
TOTAL SPECIAL REVENUE FUNDS	1,487,270	776,571	0	710,699	2,706,447	3,417,146	3,195,159	221,987

Ordinance No. 2016-34
Exhibit - A
CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES
Office of Auditor, Wayne County, Ohio
Wooster, Ohio 44691

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Projected	Projected	Projected	Projected		Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Amount
	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Avail. Less
FUND TYPE/CLASSIFICATIONS	31-Dec-16	31-Dec-16	Repaid	Appropriation	2017	Balances	2017	2017 Approp.
DEBT SERVICE FUNDS								
Debt Service Fund - 401	1,016,890	0	0	1,016,890	153,000	1,169,890	504,000	665,890
TOTAL DEBT SERVICE	1,016,890	0	0	1,016,890	153,000	1,169,890	504,000	665,890
Capital Project Funds								
Capital Improvements Fund - 301	10,500,985	10,505,244	0	(4,259)	4,965,000	4,960,741	4,770,921	189,820
Economic Development Capital Improvements Fund - 302	19,187	0	0	19,187	0	19,187	19,186	1
TOTAL CAPITAL PROJECTS	10,520,171	10,505,244	0	14,927	4,965,000	4,979,927	4,790,107	189,820
TOTAL GOVERNMENTAL FUNDS	26,706,899	13,781,815	0	12,925,084	32,527,041	45,452,125	34,986,673	10,465,452
PROPRIETARY FUND TYPE								
Enterprise Funds								
Water Fund - 501	2,979,161	1,345,676	0	1,633,485	5,676,550	7,310,035	7,231,066	78,969
Water Pollution Control Fund - 502	4,938,127	1,378,299	0	3,559,828	6,402,300	9,962,128	8,070,261	1,891,867
Wooster Community Hospital Fund - 503	16,168,983	0	0	16,168,983	141,083,179	157,252,162	151,931,793	5,320,369
Wooster Community Hospital Plant Fund - 504	79,132,164	25,546,483	0	53,585,681	19,587,090	73,172,771	13,833,000	59,339,771
Wooster Community Hospital Beaverson EMS Fund - 505	341,878	0	0	341,878	51,500	393,378	390,000	3,378
Wooster Community Hospital Endowment Fund - 506	867,859	0	0	867,859	106,500	974,359	868,000	106,359
Storm Drainage Fund - 507	2,609,594	707,971	0	1,901,623	1,591,500	3,493,123	3,033,093	460,030
Wooster Community Hospital Bevington Fund - 510	55	0	0	55	0	55	54	1
Refuse Collection Fund - 514	875,969	0	0	875,969	1,332,000	2,207,969	1,415,000	792,969
TOTAL ENTERPRISE FUNDS	107,913,789	28,978,429	0	78,935,360	175,830,619	254,765,979	186,772,267	67,993,712
INTERNAL SERVICE FUNDS								
Garage Fund - 601	723	0	0	723	580,000	580,723	579,006	1,717
Employee Benefits Fund - 602	316,167	0	0	316,167	3,462,000	3,778,167	3,462,000	316,167
Investment Fund - 720	0	0	0	0	100,000	100,000	100,000	0
TOTAL INTERNAL SERVICE FUNDS	316,890	0	0	316,890	4,142,000	4,458,890	4,141,006	317,884
TOTAL PROPRIETARY FUNDS	108,230,679	28,978,429	0	79,252,250	179,972,619	259,224,869	190,913,273	68,311,596
FIDUCIARY FUND TYPE								
AGENCY FUNDS								
Guarantee Deposit Fund - 702	201,629	0	0	201,629	0	201,629	0	201,629
Clearing Fund - 705	298,136	0	0	298,136	0	298,136	0	298,136
Wooster Growth Corporation Fund - 719	628,186	0	0	628,186	0	628,186	0	628,186
Wooster-Ashland Regional Council of Govts - 725	540,542	0	0	540,542	0	540,542	0	540,542
TOTAL AGENCY FUNDS	1,668,492.39	0.00	0.00	1,668,492.39	0.00	1,668,492.39	0.00	1,668,492.39
TRUST FUNDS (PPT)								
TOTAL FIDUCIARY FUNDS	1,668,492	0	0	1,668,492	0	1,668,492	0	1,668,492
TOTAL ALL FUNDS	136,606,071	42,760,244	0	93,845,827	212,499,660	306,345,487	225,899,946	80,445,541

General Fund Program Key

100 - SAFETY

211101 POLICE
212109 FIRE
231102 TRAFFIC CONTROL
280102 STREET LIGHTING

200 - HEALTH

270210 HEALTH DEPARTMENT

300 - LEISURE

251301 PUBLIC PROPERTIES & PARKS
252302 FIELDHOUSE/ICE RINK
252303 NATATORIUM
252304 COMMUNITY CENTER
252305 SWIMMING POOLS
252306 FREEDLANDER POOL
252307 CHRISTMAS RUN POOL
252308 KNIGHTS FIELD SPRAYGROUND
252311 RECREATION PROGRAMS

400 - ENVIRONMENT & DEVELOPMENT

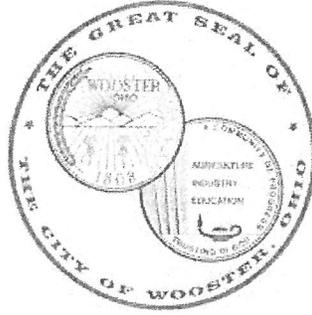
222401 ZONING
233409 BUILDING STANDARDS
251401 SHADE TREE PROGRAM
280402 DEVELOPMENT

600 - TRANSPORTATION

231602 STREET MAINTENANCE
231606 STREET CLEANING
231607 SNOW REMOVAL
231643 PARKING
252611 TAXI PROGRAM
270601 DEBT SERVICE

700 - ADMINISTRATION

231716 LANDS & BUILDINGS MAINTENANCE
233716 LANDS & BUILDINGS BUILDING STANDARDS
234717 ENGINEERING
260705 LAW DEPARTMENT
270703 FINANCE ADMINISTRATION
270726 INTERFUND TRANSACTIONS
271703 ACCOUNTING DIVISION
272703 CITY INCOME TAX DIVISION
273703 TREASURY DIVISION
280702 DIRECTOR OF ADMINISTRATION
280703 PRINTING & COPYING
281702 HUMAN RESOURCES
282706 INFORMATION TECHNOLOGY DIVISION
290701 MAYOR
291708 CITY COUNCIL



CITY OF WOOSTER
538 N. Market Street, P.O. Box 1128
Wooster, Ohio 44691-7082

**CITY OF WOOSTER, OHIO
GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

GENERAL FUND – This fund is used to account for all financial resources of the City except those required to be accounted for in another fund.

	General Fund				General Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Taxes	\$ 12,778,836	\$ 16,712,690	\$ 18,544,312	\$ 19,286,938	\$ 19,932,500	\$ 20,530,475	21,043,737	21,569,830	22,109,076
Intergovernmental	984,024	886,532	1,136,616	684,587	740,348	747,751	755,229	762,781	770,409
Charges for services	1,422,616	1,251,704	1,342,621	1,504,792	1,378,433	1,406,002	1,434,122	1,462,804	1,492,060
Fines, licenses, permits	690,121	875,647	692,411	715,251	590,299	602,105	614,147	626,430	638,959
Interfund services provided	1,462,850	1,799,216	1,880,182	1,800,000	1,850,000	1,887,000	1,924,740	1,963,235	2,002,499
Interest income	29,076	49,166	49,121	112,000	115,000	118,450	122,004	125,664	129,434
Miscellaneous	193,419	204,379	150,273	170,959	96,014	50,000	51,000	52,000	53,000
Total Revenues	<u>17,560,942</u>	<u>21,779,334</u>	<u>23,795,535</u>	<u>24,274,526</u>	<u>24,702,594</u>	<u>25,341,783</u>	<u>25,944,978</u>	<u>26,562,744</u>	<u>27,195,437</u>
Expenditures :									
Safety services	9,693,955	10,260,748	10,993,667	12,993,322	13,810,771	13,623,185	14,008,084	14,404,054	14,811,418
Health and social services	132,418	132,785	132,300	130,000	130,000	133,900	137,917	142,055	146,316
Leisure services	1,249,335	1,548,370	1,587,360	1,752,353	1,881,672	1,927,321	1,974,124	2,022,110	2,071,311
Environment & development	881,227	848,599	1,051,847	975,404	1,041,960	1,073,219	1,105,415	1,138,578	1,172,735
Transportation services	613,488	669,071	743,698	757,744	921,748	947,388	973,758	1,000,877	1,028,768
Administrative services	3,210,619	3,839,724	3,770,067	3,770,549	4,394,256	4,482,327	4,591,916	4,569,211	4,688,347
Total Expenditures	<u>15,781,042</u>	<u>17,299,297</u>	<u>18,278,940</u>	<u>20,379,371</u>	<u>22,180,407</u>	<u>22,187,341</u>	<u>22,791,214</u>	<u>23,276,884</u>	<u>23,918,895</u>
Excess revenues over (under) expenditures	1,779,900	4,480,037	5,516,596	3,895,155	2,522,187	3,154,443	3,153,764	3,285,860	3,276,542
Transfers in	0	0	0	0	0	0			
Transfers out [To capital fund]	(1,361,000)	(2,118,500)	(3,402,100)	(4,322,190)	(4,317,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Net change in fund balance**	418,900	2,361,537	2,114,496	(427,035)	(1,794,813)	154,443	153,764	285,860	276,542
** Positive number added to savings									
** Negative number deducted from savings									
Fund balance at beginning of year	11,144,306	11,563,206	13,924,743	16,039,239	15,612,204	13,817,391	13,971,833	14,125,598	14,411,458
Fund balance at end of year	<u>\$ 11,563,206</u>	<u>\$ 13,924,743</u>	<u>\$ 16,039,239</u>	<u>\$ 15,612,204</u>	<u>\$ 13,817,391</u>	<u>\$ 13,971,833</u>	<u>14,125,598</u>	<u>14,411,458</u>	<u>14,687,999</u>

Cash balance beginning of year	14,109,333	13,682,299	11,887,486	12,041,928	12,195,693	12,481,552
Cash balance end of year	13,682,299	11,887,486	12,041,928	12,195,693	12,481,552	12,758,094
Encumbrances	(2,500,000)	(2,575,000)	(2,652,250)	(2,731,818)	(2,813,772)	(2,898,185)
Cash available	11,182,299	9,312,486	9,389,678	9,463,875	9,667,780	9,859,909
Cost per day (Expenditures)	55,834	60,768	60,787	62,442	63,772	65,531
Days-in-cash	200	153	154	152	152	150
Cost per day (Expenditures + Transfers out)	67,676	72,596	69,006	70,661	71,991	73,750
Days-in-cash	165	128	136	134	134	134

The following is a break-down of expenditures by appropriation level within each activity for the General Fund

GENERAL FUND – This fund is used to account for all financial resources except those required to be accounted for in another fund.

	General Fund				General Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Expenditures :									
Personnel Services	\$ 8,084,717	\$ 8,562,462	\$ 8,993,377	\$ 9,845,214	\$ 10,891,288	\$ 11,125,092	\$ 11,458,845	\$ 11,802,610	\$ 12,156,689
Operations and Maintenance	1,505,118	1,553,594	1,846,285	2,513,278	2,332,983	2,379,643	2,427,236	2,475,780	2,525,296
Interfund	104,120	144,692	154,006	157,520	115,000	118,450	122,004	125,664	129,434
Debt Service	0	0	0	477,310	471,500	471,410	470,510	469,510	463,410
Total Safety services	<u>9,693,955</u>	<u>10,260,748</u>	<u>10,993,667</u>	<u>12,993,322</u>	<u>13,810,771</u>	<u>13,623,185</u>	<u>14,008,084</u>	<u>14,404,054</u>	<u>14,811,418</u>
Operations and Maintenance	132,418	132,785	132,300	130,000	130,000	133,900	137,917	142,055	146,316
Total Health and social services	<u>132,418</u>	<u>132,785</u>	<u>132,300</u>	<u>130,000</u>	<u>130,000</u>	<u>133,900</u>	<u>137,917</u>	<u>142,055</u>	<u>146,316</u>
Personnel Services	550,606	622,374	639,164	762,596	778,568	801,925	825,983	850,762	876,285
Operations and Maintenance	668,319	913,924	931,778	975,221	1,080,104	1,101,706	1,123,740	1,146,215	1,169,139
Interfund	30,410	12,072	16,418	14,536	23,000	23,690	24,401	25,133	25,887
Total Leisure services	<u>1,249,335</u>	<u>1,548,370</u>	<u>1,587,360</u>	<u>1,752,353</u>	<u>1,881,672</u>	<u>1,927,321</u>	<u>1,974,124</u>	<u>2,022,110</u>	<u>2,071,311</u>
Personnel Services	657,217	664,160	698,378	759,835	784,010	807,530	831,756	856,709	882,410
Operations and Maintenance	218,650	182,723	348,591	215,569	257,950	265,689	273,659	281,869	290,325
Interfund	5,360	1,716	4,878	0	0	0	0	0	0
Total Environment & development	<u>881,227</u>	<u>848,599</u>	<u>1,051,847</u>	<u>975,404</u>	<u>1,041,960</u>	<u>1,073,219</u>	<u>1,105,415</u>	<u>1,138,578</u>	<u>1,172,735</u>
Personnel Services	477,146	573,409	588,371	664,464	720,548	742,164	764,429	787,362	810,983
Operations and Maintenance	127,721	91,351	155,327	93,280	201,200	205,224	209,328	213,515	217,785
Debt Service	8,621	4,311	0	0	0	0	0	0	0
Total Transportation services	<u>613,488</u>	<u>669,071</u>	<u>743,698</u>	<u>757,744</u>	<u>921,748</u>	<u>947,388</u>	<u>973,758</u>	<u>1,000,877</u>	<u>1,028,768</u>
Personnel Services	1,746,398	1,757,149	2,156,818	2,374,441	2,557,329	2,611,885	2,690,242	2,770,949	2,854,077
Operations and Maintenance	1,318,332	1,933,691	1,468,965	1,255,475	1,690,553	1,724,364	1,758,851	1,794,028	1,829,909
Interfund	3,176	3,672	1,671	620	3,874	3,990	4,110	4,233	4,360
Debt Service	142,713	145,212	142,613	140,013	142,500	142,088	138,713	0	0
Total Administrative services	<u>3,210,619</u>	<u>3,839,724</u>	<u>3,770,067</u>	<u>3,770,549</u>	<u>4,394,256</u>	<u>4,482,327</u>	<u>4,591,916</u>	<u>4,569,211</u>	<u>4,688,347</u>
Total Expenditures	<u>\$ 15,781,042</u>	<u>\$ 17,299,297</u>	<u>\$ 18,278,940</u>	<u>\$ 20,379,371</u>	<u>\$ 22,180,407</u>	<u>\$ 22,187,341</u>	<u>\$ 22,791,214</u>	<u>\$ 23,276,884</u>	<u>\$ 23,918,895</u>

CITY OF WOOSTER, OHIO
STREET CONSTRUCTION, MAINTENANCE AND REPAIR FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED

STREET CONSTRUCTION MAINTENANCE AND REPAIR – This fund is required by the Ohio Revised Code to account for that portion of state gasoline tax and motor vehicle registration fees, which are to be used for maintenance of streets within the City.

	<u>Street Construction, Maintenance and Repair Fund</u>				<u>Street Construction, Maintenance and Repair Fund</u>				
	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Projected</u>	<u>2017</u> <u>Budgeted</u>	<u>2018</u> <u>Forecasted</u>	<u>2019</u> <u>Forecasted</u>	<u>2020</u> <u>Forecasted</u>	<u>2021</u> <u>Forecasted</u>
Revenues :									
Intergovernmental	\$ 1,084,740	\$ 1,077,158	\$ 1,077,158	\$ 1,035,000	\$ 1,071,000	\$ 1,071,000	\$ 1,071,000	\$ 1,071,000	\$ 1,071,000
Interest income	3,095	4,005	2,173	2,300	2,500	2,000	2,000	2,000	2,000
Miscellaneous	<u>57,995</u>	<u>47,139</u>	<u>107,198</u>	<u>90,692</u>	<u>39,000</u>	<u>39,000</u>	<u>39,000</u>	<u>39,000</u>	<u>39,000</u>
Total Revenues	<u>1,145,830</u>	<u>1,128,302</u>	<u>1,186,529</u>	<u>1,127,992</u>	<u>1,112,500</u>	<u>1,112,000</u>	<u>1,112,000</u>	<u>1,112,000</u>	<u>1,112,000</u>
Expenditures :									
Personal Services	84,862	120,871	422	1,063	4,290	4,419	4,551	4,688	4,828
Operations and Maintenance	614,096	1,241,202	917,132	710,230	1,061,623	600,000	600,000	600,000	600,000
Capital Outlay	452,067	113,793	53,590	-	-	250,000	250,000	250,000	250,000
Interfund	160,054	197,281	218,973	123,644	180,750	150,000	150,000	150,000	150,000
Debt Service	<u>83,435</u>	<u>97,858</u>	<u>90,024</u>	<u>90,800</u>	<u>90,000</u>	<u>89,300</u>	<u>89,700</u>	<u>72,200</u>	<u>72,600</u>
Total Expenditures	<u>1,394,514</u>	<u>1,771,006</u>	<u>1,280,142</u>	<u>925,737</u>	<u>1,336,663</u>	<u>1,093,719</u>	<u>1,094,251</u>	<u>1,076,888</u>	<u>1,077,428</u>
Net change in fund balance	(248,684)	(642,704)	(93,613)	202,255	(224,163)	18,281	17,749	35,112	34,572
Fund balance at beginning of year	<u>1,594,523</u>	<u>1,345,839</u>	<u>703,136</u>	<u>609,523</u>	<u>811,777</u>	<u>587,614</u>	<u>605,896</u>	<u>623,644</u>	<u>658,757</u>
Fund balance at end of year	<u>\$ 1,345,839</u>	<u>\$ 703,136</u>	<u>\$ 609,523</u>	<u>\$ 811,777</u>	<u>\$ 587,614</u>	<u>\$ 605,896</u>	<u>\$ 623,644</u>	<u>\$ 658,757</u>	<u>\$ 693,328</u>

**CITY OF WOOSTER, OHIO
STATE HIGHWAY FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

STATE HIGHWAY – This fund is required by the Ohio Revised Code to account for that portion of the state gasoline tax and motor vehicle registration fees which are to be used for maintenance of state highways within the City.

	State Highway Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Intergovernmental	\$ 87,951	\$ 87,337	\$ 89,464	\$ 83,900
Interest income	1,094	2,336	2,244	1,900
Miscellaneous	0	1	0	0
Total Revenues	89,045	89,673	91,708	85,800
Expenditures :				
Operations and Maintenance	36,938	31,090	160,253	131,075
Capital Outlay	2,500	79,314	146,586	0
Debt Service	1,715	1,715	858	1,715
Total Expenditures	41,153	112,119	307,696	132,790
Net change in fund balance	47,892	(22,446)	(215,989)	(46,990)
Fund balance at beginning of year	454,011	501,903	479,457	263,468
Fund balance at end of year	<u>\$ 501,903</u>	<u>\$ 479,457</u>	<u>\$ 263,468</u>	<u>\$ 216,478</u>

	State Highway Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Intergovernmental	\$ 86,000	\$ 88,000	88,000	88,000	88,000
Interest income	1,500	1,500	1,500	1,500	1,500
Miscellaneous	0	0	0	0	0
Total Revenues	87,500	89,500	89,500	89,500	89,500
Operations and Maintenance	188,500	85,000	85,000	85,000	85,000
Capital Outlay	0	0	0	0	0
Debt Service	1,720	1,716	860	0	0
Total Expenditures	190,220	86,716	85,860	85,000	85,000
Net change in fund balance	(102,720)	2,784	3,640	4,500	4,500
Fund balance at beginning of year	216,478	113,758	116,542	120,182	124,682
Fund balance at end of year	<u>\$ 113,758</u>	<u>\$ 116,542</u>	<u>\$ 120,182</u>	<u>\$ 124,682</u>	<u>\$ 129,182</u>

**CITY OF WOOSTER, OHIO
PERMISSIVE TAX FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

PERMISSIVE TAX – This fund is required by the Ohio Revised Code to account for that portion of motor vehicle registration fees allocated to assist in maintaining those city streets designated as contributing to the effective and efficient flow of traffic through and within the county.

