

2014
Appropriations Budget

Ordinance 2013-043

ORDINANCE NO. 2013-43

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, 2014, 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, 2014, the following appropriations (detailed copy attached hereto) 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 11-18-13 2nd reading 12-2-13 3rd reading 12-16-13

Passed: December 16, 2013 Vote: 6-0

Attest: Amy M. Hamilton Michael G. Byrd
Clerk of Council President of Council

Approved: Dec. 16, 2013 R. F. Breese
Mayor

Introduced by: Jon Ansel

The City of Wooster Mission Statement

The mission of the City of Wooster is to partner with our community to deliver services, conserve resources, protect quality of life, and plan for the future. We will endeavor to accomplish this mission in the most efficient and fiscally responsible manner possible, and in accordance to the City of Wooster's Core Values.

City of Wooster - Core Values

Accountability – We accept responsibility for our personal and organizational decisions and actions. We will deliver cost effective and efficient services with the objective of doing our work right the first time. We are concerned about our natural, historic, economic and aesthetic resources and endeavor to enhance their sustainability for future generations.

Continuous Improvement – We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

Leadership & Management – We value the importance of serving as a role model and mentor within the organization and community. We make decisions that show responsible management of all our resources.

Respect & Communication – We are honest and treat our coworkers and the public with courtesy and dignity. We promote professional and friendly communication while providing excellent customer service at all times.

Honesty & Integrity – We set high standards for our personal, professional, and organizational conduct and act with integrity as we strive to attain our mission.

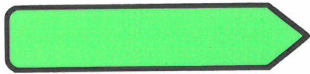
Stewardship & Trust – We understand our responsibility to use public funds wisely. We will faithfully deliver services and make decisions that will meet the citizen's needs. We commit to our core values and will openly communicate with the public and solicit feedback in order to achieve our goals.

Safety – We use education, prevention, and enforcement methods to protect life and property in our business and residential neighborhoods. Our safety awareness will maintain our infrastructure and facilities to provide a safe environment in which to live and work.

Organizational Operations: We endeavor to continually review City policies and procedures for cost-reducing measures while evaluating alternate revenue sources for operations and special projects. To coordinate efforts among City departments/divisions to ensure efficient procedures and effective results in accordance with the goals listed below.

ORGANIZATIONAL GOALS

- **PUBLIC SERVICE** - To serve the public in an atmosphere of courtesy, friendliness and respect, consistently treating everyone fairly within the policies, rules and regulations of Wooster. To provide the highest quality municipal services in an effective, creative and fiscally responsible manner.
- **PUBLIC SAFETY** - To assure that residents will be safe in their homes and neighborhoods. To be prepared for disasters and provide for the protection of life and property in such event.
- **ECONOMIC DEVELOPMENT** - To recognize that high quality City services are to a large extent dependent on a strong business community. To provide and further enhance a strong economic base by encouraging revenue-producing, high quality, retail, commercial and industrial development that is compatible with our community.
- **QUALITY OF LIFE** - To provide a pleasing community atmosphere and a level of maintenance of public streets, parks, rights-of-way and other public facilities that is consistent with the level of maintenance our citizens provide to their private property. To recognize and promote individual property rights while ensuring that the rights of others are not infringed upon. To provide quality parks, recreation opportunities, and other information services, and programs to our citizens.
- **PUBLIC INFRASTRUCTURE** - To protect, maintain and enhance the City's public infrastructure. To anticipate the long-term needs of the infrastructure and take prudent steps to provide for those needs.
- **PUBLIC PARTICIPATION** - To educate the community on City programs and operations as well as their role in the governmental process.



1

Budget Information

2

2014 City Budget

3

2014 City Capital Plan

4

**City Planning
2015-2019**

5

**2014 Wooster Community
Hospital Budget**



**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2014**

Has this requirement been met for 2014?

The 2014 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

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2014**

rate.

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.

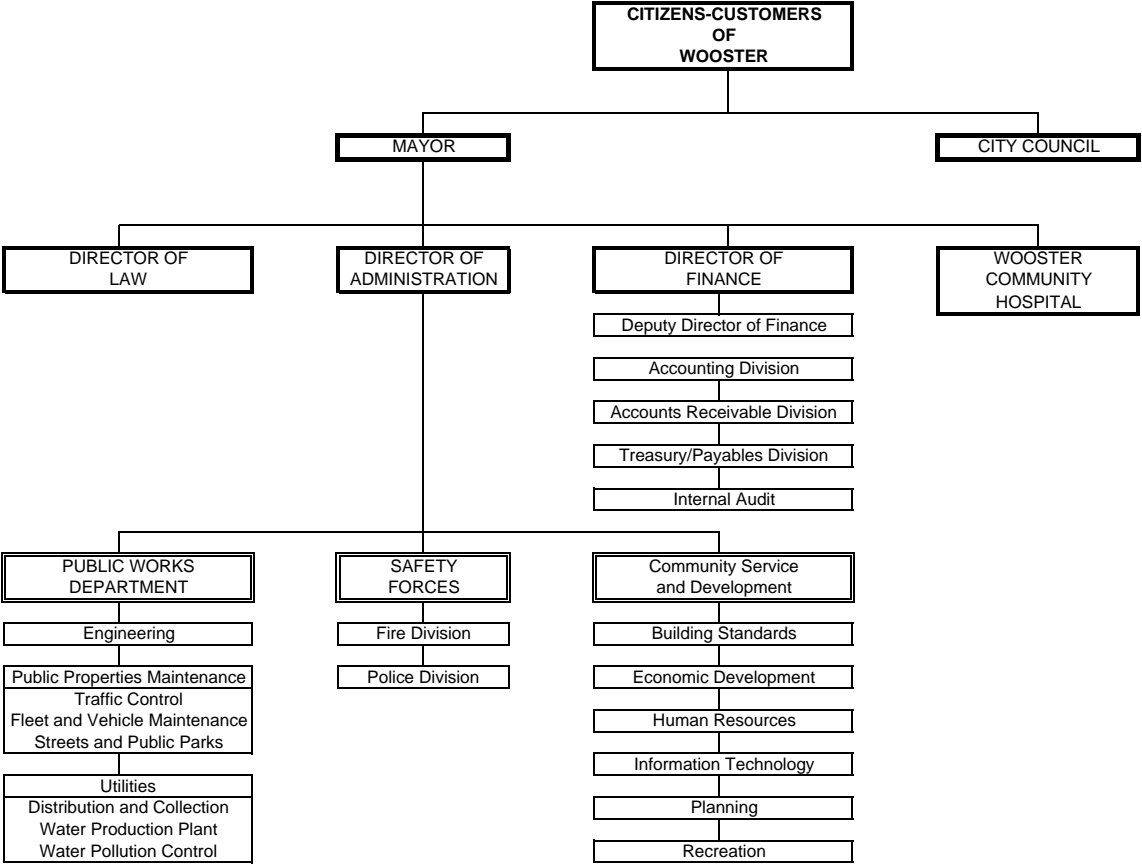
Investment Policies (summarized)

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. The interest revenue included in the 2014 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.

**CITY OF WOOSTER, OHIO
ORGANIZATION CHART**

As of November 2013



**CITY OF WOOSTER, OHIO
FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES
LAST NINE YEARS & 2014 PROJECTED BUDGET**

	2005	2006	2007	2008	2009	2010	2011	2012	2013*	Projected 2014*
Governmental Services:										
Safety services:										
Police Division	44.00	43.00	43.00	44.00	42.00	43.00	38.00	39.50	38.75	42.75 (a)
Fire Division	43.00	43.00	43.00	44.00	43.00	43.00	42.00	42.00	43.00	46.00 (b)
Traffic Control	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	2.50	2.50
Total Safety Services	91.00	90.00	90.00	92.00	89.00	90.00	82.00	83.50	84.25	91.25
Leisure services	14.50	14.50	14.50	15.00	15.00	15.00	10.50	8.90	7.40	8.00 (c)
Environment and development	7.00	7.00	8.00	8.33	8.35	8.35	8.35	9.50	12.20	12.20 **
Transportation services	18.80	18.80	21.80	20.80	19.45	19.45	16.45	15.00	12.00	13.00 (d)
Administrative services	20.60	20.60	18.60	19.25	20.25	19.25	16.38	16.90	21.75	21.00
Total Governmental Services	151.90	150.90	152.90	155.38	152.05	152.05	133.68	133.80	137.60	145.45
Business-type services (Note 2):										
Wooster Community Hospital	670.90	685.24	687.64	714.00	702.00	705.00	699.00	714.25	762.64	757.00
Water - Treatment & Distribution	19.20	19.20	19.20	19.20	18.95	17.95	13.95	15.10	11.25	11.25
Water Pollution Control - Collection & Treatment	19.80	19.80	19.80	18.80	18.50	18.50	13.50	16.10	15.80	15.80
Storm Drainage - Collection	5.25	5.30	2.30	2.30	2.30	2.30	5.25	2.50	4.80	4.80
Total Business-type Services	715.15	729.54	728.94	754.30	741.75	743.75	731.70	747.95	794.49	788.85
TOTAL PRIMARY GOVERNMENT	196.15	195.20	194.20	195.68	191.80	190.80	166.38	167.50	169.45	177.30

Source: City Human Resources Division and Finance Department payroll office.

Other notes:

Note (a) - Four (4) new police officer positions have been budgeted to be hired during 2014.

Note (b) - Three (3) new fire fighter A positions have been budgeted to decrease department overtime.

Note (c) - Change in Recreation Coordinator position from part-time to full-time.

Note (d) - One (1) new laborer position in PPM (streets).

* Staffing levels in 2013 and 2014 exclude seasonal employees for comparative purposes.

**Note - The Division of Engineering staff allocation is shared among Environment and Development, Water, Sanitary Sewer, and Storm Drainage lines.

Note - The City contracts with a private waste hauler for refuse collection and disposal and therefore there are no city employees for that service.

PROGRAM NARRATIVE 2014 BUDGET

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2014 objective and significant changes in the personnel and operations portions of the budget. These narratives are authored by the responsible manager. The Hospital is not included in this program narrative.

SAFETY FORCES

Fire

Mission Statement: The primary mission of the Wooster Fire Division is the saving of life and property from fire and providing emergency medical assistance. This is accomplished through public education, fire prevention, fire suppression, and emergency medical assistance to victims of sudden illness and injury. The division is committed to providing the best possible service and protection at the least possible cost.

Goals:

1. Move station #2 project to bid document
2. Start electronic EMS reporting and send electronic billing information
3. Hire personnel to reduce overtime liability and increase safety
4. Complete operational information and equipment via grants for regional dispatch center
5. Update facilities

Capital:

The 2014 Capital Budget consists of those items that are on a replacement schedule. We have also pushed back the replacement of our 1990 engine another year and have put monies from the 2013 budget to keep the unit in good running order and to meet annual testing requirements to prolong its workable life.

The fire stations in general are still lacking in size and layout that allows for good working conditions, but we have been using the capital and operating budgets to help make things better. I would still request that as soon as possible we begin building the replacement #2 fire stations. Capital also has the purchase of thermal imaging cameras that are a vital piece of equipment for our safety and emergency scene tactics as well the replacement of our current data base that will hopefully allow less time and cost liability to the city as a whole as well as an easier transition to EMS electronic field reporting.

Personal Services:

The current wages and manning of the Fire Division will be held at the same rate in 2014 through the first 3 quarters of the year as the collective bargaining agreement will expire in October. At the current time we have not replaced a Class A Fire/Medic and are using the Fire Inspector as an on shift inspector and in 2014 we would like to have this happen. This is not an optimal situation in both safety and function for the fire division. With the increase in call volume and the loss of the inspector on a 40 hour week, our ability to respond to calls in progress and the ability to inspect our city hazardous buildings has been a losing balancing act. We are currently in process to hire a fire fighter A to take the fire inspector off shift. I have also included in the 2014 personnel budget the addition of three (3) more firefighter/paramedics. This will allow us to have more members on shift during the day as well as respond to emergencies when off duty. The addition of the personnel will get us away from the short staffing model and we should see a significant reduction in overtime costs during 2014. The

costs associated with Holiday Pay and Comp Time usage have also been included. The decision of not supplementing the divisions manning to account for Kelly days in the CBA in the late 90's is the biggest expense in the overtime, followed by long term injury leave.

Operating:

In 2014 we are looking to purchase Mobile Data Terminal's for use in our squads and first line fire engines to be used at the scene to complete reports and gain access to information. The operating budget also has amounts to cover the cost of grants we may receive to pay for the city's liability of the grants.

The largest increase in the operating budget is the replacement of each member's personnel protective equipment. We began this program in 2013 and replace approximately half the department's gear. The National Fire Protection Association, which sets the standards for the gear, has approved a 2013 change to the equipment, so the updating will put us into standard. By standards, this equipment should be replaced every 10 years and we place them on an eight (8) year replacement cycle.

In 2013 we received a grant totaling \$129,000.00 to purchase three (3) new Defibrillator/Monitors as well as rescue equipment to be used during a motor vehicle crash. All items will be placed in service in 2013. In 2014 we plan to apply for a regional grant(s) to assist in buying communications equipment to go with the possible transition of a new communication center and/or change the current infrastructure of how we currently communicate.

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.

2014 Objective: To provide the best possible service to the community with the resources we have. Examine the way in which we conduct daily operations and attempt to find the most effective and efficient manner to deliver police services.

Personnel: We are hopeful that with the passage of the income tax levy we will be able to add personnel to the Police Division. Additional people will help the agency shift from a reactive policing approach to a pro-active approach. We are optimistic that tackling issues such as illegal narcotics and thefts will allow us to make our community safer.

The School Resource Officer program is currently being funded by a grant awarded to Wooster City Schools. If this grant is not available in the future, this program may be eliminated. Wooster Community Hospital has funded a full-time officer to serve in the capacity of Hospital Resource Officer. This position will increase safety and security at the hospital while providing a valuable link between our two agencies.

Operations: We continue to purchase items to replace equipment that is outdated and requiring frequent repair. We will attempt to purchase several new vehicles to replace the remaining Crown Victorias and several aging detective cars. We will 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 begin a 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.

2014 Objective: Duties were reorganized in 2011 to efficiently handle the work of the eliminated inspector position. Planning and Zoning duties were also assumed at various times during this period. Finally, after 3 years without a dedicated property maintenance inspector we began the process of adding one late in 2013. This position will be given priority during 2014 with inspector training and implementing a proactive property maintenance inspection program.

Personnel: Two inspectors are new to the duties in the last two years and with the addition of a new property maintenance inspector, it will be important that we continue employee training during 2014.

Operations: Construction activity in 2013 increased significantly over previous years and returned to more normal levels. 2014 activity is expected to continue this trend.

Only necessary items have been budgeted with no material increase in any line item except code enforcement. Increased code enforcement activity is expected to continue and the budget reflects this concern. The budgeted amount for code enforcement abatement (demolitions, car towing, grass mowing, debris clean-up, etc) is vital, as this is a core function with a big impact on the community. This line item will be used to pay contractors to abate violations such as grass mowing or demolitions.

Economic Development

Mission: 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.

2014 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. These efforts include administration of several on-going Community Development Block Grant projects, the Community Reinvestment Area program, and the Enterprise Zone program. 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. Implement and continue a Downtown Waste Collection Program and improve a Parking Management System to improve safety, efficiency, and aesthetics within the Central Business District. Develop an inventory of economic development opportunities to support future grant pursuits and the Wooster Comprehensive Plan. In collaboration with stakeholders, create outreach tools and develop procedures to improve marketing of Wooster to prospective businesses.

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.

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.

2014 Objective: Streamline human resources processes and procedures to provide efficient and accurate service to all customers on an ongoing basis.

- Partner with management in 2014 to continue to evaluate and update job descriptions across all divisions in the City.
- Develop an HR record retention schedule in 2014. Update and maintain HR records in compliance with the approved schedule.
- Ensure the City of Wooster is in compliance with all Affordable Health Care changes by the end of 2014.

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.

2014 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 level has remained the same since 2012. 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.

Planning and Zoning Division

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.

In 2014, the Planning and Zoning Division will:

- Work closely with OHM (contractor), the public and city departments to complete an update the City's Comprehensive Plan.
- Refine the usability of the city's GIS, expand on the existing planning related data and work with other departments to improve the overall system.
- Amend the Planning and Zoning Code and zoning fee schedule, as necessary
- Work with the Building Division to improve and streamline the code enforcement process.

Personnel: The Planning and Zoning Division consists of the one full time employee, the Planning and Zoning Manager. A part time intern is also utilized during the summer months. No new positions will be added to the division in 2014.

Operations: No changes are anticipated to the operations of the division in 2014.

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!

2014 Objective: Add additional access to online membership. Provide 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. Educate the public about availability of online registration, reservations and Community Center kiosk. Continue to find innovative ways to increase use of space available and reduce expenses.

Personnel: Add 1-2 staff members in 2014.

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 sprayground.

2014 Objective: Maintain and update aquatic facilities for safe and enjoyable use for all participants. Evaluate and begin to implement ADA accessible initiatives. Establish partnerships that will increase revenue and reduce expenses.

Personnel: The City has contracted with the YMCA to schedule staff and manage daily operations of the pools in 2014. City employees and contractors will still provide maintenance as has been done in the past.

Operations: Days and hours of operation will change slightly due to the partnership with the Wooster YMCA. Freedlander Pool and Knights Field Sprayground hours will remain the same as 2013. Christmas Run Pool will be open 3 days a week and Sundays. The YMCA will also reduce the Natatorium operating hours during the summer.

ADMINISTRATIVE SERVICES

Director of Administration

Service Pledge

City services are a valuable piece of what makes Wooster great. The voters showed that they share our vision of maintaining these services and protecting our quality of life through supporting the earned income tax increase. We interpret the margin of victory (58% for the increase) as an expression of the public's faith that we will act responsibly with the funding that will be provided, and look forward to the challenge of proving their trust to be well placed. We look forward to following through on our promises to spend these additional tax dollars wisely, and assure that we will continue to operate in a way that is open, honest and transparent to our residents.

The City's administration and staff share the desire to be good stewards of the public's resources. We will be moving forward with strategic planning for both operations and capital that focuses on that philosophy. As we promised the citizens during the income tax campaign, the 2014 budget designates half of the anticipated income tax increase for capital & infrastructure improvements. The other half will replace the \$2M we lost in State funding and maintain services.

We will continue to be frugal and reasonable with our spending. We will continue to evaluate each budgeted, capital expenditure and will only proceed if deemed necessary for operations and maintaining services.

At the same time, we will be working with management to develop short term and long term goals as part of strategic planning for each division, department and the City as a whole, which will shape our operations, capital expenditures, and our budgets in the years to come. We promised to move forward with balanced budgets, and we intend keep that promise.

Law

Mission: To protect the interest of the citizens of Wooster by providing counsel and advice to the administration, council and hospital board on the proper application of federal, state and local laws, in order to assure that the business of municipal government is conducted in accordance with law.

Personnel: No changes are anticipated.

Operations: No changes are anticipated.

Finance

Mission: To safeguard the assets of the citizens by enforcing the applicable federal, state and local laws as well as following the policies set forth by the Mayor and Council.

2014 Objectives:

To promote efficiency and team-work through setting of department, divisional and personal goals throughout department.

Continue to partner with the Utilities Division in the on-going meter change-out project.

Personnel: One retirement is anticipated in Utility Billing in 2014. This position will be downgraded from a part-time accountant (35 hours/week) to a full-time account clerk. We continue to promote continuing employee education, cross-training and development.

Operations: To promote efficiency through cost-benefit analysis to determine the most cost-effective methods to provide services to our internal and external customers.

To promote the use of technology and newer banking products and services to eliminate internal work and lengthy reconciliations as well as safeguard against fraud.

To decrease paper use and storage needs through IFAS upgrade pdf printer availability.

To offer guidance and supplemental support to other City divisions to promote efficient services while meeting all mandates and record-keeping requirements. We continue to provide training on software and City policies due to personnel changes.

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.

2014 Objectives and 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 and 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: Personnel costs have been kept as low as possible the last few years, however, with the passage of the income tax levy and the anticipated increase in workload it is necessary to be fully staffed. We will again utilize at least one intern during the summer. Overtime is anticipated to remain level, but training and education have been increased to incorporate safety training and allow all employees continuing education necessary to maintain required professional licensures and training required perform job duties.
2. Operations Costs: O&M costs had been reduced to the lowest levels possibly the last two years by reducing equipment, supplies and materials to only those items absolutely essential to perform job duties. For 2014, we have increased our IT budget to include upgrades/repairs to our computers which have been failing and our contracts line item to accommodate more outside firms to handle items like testing on ODOT projects, traffic studies and smoke testing.
3. Capital Costs: The only capital requests are for software and services to keep the GIS system up to date, allowing for efficient planning and use of limited personnel resources; and for surveying equipment to help reduce the cost of outside contracting services; there is also a need to replace 1 of our vehicles which has been in service for 12 years.