	Permissive Tax Fund				Permissive Tax Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Taxes	\$ 724	\$ 175,319	\$ 177,927	\$ 230,600	\$ 190,000	\$ 190,950	\$ 191,905	\$ 192,864	\$ 193,829
Intergovernmental	370,225	102,382	120,467	86,000	90,000	90,450	90,902	91,357	91,814
Interest income	1,107	2,457	2,382	2,500	2,000	2,000	2,000	2,000	2,000
Miscellaneous	1,073	921	749	0	0	0	0	0	0
Total Revenues	<u>373,129</u>	<u>281,079</u>	<u>301,525</u>	<u>319,100</u>	<u>282,000</u>	<u>283,400</u>	<u>284,807</u>	<u>286,221</u>	<u>287,642</u>
Expenditures :									
Personal Services	84,973	120,446	422	2,232	4,290	75,000	75,000	75,000	75,000
Operations and Maintenance	0	15,679	12,969	18,314	15,623	20,000	20,000	20,000	20,000
Capital Outlay	216,886	164,564	120,910	545,827	400,000	104,000	106,000	130,000	130,000
Debt Service	83,290	75,051	25,724	84,900	84,700	84,400	83,300	58,300	59,700
Total Expenditures	<u>385,149</u>	<u>375,740</u>	<u>160,025</u>	<u>651,273</u>	<u>504,613</u>	<u>283,400</u>	<u>284,300</u>	<u>283,300</u>	<u>284,700</u>
Net change in fund balance	(12,020)	(94,661)	141,500	(332,173)	(222,613)	0	507	2,921	2,942
Fund balance at beginning of year	<u>587,564</u>	<u>575,544</u>	<u>480,883</u>	<u>622,384</u>	<u>290,211</u>	<u>67,598</u>	<u>67,598</u>	<u>68,105</u>	<u>71,026</u>
Fund balance at end of year	<u>\$ 575,544</u>	<u>\$ 480,883</u>	<u>\$ 622,384</u>	<u>\$ 290,211</u>	<u>\$ 67,598</u>	<u>\$ 67,598</u>	<u>\$ 68,105</u>	<u>\$ 71,026</u>	<u>\$ 73,968</u>

**CITY OF WOOSTER, OHIO
 ENFORCEMENT AND EDUCATION FUND
 SCHEDULE OF REVENUES, EXPENDITURES AND
 CHANGES IN FUND BALANCES
 PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
 FOUR FUTURE YEARS FORECASTED**

ENFORCEMENT AND EDUCATION – This fund is used to account for monies from the Municipal Court designated to enforce drunk driving laws and related educational programs.

	Enforcement and Education Fund				Enforcement and Education Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Fines, licenses, permits	\$ 3,199	\$ 2,520	\$ 2,911	\$ 2,400	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
Interest Income	122	262	311	350	300	300	300	300	300
Total Revenues	<u>3,321</u>	<u>2,782</u>	<u>3,222</u>	<u>2,750</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>
Expenditures :									
Operations and Maintenance	0	0	0	0	60,000	3,000	3,000	3,000	3,000
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>60,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
Net change in fund balance	3,321	2,782	3,222	2,750	(57,100)	(100)	(100)	(100)	(100)
Fund balance at beginning of year	<u>51,332</u>	<u>54,653</u>	<u>57,436</u>	<u>60,658</u>	<u>63,408</u>	<u>6,308</u>	<u>6,208</u>	<u>6,108</u>	<u>6,008</u>
Fund balance at end of year	<u>\$ 54,653</u>	<u>\$ 57,436</u>	<u>\$ 60,658</u>	<u>\$ 63,408</u>	<u>\$ 6,308</u>	<u>\$ 6,208</u>	<u>\$ 6,108</u>	<u>\$ 6,008</u>	<u>\$ 5,908</u>

**CITY OF WOOSTER, OHIO
MANDATORY DRUG FINES FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

MANDATORY DRUG FINES - This fund is used to account for monies from the Municipal Court designated to subsidize each agency's law enforcement efforts that pertain to drug offenses.

	Mandatory Drug Fines Fund				Mandatory Drug Fines Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Fines, licenses, permits	\$ 8,807	\$ 9,407	\$ 10,469	\$ 7,333	\$ 9,600	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500
Interest Income	68	126	181	150	150	180	180	180	180
Total Revenues	<u>8,875</u>	<u>9,533</u>	<u>10,651</u>	<u>7,483</u>	<u>9,750</u>	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>
Expenditures :									
Operations and Maintenance	6,995	743	17,573	2,650	35,000	9,500	9,500	9,500	9,500
Total Expenditures	<u>6,995</u>	<u>743</u>	<u>17,573</u>	<u>2,650</u>	<u>35,000</u>	<u>9,500</u>	<u>9,500</u>	<u>9,500</u>	<u>9,500</u>
Net change in fund balance	1,880	8,790	(6,922)	4,833	(25,250)	180	180	180	180
Fund balance at beginning of year	<u>23,822</u>	<u>25,702</u>	<u>34,492</u>	<u>27,570</u>	<u>32,403</u>	<u>7,153</u>	<u>7,333</u>	<u>7,513</u>	<u>7,693</u>
Fund balance at end of year	<u>\$ 25,702</u>	<u>\$ 34,492</u>	<u>\$ 27,570</u>	<u>\$ 32,403</u>	<u>\$ 7,153</u>	<u>\$ 7,333</u>	<u>\$ 7,513</u>	<u>\$ 7,693</u>	<u>\$ 7,873</u>

**CITY OF WOOSTER, OHIO
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

COMMUNITY DEVELOPMENT BLOCK GRANT– This fund is used to account for monies received from the federal government under the Community Development Block Grant program for providing decent housing and a suitable living environment, and expanded economic opportunities principally for persons of low and moderate income and administrative costs associated with those projects.

	Community Development Block Grant Fund			
	2013	2014	2015	2016
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 205,996	\$ 327,490	\$ 327,490	\$ 1,199,070
Total Revenues	<u>205,996</u>	<u>327,490</u>	<u>327,490</u>	<u>1,199,070</u>
Expenditures :				
Operations and Maintenance	181,785	276,075	276,075	645,773
Capital Outlay	52,295	0	0	552,294
Interfund	0	0	0	0
Total Expenditures	<u>234,080</u>	<u>276,075</u>	<u>276,075</u>	<u>1,198,067</u>
Net change in fund balance	(28,084)	51,415	51,415	1,003
Fund balance at beginning of year	(14,156)	(42,240)	9,175	60,590
Fund balance at end of year	<u>\$ (42,240)</u>	<u>\$ 9,175</u>	<u>\$ 60,590</u>	<u>\$ 61,593</u>

	Community Development Block Grant Fund				
	2017	2018	2019	2020	2021
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Intergovernmental	\$ 768,995	\$ 925,000	\$ 925,000	\$ 925,000	\$ 925,000
Total Revenues	<u>768,995</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>
Operations and Maintenance	11,800	925,000	925,000	925,000	925,000
Capital Outlay	367,200	0	0	0	
Interfund	0	0	0	0	
Total Expenditures	<u>379,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>
Net change in fund balance	389,995	0	0	0	0
Fund balance at beginning of year	61,593	451,588	451,588	451,588	451,588
Fund balance at end of year	<u>\$ 451,588</u>	<u>\$ 451,588</u>	<u>\$ 451,588</u>	<u>\$ 451,588</u>	<u>\$ 451,588</u>

**CITY OF WOOSTER, OHIO
ECONOMIC DEVELOPMENT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

ECONOMIC DEVELOPMENT – This fund is used to account for the portion of the transient occupancy tax and the Wooster Opportunities Loan Fund to be used for promoting economic development within the City.

	Economic Development Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Taxes	\$ 113,371	\$ 116,507	\$ 129,619	\$ 131,000
Interest Income	211	907	961	400
Miscellaneous	512	0	0	0
Total Revenues	<u>114,094</u>	<u>117,413</u>	<u>130,580</u>	<u>131,400</u>
Expenditures :				
Personal Services	0	0	0	0
Operations and Maintenance	113,883	116,410	120,002	131,000
Total Expenditures	<u>113,883</u>	<u>116,410</u>	<u>120,002</u>	<u>131,000</u>
Excess revenues over(under) expenditures	211	1,003	10,578	400
Transfers In				0
Net change in fund balance	211	1,003	10,578	400
Fund balance at beginning of year	<u>121,919</u>	<u>122,130</u>	<u>123,133</u>	<u>133,711</u>
Fund balance at end of year	<u>\$ 122,130</u>	<u>\$ 123,133</u>	<u>\$ 133,711</u>	<u>\$ 134,111</u>

	Economic Development Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Taxes	\$ 133,500	\$ 136,037	\$ 138,077	\$ 140,148	\$ 142,250
Interest Income	400	400	400	400	400
Miscellaneous	0	0	0	0	0
Total Revenues	<u>133,900</u>	<u>136,437</u>	<u>138,477</u>	<u>140,548</u>	<u>142,650</u>
Personal Services	0	0			
Operations and Maintenance	196,500	136,000	138,000	140,000	142,000
Total Expenditures	<u>196,500</u>	<u>136,000</u>	<u>138,000</u>	<u>140,000</u>	<u>142,000</u>
Excess revenues over(under) expenditures	(62,600)	437	477	548	650
Transfers In	0	0			
Net change in fund balance	(62,600)	437	477	548	650
Fund balance at beginning of year	<u>134,111</u>	<u>71,511</u>	<u>71,947</u>	<u>72,424</u>	<u>72,972</u>
Fund balance at end of year	<u>\$ 71,511</u>	<u>\$ 71,947</u>	<u>\$ 72,424</u>	<u>\$ 72,972</u>	<u>\$ 73,623</u>

**CITY OF WOOSTER, OHIO
LAW ENFORCEMENT TRUST FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

LAW ENFORCEMENT TRUST – This fund is used to account for receipts and expenditures of funds from sale of contraband. These funds can only be expended to pay the costs of protracted or complex investigations or prosecutions, to provide reasonable technical training or expertise, to provide matching funds to obtain federal grants to aid law enforcement, or for such other law enforcement purposes that Council determines to be appropriate.

	Law Enforcement Trust Fund				Law Enforcement Trust Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Fines	\$ 0	\$ 164,424	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	86	201	960	550	400	300	100	10	10
Miscellaneous	1,271	6,022	5,263	0	0	0	0	0	0
Total Revenues	<u>1,357</u>	<u>170,647</u>	<u>6,223</u>	<u>550</u>	<u>400</u>	<u>300</u>	<u>100</u>	<u>10</u>	<u>10</u>
Expenditures :									
Operations and Maintenance	0	17,081	17,081	31,525	55,000	1,000	1,000	1,000	115
Total Expenditures	<u>0</u>	<u>17,081</u>	<u>17,081</u>	<u>31,525</u>	<u>55,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>115</u>
Net change in fund balance	1,357	153,566	(10,858)	(30,975)	(54,600)	(700)	(900)	(990)	(105)
Fund balance at beginning of year	38,657	40,014	193,580	182,723	151,748	97,148	96,448	95,548	94,558
Fund balance at end of year	<u>\$ 40,014</u>	<u>\$ 193,580</u>	<u>\$ 182,723</u>	<u>\$ 151,748</u>	<u>\$ 97,148</u>	<u>\$ 96,448</u>	<u>\$ 95,548</u>	<u>\$ 94,558</u>	<u>\$ 94,453</u>

**CITY OF WOOSTER, OHIO
POLICE PENSION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

POLICE PENSION – This fund is used to accumulate property taxes levied for the partial payment of the current and accrued liability for police disability and pension.
Amounts collected for the police disability and pension are periodically remitted to the Ohio Police and Fire Pension Fund.

	Police Pension Fund			
	2013	2014	2015	2016
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 138,716	\$ 139,336	\$ 140,823	\$ 140,890
Intergovernmental	24,452	33,116	20,743	8,340
Interest Income	326	954	173	425
Total Revenues	<u>163,494</u>	<u>173,407</u>	<u>161,740</u>	<u>149,655</u>
Expenditures :				
Personal Services	131,281	205,000	197,000	152,000
Operations and Maintenance	1,911	2,573	2,609	1,400
Total Expenditures	<u>133,192</u>	<u>207,573</u>	<u>199,609</u>	<u>153,400</u>
Net change in fund balance	30,302	(34,167)	(37,869)	(3,745)
Fund balance at beginning of year	<u>61,885</u>	<u>92,187</u>	<u>58,020</u>	<u>20,151</u>
Fund balance at end of year	<u>\$ 92,187</u>	<u>\$ 58,020</u>	<u>\$ 20,151</u>	<u>\$ 16,406</u>

	Police Pension Fund				
	2017	2018	2019	2020	2021
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Taxes	\$ 145,299	\$ 146,025	\$ 146,756	\$ 147,489	\$ 148,227
Intergovernmental	8,601	8,644	8,687	8,731	8,774
Interest Income	150	50	40	35	30
Total Revenues	<u>154,050</u>	<u>154,720</u>	<u>155,483</u>	<u>156,255</u>	<u>157,031</u>
Personal Services	160,000	150,000	150,000	150,000	150,000
Operations and Maintenance	2,000	3,000	3,000	3,100	3,100
Total Expenditures	<u>162,000</u>	<u>153,000</u>	<u>153,000</u>	<u>153,100</u>	<u>153,100</u>
Net change in fund balance	(7,950)	1,720	2,483	3,155	3,931
Fund balance at beginning of year	<u>16,406</u>	<u>8,456</u>	<u>10,175</u>	<u>12,658</u>	<u>15,813</u>
Fund balance at end of year	<u>\$ 8,456</u>	<u>\$ 10,175</u>	<u>\$ 12,658</u>	<u>\$ 15,813</u>	<u>\$ 19,744</u>

**CITY OF WOOSTER, OHIO
FIRE PENSION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

FIRE PENSION – This fund is used to accumulate property taxes levied for the partial payment of the current and accrued liability for firefighter's disability and pension. Amounts collected for the firefighter's disability and pension are periodically remitted to the Ohio Police and Fire Pension Fund.

	Fire Pension Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Taxes	\$ 138,716	\$ 139,336	\$ 140,823	\$ 139,973
Intergovernmental	24,348	32,182	20,633	8,340
Interest Income	304	900	711	425
Total Revenues	<u>163,368</u>	<u>172,418</u>	<u>162,168</u>	<u>148,738</u>
Expenditures :				
Personal Services	138,370	205,000	180,000	157,000
Operations and Maintenance	1,910	2,573	2,609	1,400
Total Expenditures	<u>140,280</u>	<u>207,573</u>	<u>182,609</u>	<u>158,400</u>
Net change in fund balance	23,088	(35,155)	(20,442)	(9,662)
Fund balance at beginning of year	<u>58,886</u>	<u>81,974</u>	<u>46,819</u>	<u>26,377</u>
Fund balance at end of year	<u>\$ 81,974</u>	<u>\$ 46,819</u>	<u>\$ 26,377</u>	<u>\$ 16,715</u>

	Fire Pension Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Taxes	\$ 145,299	\$ 146,025	\$ 146,756	\$ 147,489	\$ 148,227
Intergovernmental	8,601	8,601	8,601	8,601	8,601
Interest Income	150	50	40	35	30
Total Revenues	<u>154,050</u>	<u>154,676</u>	<u>155,397</u>	<u>156,125</u>	<u>156,858</u>
Personal Services	160,000	148,000	150,000	150,000	151,000
Operations and Maintenance	2,000	3,000	3,000	3,100	3,100
Total Expenditures	<u>162,000</u>	<u>151,000</u>	<u>153,000</u>	<u>153,100</u>	<u>154,100</u>
Net change in fund balance	(7,950)	3,676	2,397	3,025	2,758
Fund balance at beginning of year	<u>16,715</u>	<u>8,765</u>	<u>12,441</u>	<u>14,838</u>	<u>17,863</u>
Fund balance at end of year	<u>\$ 8,765</u>	<u>\$ 12,441</u>	<u>\$ 14,838</u>	<u>\$ 17,863</u>	<u>\$ 20,621</u>

**CITY OF WOOSTER, OHIO
 FEDERAL EQUITABLE SHARING FUND
 SCHEDULE OF REVENUES, EXPENDITURES AND
 CHANGES IN FUND BALANCES
 PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
 FOUR FUTURE YEARS PROJECTED**

FEDERAL EQUITABLE SHARING – This fund is used to account for the City’s portion of federally forfeited property resulting from the Wooster Police Department’s participation with a federal agency, which resulted in forfeiture of property.

	Federal Equitable Sharing Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	33	57	81	44
Total Revenues	<u>33</u>	<u>57</u>	<u>81</u>	<u>44</u>
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	33	57	81	44
Fund balance at beginning of year	<u>13,855</u>	<u>13,888</u>	<u>13,945</u>	<u>14,026</u>
Fund balance at end of year	<u>\$ 13,888</u>	<u>\$ 13,945</u>	<u>\$ 14,026</u>	<u>\$ 14,070</u>

	Federal Equitable Sharing Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
	\$ 0	\$ 0	\$	\$	\$
	75	50	50	50	50
	<u>75</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
	14,000	50	50	50	50
	<u>14,000</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
	(13,925)	0	0	0	0
	<u>14,070</u>	<u>145</u>	<u>145</u>	<u>145</u>	<u>145</u>
	<u>\$ 145</u>	<u>\$ 145</u>	<u>\$ 145</u>	<u>\$ 145</u>	<u>\$ 145</u>

**CITY OF WOOSTER, OHIO
CDBG CHIP HOME REVOLVING LOAN FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

CDBG Chip Home Revolving Loan Fund – This fund is used to account for the City’s portion of program income resulting from repayment of grant funds.

	CDBG Chip Home Revolving Loan Fund			
	2013	2014	2015	2016
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 11,616	\$ 6,214	\$ 23,219	\$ 19,548
Interest Income	26	59	145	290
Total Revenues	<u>11,642</u>	<u>6,274</u>	<u>23,363</u>	<u>19,838</u>
Expenditures :				
Operations and Maintenance	6,025	200	0	10,765
Capital Outlay	0	0	0	0
Total Expenditures	<u>6,025</u>	<u>200</u>	<u>0</u>	<u>10,765</u>
Net change in fund balance	5,617	6,074	23,363	9,073
Fund balance at beginning of year	<u>9,250</u>	<u>14,867</u>	<u>20,941</u>	<u>44,304</u>
Fund balance at end of year	<u>\$ 14,867</u>	<u>\$ 20,941</u>	<u>\$ 44,304</u>	<u>\$ 53,377</u>

	CDBG Chip Home Revolving Loan Fund				
	2017	2018	2019	2020	2021
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	175	40	30	30	30
	<u>175</u>	<u>40</u>	<u>30</u>	<u>30</u>	<u>30</u>
	50,984	40	30	30	30
	5,016				
	<u>56,000</u>	<u>40</u>	<u>30</u>	<u>30</u>	<u>30</u>
	(55,825)	0	0	0	0
	<u>53,377</u>	<u>(2,448)</u>	<u>(2,448)</u>	<u>(2,448)</u>	<u>(2,448)</u>
	<u>\$ (2,448)</u>	<u>\$ (2,448)</u>	<u>\$ (2,448)</u>	<u>\$ (2,448)</u>	<u>\$ (2,448)</u>

**CITY OF WOOSTER, OHIO
ECONOMIC/DOWNTOWN DEVELOPMENT LOANS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

ECONOMIC DEVELOPMENT LOANS – This fund is used to account for the loans, repayments, and subsequent loans provided for economic development purposes and downtown revitalization. This fund was established as a result of the City's obtaining a federal grant (HUD) with the requirements for establishing the loan program.

	Economic Development Loans Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Charges for services	\$ 183	\$ 73	\$ 1	\$ 0
Interest income	0	45	161	160
Total Revenues	<u>183</u>	<u>119</u>	<u>162</u>	<u>160</u>
Expenditures :				
Operations and Maintenance	0	0	0	0
Capital Outlay	28,200	0	0	0
Total Expenditures	<u>28,200</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess revenues over(under) expenditures	(28,017)	119	162	160
Proceeds from debt issue	0	0	0	0
Net change in fund balance	<u>(28,017)</u>	<u>119</u>	<u>162</u>	<u>160</u>
Fund balance at beginning of year	80,814	52,797	52,916	53,078
Fund balance at end of year	<u>\$ 52,797</u>	<u>\$ 52,916</u>	<u>\$ 53,078</u>	<u>\$ 53,238</u>

	Economic Development Loans Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Charges for services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest income	2	30	30	30	30
Total Revenues	<u>2</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
Operations and Maintenance	0	0	0	0	0
Capital Outlay	0	30	30	30	30
Total Expenditures	<u>0</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>30</u>
Excess revenues over(under) expenditures	2	0	0	0	0
Proceeds from debt issue	0	0	0	0	0
Net change in fund balance	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at beginning of year	53,238	53,240	53,240	53,240	53,240
Fund balance at end of year	<u>\$ 53,240</u>	<u>\$ 53,240</u>	<u>\$ 53,240</u>	<u>\$ 53,240</u>	<u>\$ 53,240</u>

**CITY OF WOOSTER, OHIO
LAW ENFORCEMENT TRAINING FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

LAW ENFORCEMENT TRAINING FUND – This fund is used to account for reimbursement from the State of Ohio for State mandated training for police officers.

	Law Enforcement Training Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	0	0	0	0
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess revenues over(under) expenditures	0	0	0	0
Transfers In				0
Fund balance at beginning of year	<u>3,980</u>	<u>3,980</u>	<u>3,980</u>	<u>3,980</u>
Fund balance at end of year	<u>\$ 3,980</u>	<u>\$ 3,980</u>	<u>\$ 3,980</u>	<u>\$ 3,980</u>

	Law Enforcement Training Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	0	0	0	0	0
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	3,980	0	0	0	0
Total Expenditures	<u>3,980</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess revenues over(under) expenditures	(3,980)	0	0	0	0
Transfers In	(3,980)	0	0	0	0
Fund balance at beginning of year	<u>3,980</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**CITY OF WOOSTER, OHIO
RECREATION SUPPLEMENT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

RECREATION SUPPLEMENT – This fund is used to account for financial donations from individuals and organizations that wish to specify that their gifts and donations support recreational opportunities for underprivileged youth in the community

	Recreation Supplement Fund				Recreation Supplement Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	30	1	0	0	0	0	0	0	0
Total Revenues	<u>30</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures :									
Operations and Maintenance	0	0	0	0	7,183	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7,183</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	30	1	0	0	(7,183)	0	0	0	0
Fund balance at beginning of year	<u>7,152</u>	<u>7,182</u>	<u>7,183</u>	<u>7,183</u>	<u>7,183</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>
Fund balance at end of year	<u>\$ 7,182</u>	<u>\$ 7,183</u>	<u>\$ 7,183</u>	<u>\$ 7,183</u>	<u>\$ (0)</u>	<u>\$ (0)</u>	<u>\$ (0)</u>	<u>\$ (0)</u>	<u>\$ (0)</u>

**CITY OF WOOSTER, OHIO
CHRISTMAS RUN PARK RESTORATION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

CHRISTMAS RUN PARK RESTORATION – This fund is used to collect donations intended for the reforestation of Christmas Run Park and any remaining City parks.