Infrastructure Initiatives:

Infrastructure expenditures have been increased to reflect the addition \$1,000,000 in funds available for pavement repair and resurfacing. We will continue to vigorously pursue outside funding from ODOT, OPWC and OEPA to offset the high costs of infrastructure improvements. Over the last 5 years, more than \$5,000,000 has been obtained in grant money and over \$4,000,000 in zero or low interest loan money from various sources such as ODOT, EPA, OPWC and others.

The Division of Engineering works with the Finance Department in order 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.

Parks and Shade Tree

2014 Objective: Transition more maintenance of the City's Parks into contractor's where feasible. Internally we will pay special attention to safety issues and aesthetics through training and the better use of internal personnel services. 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 city wide will be managed through Shade Tree and its contractors

Personnel: Possible addition of one laborer in 2014.

Operations: Our goal is to continue the development of the Oak Hill Park properties and to provide an acceptable level of daily maintenance in our existing parks. Develop cross training strategies enabling staff to better support other divisions.

Maintenance

2014 Objective: To continue our goal of stabilizing the City's infrastructure conditions through a systematic triage of daily emergency response and planned maintenance.

Personnel: We are anticipating the addition of 2 laborer positions in the end of 2013 and will look at available staffing levels as we plan into 2014 with the hope of adding at least 2 more. We will be looking to fill a Supervisor position in 2014 as well.

Operations: We look to enhance services through improved procedures for snow and ice control as well as new ice melting materials while continuing to contain overtime costs. Cross training will be implemented to increase the efficiency of staff while supporting other divisions. Support other divisions with staffing and services as needed. Revised work orders using the City's new SRC unit to our best capabilities.

Garage

2014 Objective: We will be looking at new ways to meet the rising need of maintenance on the City's fleet and equipment.

Personnel: No changes anticipated

Operations: We have implemented a new work tracking system to find where we are concentrating the majority of our time and we will be working with that data to find areas we can improve on.

Traffic

2014 Objective: To bring the City's traffic preemption system up to full operation and to install cameras at appropriate intersections as time and budgets allow.

Personnel: Possible addition of one labor position in 2014

Operations: To purchase the needed equipment and install it to bring the City's preemption system into full operation. We will also be engaging in extensive training on our system to maximize its efficiency and to provide better service and maintenance.

Utilities

Our Mission: Excellence in Public Service through the use of best management practices to ensure proper treatment, distribution, collection, protection and preservation of the City's water resources, including the uninterrupted availability of water for fire protection.

2014 Objectives:

Unaccounted or "nonrevenue" water loss will continue to be a focus of the Water Treatment Subdivision in 2014. During 2013, the unbilled water losses fluctuated between 30% and 48%. With the Daisy Dairy beginning operation in 2015, it is imperative to reduce water loss to offset the estimated additional demand of one million gallons per day. The city will maintain the current leak location program using private contractors to find distribution system losses in the four separate pressure zones and follow the recommendations of the water audit conducted by M.E. Simpson this year. The Automatic Meter Reader (AMR) system replacement program was initiated during 2013, having replaced over 4,000 transmitters as of August. The program will continue in 2014 to replace the remaining transmitters and meters as needed. The total system change out should be completed in 2015.

The water demand in the North High Pressure Zone (NHPZ) continues to tax the storage capacity of the Milltown Tank. A new water storage tank in the NHPZ will be constructed in 2014 to ensure adequate supply to existing and future customers. The Winter Tank behind the hospital will be removed to allow for expansion of the facility. The hospital will contribute funding to dismantle the tank and other water capital projects. Resources have been allocated from the 2013 budget for the restoration and coating of the Madison Storage Tank. The project will commence in the spring to extend the service life of the structure and provide mixing to improve water quality.

In accordance with the Ohio EPA Director's Findings and Orders, the solids handling portion of the plant is under construction and should be completed by the end of 2013. The City entered into a contract with Quasar Energy Group in May to rehabilitate the existing digesters, update the cogeneration system, provide power and manage biosolids. The solids improvements should finally allow the septage receiving station to commence operation and generate additional revenue for the Division. To comply with the remainder of the Orders, URS Engineering is developing the wet stream improvements to begin in the Spring of 2014. The improvements will ensure permit compliance as well as provide additional capacity for future loading. Plant equipment capital requests for 2014 are mostly deferred to the wet stream improvement project.

The Collection/Distribution Team will continue to investigate real losses in the water system to reduce unaccounted water. The Collection group will also be responsible to comply with the requirements of the EPA imposed Capacity, Management, Operations and Maintenance (CMOM) program. CMOM requires increased levels of system maintenance (including line jetting/televising, manhole cleaning, grease removal, etc.) and documentation.

PROGRAM NARRATIVE UPDATE 2014 BUDGET REVISIONS

The initial 2014 program narrative was prepared by the responsible manager of each division at the time the original budget requests were submitted. The budget evaluation process continued through several iterations, and has resulted in several adjustments that were required in order to present a balanced budget, while maintaining the services that are important to the citizens of Wooster.

Updates to the program narrative that were required due to budget adjustments are presented below.

SAFETY FORCES

Fire

Personal Services: Unchanged.

The 2014 personnel budget includes the addition of three (3) firefighter/paramedics, which should result in a significant reduction in overtime costs during 2014. The costs associated with Holiday Pay and Comp Time usage have also been included. The decision of not supplementing the divisions manning to account for Kelly days in the CBA in the late 90's is the biggest expense in the overtime, followed by long term injury leave.

Police

Personnel: The final personal services budget included funds for the replacement of 2 officer positions vacated near the end of 2013, and two additional officers early in 2014. It is hoped that by reducing overtime during 2014 will allow for the addition of two more officers by the end of 2014, resulting in a total staff increase of four in 2014.

COMMUNITY SERVICES AND DEVELOPMENT

Building Standards

Personnel: Unchanged.

A new property maintenance inspector was added in December, 2013.

Operations: Additional funds were added to the budget for code enforcement, primarily for housing demolitions and property maintenance issues..

Recreation and Community Center

Personnel: No *new* positions were budgeted in 2014. One part-time position was budgeted to be made full-time.

PUBLIC WORKS

Public Properties Maintenance

Parks and Shade Tree

Personnel: No *new* positions were budgeted in 2014.

Maintenance

Personnel: One new laborer position was budgeted in 2014.

Traffic

Personnel: One traffic supervisor position was budgeted in 2014, replacing the position vacated at the end of 2010.

Utilities

Water Treatment Plant

Personnel: One additional assistant operator was budgeted in 2014.

Distribution & Collection

Personnel: Two additional laborers were budgeted in 2014.



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Budget Information

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2014 City Budget

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2014 City Capital Plan

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**City Planning
2015-2019**

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**2014 Wooster Community
Hospital Budget**

2014 City Budget

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Ordinance No. 2013-43
Exhibit
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 Cash Balance as of 31-Dec-13	Projected Encumbrances as of 31-Dec-13	Projected Advances not Repaid	Projected Carryover Balance Available for Appropriation	Projected Revenues 2014	Projected Total Amount Available plus Balances	Appropriations 2014	Projected Amount Avail. Less 2014 Approp.
FUND TYPE/CLASSIFICATIONS								
GOVERNMENTAL FUND TYPE								
General Fund	10,663,750	2,550,000	0	8,113,750	20,914,860	29,028,610	20,913,450	8,115,160
Special Revenue Funds	2,831,855	776,602	0	2,055,253	1,943,283	3,998,537	3,383,855	614,682
Debt Service Funds	1,089,570	0	0	1,089,570	247,700	1,337,270	512,800	824,470
Capital Projects Funds	1,890,394	4,016,320	0	(2,125,926)	8,841,789	6,715,863	5,949,202	766,661
PROPRIETARY FUND TYPE								
Enterprise Funds	94,992,728	11,551,078	0	83,441,650	150,931,919	234,373,569	164,068,956	70,304,613
Internal Service Funds	793,950	385,000	0	408,950	3,298,000	3,706,950	3,096,304	610,646
FIDUCIARY FUND TYPE								
Trust and Agency Funds	840,176	0	0	840,176	813,580	1,653,756	811,235	842,521
TOTAL ALL FUNDS	113,102,423	19,279,000	0	93,823,423	186,991,132	280,814,555	198,735,802	82,078,753
FUND CLASSIFICATION/NAME-SCC								
GOVERNMENTAL FUND TYPES								
General Fund - 001	10,663,750	2,550,000	0	8,113,750	20,914,860	29,028,610	20,913,450	8,115,160
SPECIAL REVENUE FUNDS								
Street Construction Maintenance & Repair Fund - 101	1,289,706	633,000	0	656,706	1,108,500	1,765,206	1,736,307	28,899
State Highway Fund - 102	430,435	9,000	0	421,435	85,000	506,435	361,116	145,319
Permissive Tax Fund - 103	592,659	75,100	0	517,559	257,100	774,659	398,357	376,302
Enforcement and Education Fund - 104	54,041	0	0	54,041	2,510	56,551	50,000	6,551
Mandatory Drug Fines Fund - 105	24,303	0	0	24,303	8,075	32,378	25,000	7,378
Local Law Enforcement Block Grant Fund - 106	0	0	0	0	0	0	0	0
Community Development Block Grant Fund - 107	70,526	44,502	0	26,024	75,000	101,024	75,000	26,024
Economic Development Fund - 108	103,604	15,000	0	88,604	98,600	187,204	186,296	908
Law Enforcement Trust Fund - 110	38,978	0	0	38,978	480	39,458	38,000	1,458
Police Pension Fund - 111	68,175	0	0	68,175	152,000	220,175	208,100	12,075
Fire Pension Fund - 112	65,167	0	0	65,167	152,000	217,167	208,100	9,067
Federal Equitable Sharing Fund - 113	13,886	0	0	13,886	50	13,936	13,500	436
CDBG Chip Home RLF Fund - 115	16,022	0	0	16,022	35	16,057	15,900	157
CDBG Economic Development Loan Fund - 508	7,266	0	0	7,266	3,700	10,966	10,928	38
CDBG Downtown Loan Fund - 509	15,740	0	0	15,740	50	15,790	15,760	30
Shade Tree Fund - 701	1,894	0	0	1,894	8	1,902	1,890	12
Law Enforcement Training Fund - 703	3,980	0	0	3,980	0	3,980	3,980	0
Recreation Supplement Fund - 706	7,152	0	0	7,152	0	7,152	7,152	0
Christmas Run Park Restoration - 715	28,319	0	0	28,319	175	28,494	28,469	25
TOTAL SPECIAL REVENUE FUNDS	2,831,855	776,602	0	2,055,253	1,943,283	3,998,537	3,383,855	614,682
DEBT SERVICE FUNDS								
Debt Service Fund - 401	1,089,570	0	0	1,089,570	247,700	1,337,270	512,800	824,470
TOTAL DEBT SERVICE	1,089,570	0	0	1,089,570	247,700	1,337,270	512,800	824,470