	Christmas Run Park Restoration Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Interest Income	\$ 64	\$ 133	\$ 153	160
Miscellaneous	0	0	0	4,515
Total Revenues	<u>64</u>	<u>133</u>	<u>153</u>	<u>4,675</u>
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	64	133	153	4,675
Fund balance at beginning of year	<u>28,327</u>	<u>28,391</u>	<u>28,524</u>	<u>28,676</u>
Fund balance at end of year	<u>\$ 28,391</u>	<u>\$ 28,524</u>	<u>\$ 28,676</u>	<u>\$ 33,351</u>

	Christmas Run Park Restoration Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Interest Income	\$ 150	\$ 0	0	0	0
Miscellaneous	0	0	0	0	0
Total Revenues	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	33,000	0	0	0	0
Total Expenditures	<u>33,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	(32,850)	0	0	0	0
Fund balance at beginning of year	<u>33,351</u>	<u>501</u>	<u>501</u>	<u>501</u>	<u>501</u>
Fund balance at end of year	<u>\$ 501</u>	<u>\$ 501</u>	<u>\$ 501</u>	<u>\$ 501</u>	<u>\$ 501</u>

**CITY OF WOOSTER, OHIO
DEBT SERVICE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

DEBT SERVICE FUND – This fund is used to accumulate special assessment revenues collected by the County Treasurer and remitted to the City by the County Auditor for payment of special assessment principal and interest. These debt issues were sold to finance construction of various projects that were deemed to benefit only those residents in the immediate area of the projects and are paid for by those residents through assessments against their property.

	Debt Service Fund			
	2013	2014	2015	2016
	Actual	Actual	Actual	Projected
Revenues :				
Special Assessments	\$ 393,270	\$ 200,433	\$ 203,300	\$ 150,092
Interest Income	3,050	5,299	4,260	3,130
Total Revenues	<u>396,320</u>	<u>205,732</u>	<u>207,560</u>	<u>153,222</u>
Expenditures :				
Operations and Maintenance	2,752	2,408	3,148	3,000
Debt Service	<u>185,357</u>	<u>301,827</u>	<u>434,044</u>	<u>300,000</u>
Total Expenditures	<u>188,109</u>	<u>304,235</u>	<u>437,193</u>	<u>303,000</u>
Net change in fund balance	208,211	(98,503)	(229,632)	(149,779)
Proceeds from Debt Issuance	0	116,317	88,253	0
Fund cash balance at beginning of year	<u>1,080,455</u>	<u>1,288,666</u>	<u>1,306,480</u>	<u>1,165,101</u>
Fund cash balance at end of year	<u>\$ 1,288,666</u>	<u>\$ 1,306,480</u>	<u>\$ 1,165,101</u>	<u>\$ 1,015,322</u>

	Debt Service Fund				
	2017	2018	2019	2020	2021
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Special Assessments	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Interest Income	3,000	1,000	1,000	1,000	1,000
Total Revenues	<u>153,000</u>	<u>151,000</u>	<u>151,000</u>	<u>151,000</u>	<u>151,000</u>
Operations and Maintenance	4,000	4,100	4,200	4,300	4,400
Debt Service	<u>500,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>175,000</u>
Total Expenditures	<u>504,000</u>	<u>354,100</u>	<u>354,200</u>	<u>354,300</u>	<u>179,400</u>
Net change in fund balance	(351,000)	(203,100)	(203,200)	(203,300)	(28,400)
Proceeds from Debt Issuance	0	0	0	0	0
Fund cash balance at beginning of year	<u>1,015,322</u>	<u>664,322</u>	<u>461,222</u>	<u>258,022</u>	<u>54,722</u>
Fund cash balance at end of year	<u>\$ 664,322</u>	<u>\$ 461,222</u>	<u>\$ 258,022</u>	<u>\$ 54,722</u>	<u>\$ 26,322</u>

**CITY OF WOOSTER, OHIO
CAPITAL IMPROVEMENTS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS PROJECTED**

CAPITAL IMPROVEMENTS – This fund is used to account for various capital projects financed by general fund revenues.

	Capital Improvements Fund				Capital Improvements Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Intergovernmental	\$ 467,387	\$ 2,879,996	\$ 1,934,753	\$ 969,142	\$ 596,000	\$ 0	\$ 0	\$ 0	\$ 0
Special Assessments	0	104,238	1,506	1,992	2,000	0	0	0	0
Interest Income	692	2,875	2,875	60,000	50,000	15,000	15,000	15,000	15,000
Miscellaneous	36,267	34,205	477,327	72,542	0	0	0	0	0
Total Revenues	504,346	3,021,315	2,416,461	1,103,676	648,000	15,000	15,000	15,000	15,000
Expenditures :									
Personal Services	0	0	0	0	0	0	0	0	0
Operations and Maintenance	0	0	0	0	0	0	0	0	0
Interfund	0	0	0	0	0	0	0	0	0
Capital Outlay	2,109,791	5,323,397	5,415,054	4,014,591	4,770,921	2,500,000	2,500,000	2,500,000	2,500,000
Total Expenditures	2,109,791	5,323,397	5,415,054	4,014,591	4,770,921	2,500,000	2,500,000	2,500,000	2,500,000
Excess revenues over(under) expenditures	(1,605,445)	(2,302,083)	(2,998,593)	(2,910,915)	(4,122,921)	(2,485,000)	(2,485,000)	(2,485,000)	(2,485,000)
Proceeds from debt issue	0	0	7,000,000	0	0	0	0	0	0
Transfers in	2,118,500	2,830,000	3,402,100	3,402,100	4,317,000	3,000,000	3,000,000	3,000,000	3,000,000
Net change in fund balance	513,055	527,917	7,403,507	491,185	194,079	515,000	515,000	515,000	515,000
Fund balance at beginning of year	126,294	639,349	1,167,266	8,570,773	9,061,958	9,256,037	9,771,037	10,286,037	10,801,037
Fund balance at end of year	\$ 639,349	\$ 1,167,266	\$ 8,570,773	\$ 9,061,958	\$ 9,256,037	\$ 9,771,037	\$ 10,286,037	\$ 10,801,037	\$ 11,316,037

**CITY OF WOOSTER, OHIO
ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

ECONOMIC DEVELOPMENT CAPITAL IMPROVEMENT – This fund is used to account for “one-time” revenues (revenues which are generated only one time and usually in connection with an event such as a sale of major assets, the merger or sale of a company, or insurance proceeds where the asset will not be replaced). These resources can be appropriated for capital expenditures intended to promote economic development within the community. Economic development may be defined as the retention of existing jobs or businesses; the creation of new jobs or businesses; the creation of capital investment through construction of new or the renovation of existing buildings; and the purchase of real estate, buildings or machinery.

	Economic Development Capital Improvement Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	0	0	0	0
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	0	0	0	0
Fund balance at beginning of year	19,187	19,187	19,187	19,187
Fund balance at end of year	\$ 19,187	\$ 19,187	\$ 19,187	\$ 19,187

	Economic Development Capital Improvement Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	0	0	0	0	0
Operations and Maintenance	19,186	0	0	0	0
Total Expenditures	19,186	0	0	0	0
Net change in fund balance	(19,186)	0	0	0	0
Fund balance at beginning of year	19,187	1	1	1	1
Fund balance at end of year	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1

CITY OF WOOSTER, OHIO
WATER FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED

WATER - This fund is used to account for the provision of water treatment and distribution to the residents and commercial users of the City and a limited number of county residents.

	Water Fund				Water Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Charges for services	\$ 5,245,826	\$ 5,141,225	\$ 5,275,088	\$ 5,291,898	\$ 5,361,250	\$ 5,388,056	\$ 5,414,997	\$ 5,442,072	\$ 5,469,282
Intergovernmental	322,730	0	203,163	102,716	200,000	0	0	0	
Fines, licenses, permits	19,528	24,703	24,346	15,780	15,800	16,000	16,000	16,000	16,000
Interest income	8,366	26,488	29,718	24,000	22,500	20,000	17,500	15,000	12,500
Miscellaneous	150,165	525,481	1,049,549	136,781	77,000	50,000	50,000	50,000	50,000
Total Revenues	<u>5,746,615</u>	<u>5,717,896</u>	<u>6,581,863</u>	<u>5,571,174</u>	<u>5,676,550</u>	<u>5,474,056</u>	<u>5,498,497</u>	<u>5,523,072</u>	<u>5,547,782</u>
Expenditures :									
Personal Services	1,476,141	1,629,031	1,844,295	1,823,092	2,113,439	1,968,940	2,067,387	2,170,756	2,279,294
Operations and Maintenance	2,690,385	2,046,249	2,078,421	1,459,712	2,544,127	1,496,204	1,533,609	1,571,950	1,611,248
Capital Outlay	1,429,473	2,240,669	3,874,216	1,548,729	1,552,000	500,000	500,000	500,000	500,000
Interfund Services Used	(189,032)	247,738	203,538	253,588	263,500	259,928	266,426	273,087	279,914
Debt Service	544,654	664,389	664,389	775,877	758,000	764,000	757,000	761,000	705,000
Total Expenditures	<u>5,951,621</u>	<u>6,828,076</u>	<u>8,664,859</u>	<u>5,860,998</u>	<u>7,231,066</u>	<u>4,989,072</u>	<u>5,124,422</u>	<u>5,276,792</u>	<u>5,375,456</u>
Excess revenues over(under)									
expenditures	(205,006)	(1,110,180)	(2,082,996)	(289,824)	(1,554,516)	484,984	374,074	246,279	172,326
Proceeds from debt issue	0	3,025,000	3,025,000	0	0	0			
Net change in fund balance	<u>(205,006)</u>	<u>1,914,820</u>	<u>942,004</u>	<u>(289,824)</u>	<u>(1,554,516)</u>	<u>484,984</u>	<u>374,074</u>	<u>246,279</u>	<u>172,326</u>
Fund Balance at beginning of year	4,213,264	4,008,258	5,923,078	6,865,082	6,575,259	5,020,743	5,505,727	5,879,801	6,126,080
Fund Balance at end of year	<u>\$ 4,008,258</u>	<u>\$ 5,923,078</u>	<u>\$ 6,865,082</u>	<u>\$ 6,575,259</u>	<u>\$ 5,020,743</u>	<u>\$ 5,505,727</u>	<u>\$ 5,879,801</u>	<u>\$ 6,126,080</u>	<u>\$ 6,298,406</u>

**CITY OF WOOSTER, OHIO
WATER POLLUTION CONTROL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

WATER POLLUTION CONTROL – This fund is used to account for sanitary sewer services provided to the residential and commercial users of the City and some residents of the county.

	Water Pollution Control Fund				Water Pollution Control Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Intergovernmental	\$ 41,304	\$ 0	\$ 500,000	\$ 0	\$ 20,000	\$ 0	\$ 0	\$ 0	\$ 0
Charges for services	5,834,105	6,170,970	6,362,951	6,322,007	6,322,000	6,300,000	6,300,000	6,300,000	6,300,000
Fines, licenses, permits	21,486	25,264	26,342	20,300	20,300	25,000	25,000	25,000	25,000
Interest income	7,725	10,487	31,342	43,000	40,000	25,000	25,000	25,000	25,000
Miscellaneous	101,554	38,139	2,308,613	118,831	0	10,000	10,000	10,000	10,000
Total Revenues	6,006,173	6,244,860	9,229,248	6,504,138	6,402,300	6,360,000	6,360,000	6,360,000	6,360,000
Expenditures :									
Personal Services	1,113,991	1,202,145	1,265,687	1,367,019	1,653,889	1,408,029	1,450,270	1,493,778	1,538,592
Operations and Maintenance	1,124,280	1,552,724	2,219,117	1,401,924	2,303,272	1,436,972	1,472,896	1,509,719	1,547,462
Capital Outlay	979,771	2,076,507	3,485,652	1,509,467	1,096,000	200,000	200,000	200,000	100,000
Interfund Services Used	1,432,189	1,266,678	1,330,678	1,117,124	1,121,000	1,145,052	1,173,678	1,203,020	1,233,096
Debt Service	1,340,343	1,425,765	1,605,504	1,793,267	1,896,100	1,890,000	1,883,000	1,885,000	1,882,000
Total Expenditures	5,990,573	7,523,820	9,906,638	7,188,801	8,070,261	6,080,054	6,179,845	6,291,518	6,301,149
Excess revenues over(under) expenditures	15,600	(1,278,960)	(677,389)	(684,663)	(1,667,961)	279,946	180,155	68,482	58,851
Proceeds from debt issue	18,533	4,327,699	135,461	362,011	0	0	0	0	0
Net change in fund balance	34,134	3,048,739	(541,929)	(322,652)	(1,667,961)	279,946	180,155	68,482	58,851
Fund balance at beginning of year	2,893,082	2,927,215	5,975,955	5,434,026	5,111,374	3,443,413	3,723,359	3,903,514	3,971,997
Fund balances at end of year	\$ 2,927,215	\$ 5,975,955	\$ 5,434,026	\$ 5,111,374	\$ 3,443,413	\$ 3,723,359	\$ 3,903,514	\$ 3,971,997	\$ 4,030,847

**CITY OF WOOSTER, OHIO
STORM DRAINAGE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

STORM DRAINAGE – This fund is used to account for and manage the storm drainage runoff service provided to the residential and commercial users of the City.

	Storm Drainage Fund				Storm Drainage Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Charges for services	\$ 1,396,799	\$ 1,431,740	\$ 1,489,461	\$ 1,507,914	\$ 1,508,000	\$ 1,511,016	\$ 1,514,038	\$ 1,517,066	\$ 1,520,100
Intergovernmental	0	0	0	0	65,000	0	0	0	0
Fines, licenses, permits	4,339	6,276	3,580	3,700	3,500	3,500	3,000	3,000	3,000
Interest income	3,886	8,387	10,064	16,000	15,000	12,000	9,500	7,500	5,000
Miscellaneous	2,699	2,422	2,178	2,352	0	0	0	0	0
Total Revenues	1,407,723	1,448,825	1,505,283	1,529,966	1,591,500	1,526,516	1,526,538	1,527,566	1,528,100
Expenditures :									
Personal Services	193,977	254,615	267,135	319,511	380,355	389,864	399,610	409,601	419,841
Operations and Maintenance	152,060	155,629	173,704	105,135	310,388	318,148	326,101	334,254	342,610
Capital Outlay	516,588	1,099,423	34,482	298,444	1,955,000	425,000	450,000	500,000	500,000
Interfund Services Used	126,071	183,221	217,579	169,112	191,250	196,031	200,932	205,955	211,104
Debt Service	190,885	191,985	183,363	223,162	196,100	197,000	38,000	38,000	38,000
Total Expenditures	1,179,581	1,884,872	876,263	1,115,364	3,033,093	1,526,043	1,414,644	1,487,810	1,511,555
Excess revenues over(under) expenditures	228,141	(436,048)	629,020	414,602	(1,441,593)	473	111,894	39,756	16,545
Proceeds from debt issue	231,250	336,139	0	0	0	0	0	0	0
Net change in fund balance	459,392	(99,908)	629,020	414,602	(1,441,593)	473	111,894	39,756	16,545
Fund balance at beginning of year	1,352,337	1,811,729	1,711,821	2,340,841	2,755,443	1,313,850	1,314,323	1,426,218	1,465,974
Fund balance at end of year	\$ <u>1,811,729</u>	\$ <u>1,711,821</u>	\$ <u>2,340,841</u>	\$ <u>2,755,443</u>	\$ <u>1,313,850</u>	\$ <u>1,314,323</u>	\$ <u>1,426,218</u>	\$ <u>1,465,974</u>	\$ <u>1,482,519</u>

**CITY OF WOOSTER, OHIO
REFUSE COLLECTION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

REFUSE COLLECTION – This fund is used to account for trash collection services provided to the residential and some commercial users of the City by a third party vendor.

	Refuse Collection Fund				Refuse Collection Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Intergovernmental	\$ 57,935	\$ 42,909	\$ 65,613	\$ 61,298	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Charges for services	1,460,189	1,464,723	1,388,727	1,271,344	1,272,000	1,272,000	1,297,440	1,323,389	1,349,857
Fines, licenses, permits	6,344	6,822	5,948	5,000	5,000	5,000	5,000	5,000	5,000
Interest income	2,103	4,471	5,176	7,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous	0	0	0	0	0	0	0	0	0
Total Revenues	1,526,572	1,518,925	1,465,464	1,344,642	1,332,000	1,332,000	1,357,440	1,383,389	1,409,857
Expenditures :									
Operations and Maintenance	1,227,129	1,455,627	1,348,127	1,248,480	1,300,000	1,332,500	1,365,813	1,399,958	1,434,957
Interfund Services Used	89,317	113,007	127,299	115,000	115,000	115,000	115,000	115,000	115,000
Total Expenditures	1,316,446	1,568,634	1,475,426	1,363,480	1,415,000	1,447,500	1,480,813	1,514,958	1,549,957
Net change in fund balance	210,126	(49,708)	(9,962)	(18,838)	(83,000)	(115,500)	(123,373)	(131,569)	(140,100)
Fund balance at beginning of year	691,158	901,283	851,575	841,614	822,776	739,776	624,276	500,903	369,334
Fund balance at end of year	<u>\$ 901,283</u>	<u>\$ 851,575</u>	<u>\$ 841,614</u>	<u>\$ 822,776</u>	<u>\$ 739,776</u>	<u>\$ 624,276</u>	<u>\$ 500,903</u>	<u>\$ 369,334</u>	<u>\$ 229,234</u>

**CITY OF WOOSTER, OHIO
MUNICIPAL GARAGE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

MUNICIPAL GARAGE – This fund is used to account for the operations of the City garage which provides maintenance and repair services on City Vehicles and Equipment.

	Municipal Garage Fund				Municipal Garage Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Interfund	\$ 379,958	\$ 444,182	\$ 467,640	\$ 505,000	\$ 580,000	\$ 600,000	\$ 618,000	\$ 636,540	\$ 655,636
Miscellaneous	3,506	2,977	434	0	0	0	0	0	0
Total Revenues	<u>383,464</u>	<u>447,159</u>	<u>468,074</u>	<u>505,000</u>	<u>580,000</u>	<u>600,000</u>	<u>618,000</u>	<u>636,540</u>	<u>655,636</u>
Expenditures :									
Personal Services	232,002	265,586	301,061	311,725	327,806	337,640	347,769	358,202	368,949
Operations and Maintenance	151,462	181,695	188,105	194,030	251,200	258,736	265,204	271,835	278,630
Interfund	0	0	0	0	0	0	0	0	0
Total Expenditures	<u>383,464</u>	<u>447,281</u>	<u>489,166</u>	<u>505,755</u>	<u>579,006</u>	<u>596,376</u>	<u>612,974</u>	<u>630,037</u>	<u>647,579</u>
Net change in fund balance	0	(122)	(21,092)	(755)	994	3,624	5,026	6,503	8,057
Fund balance at beginning of year	<u>266</u>	<u>266</u>	<u>144</u>	<u>(20,948)</u>	<u>(21,703)</u>	<u>(20,709)</u>	<u>(17,085)</u>	<u>(12,059)</u>	<u>(5,556)</u>
Fund balance at end of year	<u>\$ 266</u>	<u>\$ 144</u>	<u>\$ (20,948)</u>	<u>\$ (21,703)</u>	<u>\$ (20,709)</u>	<u>\$ (17,085)</u>	<u>\$ (12,059)</u>	<u>\$ (5,556)</u>	<u>\$ 2,502</u>

**CITY OF WOOSTER, OHIO
EMPLOYEE BENEFITS FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
FOUR FUTURE YEARS FORECASTED**

EMPLOYEE BENEFITS – This fund is established to account for all claims filed against and paid by the city (as the employer) under the City's self-funded program of group health insurance and life, dental and optical insurance premiums.

	Employee Benefits Fund				Employee Benefits Fund				
	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Revenues :									
Interfund	\$ 1,859,245	\$ 2,149,635	\$ 2,605,689	\$ 2,878,700	\$ 3,160,400	\$ 3,365,826	\$ 3,584,605	\$ 3,817,604	\$ 4,065,748
Miscellaneous	203,515	234,098	207,688	291,900	301,600	301,600	304,616	307,662	310,739
Total Revenues	<u>2,062,759</u>	<u>2,383,733</u>	<u>2,813,377</u>	<u>3,170,600</u>	<u>3,462,000</u>	<u>3,667,426</u>	<u>3,889,221</u>	<u>4,125,266</u>	<u>4,376,487</u>
Expenditures :									
Personal Services	<u>2,177,975</u>	<u>2,680,639</u>	<u>2,808,427</u>	<u>3,191,427</u>	<u>3,462,000</u>	<u>3,669,720</u>	<u>3,889,903</u>	<u>4,123,297</u>	<u>4,370,695</u>
Total Expenditures	<u>2,177,975</u>	<u>2,680,639</u>	<u>2,808,427</u>	<u>3,191,427</u>	<u>3,462,000</u>	<u>3,669,720</u>	<u>3,889,903</u>	<u>4,123,297</u>	<u>4,370,695</u>
Net change in fund balance	(115,215)	(296,906)	4,950	(20,827)	0	(2,294)	(683)	1,969	5,792
Fund balance at beginning of year	<u>703,831</u>	<u>588,616</u>	<u>291,710</u>	<u>296,659</u>	<u>275,832</u>	<u>275,832</u>	<u>273,538</u>	<u>272,856</u>	<u>274,825</u>
Fund balance at end of year	<u>\$ 588,616</u>	<u>\$ 291,710</u>	<u>\$ 296,659</u>	<u>\$ 275,832</u>	<u>\$ 275,832</u>	<u>\$ 273,538</u>	<u>\$ 272,856</u>	<u>\$ 274,825</u>	<u>\$ 280,616</u>

**CITY OF WOOSTER, OHIO
 INVESTMENT FUND
 SCHEDULE OF REVENUES, EXPENDITURES AND
 CHANGES IN FUND BALANCES
 PREVIOUS TWO YEARS ACTUAL, CURRENT YEAR PROJECTED, NEXT YEAR BUDGETED,
 FOUR FUTURE YEARS FORECASTED**

INVESTMENT – This fund is established by statute to accumulate interest earnings from pooled investments and to pay expenses incurred in the handling of investments and banking matters until such time as the net proceeds can be distributed to the other funds.

	Investment Fund			
	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Revenues :				
Interest Income	\$ 51,710	\$ 48,083	\$ 48,018	\$ 64,404
Miscellaneous	0	0	0	0
Total Revenues	<u>51,710</u>	<u>48,083</u>	<u>48,018</u>	<u>64,404</u>
Expenditures :				
Operations and Maintenance	<u>51,710</u>	<u>48,083</u>	<u>48,018</u>	<u>64,404</u>
Total Expenditures	<u>51,710</u>	<u>48,083</u>	<u>48,018</u>	<u>64,404</u>
Net change in fund balance	0	0	0	0
Fund balance at beginning of year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

	Investment Fund				
	2017 Budgeted	2018 Forecasted	2019 Forecasted	2020 Forecasted	2021 Forecasted
Interest Income	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Miscellaneous	0	0	0	0	0
Total Revenues	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Operations and Maintenance	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total Expenditures	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Net change in fund balance	0	0	0	0	0
Fund balance at beginning of year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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**City of Wooster, Ohio
Capital Budget Summary
For the year 2017**

	CAPITAL EQUIPMENT	CAPITAL INFRASTRUCTURE	TOTALS
FUND LEVEL SUMMARY			
<u>FUND</u>			
301 Capital Improvements Fund	\$ 1,375,921	\$ 3,395,000	\$ 4,770,921
103 Permissive Tax Fund	\$ -	\$ 400,000	\$ 400,000
107 CDBG Critical Infrastructure/Allocation	\$ -	\$ 367,200	\$ 367,200
501 Water Fund	\$ 152,000	\$ 1,400,000	\$ 1,552,000
502 Sanitary Sewer Fund	\$ 291,000	\$ 805,000	\$ 1,096,000
507 Storm Sewer Fund	\$ -	\$ 1,955,000	\$ 1,955,000
508 CDGB Econ. Dev. RLF	\$ -	\$ 5,016	\$ 5,016
	<u>\$ 1,818,921</u>	<u>\$ 8,327,216</u>	<u>\$ 10,146,137</u>
Less: Grant Reimbursements	(26,421.00)	(968,216)	(994,637)
	<u>\$ 1,792,500</u>	<u>\$ 7,359,000</u>	<u>\$ 9,151,500</u>

COST CENTER LEVEL SUMMARY

<u>FUND</u>	<u>COST CENTER</u>				
301	580702	Capital Improvements	\$ 1,375,921	\$ 3,395,000	\$ 4,770,921
103	334604	Street Maintenance - Permissive Tax	\$ -	\$ 400,000	\$ 400,000
107	380404	CDBG Critical Infrastructure/Allocation	\$ -	\$ 67,200	\$ 67,200
107	380406	CDBG	\$ -	\$ 300,000	\$ 300,000
501	742504	Water Treatment Plant	\$ 127,000	\$ -	\$ 127,000
501	734510	Water Lines - Engineering	\$ 10,000	\$ 1,400,000	\$ 1,410,000
501	742502	Water Line Maintenance (Distribution)	\$ 15,000	\$ -	\$ 15,000
502	743514	Water Pollution Control Plant	\$ 166,000	\$ -	\$ 166,000
502	734501	Sewer Lines - Engineering	\$ 10,000	\$ 805,000	\$ 815,000
502	743502	Sewer Line Maintenance (Collection)	\$ 115,000	\$ -	\$ 115,000
507	734502	Storm Sewer - Engineering	\$ -	\$ 1,955,000	\$ 1,955,000
508	770401	CDBG Econ. Dev. RLF	\$ -	\$ 5,016	\$ 5,016
			<u>\$ 1,818,921</u>	<u>\$ 8,327,216</u>	<u>\$ 10,146,137</u>

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2017

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
DEPARTMENT/DIVISION							
Safety							
Fire							
1	Replace Medic Unit (Ambulance)	Replacement	\$ 250,000	301 Capital Improvements Fund	580702		
1	Add LP 15 Cardiac Monitor for 4th Medic Unit		\$ 30,000	301 Capital Improvements Fund	580702		
8	Replace Jaws of Life - Extrication Tool		<u>\$ 40,000</u>	301 Capital Improvements Fund	580702		
			\$ 320,000				
Police							
1	Patrol Vehicles	Replacement	\$ 100,000	301 Capital Improvements Fund	580702		
2	Safety Center Built-in Cabinetry	New	<u>\$ 80,000</u>	301 Capital Improvements Fund	580702		
			\$ 180,000				
Finance							
1	Financial Software Upgrade/Replacement	Replacement	\$ 200,000	301 Capital Improvements Fund	580702		
Community Service & Development Department							
Recreation/Pools/Community Center							
1	Vehicle (replace 2002 Ford Explorer)	Replacement	\$ 30,000	301 Capital Improvements Fund	580702		
1	Community Center Room Renovation	Renovation	<u>\$ 55,000</u>	301 Capital Improvements Fund	580702		
			\$ 85,000				
Public Works Department							
Engineering							

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2017

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
1	Vehicle Replacement (2004 F-150)	Replacement	\$ 20,000	301 Capital Improvements	580702		50.00%
			\$ 10,000	501 Water Fund	734510		25.00%
			<u>\$ 10,000</u>	502 Sewer Fund	734501		25.00%
			\$ 40,000				
2	Ortho Photos	New	\$ 25,000	301 Capital Improvements	580702		50.00%
		Totals by Fund:	\$ 45,000	Capital Improvements Fund			
			\$ 10,000	Water Fund			
			<u>\$ 10,000</u>	Sewer Fund			
		Total: Engineering Division	\$ 65,000				

Public Properties Maintenance

PPM

1	High Lift Platform Truck	Replacement	\$ 149,500	301 Capital Improvements Fund	580702		
1	Roof Replacement - 1151 Mechanicsburg Rd	Replacement	\$ 250,000	301 Capital Improvements Fund	580702		

Parks

1	Christmas Run Park Restrooms	Renovation	\$ 45,000	301 Capital Improvements Fund	580702		
1	Christmas Run Pool Loop Driveway Improvements	Replacement	\$ 25,000	301 Capital Improvements Fund	580702		
2	Pickle Ball Courts	New	\$ 40,000	301 Capital Improvements Fund	580702		
		ODNR	<u>\$ 26,421</u>	301 Capital Improvements Fund	580702		
			\$ 66,421				

Public Properties Maintenance, continued

3	Freedlander Chalet Renovations	Renovation	\$ 10,000	301 Capital Improvements Fund	580702		
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City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2017

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
			Total PPM Division	\$	545,921		
Utilities Divisions							
Water Pollution Control Plant							
1	Influent Pump Rebuild	Maintenance	\$ 36,000	502 Sanitary Sewer Fund	743514		
2	Influent Screen Auger Rebuild	Maintenance	\$ 25,000	502 Sanitary Sewer Fund	743514		
3	Relocate Biotower Auger to Septage Receiving	Update	\$ 25,000	502 Sanitary Sewer Fund	743514		
4	Repair/Replace Capital Items	As needed	\$ 30,000	502 Sanitary Sewer Fund	743514		
5	SFD Tank Covers	New	\$ 50,000	502 Sanitary Sewer Fund	743514		
			\$ 166,000				
Water Treatment Plant							
1	High Duty Pump - rebuild	Maintenance	\$ 30,000	501 Water Fund	742504		
2	Chlorine Injector Pump Replacement	Replacement	\$ 12,000	501 Water Fund	742504		
3	Repair/Replace Capital Items	As needed	\$ 30,000	501 Water Fund	742504		
4	Convert SCADA system to iFix	Update	\$ 55,000	501 Water Fund	742504		
			\$ 127,000				
Distribution and Collection							
2	Replace Sewer Camera Equipment	Repair	\$ 100,000	502 Sewer Fund	743502		
3	Repair/Replace Capital Items	As needed	\$ 15,000	501 Water Fund	742502		50.00%
			\$ 15,000	502 Sewer Fund	743502		50.00%
			\$ 30,000				
Distribution and Collection, continued							
Totals by Fund			\$ 15,000	Water Fund			
			\$ 115,000	Sewer Fund			
Total Distribution and Collection			\$ 130,000				

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2017

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
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DEPARTMENT/DIVISION

Utilities Divisions

Totals by Fund:	\$ 142,000	Water Fund
	<u>\$ 281,000</u>	Sewer Fund
Total: Utilities Divisions	\$ 423,000	

FUND LEVEL SUMMARY - ALL CITY DIVISIONS

Capital Improvements Fund	\$ 1,375,921
Water Fund	\$ 152,000
Sanitary Sewer Fund	\$ 291,000
	<u>\$ 1,818,921</u>

COST CENTER LEVEL SUMMARY

Capital Improvements	580702 -3360	\$ 1,375,921	301 Capital Improvements
Water Lines - Engineering	734510 -3360	\$ 10,000	501 Water
Water Treatment Plant	742504 -3360	\$ 127,000	501 Water
Water Line Maintenance (Distribution)	742502 -3360	\$ 15,000	501 Water
Sewer Lines - Engineering	734501 -3360	\$ 10,000	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	743502 -3360	\$ 115,000	502 Sanitary Sewer
Water Pollution Control Plant	743514 -3360	<u>\$ 166,000</u>	502 Sanitary Sewer
		<u>\$ 1,818,921</u>	

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2017

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Sidewalk Improvements	Gen. Fund Trans.		\$ 25,000	301 Capital Improvements	580702
TOTAL	Engineering	Downtown Streetscape	Gen. Fund Trans.		\$ 1,300,000	301 Capital Improvements	580702
TOTAL	Engineering	Bike Path - Phase 1	Gen. Fund Trans.		\$ 100,000	301 Capital Improvements	580702
	Engineering	Burbank Road - Highland to Oldman Road Reconstruction Project	OPWC Grant	Water	\$ 250,000	501 Water Fund	734510
				Water	\$ 200,000	501 Water Fund	734510
				Saintary Sewer	\$ 45,000	502 Sanitary Sewer Fund	734501
			OPWC Grant	Saintary Sewer	\$ 20,000	502 Sanitary Sewer Fund	734501
				Storm Sewer	\$ 185,000	507 Storm Sewer Fund	734502
			OPWC Grant	Storm Sewer	\$ 65,000	507 Storm Sewer Fund	734502
			Gas Tax & Lic. Fee	Permissive Tax	\$ 400,000	103 Permissive Tax Fund	334604
			Gen. Fund Trans.	Road	\$ 390,000	301 Capital Improvements	580702
			Assessments	Road	\$ 170,000	301 Capital Improvements	580702
			OPWC Grant	Road	\$ 215,000	301 Capital Improvements	580702
TOTAL					\$ 1,940,000		
	Engineering	Burbank, Friendsville, Bowman, Milltown	Gen. Fund Trans.		\$ 304,000	301 Capital Improvements	580702
			ODOT Large City Funds		\$ 381,000	301 Capital Improvements	580702
TOTAL					\$ 685,000		
	Engineering	Liberty Street Signal Replacement	Gen. Fund Trans.		\$ 335,000	301 Capital Improvements	580702
			CDGB Econ. Dev. RLF		\$ 5,016	508 CDBG Econ Dev Loan Fund	770401
			CDBG Critical Infrastructure/Allocation		\$ 67,200	107 Community Dev Block Grant	380404
			CDBG Critical Infrastructure/Allocation		\$ 300,000	107 Community Dev Block Grant	380406
TOTAL					\$ 707,216		
TOTAL	Engineering	Bike Path - Phase 2	Gen. Fund Trans.	Engineering	\$ 150,000	301 Capital Improvements	580702
TOTAL	Engineering	West Highland Avenue	Gen. Fund Trans.	Engineering	\$ 25,000	301 Capital Improvements	580702
TOTAL	Engineering	Water Line Replacements			\$ 50,000	501 Water Fund	734510
	Engineering	Replace 2" Waterlines (2017: Bechtel, Troyer, Spring Diller)			\$ 100,000	501 Water Fund	734510
TOTAL	Engineering	North Well Field - Check Valve Replacement		Construction	\$ 350,000	501 Water Fund	734510
TOTAL	Engineering	Northview Drive Waterline Replacement		Construction	\$ 150,000	501 Water Fund	734510
TOTAL	Engineering	Skylark, Catalina Waterlines		Construction	\$ 300,000	501 Water Fund	734510
TOTAL	Engineering	Sanitary Sewer Misc			\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Sanitary Sewer Lining Projects			\$ 150,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	CSO Abatement Projects			\$ 25,000	502 Sanitary Sewer Fund	734501

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2017

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering/Utilities	Henry Street Lift Station Upgrade		Engineering	\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	Cleveland Road Lift Station Upgrade		Engineering	\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	Nupp Drive Lift Station Upgrade			\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Spink Street Area Sanitary Sewer (South of Bowman)			\$ 130,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Gasche Street Sanitary Sewer (South of Nold)			\$ 85,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	Walmart Lift Station Gravity Study		Engineering	\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	NPDES Storm water Permit Program (OEPA)			\$ 30,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Storm Sewer Replacements			\$ 200,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Dix Expressway Culvert Replacement		Construction	\$ 350,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Melrose Drive Culvert Replacement		Construction	\$ 25,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Lemar Storm Sewer Replacement		Construction	\$ 85,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Cleveland Road Storm Sewer (near Valvoline)		Construction	\$ 150,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Wayne Avenue Culvert Replacement		Construction	\$ 150,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Spink Street Are Storm Sewer (South of Bowman)		Construction	\$ 430,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Gasche Street Are Storm Sewer (South of Nold)		Construction	\$ 285,000	507 Storm Sewer Fund	734502
TOTAL		TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY			\$ 8,327,216		

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2017

MEMO ONLY	Division	Project Description	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
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FUND LEVEL SUMMARY

See Below Recon**	Capital Improvements Fund	\$	3,395,000
	Permissive Tax Fund	\$	400,000
See Below Recon**	CDBG Fund	\$	367,200
	Water Fund	\$	1,400,000
	Sanitary Sewer Fund	\$	805,000
	Storm Sewer Fund	\$	1,955,000
	CDBG Econ. Dev. RLF	\$	5,016
		<u>\$</u>	<u>8,327,216</u>

COST CENTER LEVEL SUMMARY

	Capital Improvements	580702 -3360	\$	3,395,000	301	Capital Improvements
	Permissive Tax - Street Maintenance	334604 -3360	\$	400,000	103	Permissive Tax
See Below Recon**	CDBG Critical Infrastructure/Allocation	380404 -3360	\$	67,200	107	CDBG
See Below Recon**	CDBG	380406 -3360	\$	300,000	107	CDBG
	Water Lines	734510 -3360	\$	1,400,000	501	Water
	Sewer Lines - Engineering	734501 -3360	\$	805,000	502	Sanitary Sewer
	Storm Sewer - Engineering	734502 -3360	\$	1,955,000	507	Storm Drainage
See Below Recon**	CDGB Econ. Dev. RLF	770401 -3360	\$	5,016	508	CDGB Econ. Dev. RLF
			<u>\$</u>	<u>8,327,216</u>		

Fund Reconciliations

**Reconciliation	Capital Improvements Fund	CDBG Funds
Total Fund Infrastructure Budgeted:	\$ 3,395,000	\$ 372,216
Less: Other Funding Sources		
ODOT Large City Funds	\$ (381,000)	
OPWC Grant	\$ (215,000)	
CDBG Critical Infrastructure/Allocation		\$ (367,200)
CDGB Econ. Dev. RLF		\$ (5,016)
Net Fund Infrastructure Budgeted:	<u>\$ 2,799,000</u>	<u>\$ -</u>

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City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2018-2022

		Cut from					Funding	Percentage	
		2017 Budget	2018	2019	2020	2021	2022	Source	Split
Police									
1	Patrol Vehicles	\$ 90,000						301 Capital Improvements Fund	
1	Police Vehicle Replacement - 4 units		\$ 200,000	\$ -				301 Capital Improvements Fund	
1	Police Vehicle Replacement - 4 units			\$ 210,000				301 Capital Improvements Fund	
1	Police Vehicle Replacement - 5 units				\$ 270,000			301 Capital Improvements Fund	
		<u>\$ 90,000</u>	<u>\$ 200,000</u>	<u>\$ 210,000</u>	<u>\$ 270,000</u>	<u>\$ -</u>	<u>\$ -</u>		
Fire									
1	Safety Center - Diesel Exhaust System	\$ 45,000						301 Capital Improvements Fund	
1	Safety Center - Cabinets and Desks	\$ 28,000						301 Capital Improvements Fund	
1	Safety Center - Mezzanine	\$ 23,634						301 Capital Improvements Fund	
1	Safety Center - Bi-Directional Amp-Station Alerting Radio	\$ 24,000						301 Capital Improvements Fund	
1	Safety Center - Hose Dryer	\$ 13,000						301 Capital Improvements Fund	
9	Stryker Patient Loading System (Three systems)	\$ 75,250						301 Capital Improvements Fund	
1	Replace Medic Unit 1311 (Ambulance) - reduction							301 Capital Improvements Fund	
2	Replace Fire Engine 135							301 Capital Improvements Fund	
3	Life Pack 15 Monitor/Defibrillator							301 Capital Improvements Fund	
6	Stryker Patient Loading System for Medic Units							301 Capital Improvements Fund	
	Station Alerting System							301 Capital Improvements Fund	
1	Station 1 Renovations		\$1,000,000					301 Capital Improvements Fund	
2	Replace Command Vehicle - 1308 - Tahoe		\$45,000					301 Capital Improvements Fund	
3	Replace Utility Truck 1313- Chevy Pick-up		\$55,000					301 Capital Improvements Fund	
1	Replace Quint 136 - Seagrave			\$750,000				301 Capital Improvements Fund	
2	Replace Inspector 1310- Chevy Colorado			\$25,000				301 Capital Improvements Fund	
1	Replace Engine 137- Pierce				\$650,000			301 Capital Improvements Fund	
2	Replace Jaws of Life- Extrication tools				\$50,000			301 Capital Improvements Fund	
1	Replace Medic 1306- Horton Ambulance					\$250,000.00		301 Capital Improvements Fund	
		<u>\$ 208,884</u>	<u>\$ 1,100,000</u>	<u>\$ 775,000</u>	<u>\$ 700,000</u>	<u>\$ 250,000</u>	<u>\$ -</u>		
Public Properties Maintenance									
2	3/4 Ton 4x4 Pick-Up Truck	\$ 35,000						301 Capital Improvements Fund	
3	10 Ton Single Axel Dump Truck	\$ 155,000						301 Capital Improvements Fund	
4	4x4 Backhoe-Front Loader	\$ 92,500						301 Capital Improvements Fund	
2	Generator for PPM building	\$ 80,000						301 Capital Improvements Fund	
3	Freedlander Chalet Renovations	\$ 190,000						301 Capital Improvements Fund	
1	Mechanical Street Sweeper		\$ 260,000					507 Storm Sewer Fund	
2	10 Ton Dual Axel Dump Truck		\$ 155,000					301 Capital Improvements Fund	
3	4x4 Backhoe/Front Loader		\$ 92,500					301 Capital Improvements Fund	
1	Office Security & Improvements		\$ 35,000					301 Capital Improvements Fund	

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2018-2022

	Cut from						Funding Source	Percentage Split
	2017 Budget	2018	2019	2020	2021	2022		
2 Mechanics 30 Ton Vehicle Lift		\$ 30,000					301 Capital Improvements Fund	
3 PPM Siding Replacement		\$ 150,000					301 Capital Improvements Fund	
1 Oak Hill Driveway and Parking Pavement		\$ 55,000					301 Capital Improvements Fund	
2 Christmas Run Rosa Parks Drive		\$ 15,000					301 Capital Improvements Fund	
3 Freedlander and Schellin Park Dredging		\$ 30,000					301 Capital Improvements Fund	
1 Crew Cab Truck with Service Box			\$ 42,000				301 Capital Improvements Fund	
2 Two (2) Leaf Machines			\$ 70,000				507 Storm Sewer Fund	
3 Front End Wheel Loader			\$ 160,000				301 Capital Improvements Fund	
1 Security Fence with Openers			\$ 20,000				301 Capital Improvements Fund	
2 Main Parking Lot Resurface			\$ 70,000				301 Capital Improvements Fund	
1 North Buckeye Parking Resurfaced			\$ 45,000				301 Capital Improvements Fund	
2 South Buckeye Parking Resurfaced			\$ 40,000				301 Capital Improvements Fund	
3 10 Ton Dual Axel Dump Truck				\$ 160,000			301 Capital Improvements Fund	
2 Crew Cab Truck with Service Box				\$ 42,000			301 Capital Improvements Fund	
3 Two (2) Leaf Machines				\$ 70,000			507 Storm Sewer Fund	
1 Freedlander Main Parking Resurfaced				\$ 75,000			301 Capital Improvements Fund	
2 Knights Field Parking Resurfaced				\$ 10,000			301 Capital Improvements Fund	
3 Schellin Parking Resurfaced				\$ 15,000			301 Capital Improvements Fund	
1 West Storage Shed Parking Lot Resurfaced				\$ 20,000			301 Capital Improvements Fund	
1 10 Ton Dual Axel Dump Truck					\$ 160,000		301 Capital Improvements Fund	
2 Crew Cab Truck with Service Box					\$ 42,000		301 Capital Improvements Fund	
1 Garage Door Replacements					\$ 180,000		301 Capital Improvements Fund	
1 Oak Hill Pond Dredging and Improvements					\$ 15,000		301 Capital Improvements Fund	
	\$ 552,500	\$ 822,500	\$ 447,000	\$ 392,000	\$ 397,000	\$ -		