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REV. 12-2-2013

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 Cash Balance as of 31-Dec-13	Projected Encumbrances as of 31-Dec-13	Projected Advances not Repaid	Projected Carryover Balance Available for Appropriation	Projected Revenues 2014	Projected Total Amount Available plus Balances	Appropriations 2014	Projected Amount Avail. Less 2014 Approp.
FUND TYPE/CLASSIFICATIONS								
Capital Project Funds								
Capital Improvements Fund - 301	1,871,207	4,016,320	0	(2,145,113)	8,841,789	6,696,676	5,930,016	766,660
Economic Development Capital Improvements Fund - 302	19,187	0	0	19,187	0	19,187	19,186	1
Beall Ave Street - 310	0	0	0	0	0	0	0	0
TOTAL CAPITAL PROJECTS	1,890,394	4,016,320	0	(2,125,926)	8,841,789	6,715,863	5,949,202	766,661
TOTAL GOVERNMENTAL FUNDS	16,475,569	7,342,922	0	9,132,647	31,947,632	41,080,279	30,759,307	10,320,972
PROPRIETARY FUND TYPE								
Enterprise Funds								
Water Fund - 501	3,518,460	1,618,100	0	1,900,360	11,597,000	13,497,360	12,661,351	836,009
Water Pollution Control Fund - 502	3,172,313	1,151,020	0	2,021,293	11,120,852	13,142,145	12,649,489	492,656
Wooster Community Hospital Fund - 503	8,118,128	5,000,000	0	3,118,128	115,702,876	118,821,004	114,128,675	4,692,329
Wooster Community Hospital Plant Fund - 504	76,315,642	2,850,000	0	73,465,642	9,165,591	82,631,233	19,165,000	63,466,233
Wooster Community Hospital Beaverson EMS Fund - 505	280,313	5,907	0	274,406	76,000	350,406	305,000	45,406
Wooster Community Hospital Endowment Fund - 506	1,108,198	5,051	0	1,103,147	103,000	1,206,147	1,109,012	97,135
Storm Drainage Fund - 507	1,681,434	806,000	0	875,434	1,665,200	2,540,634	2,515,375	25,259
Wooster Community Hospital Bevington Fund - 510	54	0	0	54	0	54	54	0
Refuse Collection Fund - 514	798,185	115,000	0	683,185	1,501,400	2,184,585	1,535,000	649,585
TOTAL ENTERPRISE FUNDS	94,992,728	11,551,078	0	83,441,650	150,931,919	234,373,569	164,068,956	70,304,613
INTERNAL SERVICE FUNDS								
Garage Fund - 601	33,232	35,000	0	(1,768)	493,000	491,232	490,904	328
Employee Benefits Fund - 602	760,718	350,000	0	410,718	2,705,000	3,115,718	2,505,400	610,318
Investment Fund - 720	0	0	0	0	100,000	100,000	100,000	0
TOTAL INTERNAL SERVICE FUNDS	793,950	385,000	0	408,950	3,298,000	3,706,950	3,096,304	610,646
TOTAL PROPRIETARY FUNDS	95,786,678	11,936,078	0	83,850,600	154,229,919	238,080,519	167,165,260	70,915,259
FIDUCIARY FUND TYPE								
AGENCY FUNDS								
Guarantee Deposit Fund - 702	213,196	0	0	213,196	0	213,196	0	213,196
Clearing Fund - 705	664	0	0	664	0	664	0	664
Wooster Growth Corporation Fund - 719	614,240	0	0	614,240	813,560	1,427,800	799,185	628,615
TOTAL AGENCY FUNDS	828,100	0	0	828,100	813,560	1,641,660	799,185	842,475
TRUST FUNDS (PPT)								
Lillian Long Estate Fund - 704	12,076	0	0	12,076	20	12,096	12,050	46
TOTAL TRUST FUNDS	12,076	0	0	12,076	20	12,096	12,050	46
TOTAL FIDUCIARY FUNDS	840,176	0	0	840,176	813,580	1,653,756	811,235	842,521
TOTAL ALL FUNDS	113,102,423	19,279,000	0	93,823,423	186,991,132	280,814,555	198,735,802	82,078,753

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
282703 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, Ohio
General Fund Budgetary Information

2013 Projected Expenditures **17,977,167**

Personal Services

1 Supervisor Traffic Control (Incl. Bene's)	72,300
1 Property Maint. Inspector (Incl. Bene's)	74,000
Fill 3 Vacant Fire Fighter Positions (Incl. Bene's)	168,249
Fill 4 Vacant Police Officer Positions (Incl. Bene's)	202,622
Fill 2 Vacant PPM Laborers (Incl. Bene's)	79,072
Fill 1 Vacant Cust. Svc. Rep. in Recreation (Incl. Bene's)	25,842
Fill 1 Vacant Systems Tech in IT (Incl. Bene's)	55,598
Medical Insurance	545,204
Workers' Compensation	99,877

Operations & Maintenance (O & M)

Justice Center/Dispatch Contract	100,000
Fire: Personal Protective Equipment (1/2 of Fire Fighters)	50,000
Fire: MBI Collection Contract (Demand Only)	12,000
PD: Equipment	65,000
Property Maintenance & Enforcement	80,000
Labor Negotiations & Employment Testing (if needed)	60,000
Replace Playground Equipment for Law Compliance	25,000
Downtown Deferred Maintenance	25,000
Pools Deferred Maintenance	20,000
PPM Deferred Maintenance	55,000
Other Deferred Maintenance	68,058
ADA Compliance Pools	25,000
ADA Compliance Lands & Buildings	40,000
Economic Development	40,000
Fuel (Gas & Oil)	32,000
Taxi Program	31,000
Inflation Factor (2.8% O&M Only)	100,800
Snow Removal	50,000

Transfers

Transfer to Capital Fund	734,662
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2014 Appropriations Budget **20,913,450**

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 except those required
to be accounted for in another fund.*

	General Fund			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 11,295,605	\$ 12,382,087	\$ 13,463,255	\$ 12,291,658
Intergovernmental	1,559,899	1,685,562	1,098,338	1,179,078
Charges for services	1,299,700	1,493,695	1,416,353	1,435,170
Fines, licenses, permits	481,874	609,103	536,585	553,945
Interfund services provided	1,762,497	1,508,293	1,478,817	1,500,000
Interest income	162,474	102,644	55,130	17,333
Miscellaneous	253,143	144,363	54,174	253,437
Total Revenues	16,815,192	17,925,747	18,102,652	17,230,621
Expenditures :				
Safety services	10,639,592	9,486,771	9,900,809	9,857,833
Health and social services	140,185	139,670	137,140	138,000
Leisure services	1,793,052	1,365,853	1,364,780	1,254,367
Environment & development	889,444	782,950	810,295	859,900
Transportation services	1,647,201	1,128,241	1,010,810	878,667
Administrative services	3,681,702	2,889,589	2,873,611	3,171,400
Total Expenditures	18,791,176	15,793,074	16,097,445	16,160,167
Excess revenues over(under)				
expenditures	(1,975,984)	2,132,673	2,005,207	1,070,454
Tranfers in	0	0	0	0
Transfers out	(83,000)	(73,950)	(1,361,000)	(1,817,000)
Net change in fund balance	(2,058,984)	2,058,723	644,207	(746,546)
Fund balance at beginning of year (2012)	11,591,211	9,532,227	10,725,406	11,369,613
Fund balance at end of year	\$ 9,532,227	\$ 11,590,950	\$ 11,369,613	\$ 10,623,067
Cash balance beginning of year				11,410,000
Cash balance end of year				10,663,454
Encumbrances				2,550,000
Cash available				8,113,454
Cost per day				49,253
Days-in-cash				165

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 16,416,000	\$ 17,007,100	\$ 17,407,736	\$ 17,818,144	18,238,566
	930,150	706,150	706,150	706,150	706,150
	1,438,190	1,541,130	1,554,550	1,567,092	1,579,758
	573,820	498,513	503,487	508,712	514,010
	1,500,000	1,515,000	1,530,150	1,545,452	1,560,906
	20,000	22,000	25,000	27,500	30,000
	36,700	79,250	79,090	68,928	68,968
	20,914,860	21,369,143	21,806,163	22,241,978	22,698,358
	11,029,228	10,862,583	11,172,273	11,490,929	11,818,815
	135,000	139,050	143,222	147,518	151,944
	1,697,255	1,601,058	1,641,950	1,683,925	1,727,015
	900,617	888,702	915,363	942,823	971,108
	1,082,508	1,113,125	1,144,623	1,177,028	1,210,367
	3,568,842	3,661,177	3,755,988	3,853,343	3,953,312
	18,413,450	18,265,695	18,773,418	19,295,568	19,832,561
	2,501,410	3,103,448	3,032,745	2,946,410	2,865,797
	0	0	0	0	
	(2,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
	1,410	103,448	32,745	(53,590)	(134,203)
	10,623,067	10,624,477	10,727,925	10,760,670	10,707,080
	\$ 10,624,477	\$ 10,727,925	\$ 10,760,670	10,707,080	10,572,877
	10,663,454	10,664,864	10,768,312	10,801,057	10,747,467
	10,664,864	10,768,312	10,801,057	10,747,467	10,613,264
	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	8,064,864	8,168,312	8,201,057	8,147,467	8,013,264
	57,297	58,262	59,653	61,084	62,555
	141	140	137	133	128

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Expenditures :				
Personnel Services	\$ 9,340,182	\$ 7,902,501	\$ 8,353,794	\$ 8,443,500
Operations and Maintenance	1,195,841	1,474,855	1,429,255	1,330,000
Interfund	103,569	109,415	117,760	84,333
Total Safety services	<u>10,639,592</u>	<u>9,486,771</u>	<u>9,900,809</u>	<u>9,857,833</u>
Operations and Maintenance	140,185	139,670	137,140	138,000
Total Health and social services	<u>140,185</u>	<u>139,670</u>	<u>137,140</u>	<u>138,000</u>
Personnel Services	1,201,257	788,177	662,015	610,100
Operations and Maintenance	569,869	540,077	680,694	608,667
Interfund	21,926	37,599	22,071	35,600
Total Leisure services	<u>1,793,052</u>	<u>1,365,853</u>	<u>1,364,780</u>	<u>1,254,367</u>
Personnel Services	753,646	657,759	653,666	690,300
Operations and Maintenance	132,049	117,931	150,443	164,267
Interfund	3,748	7,260	6,186	5,333
Total Environment & development	<u>889,443</u>	<u>782,950</u>	<u>810,295</u>	<u>859,900</u>
Personnel Services	1,318,835	746,604	666,134	580,000
Operations and Maintenance	192,033	222,162	185,742	146,667
Debt Service	136,333	159,475	158,934	152,000
Total Transportation services	<u>1,647,201</u>	<u>1,128,241</u>	<u>1,010,810</u>	<u>878,667</u>
Personnel Services	2,205,132	1,746,594	1,678,159	1,879,800
Operations and Maintenance	1,468,522	1,135,531	1,192,746	1,288,650
Interfund	8,049	7,464	2,706	2,950
Total Administrative services	<u>3,681,703</u>	<u>2,889,589</u>	<u>2,873,611</u>	<u>3,171,400</u>
Total Expenditures	<u>\$ 18,791,176</u>	<u>\$ 15,793,074</u>	<u>\$ 16,097,445</u>	<u>\$ 16,160,167</u>

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Personnel Services	\$ 9,165,176	\$ 9,156,927	\$ 9,431,635	\$ 9,714,584	\$ 10,006,022
Operations and Maintenance	1,737,052	1,618,793	1,651,169	1,684,192	1,717,876
Interfund	127,000	86,863	89,469	92,153	94,918
Total Safety services	<u>11,029,228</u>	<u>10,862,583</u>	<u>11,172,273</u>	<u>11,490,929</u>	<u>11,818,815</u>
Operations and Maintenance	135,000	139,050	143,222	147,518	151,944
Total Health and social services	<u>135,000</u>	<u>139,050</u>	<u>143,222</u>	<u>147,518</u>	<u>151,944</u>
Personnel Services	848,185	856,158	881,843	908,298	935,547
Operations and Maintenance	804,333	714,000	728,280	742,846	757,703
Interfund	44,737	30,900	31,827	32,782	33,765
Total Leisure services	<u>1,697,255</u>	<u>1,601,058</u>	<u>1,641,950</u>	<u>1,683,925</u>	<u>1,727,015</u>
Personnel Services	687,615	708,243	729,491	751,375	773,917
Operations and Maintenance	207,800	175,100	180,353	185,764	191,336
Interfund	5,202	5,358	5,519	5,684	5,855
Total Environment & development	<u>900,617</u>	<u>888,702</u>	<u>915,363</u>	<u>942,823</u>	<u>971,108</u>
Personnel Services	742,837	765,122	788,076	811,718	836,070
Operations and Maintenance	185,836	189,553	193,344	197,211	201,155
Debt Service	153,835	158,450	163,204	168,100	173,143
Total Transportation services	<u>1,082,508</u>	<u>1,113,125</u>	<u>1,144,623</u>	<u>1,177,028</u>	<u>1,210,367</u>
Personnel Services	2,092,919	2,155,707	2,220,378	2,286,989	2,355,599
Operations and Maintenance	1,472,983	1,502,443	1,532,492	1,563,141	1,594,404
Interfund	2,940	3,028	3,119	3,213	3,309
Total Administrative services	<u>3,568,842</u>	<u>3,661,177</u>	<u>3,755,988</u>	<u>3,853,343</u>	<u>3,953,312</u>
Total Expenditures	<u>\$ 18,413,450</u>	<u>\$ 18,265,695</u>	<u>\$ 18,773,418</u>	<u>\$ 19,295,568</u>	<u>\$ 19,832,561</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 the state gasoline tax and motor vehicle registration fees, which are to be used for maintenance of streets within the City.

	Street Construction, Maintenance and Repair Fund								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Intergovernmental	\$ 1,078,852	\$ 1,049,757	\$ 1,078,892	\$ 1,076,000	\$ 1,075,000	\$ 1,093,527	\$ 1,101,382	\$ 1,109,315	\$ 1,117,328
Interest income	16,335	13,036	4,999	3,000	2,500	2,500	2,500	2,500	2,500
Miscellaneous	51,010	48,548	22,167	86,940	31,000	11,300	11,300	11,300	11,300
Total Revenues	1,146,197	1,111,341	1,106,058	1,165,940	1,108,500	1,107,327	1,115,182	1,123,115	1,131,128
Expenditures :									
Personal Services	19,877	19,176	117,834	85,000	123,937	122,000	125,050	128,176	131,381
Operations and Maintenance	910,796	447,341	482,885	693,300	1,272,620	172,500	314,460	757,148	744,692
Captial Outlay	35,652	250,514	185,962	266,000	50,000	748,500	560,500	150,000	350,000
Interfund	216,383	122,811	129,328	129,000	200,100	149,520	152,090	154,712	157,386
Debt Service	13,562	91,964	91,689	91,000	89,650	90,500	91,000	89,500	90,000
Total Expenditures	1,196,270	931,806	1,007,698	1,264,300	1,736,307	1,283,020	1,243,100	1,279,536	1,473,459
Net change in fund balance	(50,073)	179,535	98,360	(98,360)	(627,807)	(175,693)	(127,918)	(156,421)	(342,331)
Fund balance at beginning of year	1,366,701	1,316,628	1,496,163	1,594,523	1,496,163	868,356	692,663	564,745	408,324
Fund balance at end of year	\$ 1,316,628	\$ 1,496,163	\$ 1,594,523	\$ 1,496,163	\$ 868,356	\$ 692,663	\$ 564,745	\$ 408,324	\$ 65,993

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Intergovernmental	\$ 83,573	\$ 81,990	\$ 87,477	\$ 85,333
Interest income	5,238	3,747	1,651	1,000
Miscellaneous	0	0	0	0
Total Revenues	88,811	85,737	89,128	86,333
Expenditures :				
Operations and Maintenance	48,205	0	66,898	0
Captial Outlay	36,442	3,942	14,084	86,000
Debt Service	1,715	1,715	1,715	1,716
Total Expenditures	86,362	5,657	82,697	87,716
Net change in fund balance	2,449	80,080	6,431	(1,383)
Fund balance at beginning of year	365,051	367,500	447,580	454,011
Fund balance at end of year	\$ 367,500	\$ 447,580	\$ 454,011	\$ 452,628

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 84,000	\$ 84,840	85,082	85,933	86,793
	1,000	1,500	1,500	1,500	1,500
	0	0	0	0	
	85,000	86,340	86,582	87,433	88,293
	105,500	76,332	77,239	67,394	68,182
	253,900	0	0	0	0
	1,716	1,716	1,716	1,716	860
	361,116	78,048	78,955	69,110	69,042
	(276,116)	8,292	7,627	18,323	19,251
	452,628	176,512	184,804	192,431	210,754
	\$ 176,512	\$ 184,804	\$ 192,431	\$ 210,754	\$ 230,005

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Taxes	\$ 169,374	\$ 168,379	\$ 159,096	\$ 178,667
Intergovernmental	107,526	105,661	94,029	82,000
Interest income	15,685	10,677	3,641	100
Miscellaneous	14	0	244	88,670
Total Revenues	292,599	284,717	257,010	349,437
Expenditures :				
Personal Services	19,423	18,917	94,686	90,000
Operations and Maintenance	0	0	1,026	5,500
Capital Outlay	163,499	162,817	489,547	216,000
Debt Service	79,564	84,944	86,254	83,290
Total Expenditures	262,486	266,678	671,513	394,790
Net change in fund balance	30,113	18,039	(414,503)	(45,353)
Fund balance at beginning of year	953,915	984,028	1,002,067	587,564
Fund balance at end of year	\$ 984,028	\$ 1,002,067	\$ 587,564	\$ 542,211

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 175,000	\$ 172,000	\$ 172,000	\$ 172,000	\$ 172,000
	82,000	107,000	107,000	107,000	107,000
	100	100	100	100	100
	0	100,000	0	0	0
	257,100	379,100	279,100	279,100	279,100
	121,937	92,250	94,556	96,920	99,343
	23,140	13,000	13,075	13,325	13,500
	169,990	530,000	125,000	50,000	50,000
	83,290	85,000	85,000	84,500	83,500
	398,357	720,250	317,631	244,745	246,343
	(141,257)	(341,150)	(38,531)	34,355	32,757
	542,211	400,954	59,804	21,273	55,628
	\$ 400,954	\$ 59,804	\$ 21,273	\$ 55,628	\$ 88,385

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								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Fines, licenses, permits	\$ 1,837	\$ 5,660	\$ 2,631	\$ 2,667	\$ 2,400	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
Interest Income	621	517	194	130	110	100	100	100	100
Total Revenues	2,458	6,177	2,825	2,797	2,510	2,700	2,700	2,700	2,700
Expenditures :									
Operations and Maintenance	0	0		0	50,000	4,000	4,000	4,000	4,000
Total Expenditures	0	0	0	0	50,000	4,000	4,000	4,000	4,000
Net change in fund balance	2,458	6,177	2,825	2,797	(47,490)	(1,300)	(1,300)	(1,300)	(1,300)
Fund balance at beginning of year	39,872	42,330	48,507	51,332	54,129	6,639	5,339	4,039	2,739
Fund balance at end of year	\$ 42,330	\$ 48,507	\$ 51,332	\$ 54,129	\$ 6,639	\$ 5,339	\$ 4,039	\$ 2,739	\$ 1,439

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								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Fines, licenses, permits	\$ 10,464	\$ 10,692	\$ 9,009	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Interest Income	272	176	93	60	75	75	75	75	75
Total Revenues	10,736	10,868	9,102	8,060	8,075	8,075	8,075	8,075	8,075
Expenditures :									
Operations and Maintenance	36,067	7,187	2,535	7,550	25,000	9,500	9,500	9,500	9,500
Total Expenditures	36,067	7,187	2,535	7,550	25,000	9,500	9,500	9,500	9,500
Net change in fund balance	(25,331)	3,681	6,567	510	(16,925)	(1,425)	(1,425)	(1,425)	(1,425)
Fund balance at beginning of year	38,905	13,574	17,255	23,822	24,332	7,407	5,982	4,557	3,132
Fund balance at end of year	\$ 13,574	\$ 17,255	\$ 23,822	\$ 24,332	\$ 7,407	\$ 5,982	\$ 4,557	\$ 3,132	\$ 1,707

**CITY OF WOOSTER, OHIO
LOCAL LAW ENFORCEMENT 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 PROJECTED**

LOCAL LAW ENFORCEMENT BLOCK GRANT – This fund is used to account for receipts and expenditures of Local Law Enforcement Block Grants, funded by the U.S. Department of Justice. Grant proceeds are used to fund law enforcement employees.