Engineering

Sidewalk Improvements	\$ 25,000	301 Capital Improvements Fund
Sidewalk Replacement	\$ 50,000	301 Capital Improvements Fund
Miscellaneous	\$ 50,000	301 Capital Improvements Fund
Downtown Streetscape	\$ 300,000	301 Capital Improvements Fund
Paving:		301 Capital Improvements Fund
Venture Blvd	\$ 150,000	301 Capital Improvements Fund
Branstetter Street	\$ 80,000	301 Capital Improvements Fund
Monterey	\$ 80,000	301 Capital Improvements Fund
Marilyn Drive	\$ 60,000	301 Capital Improvements Fund
Mindy Lane	\$ 60,000	301 Capital Improvements Fund
Country Club Lane	\$ 60,000	301 Capital Improvements Fund
Normandy Drive	\$ 60,000	301 Capital Improvements Fund
Brooke Way	\$ 60,000	301 Capital Improvements Fund
Melanie Drive	\$ 60,000	301 Capital Improvements Fund

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2018-2022

	Cut from						Funding Source	Percentage Split
	2017 Budget	2018	2019	2020	2021	2022		
Peanut Roundabout	\$ 320,000						301 Capital Improvements Fund	
Northwestern Sidewalk	\$ 100,000						301 Capital Improvements Fund	
West Highland	\$ 25,000						301 Capital Improvements Fund	
Bike Path - Phase 1	\$ 100,000						301 Capital Improvements Fund	
Replace 2004 Ford Van (Inspection Vehicle)		\$ 20,000					301 Capital Improvements Fund	50.00%
		\$ 10,000					501 Water Fund	25.00%
		\$ 10,000					502 Sanitary Sewer Fund	25.00%
total Replace 2004 Ford Van		\$ 40,000						
Replace copier			\$ 12,000				301 Capital Improvements Fund	
Ortho Photography Updates				\$ 25,000			301 Capital Improvements Fund	
Replace scanner					\$ 15,000		301 Capital Improvements Fund	
	\$ 1,640,000	\$ 40,000	\$ 12,000	\$ 25,000	\$ 15,000	\$ -		
Recreation/Community Center/ Pools								
1 Freedlander Pool Perimeter Fence	\$ 17,000						301 Capital Improvements Fund	
1 Community Center Room Renovation	\$ 20,000						301 Capital Improvements Fund	
	\$ 37,000							
1 Replace Boiler - Freedlander Pool	\$ 15,000						301 Capital Improvements Fund	
1 Carpet Replacement-Fitness Room, Lewis Lounge, Office	\$ 30,000						301 Capital Improvements Fund	
1 Replace Main Roof-Community Center	\$ 50,000						301 Capital Improvements Fund	
1 Replace Wading Pool - Freedlander			\$ 125,000				301 Capital Improvements Fund	
1 Vehicle - Replace Mazda 3			\$ 30,000				301 Capital Improvements Fund	
1 Roof replacements: out-buidlings at Freedlander				\$ 25,000			301 Capital Improvements Fund	
2 Soccer Concession Stand Roof (metal)				\$ 15,000			301 Capital Improvements Fund	
1 Freedlander Pool Painting					\$ 45,000		301 Capital Improvements Fund	
1 Christmas Run Pool Painting						\$ 40,000	301 Capital Improvements Fund	
1 Replace Wading Pool - Christmas Run						\$ 150,000	301 Capital Improvements Fund	
	\$ -	\$ 95,000	\$ 155,000	\$ 40,000	\$ 45,000	\$ 190,000		
Utilities								
Water Pollution Control								
Replace Digester Mixers (1/year)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	502 Sanitary Sewer Fund	
Refurbish Influent Pumps (1/year)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	502 Sanitary Sewer Fund	
Repair/Replace Capital Items	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	502 Sanitary Sewer Fund	
Rebuild Cogen Engine		\$ 50,000					502 Sanitary Sewer Fund	
Replace Pick-Up Truck		\$ 35,000					502 Sanitary Sewer Fund	
Replace Lab Van				\$ 30,000			502 Sanitary Sewer Fund	
	\$ -	\$ 50,000	\$ 135,000	\$ 80,000	\$ 50,000	\$ 50,000		

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2018-2022

	Cut from						Funding Source	Percentage Split
	2017 Budget	2018	2019	2020	2021	2022		
Water Treatment								
Replace PLC-5 Controllers		\$ 150,000					501 Water Fund	
Repair/Replace Capital Items		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	501 Water Fund	
Replace Pick-Up Truck			\$ 30,000				501 Water Fund	
Paint Softening Clarifiers				\$ 75,000			501 Water Fund	
	\$ -	\$ 180,000	\$ 60,000	\$ 105,000	\$ 30,000	\$ 30,000		
Distribution and Collection								
Vac Truck		\$ 200,000					501 Water Fund	50.00%
		\$ 200,000					502 Sanitary Sewer Fund	50.00%
total Vac Truck		\$ 400,000						
Repair/Replace Capital Items		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	501 Water Fund	50.00%
		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	502 Sanitary Sewer Fund	50.00%
total Repair/Replace Capital Items		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000		
Replace Heavy Duty Pick-Up Truck				\$ 22,500			501 Water Fund	50.00%
				\$ 22,500			502 Sanitary Sewer Fund	50.00%
total Replace Heavy Duty Pick-Up Truck				\$ 45,000				
Replace Back Hoe						\$ 42,500	501 Water Fund	50.00%
						\$ 42,500	502 Sanitary Sewer Fund	50.00%
total Replace Back Hoe						\$ 85,000		
	\$ -	\$ 60,000	\$ 60,000	\$ 75,000	\$ 60,000	\$ 60,000		
Totals by Fund (memorandum only)								
	\$ 2,528,384	\$ 1,977,500	\$ 1,529,000	\$ 1,357,000	\$ 707,000	\$ 190,000	301 Capital Improvements Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	101 SCM&R	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	102 State Highway Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax	
	\$ -	\$ 405,000	\$ 75,000	\$ 142,500	\$ 45,000	\$ 87,500	501 Water Fund	
	\$ -	\$ 275,000	\$ 150,000	\$ 117,500	\$ 65,000	\$ 107,500	502 Sewer Fund	
	\$ -	\$ 260,000	\$ 70,000	\$ 70,000	\$ -	\$ -	507 Storm Sewer Fund	
	\$ 2,528,384	\$ 2,917,500	\$ 1,824,000	\$ 1,687,000	\$ 817,000	\$ 385,000		

The following pages were prepared by the City Engineer and reflect infrastructure and capital planning needs. Because these calculations were an integral part of the budgeting process, we chose to include them in this document. However, the figures included in the 2017 column do not reconcile to the appropriation requests presented in sections two (2) and three (3) of this budget document.

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																		
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR											COMMENTS	
						2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Future		
Ongoing	ENGR.	Sidewalk Improvements	\$ 800,000	Capital Imp.	\$ 800,000	\$ 75,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Sidewalk Replacement Program	\$ 775,000	Capital Imp.	\$ 775,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Miscellaneous	\$ 500,000	Capital Imp.	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Ongoing	ENGR.	Miscellaneous	\$ 460,000	Permissive Tax	\$ 460,000	\$ 10,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Ongoing	ENGR.	Traffic Signal Improvements	\$ 3,000,000	Capital Imp.	\$ 3,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
	ENGR.	Sandalwood and Ramblewood Estates - Paving	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000											
	ENGR.	S. Market and N. Market - Paving	\$ 900,000		Permissive Tax	\$ 400,000	\$ 400,000											
		Spruce and Madison - Paving			Capital Imp.	\$ 100,000	\$ 100,000											
		Mechanicsburg Road (Bowman to Highland)			ODOT Large City	\$ 400,000	\$ 400,000											
						\$ 900,000												
	ENGR.	ODOT Roundabout	\$ 210,000	Right of Way Const. Cost	Capital Imp. Capital Imp.	\$ 10,000 \$ 200,000	\$ 10,000 \$ 200,000											
						\$ 210,000												
	ENGR.	Akron Road Industrial Drive - Road Const.	\$ 395,000	Engineering Const. Cost	Capital Imp. ODSA	\$ 30,000 \$ 160,000	\$ 30,000 \$ 160,000											
				Const. Cost	Ohio Jobs	\$ 50,000	\$ 50,000											
				Const. Cost	Capital Imp.	\$ 155,000	\$ 155,000											
						\$ 395,000												
	ENGR.	Downtown Streetscape	\$ 6,862,000	Engineering	Capital Imp.	\$ 532,000	\$ 32,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 100,000							
					Capital Imp.	\$ 6,330,000	\$ 180,000	\$ 1,500,000	\$ 1,800,000	\$ 1,900,000	\$ 950,000							
					Assessments	\$ -												
						\$ 6,862,000												
	ENGR.	North Street Traffic Signals	\$ 727,000	Engineering	Capital Imp.	\$ 75,000	\$ 75,000											CDBG Grants
					Capital Imp.	\$ 250,000	\$ 250,000											
					CDBG Formula	\$ 102,000	\$ 102,000											
					CDBG Critical Infr.	\$ 300,000	\$ 300,000											
						\$ 727,000												
	ENGR.	Bike Path Phase 1	\$ 1,050,000	Engineering Right of Way	Capital Imp.	\$ 100,000	\$ 100,000											ODOT Grant
					Capital Imp.	\$ 200,000	\$ 200,000	\$ 200,000										
					TE	\$ 715,000	\$ 715,000	\$ 715,000										
					Capital Imp.	\$ 35,000	\$ 35,000	\$ 35,000										
						\$ 1,050,000												
	ENGR.	Old Airport Road - Paving	\$ 175,000	General	Capital Imp.	\$ 175,000	\$ 175,000											
		Buckeye Street (South to Lanwill) - Paving	\$ 85,000	General	Capital Imp.	\$ 85,000	\$ 85,000											
		Ihrig - Paving	\$ 65,000	General	Capital Imp.	\$ 65,000	\$ 65,000											
		Sherman - Paving	\$ 25,000	General	Capital Imp.	\$ 25,000	\$ 25,000											
		Henry Steet - Paving	\$ 25,000	General	Capital Imp.	\$ 25,000	\$ 25,000											
		Kurtz Avenue - Paving	\$ 50,000	General	Capital Imp.	\$ 50,000	\$ 50,000											
		Winter Street (Cleveland to Beall) - Paving	\$ 75,000	General	Capital Imp.	\$ 75,000	\$ 75,000											
			\$ 500,000			\$ 500,000												
	ENGR.	Burbank Rd. - Highland to Oldman - Road Reconstruction	\$ 2,015,000	Engineering Right of Way	In-house Permissive Tax	\$ 75,000	\$ 75,000											
					Water	\$ 450,000	\$ 450,000	\$ 450,000										
					Sanitary	\$ 65,000	\$ 65,000	\$ 65,000										
					Storm	\$ 250,000	\$ 250,000	\$ 250,000										
					Assessments	\$ 170,000	\$ 170,000	\$ 170,000										
					Capital Imp.	\$ 1,005,000	\$ 1,005,000	\$ 1,005,000										
						\$ 2,015,000												
	ENGR.	Burbank, Friendsville, Bowman, Milltown - Paving	\$ 685,000		Capital Imp.	\$ 304,000	\$ 304,000											
					ODOT Large City	\$ 381,000	\$ 381,000											
						\$ 685,000												
	ENGR.	Venture Blvd. - Paving	\$ 150,000	General	Capital Imp.	\$ 150,000	\$ 150,000											
		Branstetter Street - Paving	\$ 80,000	General	Capital Imp.	\$ 80,000	\$ 80,000											
		Monterey - Paving	\$ 80,000	General	Capital Imp.	\$ 80,000	\$ 80,000											
		Marilyn - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
		Mindy Lane - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
		Country Club Lane - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
		Normandy Drive - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
		Brooke Way - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
		Melanie Drive - Paving	\$ 60,000	General	Capital Imp.	\$ 60,000	\$ 60,000											
			\$ 670,000			\$ 670,000												
	ENGR.	Northwestern Sidewalks	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000											
	ENGR.	Liberty Street Signal Replacement	\$ 772,216	Engineering	Capital Imp.	\$ 65,000	\$ 65,000											CDBG Grants
					Capital Imp.	\$ 335,000	\$ 335,000	\$ 335,000										
					CDBG RLF	\$ 5,016	\$ 5,016	\$ 5,016										
					CDBG Allocation	\$ 67,200	\$ 67,200	\$ 67,200										
					CDBG Critical Infr.	\$ 300,000	\$ 300,000	\$ 300,000										
						\$ 772,216												

CITY OF WOOSTER																							
10-YEAR INFRASTRUCTURE STRATEGIC PLAN																							
STREETS																							
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS							
						2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		Future						
ENGR.		Bike Path Phase 2	\$ 1,113,000	Engineering Right of Way	Capital Imp. \$ 150,000 Capital Imp. \$ 200,000 TE \$ 717,600 Capital Imp. \$ 45,400 \$ 1,113,000		\$ 150,000		\$ 200,000		\$ 717,600		\$ 45,400				ODOT Grant						
ENGR.		Peanut Roundabout	\$ 2,820,000	Engineering Right of Way	Capital Imp. \$ 320,000 Capital Imp. \$ 100,000 Water \$ 150,000 Sanitary \$ 100,000 Storm \$ 250,000 OPWC \$ 500,000 Assessments \$ 600,000 Capital Imp. \$ 800,000 \$ 2,820,000		\$ 320,000		\$ 100,000		\$ 150,000		\$ 100,000		\$ 250,000		\$ 500,000		\$ 600,000		\$ 800,000		
ENGR.		Akron Road Widening	\$ 385,000	Engineering Const. Cost	Capital Imp. \$ 35,000 Capital Imp. \$ 350,000 \$ 385,000				\$ 35,000		\$ 350,000												
ENGR.		Cleveland, Burbank, Milltown, Wayne - Paving	\$ 450,000		SCMR \$ 450,000 ODOT Large City \$ 381,000						\$ 450,000		\$ 381,000										
ENGR.		Kieffer Street - Paving	\$ 125,000	General	Capital Imp. \$ 125,000				\$ 125,000														
		Gasche Street - Paving	\$ 125,000	General	Capital Imp. \$ 125,000				\$ 125,000														
		Barbara Drive - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Christmas Run Blvd. - Paving	\$ 250,000	General	Capital Imp. \$ 250,000				\$ 250,000														
		Skylark Avenue - Paving	\$ 100,000	General	Capital Imp. \$ 100,000				\$ 100,000														
		Catalina Avenue - Paving	\$ 75,000	General	Capital Imp. \$ 75,000				\$ 75,000														
		Monterey Street - Paving	\$ 75,000	General	Capital Imp. \$ 75,000				\$ 75,000														
		Woodlake Trail - Paving	\$ 70,000	General	Capital Imp. \$ 70,000				\$ 70,000														
		Deerfield Drive - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Riffel Road - Paving	\$ 90,000	General	Capital Imp. \$ 90,000				\$ 90,000														
		N. Columbus Road - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Brookside Drive - Paving	\$ 100,000	General	Capital Imp. \$ 100,000				\$ 100,000														
			\$ 1,155,000		\$ 1,155,000																		
ENGR.		W. Highland Ave.	\$ 1,475,000	Engineering Right of Way	Capital Imp. \$ 50,000 Capital Imp. \$ 100,000 Water \$ 100,000 Sanitary \$ 50,000 Storm \$ 100,000 OPWC \$ 300,000 Assessments \$ 125,000 Capital Imp. \$ 650,000 \$ 1,475,000		\$ 50,000		\$ 100,000		\$ 100,000		\$ 50,000		\$ 100,000		\$ 300,000		\$ 125,000		\$ 650,000		
ENGR.		Oak Hill/Milltown Intersection (City and County)	\$ 900,000	Engineering Right of Way	Capital Imp. \$ 150,000 Capital Imp. \$ 100,000 Wayne County \$ 500,000 Utility Relocation \$ 100,000 Storm \$ 50,000 \$ 900,000				\$ 150,000		\$ 100,000		\$ 500,000		\$ 100,000		\$ 50,000						
		Beall, Bowman, Highland - Paving	\$ 661,000		SMCR \$ 280,000 ODOT Large City \$ 381,000 \$ 661,000						\$ 280,000		\$ 381,000										
ENGR.		Montclair Avenue - Paving	\$ 75,000	General	Capital Imp. \$ 75,000				\$ 75,000														
		Imperial Street - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Windsor Avenue - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Victoria Street - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Highland Park Road - Paving	\$ 350,000	General	Capital Imp. \$ 350,000				\$ 350,000														
		Cedar Lane - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Woodcrest Drive - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Locust Court - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Lemar Drive - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Sycamore Lane - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Park Avenue - Paving	\$ 30,000	General	Capital Imp. \$ 30,000				\$ 30,000														
		Blessing Avenue - Paving	\$ 30,000	General	Capital Imp. \$ 30,000				\$ 30,000														
		Christmas Run Pool Area - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Arbor Street - Paving	\$ 20,000	General	Capital Imp. \$ 20,000				\$ 20,000														
		Northgate Drive - Paving	\$ 25,000	General	Capital Imp. \$ 25,000				\$ 25,000														
		Hillside Drive - Paving	\$ 35,000	General	Capital Imp. \$ 35,000				\$ 35,000														
		Buena Visa Drive - Paving	\$ 35,000	General	Capital Imp. \$ 35,000				\$ 35,000														
		Ridgewood Drive - Paving	\$ 45,000	General	Capital Imp. \$ 45,000				\$ 45,000														
		Northview Drive - Paving	\$ 55,000	General	Capital Imp. \$ 55,000				\$ 55,000														
			\$ 1,110,000		\$ 1,110,000																		
		Oak Hill, Quinby - Paving	\$ 711,000		SMCR \$ 330,000 ODOT Large City \$ 381,000 \$ 711,000						\$ 330,000		\$ 381,000										
ENGR.		Armstrong Drive - Paving	\$ 150,000	General	Capital Imp. \$ 150,000				\$ 150,000														
		Sunset Lane - Paving	\$ 65,000	General	Capital Imp. \$ 65,000				\$ 65,000														
		Hickory Lane - Paving	\$ 75,000	General	Capital Imp. \$ 75,000				\$ 75,000														
		Townsend Drive - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Edwards - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Neal Drive - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														
		Lee Drive - Paving	\$ 25,000	General	Capital Imp. \$ 25,000				\$ 25,000														
		Linden Drive - Paving	\$ 50,000	General	Capital Imp. \$ 50,000				\$ 50,000														