	Local Law Enforcement Block Grant Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 0	\$ 9	0	\$ 0
Total Revenues	0	9	0	0
Expenditures :				
Personal Services	0	0		0
Operations and Maintenance	0	0		23
Total Expenditures	0	0	0	23
Net change in fund balance	0	9	0	(23)
Fund balance at beginning of year	14	14	23	23
Fund balance at end of year	\$ 14	\$ 23	\$ 23	\$ 0

2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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 the allowable administrative costs associated with those projects.

	Community Development Block Grant Fund			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 322,968	\$ 307,251	\$ 484,959	\$ 346,013
Total Revenues	322,968	307,251	484,959	346,013
Expenditures :				
Operations and Maintenance	354,896	277,018	327,240	175,487
Capital Outlay	0	0	152,000	0
Interfund	0	0	0	100,000
Total Expenditures	354,896	277,018	479,240	275,487
Net change in fund balance	(31,928)	30,233	5,719	70,526
Fund balance at beginning of year	(18,180)	(50,108)	(19,875)	(14,156)
Fund balance at end of year	\$ (50,108)	\$ (19,875)	\$ (14,156)	\$ 56,370

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 75,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000
	75,000	245,000	245,000	245,000	245,000
	75,000	245,000	245,000	245,000	245,000
	0	0	0	0	0
	0	0	0	0	0
	75,000	245,000	245,000	245,000	245,000
	0	0	0	0	0
	56,370	56,370	56,370	56,370	56,370
	\$ 56,370	\$ 56,370	\$ 56,370	\$ 56,370	\$ 56,370

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
tax to be used for promoting economic development within the City.

	Economic Development Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Taxes	\$ 80,382	\$ 86,721	\$ 95,511	\$ 104,000
Interest Income	2,197	1,062	144	732
Miscellaneous	0	0	0	31,396
Total Revenues	82,579	87,783	95,655	136,128
Expenditures :				
Personal Services	0	0	0	0
Operations and Maintenance	79,882	80,559	106,428	97,184
Total Expenditures	79,882	80,559	106,428	97,184
Excess revenues over(under)				
expenditures	2,697	7,224	(10,773)	38,944
Transfers In	0	0		0
Net change in fund balance	2,697	7,224	(10,773)	38,944
Fund balance at beginning of year	122,771	125,468	132,692	121,919
Fund balance at end of year	\$ 125,468	\$ 132,692	\$ 121,919	\$ 160,863

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 98,400	\$ 99,384	\$ 100,378	\$ 101,382	\$ 102,395
	200	150	150	150	150
	0	0	0	0	0
	98,600	99,534	100,528	101,532	102,545
	0	0	0	0	
	186,296	99,500	100,500	101,500	102,500
	186,296	99,500	100,500	101,500	102,500
	(87,696)	34	28	32	45
	0	0	0	0	
	(87,696)	34	28	32	45
	160,863	73,167	73,201	73,229	73,261
	\$ 73,167	\$ 73,201	\$ 73,229	\$ 73,261	\$ 73,306

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								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Interest Income	\$ 661	\$ 495	\$ 403	\$ 77	\$ 80	\$ 100	\$ 100	\$ 100	\$ 100
Miscellaneous	1,423	1,540	133	320	400	400	400	400	400
Total Revenues	2,084	2,035	536	397	480	500	500	500	500
Expenditures :									
Operations and Maintenance	997	413	8,500	0	38,000	850	850	850	850
Total Expenditures	997	413	8,500	0	38,000	850	850	850	850
Net change in fund balance	1,087	1,622	(7,964)	397	(37,520)	(350)	(350)	(350)	(350)
Fund balance at beginning of year	43,912	44,999	46,621	38,657	39,054	1,534	1,184	834	484
Fund balance at end of year	\$ 44,999	\$ 46,621	\$ 38,657	\$ 39,054	\$ 1,534	\$ 1,184	\$ 834	\$ 484	\$ 134

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 Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Taxes	\$ 172,279	\$ 143,474	\$ 138,318	\$ 146,579
Intergovernmental	8,782	42,316	32,117	1,072
Interest Income	1,883	1,989	0	100
Total Revenues	182,944	187,779	170,435	147,751
Expenditures :				
Personal Services	0	360,671	156,329	138,370
Operations and Maintenance	2,787	2,968	2,715	3,000
Total Expenditures	2,787	363,639	159,044	141,370
Net change in fund balance	180,157	(175,860)	11,391	6,381
Fund balance at beginning of year	46,197	226,354	50,494	61,885
Fund balance at end of year	\$ 226,354	\$ 50,494	\$ 61,885	\$ 68,266

2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
\$ 148,000	\$ 148,489	\$ 149,613	\$ 151,318	\$ 151,952
3,900	1,000	1,000	1,000	1,000
100	75	60	50	40
152,000	149,564	150,673	152,368	152,992
205,000	148,000	148,000	150,000	150,000
3,100	3,100	3,100	3,100	3,150
208,100	151,100	151,100	153,100	153,150
(56,100)	(1,536)	(427)	(732)	(158)
68,266	12,166	10,630	10,203	9,471
\$ 12,166	\$ 10,630	\$ 10,203	\$ 9,471	\$ 9,313

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 firemen's disability and pension.
Amounts collected for the firemen's disability and pension are periodically remitted
to the state operated Police and Firemen's Disability and Pension Fund.

	Fire Pension Fund			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 172,279	\$ 143,475	\$ 138,339	\$ 146,579
Intergovernmental	8,782	42,316	32,117	1,072
Interest Income	1,830	1,722	89	100
Total Revenues	182,891	187,513	170,545	147,751
Expenditures :				
Personal Services	0	380,000	137,000	138,370
Operations and Maintenance	2,785	2,883	2,715	3,000
Total Expenditures	2,785	382,883	139,715	141,370
Net change in fund balance	180,106	(195,370)	30,830	6,381
Fund balance at beginning of year	43,320	223,426	28,056	58,886
Fund balance at end of year	\$ 223,426	\$ 28,056	\$ 58,886	\$ 65,267

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 148,000	\$ 148,489	\$ 149,613	\$ 151,318	\$ 151,952
	3,900	1,000	1,000	1,000	1,000
	100	75	60	50	40
	152,000	149,564	150,673	152,368	152,992
	205,000	147,000	147,000	148,000	150,000
	3,100	3,100	3,100	3,100	3,150
	208,100	150,100	150,100	151,100	153,150
	(56,100)	(536)	573	1,268	(158)
	65,267	9,167	8,631	9,204	10,472
	\$ 9,167	\$ 8,631	\$ 9,204	\$ 10,472	\$ 10,314

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	205	174	55	50
Total Revenues	205	174	55	50
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	205	174	55	50
Fund balance at beginning of year	13,421	13,626	13,800	13,855
Fund balance at end of year	\$ 13,626	\$ 13,800	\$ 13,855	\$ 13,905

2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
\$ 0	\$ 0	\$ 0	\$ 0	\$
50	50	50	50	50
50	50	50	50	50
13,500	175	175	150	150
13,500	175	175	150	150
(13,450)	(125)	(125)	(100)	(100)
13,905	455	330	205	105
\$ 455	\$ 330	\$ 205	\$ 105	\$ 5

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Intergovernmental	\$ 12,823	\$ 2,999	\$ 2,250	\$ 11,434
Interest Income	0	166	26	50
Total Revenues	12,823	3,165	2,276	11,484
Expenditures :				
Operations and Maintenance	0	9,014	0	4,702
Total Expenditures	0	9,014	0	4,702
Net change in fund balance	12,823	(5,849)	2,276	6,782
Fund balance at beginning of year	0	12,823	6,974	9,250
Fund balance at end of year	\$ 12,823	\$ 6,974	\$ 9,250	\$ 16,032

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	35	60	50	40	30
	35	60	50	40	30
	15,900	100	100	60	60
	15,900	100	100	60	60
	(15,865)	(40)	(50)	(20)	(30)
	16,032	167	127	77	57
	\$ 167	\$ 127	\$ 77	\$ 57	\$ 27

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

SHADE TREE – This fund is used to account for financial donations to the City
for the purpose of providing trees throughout the City in the public right-of-way.

	Shade Tree Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 25	\$ 22	\$ 6	\$ 6
Miscellaneous	0	0	250	250
Total Revenues	25	22	256	256
				0
Expenditures :				
Operations and Maintenance	1,212	0		0
Total Expenditures	1,212	0	0	0
Net change in fund balance	(1,187)	22	256	256
Fund balance at beginning of year	2,549	1,362	1,384	1,640
Fund balance at end of year	\$ 1,362	\$ 1,384	\$ 1,640	\$ 1,896

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 8	\$ 6	\$ 6	\$ 6	\$ 6
	0	0	0	0	
	8	6	6	6	6
	1,890	5	10	10	10
	1,890	5	10	10	10
	(1,882)	1	(4)	(4)	(4)
	1,896	14	15	11	7
	\$ 14	\$ 15	\$ 11	\$ 7	\$ 3

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

LILLIAN LONG ESTATE – This fund is used to account for a bequest from the estate of Lillian Long for the purpose of acquiring additional land for use as a part of Wooster Memorial Park and/or making improvements to that park.