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																	
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR										Future	COMMENTS
						2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
		Douglas Drive - Paving	\$ 50,000	General	Capital Imp.	\$ 50,000					\$ 50,000						
		Hamilton Avenue - Paving	\$ 75,000	General	Capital Imp.	\$ 75,000					\$ 75,000						
		Buchholz Drive - Paving	\$ 75,000	General	Capital Imp.	\$ 75,000					\$ 75,000						
		Greensview Drive - Paving	\$ 75,000	General	Capital Imp.	\$ 75,000					\$ 75,000						
		Callow Hill Street - Paving	\$ 50,000	General	Capital Imp.	\$ 50,000					\$ 50,000						
		Hancock Street - Paving	\$ 40,000	General	Capital Imp.	\$ 40,000					\$ 40,000						
		Propect - Paving	\$ 45,000	General	Capital Imp.	\$ 45,000					\$ 45,000						
		Maiden Lane - Paving	\$ 25,000	General	Capital Imp.	\$ 25,000					\$ 25,000						
		Microsurfacing Misc. - Paving	\$ 250,000	General	Capital Imp.	\$ 250,000					\$ 250,000						
			\$ 1,200,000			\$ 1,200,000											
	ENGR.	Grant, Henry, North - Paving	\$ 531,000		SCMR	\$ 150,000					\$ 150,000						
					ODOT Large City	\$ 381,000					\$ 381,000						
						\$ 531,000											
	ENGR.	Lincoln Street - Paving	\$ 125,000	General	Capital Imp.	\$ 125,000					\$ 125,000						
		Washington Street - Paving	\$ 125,000	General	Capital Imp.	\$ 125,000					\$ 125,000						
		McKinley Steet - Paving	\$ 100,000	General	Capital Imp.	\$ 100,000					\$ 100,000						
		Vine Street - Paving	\$ 50,000	General	Capital Imp.	\$ 50,000					\$ 50,000						
		Mulberry Street - Paving	\$ 35,000	General	Capital Imp.	\$ 35,000					\$ 35,000						
		Leroy Ct. - Paving	\$ 15,000	General	Capital Imp.	\$ 15,000					\$ 15,000						
		Chestnut Street - Paving	\$ 35,000	General	Capital Imp.	\$ 35,000					\$ 35,000						
		Ohio Street - Paving	\$ 25,000	General	Capital Imp.	\$ 25,000					\$ 25,000						
			\$ 510,000			\$ 510,000											
	ENGR.	Palmer - Bowman to Wayne - Road Reconstruction	\$ 2,070,000	Engineering	Capital Imp.	\$ 120,000					\$ 120,000						
				Right of Way	Capital Imp.	\$ 150,000						\$ 150,000					
					Water	\$ 250,000						\$ 250,000					
					Storm	\$ 200,000						\$ 200,000					
					Sanitary	\$ 150,000						\$ 150,000					
					Assessments	\$ 200,000						\$ 200,000					
					Capital Imp.	\$ 1,000,000						\$ 1,000,000					
						\$ 2,070,000											
	ENGR.	Bever, Bowman - Paving	\$ 631,000		SCMR	\$ 250,000					\$ 250,000						
					ODOT Large City	\$ 381,000					\$ 381,000						
						\$ 631,000											
	ENGR.	Melrose - Milltown to Smithville Western - Road Reconstruction	\$ 1,505,000	Engineering	Capital Imp.	\$ 131,000					\$ 131,000						
					Water	\$ 11,000						\$ 11,000					
					Storm	\$ 484,000						\$ 484,000					
				75%	Assessments	\$ 879,000						\$ 879,000					
						\$ 1,505,000											
	ENGR.	University - Gausche to Palmer	\$ 214,000	Engineering	Capital Imp.	\$ 44,000						\$ 44,000					
					Capital Imp.	\$ 150,000							\$ 150,000				
					Water	\$ 5,000							\$ 5,000				
					Sanitary	\$ -							\$ -				
					Storm	\$ 15,000							\$ 15,000				
						\$ 214,000											
	ENGR.	Burbank Rd. - Riffel to Smithville Western	\$ 208,000	Engineering	State Highway	\$ 100,000						\$ 100,000					
					Storm	\$ 7,000							\$ 7,000				
					Assessments	\$ 101,000							\$ 101,000				
						\$ 208,000											
	ENGR.	Riffel - Friendsville to Cleveland	\$ 880,000	Engineering	SCMR	\$ 107,000						\$ 107,000					
					Water	\$ 182,000							\$ 182,000				
					Storm	\$ 355,000							\$ 355,000				
					Assessments	\$ 236,000							\$ 236,000				
						\$ 880,000											
	ENGR.	W. Milltown Road	\$ 166,000	Engineering	Capital Imp.	\$ 150,000						\$ 150,000					
					Water	\$ 10,000							\$ 10,000				
					Storm	\$ 6,000							\$ 6,000				
						\$ 166,000											
GRAND TOTAL						\$ 39,597,216	\$ 3,719,000	\$ 6,572,216	\$ 8,421,000	\$ 6,609,000	\$ 3,611,000	\$ 2,361,000	\$ 3,262,000	\$ 2,024,000	\$ 851,000	\$ 1,617,000	\$ 550,000
* Monies already expended.																	
Funding Sources																	
					Water	\$ -	\$ 450,000	\$ 150,000	\$ 100,000	\$ -	\$ -	\$ 250,000	\$ 11,000	\$ -	\$ 197,000	\$ -	
					Sanitary	\$ -	\$ 65,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	
					Storm	\$ -	\$ 250,000	\$ 250,000	\$ 100,000	\$ -	\$ 50,000	\$ 200,000	\$ 484,000	\$ -	\$ 383,000	\$ -	
					Capital Imp.	\$ 2,222,000	\$ 4,884,000	\$ 5,225,000	\$ 4,505,400	\$ 2,850,000	\$ 1,130,000	\$ 1,781,000	\$ 500,000	\$ 694,000	\$ 650,000	\$ 500,000	
					SCMR	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ 107,000	\$ -	\$ -	
					CDBG	\$ -	\$ 372,216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					Assessments	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
					Total	\$ 2,222,000	\$ 6,191,216	\$ 6,175,000	\$ 4,755,400	\$ 2,850,000	\$ 1,330,000	\$ 2,381,000	\$ 984,000	\$ 801,000	\$ 1,033,000	\$ 500,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN WATER															
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Ongoing	ENGR.	Water Line Replacements		\$ 8,700,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 300,000	
Ongoing	ENGR.	Replace 2" Waterlines Bechtel, Troyer, Spring, Diller	Construction	\$ 200,000		\$ 100,000	\$ 100,000								
Complete	WTP	Milltown Water Tank Painting	Construction	\$ 375,000	\$ 375,000										
			Inspection	\$ 20,000	\$ 20,000										
In Progress	ENGR.	Bever/North/Alley Waterlines	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR.	Northview Dr. W/L Replacement	Construction	\$ 150,000	\$ 150,000										
In Progress	ENGR.	North Well Field Check Valve Replacement	Engineering	\$ 20,000	\$ 20,000										
			Construction	\$ 350,000		\$ 350,000									
Complete	WTP	Water Plant Stripper Tower Painting & Media	Construction	\$ 200,000	\$ 200,000										
In Progress	WTP	WTP Drive- Reclaim, chip&seal, concrete fill station	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR.	Burbank Transmission W/L (Elm to Highland)	Construction	\$ 350,000	\$ 350,000										
1	ENGR.	Northview W/L Replacement	Construction	\$ 150,000		\$ 150,000									
2	ENGR.	Skylark, Catalina	Construction	\$ 300,000		\$ 300,000									
3	ENGR.	Oakley/Brookside W/L Replacement	Construction	\$ 825,000			\$ 825,000								
4	ENGR.	Keifer, Winter, Barbara, Gasche, Thorne	Construction	\$ 900,000			\$ 900,000								
5	ENGR.	Robinhood, Friar Tuck, Little John W/L	Construction	\$ 850,000				\$ 850,000							
6	ENGR.	McKinley	Construction	\$ 750,000				\$ 750,000							
7	ENGR.	OARDC Tank Painting	Construction	\$ 350,000				\$ 350,000							
8	ENGR.	Cleanwell Painting	Construction	\$ 300,000				\$ 300,000							
9	ENGR.	Long Road Booster Station Upgrade	Engineering	\$ 50,000				\$ 50,000							
			Construction					\$ 350,000							
10	ENGR.	Lincoln Avenue W/L (Nold to Bowman)	Construction	\$ 250,000				\$ 250,000							
11	ENGR.	West Wayne W/L (CC Culvert to Christmas Run)	Construction	\$ 250,000				\$ 250,000							
12	WTP	WTP Filter Addition	Engineering	\$ 50,000				\$ 50,000							
			Construction	\$ 1,500,000					\$ 1,500,000						
13	ENGR.	Madison Booster Station Upgrades	Engineering	\$ 50,000				\$ 50,000							
			Construction						\$ 350,000						
14	ENGR.	Chemical Addition at S-1	Construction	\$ 100,000					\$ 100,000						
15	ENGR.	Bloomington W/L	Construction	\$ 130,000					\$ 130,000						
16	WTP	City-wide Water Meter Replacement	Construction	\$ 4,000,000						\$ 4,000,000					
17	ENGR.	Palmer (Bowman to Wayne)	Construction	\$ 375,000						\$ 375,000					
18	ENGR.	Back Orville Road Water Line Looping	Construction	\$ 250,000						\$ 250,000					
19	ENGR.	Grant Street - Park to Quinby	Construction	\$ 300,000						\$ 300,000					
20	ENGR.	Stibbs Replacement Buckeye to Beall													
21	ENGR.	Prairie Lane Water Line (WTP to Timken Road)	Engineering	\$ 30,000						\$ 30,000					
			Permits	\$ 6,000						\$ 6,000					
			Construction	\$ 290,000						\$ 290,000					
22	ENGR.	750,000 Gallon WTP Clearwell Addition	Construction												
23	ENGR.	West Wayne W/L (.Christmas Run to Quinby)		\$ 250,000										\$ 250,000	
24	ENGR.	E. Highland Ave. W/L (Portage to curve)		\$ 200,000										\$ 200,000	
25	ENGR.	Forest Drive - Foster to Henrietta (2")		\$ 150,000										\$ 150,000	
26	ENGR.	Woodcrest Waterline Replacement		\$ 300,000										\$ 300,000	
27	ENGR.	Robinson/Biohio W/L loop		\$ 200,000										\$ 200,000	
SHEET TOTAL				\$ 24,371,000	\$ 1,315,000	\$ 950,000	\$ 1,925,000	\$ 2,750,000	\$ 700,000	\$ 3,850,000	\$ 2,230,000	\$ 7,251,000	\$ 2,000,000	\$ 1,400,000	
TOTAL FROM STREETS				\$ -	\$ 450,000	\$ 150,000	\$ 100,000	\$ -	\$ -	\$ 250,000	\$ 11,000	\$ -	\$ -	\$ 197,000	
SUBTOTAL				\$ 1,315,000	\$ 1,400,000	\$ 2,075,000	\$ 2,850,000	\$ 700,000	\$ 3,850,000	\$ 2,480,000	\$ 7,262,000	\$ 2,000,000	\$ 1,597,000		
GRANT FUNDS				\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
GRAND TOTAL WATER FUND				\$ 25,429,000	\$ 1,315,000	\$ 1,400,000	\$ 1,975,000	\$ 2,850,000	\$ 700,000	\$ 3,850,000	\$ 2,480,000	\$ 7,262,000	\$ 2,000,000	\$ 1,597,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN SANITARY SEWER															
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,750,000	\$ 100,000	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 500,000	\$ 150,000	\$ 150,000	\$ 200,000								
ONGOING	ENGR & WRRF	CSO Abatement Projects		\$ 1,850,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
1	ENGR	Henry Street Lift Station Upgrades	Engineering Construction	\$ 50,000 \$ 400,000	\$ 50,000	\$ 400,000									
2	ENGR	Cleveland Road Lift Station Upgrades (Force main)	Engineering Construction	\$ 50,000 \$ 400,000	\$ 50,000	\$ 400,000									
3	ENGR	Nupp Drive Lift Station Upgrades		\$ 100,000	\$ 100,000										
4	ENGR	Spink St. Area** (South of Bowman)		\$ 130,000	\$ 130,000										
5	ENGR	Gasche St** (South of Nold)		\$ 85,000	\$ 85,000										
6	ENGR	Wal-Mart Lift Station Gravity Study		\$ 100,000	\$ 100,000										
7	ENGR	Stibbs (west of Gasche)		\$ 100,000		\$ 100,000									
8	ENGR	Prospect		\$ 75,000		\$ 75,000									
9	ENGR	Henry Street Lift Station Replacement		\$ 350,000		\$ 350,000									
10	ENGR	W. Liberty St. Area		\$ 330,000			\$ 330,000								
11	ENGR	Mechanicsburg Rd - Bell & Howell		\$ 200,000			\$ 200,000								
12	ENGR	Western Trunk Sewer (Fairgrounds & Santmyer) (Fairgrounds, Santmyer, ODOT Garage)		\$ 300,000			\$ 300,000								
13	ENGR	Lab Electrical Upgrade		\$ 185,000				\$ 35,000	\$ 150,000						
14	WRRF	CSO Regulators		\$ 150,000					\$ 150,000						
15	WRRF	CSO Disinfection		\$ 100,000					\$ 100,000						
16	ENGR	Oak Hill Sewer - Highland to Oldman	Engineering Construction	\$ 25,000 \$ 240,000					\$ 25,000 \$ 240,000						
17	ENGR & WRRF	Cleveland Road North Lift Sta. Repl.		\$ 250,000									\$ 250,000		
18	ENGR & WRRF	Secondary Interceptor Sewer (Bever Swirl to WPCP)	Construction	\$ 1,000,000										\$ 1,000,000	
19	ENGR	Wayne Ave. Sewer Extension (Christmas Run to Thoreau)	Construction	\$ 50,000										\$ 50,000	
20	ENGR	Geyers Chapel Sewer Extension (South of Long Road)	Construction	\$ 300,000										\$ 300,000	
21	ENGR	Miller Lakes Sewer Rehab/Replacement	Construction	\$ 100,000										\$ 100,000	
22	ENGR	Brookside Sewer Improvements (Christmas Run to 2001 Brookside)	Construction	\$ 50,000										\$ 50,000	
	WRRF	Design Lagoon #2		\$ -											
	WRRF	Lagoon #2 Rehab		\$ -											
SHEET TOTAL				\$ 7,720,000	\$ 275,000	\$ 740,000	\$ 1,775,000	\$ 1,280,000	\$ 485,000	\$ 1,115,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 700,000	
TOTAL FROM STREETS				\$ -	\$ 65,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	
GRAND TOTAL SANITARY SEWER FUND				\$ 8,085,000	\$ 275,000	\$ 805,000	\$ 1,875,000	\$ 1,330,000	\$ 485,000	\$ 1,115,000	\$ 600,000	\$ 450,000	\$ 450,000	\$ 700,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STORM SEWER															
														CURRENT YEAR	
PRIORITY/STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	COMMENTS
Ongoing	ENGR	NPDES Stormwater Permit Program (OEPA)		\$ 105,000	\$ 30,000	\$ 30,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	EPA Mandate for 5 years
Ongoing	ENGR	Storm Sewer Replacements		\$ 3,650,000	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
In Progress	ENGR	Silver Rd Culvert Replacement	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR	Oakley Road Culvert Replacement	Construction	\$ 250,000	\$ 250,000										
In Progress	ENGR	Oakley Pond Cleanout	Construction	\$ 200,000	\$ 200,000										
Complete	ENGR	Madison Avenue Storm Sewer	Construction	\$ 100,000	\$ 100,000										
Complete	ENGR	Holmes Blvd Storm Sewer	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR	Silver Road Culvert Replacement	Construction	\$ 50,000	\$ 50,000										
Complete	ENGR	Miller Blvd. Ditch Storm Sewer	Construction	\$ 50,000	\$ 50,000										
In Progress	ENGR	Geyers Chapel (Between Back Orrville & SR 585)	Construction	\$ 50,000	\$ 50,000										
In Progress	ENGR	Bowman Street Culvert Rehabilitation	Construction	\$ 50,000	\$ 50,000										
1	ENGR	Dix Expressway Culvert Replacement/Lining	Construction	\$ 350,000		\$ 350,000									
2	ENGR	Melrose Dr Culvert Replacement	Construction	\$ 25,000		\$ 25,000									
3	ENGR	Lemar Storm Sewer Replacement	Construction	\$ 85,000		\$ 85,000									
4	ENGR	Cleveland Road Storm Sewer (by Valvoline)	Construction	\$ 150,000		\$ 150,000									
5	ENGR	Wayne Avenue Culvert Replacement	Construction	\$ 150,000		\$ 150,000									
6	ENGR	Spink St.** (South of Bowman)	Construction	\$ 430,000		\$ 430,000									23% Sanitary Separation, 77% Storm
7	ENGR	Gasche St.** (South of Nold)	Construction	\$ 285,000		\$ 285,000									23% Sanitary Separation, 77% Storm
8	ENGR	E. University Storm Sewer	Construction	\$ 150,000			\$ 150,000								
9	ENGR	Cedar Lane Stream Stabilization	Construction	\$ 65,000			\$ 65,000								
10	ENGR	Sherwood Hills Allot. Storm Sewer Replacements	Construction	\$ 160,000			\$ 160,000								
11	ENGR	Gasche to Barbara Storm Replacement (Along Fence Line)	Construction	\$ 20,000				\$ 20,000							
12	ENGR	Schellin Park Stream Rip-rap Replacement	Construction	\$ 105,000				\$ 105,000							
SHEET TOTAL				\$ 6,630,000	\$ 980,000	\$ 1,705,000	\$ 585,000	\$ 330,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	\$ 505,000	
TOTAL FROM STREETS					\$ -	\$ 250,000	\$ 250,000	\$ 100,000	\$ -	\$ 50,000	\$ 200,000	\$ 484,000	\$ -	\$ 383,000	
SUBTOTAL					\$ 980,000	\$ 1,955,000	\$ 835,000	\$ 430,000	\$ 505,000	\$ 555,000	\$ 705,000	\$ 989,000	\$ 505,000	\$ 888,000	
STATE -ODOT						\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
GRAND TOTAL STORM SEWER FUND				\$ 8,347,000	\$ 980,000	\$ 1,955,000	\$ 835,000	\$ 430,000	\$ 505,000	\$ 555,000	\$ 705,000	\$ 989,000	\$ 505,000	\$ 888,000	

1

Budget Information

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2017 City Budget

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2017 City Capital Plan

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City Planning
2018 - 2022

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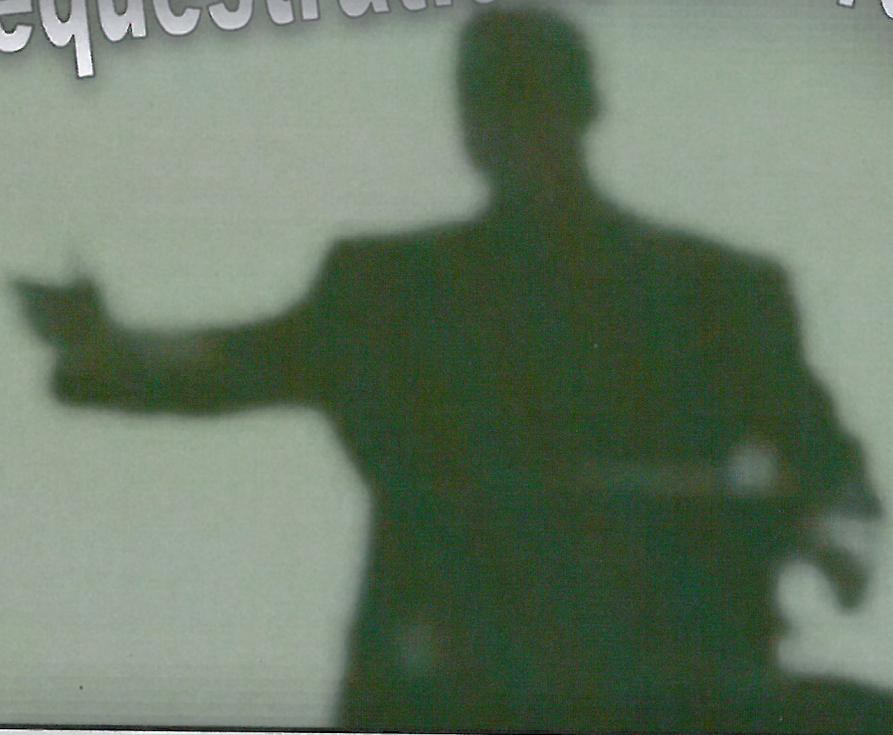
2017 Wooster Community
Hospital Budget

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*Interest Rates?
Republican Controlled Congress?
Repeal & Replace ACA?
Entitlement Programs?
Sequestration?*



2017 Budget Workshop:

Operating, Capital & FTE Budgets

Wooster Community Hospital Health System

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WOOSTER COMMUNITY HOSPITAL

**SERVICE DEMAND AND BUDGET ASSUMPTIONS
FOR BUDGET YEAR ENDING DECEMBER 31, 2017**

	Actual '13	Actual '14	Actual '15	Projected '16	Budget '17
<u>SERVICE DEMAND</u>					
1 Acute Inpatient Admissions	5,408	5,452	5,274	5,604	6,119
2 Inpatient Rehab Admissions	196	234	229	200	132
3 Transitional Care Admissions	288	403	459	463	486
4 Total Admissions	5,892	6,089	5,962	6,267	6,737
5 % Occupancy (125 Open Beds '10 -'12, 147 '13, 138	39.8%	47.6%	46.3%	51.0%	53.2%
6 Acute Inpatient Patient Days	15,029	15,613	14,916	15,704	17,370
7 Inpatient Rehab Patient Days	2,349	2,897	3,028	2,813	1,867
8 Transitional Care Patient Days	3,966	7,006	6,870	7,216	7,577
9 Total Patient Days	21,344	25,516	24,814	25,733	26,814
10 Observation Days	2,449	2,436	2,371	2,073	2,280
11 Births	1,114	1,066	1,134	1,145	1,156
12 Acute Average Length Of Stay	2.78	2.86	2.83	2.80	2.84
13 Inpatient Rehab Average Length Of Stay	11.98	12.38	13.22	14.07	14.14
14 Transitional Care Average Length Of Stay	13.77	17.38	14.97	15.59	15.59
15 Total Average Length Of Stay	3.62	4.19	4.16	4.11	3.98
16 Average Daily Census	58	70	68	70	73
17 Surgical Cases:					
18 Inpatient - including c-sections	1,411	1,323	1,397	1,528	1,582
19 Outpatient	2,877	3,005	3,403	3,424	3,612
20 Total	4,288	4,328	4,800	4,952	5,194
21 Emergency Room Visits	32,272	33,416	34,957	35,535	35,712
22 Home Health Admissions	935	792	954	1,127	1,240
23 Total Outpatient Registrations	113,500	116,003	128,143	134,098	138,956
24 Adjusted Patient Days	59,012	66,403	68,386	68,142	72,451
<u>ASSUMPTIONS</u>					
25 FTEs (including HH & Contract)	761	778	802	834	853
26 Manhours Per Patient Day	74.13	63.46	67.20	67.64	66.14
27 FTEs/Occupied Bed	13.01	11.14	11.79	11.86	11.61
28 Manhours Per APD	26.81	24.38	24.39	25.55	24.48
29 FTEs/Adjusted Patient Day	4.70	4.28	4.28	4.48	4.30
30 Salary Increase	09/08/13 All 3.0%	n/a No Increase	03/08/15 All 2.0%	01/10/16 All 2.0%	01/08/17 All 2.0%
31 Est'd Budget Year Impact	\$386,513	\$0	\$725,131	\$902,503	\$962,085
32 Dates of Rate Increase	01-Jan-13	01-Jan-14	01-Jan-15	01-Jan-16	01-Jan-17
33 Rate Increase Percentage	5%	5%	5%	5%	5%
34 Income from Operations	7,197,778	8,894,950	11,785,482	12,951,194	11,070,098
35 Non-Operating Income	184,627	425,893	489,725	663,864	555,172
36 Non-Operating Expenses	(5,258,000)	(5,980,000)	(6,331,000)	(6,892,500)	(7,000,000)
37 Net Income	2,124,405	3,340,843	5,944,207	6,722,558	4,625,270
38 EBIDA	9,392,325	10,794,374	13,161,824	14,127,278	13,657,188
39 Operating Cash Margin %	13.5%	14.4%	15.5%	15.5%	14.2%
40 Operating Margin	6.7%	7.8%	9.6%	9.9%	7.8%

WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET

	PROJECTED 2016	BUDGET 2017	INCREASE/ (DECREASE)	
1	ROUTINE INPATIENT SERVICES	23,505,500	25,810,271	2,304,771
2	ANCILLARY INPATIENT SERVICES	68,921,300	73,796,637	4,875,337
3	TOTAL INPATIENT REVENUE	92,426,800	99,606,908	7,180,108
4	OUTPATIENT SERVICES	152,323,281	169,228,263	16,904,982
5	GROSS PATIENT REVENUE	244,750,081	268,835,171	24,085,090
	REVENUE DEDUCTIONS			
6	CONTRACTUAL DEDUCTIONS	113,798,199	127,802,658	14,004,459
7	CHARITY DEDUCTIONS	413,045	453,695	40,650
8	OTHER DEDUCTIONS	203,239	223,239	20,000
9	BAD DEBT	4,508,463	4,957,675	449,212
10	TOTAL REVENUE DEDUCTIONS	118,922,946	133,437,267	14,514,321
11	NET PATIENT REVENUE	125,827,135	135,397,904	9,570,769
12	OTHER REVENUE	5,440,428	5,685,275	244,847
13	TOTAL NET REVENUE	131,267,563	141,083,179	9,815,616
	OPERATING EXPENSES			
14	SALARIES AND WAGES	47,146,044	50,028,386	2,882,342
15	BENEFITS	16,901,302	17,581,497	680,195
16	FEES-PHYSICIANS	100,000	100,000	0
17	FEES-OTHER	10,555,886	11,951,695	1,395,809
18	SUPPLIES	28,092,614	32,511,761	4,419,147
19	UTILITIES	1,914,320	2,119,845	205,525
20	REPAIRS & MAINTENANCE	3,745,747	4,125,396	379,649
21	LEASES AND RENTALS	718,411	687,623	(30,788)
22	TAXES, INSURANCE & RISK MANAGEMENT	937,141	963,167	26,026
23	OTHER EXPENSE	800,184	911,793	111,609
24	TOTAL OPERATING EXPENSES	110,911,649	120,981,163	10,069,514
25	DEPRECIATION	7,404,720	9,031,918	1,627,198
26	TOTAL OPERATING COSTS	118,316,369	130,013,081	11,696,712
27	OPERATING INCOME	12,951,194	11,070,098	(1,881,096)
	NON-OPERATING INCOME & EXPENSES			
28	INTEREST INCOME-OPERATING	102,537	97,459	(5,078)
29	INTEREST INCOME-PLANT	561,327	457,713	(103,614)
30	OTHER EXPENSE	(6,892,500)	(7,000,000)	107,500
31	TOTAL NON-OPERATING INCOME	(6,228,636)	(6,444,828)	(216,192)
32	NET INCOME	6,722,558	4,625,270	(2,097,288)

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2016 PROJECTED	2017 BUDGET
1 SALARIES & WAGES		
2 SALARIES & WAGES	46,544,768	49,506,758
3 GAIN SHARING EXPENSE	601,276	521,628
4 TOTAL SALARIES & WAGES	<u>47,146,044</u>	<u>50,028,386</u>
5 BENEFITS		
6 PERS	6,517,179	6,883,546
7 WORKER'S COMPENSATION	199,121	270,687
8 MEDICARE	632,453	712,936
9 QHR	129,336	128,941
10 UNEMPLOYMENT	12,784	11,839
11 HEALTH & DENTAL INSURANCE	9,026,044	9,163,231
12 LIFE INSURANCE	25,812	27,281
13 DISABILITY INSURANCE	223,368	249,158
14 EDUCATIONAL ASSISTANCE	92,234	92,233
15 EMPLOYEE HEALTH	1,004	2,894
16 EMPLOYEE RELATIONS	41,967	38,751
17 TOTAL BENEFITS	<u>16,901,302</u>	<u>17,581,497</u>
18 PHYSICIAN CONSULTING	100,000	100,000
19 FEES-OTHER		
20 CONSULTING	56,005	56,788
21 ADVERTISING	344,670	350,932
22 AUDITING	37,680	42,000
23 MANAGEMENT FEES-QUORUM	379,668	383,665
24 LEGAL FEES	125,145	126,897
25 PURCHASED SECURITY	232,519	286,275
26 OUTSIDE SERVICES	9,298,049	10,576,756
27 COMPLIANCE	82,150	128,382
28 TOTAL FEES-OTHER	<u>10,555,886</u>	<u>11,951,695</u>
29 SUPPLIES		
30 OFFICE SUPPLIES	58,282	66,119
31 COPIER SUPPLIES	9,759	10,287
32 CHARGEABLE SUPPLIES	10,201,616	11,515,068
33 DIRECT DEPT SUPPLIES	3,753,901	3,936,038
34 CONTRAST MEDIA	347,598	354,145
35 PRINTING FORMS	4,075	4,704
36 OXYGEN & OTHER SUPPLIES	19,161	19,161
37 DRUGS	4,806,856	5,378,068
38 CHEMOTHERAPY	4,976,702	6,881,640

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2016 PROJECTED	2017 BUDGET
39 SUPPLIES - CONTINUED		
40 RETAIL PHARMACY	2,308,784	2,521,191
41 FOOD	341,643	358,904
42 UNIFORM REPLACEMENT	12,234	12,234
43 MINOR EQUIPMENT	473,511	638,781
44 BLOOD PROCESSING	663,865	699,914
45 FREIGHT	114,627	115,507
46 TOTAL SUPPLIES	<u>28,092,614</u>	<u>32,511,761</u>
47 UTILITIES		
48 ELECTRICITY	1,346,483	1,506,539
49 FUEL	229,827	254,455
50 WATER	110,533	120,351
51 SEWER	89,068	96,731
52 TELEPHONE	138,409	141,769
53 TOTAL UTILITIES	<u>1,914,320</u>	<u>2,119,845</u>
54 REPAIRS AND MAINTENANCE		
55 REPAIR AND MAINTENANCE	318,527	314,231
56 MAINTENANCE CONTRACTS	3,413,307	3,797,057
57 TRUCK EXPENSE	13,913	14,108
58 TOTAL REPAIRS & MAINTENANCE	<u>3,745,747</u>	<u>4,125,396</u>
59 LEASE/RENTAL	718,411	687,623
60 TAXES & INSURANCE		
61 PROPERTY & LIABILITY & RISK MNGT	687,809	711,842
62 REAL ESTATE & FRANCHISE BED TAXES	249,332	251,325
63 TOTAL TAXES & INSURANCE	<u>937,141</u>	<u>963,167</u>
64 OTHER EXPENSES		
65 EDUCATION & TRAVEL	413,036	481,697
66 DUES AND SUBSCRIPTIONS	298,356	301,763
67 POSTAGE	46,513	46,978
68 SCHOLARSHIPS	42,279	81,355
69 TOTAL OTHER EXPENSE	<u>800,184</u>	<u>911,793</u>
70 SUBTOTAL OPERATING EXPENSES W/O DEPR.	<u>110,911,649</u>	<u>120,981,163</u>
71 DEPRECIATION	<u>7,404,720</u>	<u>9,031,918</u>
72 TOTAL OPERATING EXPENSE	<u>118,316,369</u>	<u>130,013,081</u>
73 NON-OPERATING OTHER EXPENSE	6,892,500	7,000,000
74 TOTAL EXPENSES	<u>125,208,869</u>	<u>137,013,081</u>

EXPLANATION OF INCREASES/DECREASES 2017 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Patient Revenue</u>	
<u>Routine Inpatient Services:</u>	2,304,771
In addition to the proposed 5% price increase, we are predicting an increase in inpatient volume due to Interventional Cardiology, Surgery, Women's Pavilion and Medical Detox.	
<u>Ancillary Inpatient Services:</u>	4,875,337
In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase due to Interventional Cardiology, Surgery, Women's Pavilion and Medical Detox. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	
<u>Total Inpatient Revenue</u>	7,180,108
<u>Outpatient Revenue:</u>	16,904,982
In addition to the proposed 5% rate increase, this increase is attributable to fluctuations in activity levels. Please refer to page 2 for key volume assumptions.	
<u>Total Patient Revenue:</u>	24,085,090
<u>Revenue Deductions:</u>	
<u>Contractual allowances:</u>	14,004,459
The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2017 Final Rules and a shift in payer mix.	
<u>Charity Deductions:</u>	40,650
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Other Deductions:</u>	20,000
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Bad Debt</u>	449,212
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Total Revenue Deductions:</u>	14,514,321
<u>Net Patient Revenue:</u>	9,570,769
<u>Other Revenue:</u>	244,847
Increase is due to a projected volume increase in Retail Pharmacy and a projected rate increase for Private Duty.	
<u>Total Net Revenue:</u>	9,815,616

EXPLANATION OF INCREASES/DECREASES 2017 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Expenses:</u>	
<u>Salaries & Wages:</u>	2,882,342
Increase is due to FTE's, a projected 2.0% wage increase effective January 8, 2017 and anticipated step increases in 2017 which together are estimated to result in an overall 3.50% increase. Gainsharing is budgeted at 4.5% of the projected operating margin.	
<u>Benefits:</u>	680,195
Increase is primarily due to OPERS, Medicare, Health Insurance, and Worker's compensation expenses. Worker's compensation, OPERS and Medicare expenses increase proportionately to the increase in salaries and wages for 2017.	
<u>Fees Physician:</u>	0
Will remain the same for 2017.	
<u>Fees Other:</u>	1,395,809
Increase is mainly due to Interventional Cardiology coverage, Medical Detox consulting fees and change in contracted Wound Center services.	
<u>Supplies:</u>	4,419,147
Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.	
<u>Utilities:</u>	205,525
Increase in cost is primarily due to inflation and additional square footage related to the North-Side expansion.	
<u>Repairs & Maintenance:</u>	379,649
Increase is mainly due to IT system maintenance and Telehealth which is partially offset by warranty periods for CT and Nuclear Medicine.	
<u>Leases & Rentals:</u>	(30,788)
Decrease is primarily due to the Laboratory.	
<u>Taxes & Insurance:</u>	26,026
Increase is due to estimated increase in Property & Liability Insurance.	
<u>Other Expenses:</u>	111,609
Increase is mainly due to education & travel and employment agreements that will be met in 2017.	
<u>Depreciation:</u>	1,627,198
The increase is due to PP&E that will be fully depreciated in 2016 offset by 2016 construction projects and new capital items purchased in 2016 with a full year of depreciation starting in 2017 and new 2017 capital purchases. The North-Side expansion project and Cath lab project are two significant items impacting this projection.	

EXPLANATION OF INCREASES/DECREASES
2017 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Total Operating Costs:</u>	11,696,712
<u>Operating Income:</u>	(1,881,096)
<u>Non-Operating Income Expenses:</u>	
<u>Interest Income - Operating Fund</u> Decrease is due to change in the Operating Fund cash balance.	(5,078)
<u>Interest Income - Plant Fund</u> Decrease is due to change in the Plant Fund cash balance.	(103,614)
<u>Other Expenses:</u> This account is used to transfer funds to the Wooster Community Hospital Foundation for ongoing recruitment, transportation program and required support of physician employment model.	107,500
<u>Net Income:</u>	(2,097,288)

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2017

NET PATIENT SERVICE REVENUE:	\$135,397,904
DIRECT PATIENT CARE EXPENSE:	
IV THERAPY	534,482
INFUSION SERVICES	7,697,940
WOUND CENTER	1,032,819
FLOAT	186,904
PCU	3,672,240
MED/SURG-2	2,247,919
MED/SURG-3	3,161,487
ICU	2,142,620
WOMEN'S PAVILION	5,215,409
SCN- AKRON CHILDRENS COLLABORATION	13,916
INPATIENT REHAB	1,199,025
SURGERY	13,049,972
AMBULATORY CARE / P.A.C.U.	1,501,361
ANESTHESIA	702,737
ENDOSCOPY/MEDICAL OUTPATIENTS	729,918
MEDICAL SUPPLIES EXPENSE	1,452
EMERGENCY DEPARTMENT	4,115,053
SANE NURSE PROGRAM	41,672
LABORATORY	5,967,293
MILLTOWN LABORATORY	109,160
EAGLE PASS LAB STATION	165,402
PHYSICIAN PHLEBOTOMY SERVICES	218,066
LABORATORY OUTREACH	123,992
HEALTHPOINT BONE DENSITOMETRY	41,325
RADIOLOGY	1,632,587
MILLTOWN RADIOLOGY	133,353
HEALTHPOINT RADIOLOGY	115,291
ULTRASOUND	327,788
HEALTHPOINT ULTRASOUND	130,750
NUCLEAR MEDICINE	651,214
CAT SCAN	1,211,556
HEALTHPOINT BREAST HEALTH CENTER	251,927
BREAST IMAGING HOSPITAL	125,888
MRI	667,243
PET/CT	173,147
RADIATION ONCOLOGY	362,461
PHARMACY	8,482,703
SLEEP LAB	519,667
PULMONARY/NEUROLOGY	2,384,715
PHYSICAL THERAPY OUTPATIENT	1,940,520
PHYSICAL THERAPY ACUTE	298,862
PHYSICAL THERAPY REHAB	191,520
PHYSICAL THERAPY TCU	334,751

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2017

DIRECT PATIENT CARE EXPENSE - CONTINUED:	
SPEECH THERAPY OUTPATIENT	253,128
SPEECH THERAPY ACUTE	114,809
SPEECH THERAPY REHAB	66,872
SPEECH THERAPY TCU	106,389
OCCUPATIONAL THERAPY OUTPATIENT	427,733
OCCUPATIONAL THERAPY ACUTE	287,828
OCCUPATIONAL THERAPY REHAB	197,064
OCCUPATIONAL THERAPY TCU	339,588
CARDIAC REHAB	227,765
CARDIOVASCULAR	1,069,346
SPECIAL PROCEDURES	3,453,776
INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY	504,473
NUTRITIONAL SERVICES	512,816
HOME HEALTH	3,034,145
TRANSITIONAL CARE UNIT	2,298,140
QUALITY MANAGEMENT	1,936,381
	88,638,360
DIRECT PATIENT CARE CONTRIBUTION MARGIN	46,759,544
OTHER OPERATING REVENUE:	5,685,275
OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:	
ED-EMS	67,538
TRANSPORT TEAM	5,202
AMERICAN HEART CLASSES	79,285
RETAIL PHARMACY	2,702,514
HEALTHPOINT HEALTH & WELLNESS	942,596
PRIVATE DUTY	807,803
MILLTOWN PROFESSIONAL BUILDING	419,159
ON CAMPUS MEDICAL OFFICE BUILDING	202,772
EAGLE PASS BUILDING	62,219
HEALTHPOINT BUILDING	795,159
	6,084,247
OTHER OPERATIONS CONTRIBUTION MARGIN	(398,972)
OVERHEAD & SUPPORT SERVICE EXPENSES:	
NURSING ADMINISTRATION	1,002,966
EDUCATION & PRACTICE	601,563
STERILE PROCESSING	689,691

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2017

OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTH INFORMATION MANAGEMENT	1,500,935
FOOD SERVICE	1,608,062
PLANT OPERATIONS	7,192,422
MAINTENANCE	636,845
MILLTOWN MAINTENANCE	11,027
HEALTHPOINT MAINTENANCE	22,339
ENVIRONMENTAL SERVICES	2,598,438
ACCOUNTING	683,647
CREDIT AND COLLECTION	808,576
REGISTRATION	1,492,316
ED REGISTRATION	337,734
PATIENT FINANCIAL SERVICES	1,640,419
COMMUNICATIONS	342,333
TELEHEALTH	146,250
TELECOMMUNICATIONS	329,074
INFORMATION SYSTEMS	4,502,678
CORPORATE CARE OF WOOSTER	165,907
COMMUNITY CARE NETWORK/ACO	302,302
EMPLOYEE HEALTH	103,942
ADMINISTRATION	4,715,800
HUMAN RESOURCES	1,145,206
MEDICAL STAFF SERVICES	89,877
MATERIALS MANAGEMENT	559,427
MARKETING/TRANSPORTATION	746,553
PHYSICIAN PRACTICE MANAGEMENT	(234,870)
DEVELOPMENT	208,330
VOLUNTEER SERVICES	96,927
INSURANCE	613,102
GAIN SHARING	521,628
LEGAL & TREASURY ALLOCATION	75,439
PROPERTY 708 WINTER STREET	9,222
PROPERTY 720 WINTER STREET	8,210
FRIENDSVILLE ROAD PROPERTY	6,766
1734 GASCHÉ STREET	3,774
1710 GASCHÉ STREET	5,617
	35,290,474
OPERATING MARGIN:	11,070,098
INVESTMENT INCOME	555,172
WCH FOUNDATION	(7,000,000)
	(6,444,828)
NET INCOME	4,625,270

**2017 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS**

2016
THRU 10/31/16

2017

BUDGETED FTEs

	2016 THRU 10/31/16			2017 BUDGETED FTEs		
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs
NURSING SERVICES - SHELLY HUFF						
NURSING ADMINISTRATION	7.46	8.16	0.00	8.19	8.96	0.00
EDUCATION & PRACTICE	2.62	3.06	0.00	2.48	2.90	0.00
PT NAV/ONCOLOGY	0.10	0.13	0.00	0.00	0.00	0.00
IV THERAPY	3.28	3.82	0.00	3.13	3.65	0.00
INFUSION SERVICES	5.74	6.20	0.22	6.37	6.88	0.22
MED/SURG FLOAT	0.61	1.70	0.00	0.68	1.90	0.00
PCU	34.49	38.22	0.00	37.63	41.69	0.00
MED/SURG - 2	18.79	21.94	0.00	18.15	21.19	0.00
MED/SURG - 3	31.49	34.22	0.00	31.91	34.68	0.00
ICU	17.26	19.80	0.00	18.20	20.88	0.00
WOMEN'S PAVILION	42.57	48.02	0.00	42.82	48.30	0.00
SCN AKRON CHILDRENS	0.00	0.00	0.00	0.00	0.00	0.00
INPATIENT REHAB	14.83	16.05	0.00	12.04	13.03	0.00
SURGERY	28.69	32.58	0.00	29.15	33.11	0.00
AMBULATORY CARE/PACU.	12.85	13.86	0.00	12.94	13.96	0.00
ENDOSCOPY	5.53	5.98	0.00	4.13	4.46	0.00
STERILE PROCESSING	7.24	8.48	0.00	7.50	8.79	0.00
AMERICAN HEART	0.10	0.10	0.00	0.62	0.60	0.00
EMERGENCY DEPARTMENT	39.99	43.24	0.00	39.20	42.38	0.00
SANE NURSE	0.22	0.21	0.00	0.23	0.22	0.00
EMERGENCY - EMS	0.39	0.43	0.00	0.55	0.60	0.00
TRANSPORT TEAM	0.04	0.03	0.00	0.04	0.03	0.00
PHARMACY	16.08	17.31	0.00	16.17	17.40	0.00
ONCOLOGY PHARMACY	0.00	0.00	0.00	1.39	1.50	0.00
RETAIL PHARMACY	2.54	2.92	0.00	2.61	3.00	0.00
CARDIAC REHAB	2.10	2.18	0.00	2.34	2.43	0.00
CARDIOVASCULAR	7.59	8.38	0.00	7.93	8.76	0.00
SPECIAL PROCEDURES	4.81	5.49	0.00	7.27	8.30	0.00
HOME HEALTH	26.72	29.79	0.00	27.53	30.70	0.00
PRIVATE DUTY	1.22	1.34	19.32	1.09	1.20	19.32
TRANSITIONAL CARE UNIT	23.83	25.87	0.00	25.38	27.55	0.00
TOTAL NURSING SERVICES FTEs	359.17	399.51	19.54	367.65	409.05	19.54
						428.59