	Lillian Long Estate Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 179	\$ 129	\$ 23	\$ 20
Total Revenues	179	129	23	20
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	179	129	23	20
Fund balance at beginning of year	11,732	11,911	12,040	12,063
Fund balance at end of year	\$ 11,911	\$ 12,040	\$ 12,063	\$ 12,083

2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
\$ 20	\$ 25	\$ 28	\$ 30	\$ 32
20	25	28	30	32
12,050	35	40	40	40
12,050	35	40	40	40
(12,030)	(10)	(12)	(10)	(8)
12,083	53	43	31	21
\$ 53	\$ 43	\$ 31	\$ 21	\$ 13

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	720	0	0	0
Total Revenues	720	0	0	0
Expenditures :				
Operations and Maintenance	0	7,000	0	0
Total Expenditures	0	7,000	0	0
Excess revenues over(under) expenditures	720	(7,000)	0	0
Transfers In	0	0		0
Fund balance at beginning of year	10,260	10,980	3,980	3,980
Fund balance at end of year	\$ 10,980	\$ 3,980	\$ 3,980	\$ 3,980

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	0	0	0	0	0
	0	0	0	0	0
	3,980	0	0	0	0
	3,980	0	0	0	0
	(3,980)	0	0	0	0
	(3,980)	0	0	0	0
	3,980	0	0	0	0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	50	388	385	0
Total Revenues	50	388	385	0
Expenditures :				
Operations and Maintenance	36	0	0	0
Total Expenditures	36	0	0	0
Net change in fund balance	14	388	385	0
Fund balance at beginning of year	6,365	6,379	6,767	7,152
Fund balance at end of year	\$ 6,379	\$ 6,767	\$ 7,152	\$ 7,152

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	0	50	50	50	50
	0	50	50	50	50
	7,152	50	50	50	50
	7,152	50	50	50	50
	(7,152)	0	0	0	0
	7,152	0	0	0	0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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 restoration of Christmas Run Park necessitated by the damage done from the November 2003 tornado.

	Christmas Run Park Restoration Fund								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Interest Income	\$ 430	\$ 303	\$ 106	82	\$ 175	\$ 85	\$ 88	90	95
Miscellaneous	0	0	0	0	0	0	0	0	0
Total Revenues	430	303	106	82	175	85	88	90	95
Expenditures :									
Operations and Maintenance	1,860	0	0	0	28,469	100	100	100	100
Total Expenditures	1,860	0	0	0	28,469	100	100	100	100
Net change in fund balance	(1,430)	303	106	82	(28,294)	(15)	(12)	(10)	(5)
Fund balance at beginning of year	29,348	27,918	28,221	28,327	28,409	115	100	88	78
Fund balance at end of year	\$ 27,918	\$ 28,221	\$ 28,327	\$ 28,409	\$ 115	\$ 100	\$ 88	\$ 78	\$ 73

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			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 34,903	\$ 1,423,313	\$ 1,233,820	\$ 358,340
Special Assessments	0	0	0	0
Interest Income	7,778	39,324	372	1,750
Miscellaneous	137,959	3,000	106,626	37,000
Total Revenues	180,640	1,465,637	1,340,818	397,090
Expenditures :				
Personal Services	0	0	0	0
Operations and Maintenance	0	0	0	0
Interfund	0	0	0	0
Capital Outlay	979,435	2,830,740	3,104,583	960,000
Total Expenditures	979,435	2,830,740	3,104,583	960,000
Excess revenues over(under)				
expenditures	(798,795)	(1,365,103)	(1,763,765)	(562,910)
Proceeds from debt issue	0	0	0	0
Transfers in	83,000	73,950	1,361,000	1,817,000
Net change in fund balance	(715,795)	(1,291,153)	(402,765)	1,254,090
Fund balance at beginning of year	2,536,007	1,820,212	529,059	126,294
Fund balance at end of year	\$ 1,820,212	\$ 529,059	\$ 126,294	\$ 1,380,384

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 6,039,789	\$ 549,000	\$ 900,000	\$ 400,000	\$ 250,000
	0	0	0	0	0
	2,000	7,000	8,500	10,000	12,500
	300,000	0	0	0	0
	6,341,789	556,000	908,500	410,000	262,500
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	5,930,016	3,234,000	3,054,500	6,880,000	2,135,000
	5,930,016	3,234,000	3,054,500	6,880,000	2,135,000
	411,773	(2,678,000)	(2,146,000)	(6,470,000)	(1,872,500)
	0	0	0	3,360,000	0
	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000
	2,911,773	322,000	854,000	(110,000)	1,127,500
	1,380,384	4,292,157	4,614,157	5,468,157	5,358,157
	\$ 4,292,157	\$ 4,614,157	\$ 5,468,157	\$ 5,358,157	\$ 6,485,657

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

BEALL AVENUE STREETScape FUND - This fund is used to account for the receipt and expenditure of monies associated with the reconstruction of a portion of Beall Avenue. Private donation, and State and Federal grant revenues will finance this project.

	Beall Avenue Streetscape Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Intergovernmental	\$ 2,705,129	\$ 0	\$ 0	\$ 0
Interest Income	0	16,771	43	0
Total Revenues	<u>2,705,129</u>	<u>16,771</u>	<u>43</u>	<u>0</u>
Expenditures :				
Capital	1,167,484	0	1,000	0
Debt Service	<u>6,801,935</u>	<u>0</u>	<u>0</u>	<u>7,374</u>
Total Expenditures	<u>7,969,419</u>	<u>0</u>	<u>1,000</u>	<u>7,374</u>
Excess revenues over(under)				
expenditures	(5,264,290)	16,771	(957)	(7,374)
Transfers In	1,080,000	0	0	0
Proceeds from debt issue	<u>5,280,997</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	1,096,707	16,771	(957)	(7,374)
Fund balance at beginning of year	<u>(1,105,147)</u>	<u>(8,440)</u>	<u>8,331</u>	<u>7,374</u>
Fund balance at end of year	\$ <u>(8,440)</u>	\$ <u>8,331</u>	\$ <u>7,374</u>	\$ <u>0</u>

2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
\$ 0	\$ 0	\$ 0	\$ 0	\$
0	0	0	0	
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
0	0	0	0	
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
0	0	0	0	
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
0	0	0	0	
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
0	0	0	0	
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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 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								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	0	0	0	0	0	0	0	0	0
Expenditures :									
Capital Outlay	0	0		0	19,186	0	0	0	0
Total Expenditures	0	0	0	0	19,186	0	0	0	0
Net change in fund balance	0	0	0	0	(19,186)	0	0	0	0
Fund balance at beginning of year	19,186	19,186	19,186	19,186	19,186	0	0	0	0
Fund balance at end of year	\$ 19,186	\$ 19,186	\$ 19,186	\$ 19,186	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Special Assessments	\$ 205,259	\$ 223,910	\$ 203,991	\$ 198,273
Interest Income	16,864	19,105	5,141	1,000
Total Revenues	222,123	243,015	209,132	199,273
Expenditures :				
Operations and Maintenance	2,452	3,287	3,098	2,753
Debt Service	139,424	187,183	187,821	185,500
Total Expenditures	141,876	190,470	190,919	188,253
Net change in fund balance	80,247	52,545	18,213	11,020
Fund cash balance at beginning of year	624,241	704,488	1,062,242	1,080,455
Fund cash balance at end of year	\$ 704,488	\$ 757,033	\$ 1,080,455	\$ 1,091,475

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 246,700	\$ 204,000	\$ 204,000	\$ 204,000	\$ 204,000
	1,000	1,000	1,000	1,000	1,000
	247,700	205,000	205,000	205,000	205,000
	5,800	5,800	5,800	5,800	5,800
	507,000	426,000	455,357	404,000	279,000
	512,800	431,800	461,157	409,800	284,800
	(265,100)	(226,800)	(256,157)	(204,800)	(79,800)
	1,091,475	826,375	599,575	343,418	138,618
	\$ 826,375	\$ 599,575	\$ 343,418	\$ 138,618	\$ 58,818

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 some residents of the county.

	Water Fund								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Charges for services	\$ 5,076,873	\$ 5,306,248	\$ 5,312,570	\$ 5,213,384	\$ 5,173,500	\$ 5,223,700	\$ 5,275,210	\$ 5,327,035	\$ 5,379,580
Intergovernmental	51,950	25,677	20,240	253,000	910,000	0	0	0	0
Fines, licenses, permits	19,760	21,497	19,871	15,650	16,000	19,010	19,010	19,010	19,010
Interest income	20,304	26,454	17,338	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous	86,427	97,092	82,925	125,200	1,487,500	25,300	25,300	25,000	25,000
Total Revenues	5,255,314	5,476,968	5,452,944	5,617,234	7,597,000	5,278,010	5,329,520	5,381,045	5,433,590
Expenditures :									
Personal Services	1,995,215	1,520,543	1,649,887	1,505,900	1,807,782	1,728,888	1,772,110	1,809,925	1,855,173
Operations and Maintenance	1,132,473	1,244,933	1,777,680	2,594,667	2,315,619	1,503,183	1,535,036	1,562,165	1,588,125
Capital Outlay	318,645	318,645	618,493	989,000	7,707,000	894,500	858,000	845,000	780,000
Interfund Services Used	362,398	465,543	161,704	265,515	288,050	279,678	287,209	294,014	301,287
Debt Service	5,891,994	792,237	521,023	604,000	542,900	875,000	879,000	876,000	879,000
Total Expenditures	9,700,725	4,341,901	4,728,787	5,959,082	12,661,351	5,281,249	5,331,355	5,387,104	5,403,585
Excess revenues over(under)									
expenditures	(4,445,411)	1,135,067	724,157	(341,848)	(5,064,351)	(3,239)	(1,835)	(6,059)	30,005
Proceeds from debt issue	4,997,721	302,200	197,800	0	4,000,000	0	0	0	
Net change in fund balance	552,310	1,437,267	921,957	(341,848)	(1,064,351)	(3,239)	(1,835)	(6,059)	30,005
Fund balance at beginning of year	1,301,856	1,854,166	3,291,433	4,213,390	3,871,542	2,807,191	2,803,952	2,802,117	2,796,058
Fund balance at end of year	\$ 1,854,166	\$ 3,291,433	\$ 4,213,390	\$ 3,871,542	\$ 2,807,191	\$ 2,803,952	\$ 2,802,117	\$ 2,796,058	\$ 2,826,063

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			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 150,000	\$ 13,381	\$ 0	\$ 0
Charges for services	4,417,129	4,902,328	6,081,522	5,869,842
Fines, licenses, permits	16,804	19,313	22,458	18,300
Interest income	40,625	22,021	11,050	8,000
Miscellaneous	11,312	89,127	43,669	34,800
Total Revenues	4,635,870	5,046,170	6,158,699	5,930,942
Expenditures :				
Personal Services	1,652,390	1,150,507	1,086,081	1,099,800
Operations and Maintenance	1,188,889	1,402,969	1,453,080	1,037,333
Capital Outlay	2,561,087	687,402	365,115	183,500
Interfund Services Used	1,159,248	1,009,695	1,077,434	1,665,000
Debt Service	1,286,887	1,326,641	1,339,991	1,342,380
Total Expenditures	7,848,501	5,577,214	5,321,701	5,328,013
Excess revenues over(under)				
expenditures	(3,212,631)	(531,044)	836,998	602,929
Proceeds from debt issue	1,812,019	765,640	20,000	0
Net change in fund balance	(1,400,612)	234,596	856,998	602,929
Fund balance at beginning of year	3,202,100	1,801,488	2,036,084	2,893,082
Fund balances at end of year	\$ 1,801,488	\$ 2,036,084	\$ 2,893,082	\$ 3,496,011