2017 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2016 THRU 10/31/16				2017 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
CLINICAL SERVICES - CRAIG SHERMAN								
WOUND CARE	3.85	4.66	4.16	8.82	1.26	1.52	6.75	8.27
LABORATORY	32.56	36.19	0.00	36.19	30.73	34.16	0.00	34.16
MILLTOWN LABORATORY	0.83	0.96	0.00	0.96	1.38	1.60	0.00	1.60
EAGLE PASS LAB	0.37	0.42	0.00	0.42	1.70	1.93	0.00	1.93
PHYSICIAN PHLEBOTOMIST	3.56	3.96	0.00	3.96	3.62	4.10	0.00	4.10
OUTREACH LAB	1.98	2.08	0.00	2.08	1.91	2.01	0.00	2.01
HEALTHPOINT BONE DENSITOMETRY	0.45	0.54	0.00	0.54	0.44	0.52	0.00	0.52
RADIOLOGY	13.03	14.60	0.00	14.60	13.07	14.64	0.00	14.64
MILLTOWN RADIOLOGY	0.98	1.14	0.00	1.14	0.98	1.14	0.00	1.14
HEALTHPOINT RADIOLOGY	0.93	0.99	0.00	0.99	0.94	1.00	0.00	1.00
ULTRASOUND	2.29	2.57	0.00	2.57	2.23	2.50	0.00	2.50
HEALTHPOINT ULTRASOUND	0.80	0.80	0.00	0.80	0.81	0.81	0.00	0.81
NUCLEAR MEDICINE	1.73	2.18	0.00	2.18	1.75	2.20	0.00	2.20
CAT SCAN	7.04	7.95	0.00	7.95	7.10	8.01	0.00	8.01
HEALTHPOINT BREAST IMAGING	1.85	1.98	0.00	1.98	1.83	1.96	0.00	1.96
BREAST IMAGING INPATIENT	0.25	0.25	0.00	0.25	0.25	0.25	0.00	0.25
MRI	2.55	2.73	0.00	2.73	2.53	2.70	0.00	2.70
RADIATION ONCOLOGY	0.00	0.00	0.00	0.00	1.07	1.20	0.00	1.20
SLEEP LAB	4.58	4.69	0.00	4.69	4.77	4.88	0.00	4.88
PULMONARY/NEUROLOGY	21.40	23.99	0.00	23.99	21.54	24.14	0.00	24.14
NUTRITIONAL SERVICES	5.26	5.60	0.00	5.60	5.52	5.88	0.00	5.88
FOOD SERVICES	21.07	23.07	0.00	23.07	22.14	24.24	0.00	24.24
PLANT OPERATIONS	6.82	7.62	6.50	14.12	6.75	7.54	6.50	14.04
MAINTENANCE	7.81	8.80	0.00	8.80	7.93	8.94	0.00	8.94
MILLTOWN MAINTENANCE	0.03	0.03	0.00	0.03	0.19	0.20	0.00	0.20
HEALTHPOINT MAINTENANCE	0.03	0.03	0.00	0.03	0.37	0.40	0.00	0.40
ENVIRONMENTAL SERVICES	32.68	35.51	0.92	36.43	32.93	35.78	0.92	36.70
MILLTOWN ENVIRONMENTAL SERVICES	1.81	1.96	0.00	1.96	1.74	1.88	0.00	1.88
ON-CAMPUS ENVIRONMENTAL	0.20	0.35	0.00	0.35	0.09	0.15	0.00	0.15
HEALTHPOINT ENVIRONMENTAL SERVICES	2.20	2.69	0.00	2.69	3.42	4.18	0.00	4.18
TOTAL CLINICAL SERVICES FTEs	178.98	198.34	11.58	209.92	180.99	200.46	14.17	214.63

2017 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2016 THRU 10/31/16				2017 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
CLINICAL SERVICES - WILLIAM SHERON								
HEALTHPOINT PHYSICAL THERAPY	16.49	18.24	0.00	18.24	16.16	17.88	0.00	17.88
PHYSICAL THERAPY INPATIENT ACUTE	2.46	2.75	0.00	2.75	2.46	2.74	0.00	2.74
PT INPT REHAB	1.97	2.16	0.00	2.16	1.44	1.58	0.00	1.58
PT TCU	3.03	3.34	0.00	3.34	3.10	3.42	0.00	3.42
HEALTHPOINT SPEECH THERAPY	1.83	1.97	0.00	1.97	2.14	2.30	0.00	2.30
SPEECH THERAPY INPATIENT ACUTE	0.77	0.81	0.00	0.81	0.96	1.00	0.00	1.00
SPEECH IP REHAB	0.85	0.96	0.00	0.96	0.48	0.54	0.00	0.54
SPEECH TCU	0.92	1.00	0.00	1.00	0.92	1.00	0.00	1.00
HEALTHPOINT OCCUPATIONAL THERAPY	2.48	2.86	0.00	2.86	3.13	3.61	0.00	3.61
OCCUPATIONAL THERAPY INPATIENT ACUTE	2.35	2.76	0.00	2.76	2.34	2.75	0.00	2.75
OT INPT REHAB	1.94	2.41	0.00	2.41	1.40	1.74	0.00	1.74
OT TCU	3.42	3.60	0.00	3.60	3.42	3.61	0.00	3.61
HEALTHPOINT HEALTH & WELLNESS	12.39	13.75	0.31	14.06	12.06	13.38	0.31	13.69
CORPORATE CARE OF WOOSTER	1.51	1.75	0.00	1.75	1.81	2.10	0.00	2.10
TOTAL CLINICAL SERVICES FTEs	52.41	58.36	0.31	58.67	51.82	57.65	0.31	57.96
FISCAL SERVICES - SCOTT BOYES								
HEALTH INFORMATION MANAGEMENT	11.98	14.01	1.17	15.18	12.52	14.64	0.55	15.19
GENERAL ACCOUNTING	7.03	7.92	0.00	7.92	6.98	7.86	0.00	7.86
REGISTRATION	21.50	23.82	0.00	23.82	23.20	25.70	0.00	25.70
ED REGISTRATION	6.06	6.56	0.00	6.56	6.26	6.77	0.00	6.77
PATIENT FINANCIAL SERVICES	17.94	19.88	0.00	19.88	18.01	19.95	0.00	19.95
COMMUNICATIONS	5.00	5.39	0.00	5.39	5.02	5.41	0.00	5.41
MATERIALS MANAGEMENT	5.57	6.13	0.00	6.13	5.37	5.90	0.00	5.90
TOTAL FISCAL SERVICES FTEs	75.10	83.71	1.17	84.88	77.34	86.23	0.55	86.78

2017 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2016 THRU 10/31/16				2017 BUDGETED FTE'S			
	WORKED FTE'S	PAID FTE'S	CONTRACT FTE'S	TOTAL PAID FTE'S	WORKED FTE'S	PAID FTE'S	CONTRACT FTE'S	TOTAL PAID FTE'S
<u>ADMINISTRATIVE SERVICES - WILLIAM SHERON</u>								
COMMUNITY CARE NETWORK/ACO	3.49	3.9	0.00	3.90	2.89	3.23	0.00	3.23
ADMINISTRATION	6.15	6.86	1.00	7.86	6.19	6.90	1.00	7.90
DEVELOPMENT	0.00	0.00	0.00	0.00	0.90	1.00	0.00	1.00
MARKETING	6.08	6.68	0.00	6.68	6.05	6.65	0.00	6.65
PHYSICIAN PRACTICE	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
TOTAL ADMINISTRATIVE SERVICES	16.61	18.44	1.00	19.44	16.91	18.78	1.00	19.78
<u>QUALITY MANAGEMENT - KATHY SIFFERLIN</u>								
OUTPATIENT PSYCHIATRIC THERAPY	4.06	4.37	0.00	4.37	4.93	5.30	0.00	5.30
QUALITY MANAGEMENT	12.94	14.49	0.00	14.49	15.72	17.60	0.00	17.60
MEDICAL STAFF SERVICES	0.03	0.05	0.00	0.05	0.00	0.00	0.00	0.00
TOTAL QUALITY MANAGEMENT FTE'S	17.03	18.91	0.00	18.91	20.64	22.90	0.00	22.90
<u>INFORMATION TECHNOLOGY - CARLA FONTE</u>								
TELECOMMUNICATIONS	0.56	0.60	0.00	0.60	0.56	0.60	0.00	0.60
INFORMATION SERVICES	11.23	12.59	0.00	12.59	13.92	15.60	0.00	15.60
TOTAL INFORMATION TECHNOLOGY FTE'S	11.79	13.19	0.00	13.19	14.48	16.20	0.00	16.20
<u>HUMAN RESOURCES - MARLON TAYLOR</u>								
EMPLOYEE HEALTH	0.67	0.71	0.00	0.71	0.75	0.80	0.00	0.80
HUMAN RESOURCES	3.52	4.04	0.00	4.04	3.49	4.00	0.00	4.00
EMPLOYEE RETRAINING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
RETURN TO WORK	0.11	0.12	0.00	0.12	0.00	0.00	0.00	0.00
VOLUNTEER SERVICES	0.91	1.00	0.00	1.00	0.91	1.00	0.00	1.00
TOTAL HUMAN RESOURCES FTE'S	5.21	5.87	0.00	5.87	5.15	5.80	0.00	5.80

2017 SALARY BUDGET (HOSPITAL SUMMARY)
 BUDGET YEAR LABOR DATA PROJECTIONS

2016
 THRU 10/31/16

2017
 BUDGETED FTEs

	2016 THRU 10/31/16			2017 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
TOTAL NURSING SERVICES FTEs	359.17	399.51	19.54	367.65	409.05	19.54	428.59
TOTAL CLINICAL SERVICES FTEs	231.39	256.70	11.89	232.80	258.11	14.48	272.59
TOTAL FISCAL SERVICES FTEs	75.10	83.71	1.17	77.34	86.23	0.55	86.78
TOTAL ADMINISTRATIVE FTEs	16.61	18.44	1.00	16.91	18.78	1.00	19.78
TOTAL QUALITY MANAGEMENT FTE'S	17.03	18.91	0.00	20.64	22.90	0.00	22.90
TOTAL INFORMATION TECHNOLOGY FTE'S	11.79	13.19	0.00	14.48	16.20	0.00	16.20
TOTAL HUMAN RESOURCES FTEs	5.21	5.87	0.00	5.15	5.80	0.00	5.80
TOTAL HOSPITAL FTEs	716.30	796.33	33.60	734.98	817.07	35.57	852.64

WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

2017 2018 2019

2016 Carryover Capital Items

FACILITIES

North Expansion Project and Equipment	\$6,750,000
Special Procedures Lab Project & Equipment	\$1,082,000
LED Lighting Project - Doctors' Parking Lot	\$5,000

CARDIAC REHAB

EMR Interface with Meditech	\$7,500
Cardio/Pulmonary Rehab Flooring Renovation	\$6,500

ENVIRONMENTAL SERVICES

EVS Management Software	\$9,000
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INFORMATION SYSTEMS

"Meaningful Use" Requirements	\$55,000
HIPAA Security	\$47,500
Interfaces	\$18,000

REHAB (PT, OT, SP) & HEALTH & WELLNESS

Blood Alcohol Analyzer	\$3,000
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TOTAL 2016 CARRYOVER	\$7,983,500
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2017 - 2019 Capital Budget Itemized Request/Projections - REGULAR CAPITAL

CARDIAC REHAB

Cardio/Pulm Rehab Flooring Renovation - additional	\$18,500
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DIETARY

Demonstration Table (Nutritional Services)	\$3,500	
Room Service Nutritional Software		\$102,000
Conveyor Dishwasher		\$40,000
Dishwasher Hood		\$28,000
Reach-in Cooler		\$18,500
Pass-Thru Refrigerator		\$17,000
Reach-In Freezer		\$12,000
Cafeteria Trayline Renovation		\$300,000

EMERGENCY DEPARTMENT

Motorized Carts with Bedscopes (5)	\$85,000	\$85,000
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WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

	<u>2017</u>	<u>2018</u>	<u>2019</u>
ENDOSCOPY			
Endoscopic Bronchial Ultrasound & Scope Upgrade	\$337,500		
Endoscopy Clinical Documentation & Coding System	\$113,500		
Esophageal Monometry System	\$100,000		
 ENVIRONMENTAL SERVICES			
EVS Workload Balancing Software	\$30,000		
Trash Compactor - HP/Milltown	\$30,000		
Patient Room Privacy Curtains	\$10,000	\$10,000	
 HEALTH INFORMATION SYSTEMS			
Encoder System Upgrade		\$215,000	
 IMAGING SERVICES			
Patient Lift Device	\$8,500		
Nuclear Medicine Dose Calibrator	\$7,500		
Stat Sensor	\$5,000		
CD Burner - Healthpoint	\$3,000		
Nuclear Med Spect/CT		\$510,000	
Surgical C-Arm		\$167,000	
Bone Density		\$55,000	
3D Imaging Processing Software		\$26,000	
Ice Machine		\$3,000	
CT 64 Slice			\$750,000
Surgical C-Arm			\$167,000
 INFORMATION SYSTEMS			
Meditech 6.1 with Ambulatory Module	\$1,518,000		
Network & Servers	\$332,000		\$100,000
HIPPA & Security	\$78,000	\$75,000	\$75,000
Core Switch Replacement	\$76,500		
Meaningful Use	\$56,000	\$55,000	\$55,000
Telehealth Equipment/Devices	\$50,000		\$50,000
Audio Visual System for Auditorium	\$7,500		
 ICU			
ICU Beds (2)	\$50,000		
Cooling Blanket System	\$8,500		
 IV THERAPY			
IV Pumps (10)	\$31,500	\$31,500	\$31,500

WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

	<u>2017</u>	<u>2018</u>	<u>2019</u>
LABORATORY			
Glucose Meters	\$70,000		
Tissue Automated Coverslipper System	\$65,000		
Pipette Calibration System	\$11,000		
Hemostasis Analyzers (2)		\$160,000	
Microbial Identification Analyzer		\$60,000	
MARKETING/TRANSPORTATION SERVICES			
Passenger Van	\$25,000	\$25,000	\$25,000
LED Video Display	\$4,000		
Digital Press Addition		\$28,000	
Marketing Renovation		\$15,000	
Signage - Annex Building		\$10,000	
Signage - East Campus			\$30,000
NURSING ADMINISTRATION & EDUCATION			
Monitor/Defibrillator AEDs (28)	\$237,000		
Crash Carts (27)	\$53,500		
PHARMACY			
Automated Medication Dispensing Cabinet (2)	\$52,500		\$55,000
Automated Med Dispensing Cabinet (2) - Cath Lab	\$41,000		
Anesthesia Cart - Womens Pavilion	\$25,000		
Temperature Monitoring System	\$12,500		
PULMONARY/NEUROLOGY			
Ventilators (4)	\$152,000	\$80,000	
Pulmonary Function Testing System	\$55,000		
Bipap Machines (3)	\$48,000	\$34,000	\$34,000
EKG Machines (2)	\$30,000	\$30,000	\$30,000
Nerve Conduction Machine	\$28,000		\$28,000
Misc Pulmonary Rehab Equipment		\$25,000	\$25,000
PLANT OPERATIONS			
Annex Building Roof Replacement	\$146,000		
Women's Pavilion Flooring	\$35,500		
Major House Repairs	\$30,000		
Parking Lot Repairs	\$30,000		\$30,000
Physician Lot Resurfacing	\$30,000		
Utility Vehicle	\$22,000		
Chiropractic Treatment Rooms - Renovation	\$20,000		
Security Surveillance Cameras	\$17,000		\$20,000

WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

	<u>2017</u>	<u>2018</u>	<u>2019</u>
PLANT OPERATIONS - CONTINUED			
Operating Room Floor Repair	\$15,000		
LED Lighting Project	\$12,000		
Rotunda Roof Renovation at Health Point	\$10,000		
Automatic Blind System at Health Point	\$10,000		
Rehab Area Desk Renovation Project at Health Point	\$10,000		
Morgue Rooftop HVAC Unit	\$8,000		
Misc Projects	\$300,000	\$300,000	\$300,000
Boiler Plant Upgrade		\$1,900,000	
Eagle Pass Renovation		\$200,000	
Sleep Lab Move/Renovation		\$150,000	
Parking Lot - Health Point		\$100,000	
Annex Building Exterior		\$100,000	
Air Conditioning Unit Replacement Program		\$100,000	\$75,000
House Repair/Renovation Projects		\$95,000	\$75,000
Health Point Café Renovation Project		\$75,000	
OR Ventilation Controls		\$75,000	
Raze House		\$50,000	
West Building - Caulking Replacement		\$40,000	
Physician Suite Renovation at Milltown Prof. Building		\$36,000	\$75,000
Exterior ED Limestone Column Project		\$35,000	
Hospital Based Fitness Renovation		\$25,000	
CAD Scanner/Plotter System		\$13,000	
Replace Diesel Fire Pump			\$110,000
Fire Pump Controls			\$10,000
REHAB (PT, OT, SP) & HEALTH & WELLNESS			
Lower Extremity Equipment	\$20,000	\$20,000	\$20,000
Pool Filter/Chair Lift	\$10,000		
Glass Privacy Wall	\$8,000		
Massotherapy Tables (2)	\$8,000		
Adaptive Motion Trainer	\$7,000		
Elliptical Machine	\$5,000		\$5,000
Driving Simulation System	\$5,000		
Locker Renovation/Painting	\$3,000		
Fitness Center Equipment - Main Campus		\$25,000	
SLEEP LAB			
Transcutaneous Co2 Integration with Sleep System		\$18,000	
Sleep testing belt replacement		\$15,500	
Sleep Center Linen and Pillow Replacement		\$6,000	
Sleep testing recliner		\$3,000	\$3,000

WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

	<u>2017</u>	<u>2018</u>	<u>2019</u>
SLEEP LAB - CONTINUED			
Portable Sleep Testing Equipment			\$28,000
Auto Cpap Devices			\$13,000
SPECIAL PROCEDURES LAB			
Procedure Documentation & Coding Software		\$150,000	
Rapid Fluid Infusion System		\$10,000	
SURGERY/STERILE PROCESSING/ANESTHESIA			
Digital Surgical Navigation System	\$300,000		
OR Lights for Room 2 & 3 (2)	\$60,000		
Argon Beam Coagulator	\$40,000		
Cysto Instruments	\$35,000	\$35,000	\$35,000
Anesthesia Glide Scopes (2)	\$29,000		
Electrosurgery Cautery Units	\$20,000	\$20,000	\$20,000
Graft Board and Instrumentation	\$16,500		
De Mayo Knee Positioner	\$14,000		
Hard Containers (40)	\$10,000	\$10,000	\$10,000
Orthopedic Beach Chair Patient Positioning Device	\$8,500		
Choclear Instruments	\$6,500		
Ankle Distractor	\$6,000		
Case Carts - Sterile Processing (2)	\$5,000	\$5,000	
Vacuum Activated Positioning System	\$3,500		
Anesthesia Machines		\$125,000	\$125,000
Robot System Fire Fly Upgrade		\$125,000	
OR Patient Tables		\$45,000	\$45,000
Insufflation Management System		\$33,000	
Electrosurgery Grounding Pad		\$15,000	
Cysto Table Attachment		\$6,000	
SURGICAL DAY CARE			
Patient Gurney (2)	\$14,000	\$7,000	
Todler Cribs (2)	\$10,000		
TRANSITIONAL CARE UNIT			
Patient Beds (3)	\$22,500	\$22,500	\$22,500
WOMEN'S PAVILION			
Labor Beds (6)	\$56,000	\$56,000	\$42,000
Phototherapy Equipment	\$7,000		

WOOSTER COMMUNITY HOSPITAL

2017 - 2021 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 16TH

	<u>2017</u>	<u>2018</u>	<u>2019</u>
WOUND HEALING CENTER			
TCOM Cables (2)	\$5,000		
CONTINGENCY EQUIPMENT	\$300,000	\$300,000	\$300,000
2017 - 2019 ITEMIZED REGULAR CAPITAL BUDGET	<u>\$5,599,500</u>	<u>\$6,263,000</u>	<u>\$3,119,000</u>

2017 - 2019 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

STRATEGIC & FACILITY PLAN ITEMS			
House	\$250,000		
1950 North Courtyard Project		\$1,250,000	
Medical Office Building Project			\$4,250,000
2017 - 2019 STRATEGIC & FACILITY PLAN ITEMS	<u>\$250,000</u>	<u>\$1,250,000</u>	<u>\$4,250,000</u>

GRAND TOTALS - 2017 to 2019	\$13,833,000	\$7,513,000	\$7,369,000
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Year 2020	\$7,500,000
Year 2021	\$7,500,000

**2017 CASH FLOW PROJECTIONS
OPERATING FUND**

<u>Cash Balance December 31, 2016</u>	16,168,983
<u>Cash provided by Operations</u>	
Operating Income	11,070,098
Depreciation	9,031,918
Interest Income	555,172
<u>Net Cash Increase from Operating Activities</u>	20,657,188
<u>Other</u>	
Transfer to Plant Fund - Funded Depreciation	(9,031,918)
Interest Income	(555,172)
Additional Transfer to Plant Fund	(10,000,000)
Payments to WCH Foundation	(7,000,000)
<u>Cash Balance December 31, 2017</u>	10,239,081

WOOSTER COMMUNITY HOSPITAL

2017 CASH FLOW PROJECTIONS

PLANT FUND

<u>Cash Balance December 31, 2016</u>	74,584,681
<u>Transfer from Operating Fund</u>	
Funded Depreciation	9,031,918
Interest Income	555,172
Transfer from Operations	10,000,000
<u>Funds Available</u>	94,171,771
Less:	
2016 Carry forward & 2017 Capital *	(34,832,000)
<u>Cash Balance December 31, 2017</u>	59,339,771

* Represents anticipated cash outflow associated with the items included in the 2017 Capital Budget.

WOOSTER COMMUNITY HOSPITAL
2017 APPROPRIATION REQUEST

Once the Board of Governors passes the Hospital's annual Operating and Capital Budget, we forward these figures to the City of Wooster to be incorporated into the City Appropriation Budget. For the purposes of the City Budget, we need to identify all cash payments or transfers that will be made in or out of the hospital's four cash funds. For 2017, the following cash payments and transfers are anticipated:

Operating Fund

2017 Operating Budget	\$130,013,081
Plus: Transfer to WCH Foundation	7,000,000
Operating Transfer to Plant Fund	\$10,000,000
Hospital Franchise Fee Assessment	\$1,694,126
Patient/Insurance Refunds	\$1,899,000
Care Assurance Assessment	\$724,586

Operating Fund Contingency	\$2,500,000
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Plant Fund

2017 Capital Budget	\$13,833,000
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Restricted Funds

Endowment Fund	
Balance as of 10/31/16	\$867,696

Beaverson Fund	
Balance as of 10/31/16 Plus Anticipated Donation In 2017	\$341,878