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 715,000	\$ 0	\$ 0	\$ 0	\$ 0
	5,885,500	5,945,000	6,009,085	6,073,761	6,139,033
	18,500	18,500	18,500	18,500	18,500
	8,000	10,000	10,000	10,000	10,000
	30,000	30,000	30,000	30,000	30,000
	6,657,000	6,003,500	6,067,585	6,132,261	6,197,533
	1,310,244	1,291,125	1,323,403	1,356,488	1,390,400
	1,877,245	1,643,000	1,660,145	1,677,472	1,694,984
	6,990,000	464,500	458,000	595,000	455,000
	1,127,350	1,127,164	1,143,291	1,160,922	1,178,163
	1,344,650	1,646,800	1,793,300	1,939,800	1,939,800
	12,649,489	6,172,589	6,378,139	6,729,682	6,658,347
	(5,992,489)	(169,089)	(310,554)	(597,421)	(460,814)
	4,463,852	0	0	0	0
	(1,528,637)	(169,089)	(310,554)	(597,421)	(460,814)
	3,496,011	1,967,374	1,798,285	1,487,731	890,310
	\$ 1,967,374	\$ 1,798,285	\$ 1,487,731	\$ 890,310	\$ 429,496

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 the storm drainage runoff service
service provided to the residential and commercial users of the City.

	Storm Drainage Fund								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Charges for services	\$ 1,054,552	\$ 1,175,541	\$ 1,308,802	\$ 1,312,800	\$ 1,309,000	\$ 1,307,950	\$ 1,307,950	\$ 1,307,900	\$ 1,307,900
Intergovernmental	0	0	11,193	0	0	0	0	0	0
Fines, licenses, permits	2,185	3,142	3,141	3,260	3,200	3,000	3,000	3,000	3,000
Interest income	16,943	12,946	6,231	3,300	3,000	3,500	3,750	4,000	4,250
Miscellaneous	165	0	0	2,700	0	0	0	0	0
Total Revenues	1,073,845	1,191,629	1,329,367	1,322,060	1,315,200	1,314,450	1,314,700	1,314,900	1,315,150
Expenditures :									
Personal Services	194,220	232,467	264,856	163,000	274,397	263,875	270,472	277,234	284,165
Operations and Maintenance	43,601	90,927	65,201	148,667	254,703	172,750	174,250	175,788	177,363
Capital Outlay	197,831	426,273	547,420	350,000	1,614,375	295,000	965,000	538,000	205,000
Interfund Services Used	124,615	102,709	152,001	117,300	166,600	131,500	134,288	137,145	140,073
Debt Service	1,351,105	190,351	183,945	199,000	205,300	202,500	204,500	196,000	197,000
Total Expenditures	1,911,372	1,042,727	1,213,423	977,967	2,515,375	1,065,625	1,748,510	1,324,167	1,003,601
Excess revenues over(under)									
expenditures	(837,527)	148,902	115,944	344,093	(1,200,175)	248,825	(433,810)	(9,267)	311,549
Proceeds from debt issue	1,234,242	0	0	146,000	350,000	0	0	0	
Net change in fund balance	396,715	148,902	115,944	490,093	(850,175)	248,825	(433,810)	(9,267)	311,549
Fund balance at beginning of year	690,776	1,087,491	1,236,393	1,352,337	1,842,430	992,255	1,241,080	807,270	798,003
Fund balance at end of year	\$ 1,087,491	\$ 1,236,393	\$ 1,352,337	\$ 1,842,430	\$ 992,255	\$ 1,241,080	\$ 807,270	\$ 798,003	\$ 1,109,552

CITY OF WOOSTER, OHIO
REFUSE COLLECTION FUND
SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
PREVIOUS THREEYEARS 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.

	Refuse Collection Fund								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 30,141	\$ 47,181	\$ 73,618	\$ 45,000	\$ 45,000	\$ 40,000	\$ 35,000	\$ 30,000	\$ 25,000
Charges for services	1,455,477	1,454,606	1,453,096	1,448,400	1,448,000	1,448,100	1,448,100	1,448,100	1,491,552
Fines, licenses, permits	5,433	5,141	4,818	5,000	6,400	5,500	5,500	5,000	5,000
Interest income	7,005	5,707	3,075	2,000	2,000	4,000	4,000	2,100	2,200
Miscellaneous	0	0		0	0	0	0	0	0
Total Revenues	1,498,056	1,512,635	1,534,607	1,500,400	1,501,400	1,497,600	1,492,600	1,485,200	1,523,752
Expenditures :									
Operations and Maintenance	1,225,295	1,448,025	1,339,527	1,338,000	1,450,000	1,538,305	1,584,454	1,631,988	1,648,308
Interfund Services Used	91,489	70,599	84,770	77,000	85,000	78,303	79,086	85,000	85,000
Total Expenditures	1,316,784	1,518,624	1,424,297	1,415,000	1,535,000	1,616,608	1,663,540	1,716,988	1,733,308
Net change in fund balance	181,272	(5,989)	110,310	85,400	(33,600)	(119,008)	(170,940)	(231,788)	(209,556)
Fund balance at beginning of year	405,565	586,837	580,848	691,158	776,558	742,958	623,950	453,010	221,222
Fund balance at end of year	\$ 586,837	\$ 580,848	\$ 691,158	\$ 776,558	\$ 742,958	\$ 623,950	\$ 453,010	\$ 221,222	\$ 11,666

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/DOWNTOWN 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 to maintain the contributed capital (grant/loan principal).

	Economic/Downtown Development Loans Fund								
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
Revenues :									
Charges for services	\$ 35,719	\$ 410	\$ 1,254	\$ 4,084	\$ 3,680	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Interest income	1,331	517	251	68	70	77	85	95	105
Total Revenues	37,050	927	1,505	4,152	3,750	2,477	2,485	2,495	2,505
Expenditures :									
Operations and Maintenance	0	0	0	0	26,688	2,450	2,500	2,500	2,500
Capital Outlay	285,000	0	50,000	6,591	0	0	0	0	0
Total Expenditures	285,000	0	50,000	6,591	26,688	2,450	2,500	2,500	2,500
Excess revenues over(under) expenditures	(247,950)	927	(48,495)	(2,439)	(22,938)	27	(15)	(5)	5
Proceeds from debt issue	0	0	0	0	0	0	0	0	0
Net change in fund balance	(247,950)	927	(48,495)	(2,439)	(22,938)	27	(15)	(5)	5
Fund balance at beginning of year	376,331	128,381	129,308	80,813	78,374	55,436	55,463	55,448	55,443
Fund balance at end of year	\$ 128,381	\$ 129,308	\$ 80,813	\$ 78,374	\$ 55,436	\$ 55,463	\$ 55,448	\$ 55,443	\$ 55,448

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 costs of a maintenance facility for automotive equipment used by various City departments. Costs are billed to the departments for labor and materials at actual cost with the elimination of the effect of internal service fund activity to adjust to break even.

	Municipal Garage Fund			
	2010	2011	2012	2013
	Actual	Actual	Actual	Projected
Revenues :				
Interfund	\$ 403,928	\$ 325,530	\$ 354,090	\$ 383,500
Miscellaneous	225	225	0	3,486
Total Revenues	404,153	325,755	354,090	386,986
Expenditures :				
Personal Services	260,779	202,424	223,239	239,200
Operations and Maintenance	143,374	123,331	147,637	137,333
Interfund	0	0	0	0
Total Expenditures	404,153	325,755	370,876	376,533
Net change in fund balance	0	0	(16,786)	10,453
Fund balance at beginnig of year	17,052	17,052	17,052	266
Fund balance at end of year	\$ 17,052	\$ 17,052	\$ 266	\$ 10,719

	2014	2015	2016	2017	2018
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 493,000	\$ 471,000	\$ 480,000	\$ 480,000	\$ 490,000
	0	0	0	0	
	493,000	471,000	480,000	480,000	490,000
	290,504	248,328	253,295	258,361	263,528
	195,250	218,024	221,294	224,614	227,983
	5,150	5,228	5,307	5,386	5,467
	490,904	471,580	479,896	488,361	496,978
	2,096	(580)	104	(8,361)	(6,978)
	21,330	23,426	22,846	22,950	14,589
	\$ 23,426	\$ 22,846	\$ 22,950	\$ 14,589	\$ 7,611

CITY OF WOOSTER, OHIO
INVESTMENT 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

	Employee Benefits Fund								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Interfund	\$ 3,065,171	\$ 2,563,369	\$ 2,313,863	\$ 1,859,245	\$ 2,500,000	\$ 2,600,000	\$ 2,700,000	\$ 2,850,000	\$ 3,000,000
Miscellaneous	0	0	296,143	195,600	205,000	205,000	205,000	205,000	205,000
Total Revenues	3,065,171	2,563,369	2,610,006	2,054,845	2,705,000	2,805,000	2,905,000	3,055,000	3,205,000
Expenditures :									
Operations and Maintenance	2,846,664	2,374,707	2,318,819	2,044,277	2,505,400	2,693,305	2,895,303	3,112,451	3,345,884
Total Expenditures	2,846,664	2,374,707	2,318,819	2,044,277	2,505,400	2,693,305	2,895,303	3,112,451	3,345,884
Net change in fund balance	218,507	188,662	291,187	10,568	199,600	111,695	9,697	(57,451)	(140,884)
Fund balance at beginning of year	5,475	223,982	412,644	703,831	714,399	913,999	1,025,694	1,035,391	977,941
Fund balance at end of year	\$ 223,982	\$ 412,644	\$ 703,831	\$ 714,399	\$ 913,999	\$ 1,025,694	\$ 1,035,391	\$ 977,941	\$ 837,056

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 certain pooled investments
and to pay expenses incurred in the handling of fiscal matters with third parties
until such time as the net proceeds can be distributed to the other funds.

	Investment Fund			
	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Revenues :				
Interest Income	\$ 68,330	\$ 73,542	\$ 49,141	\$ 100,000
Miscellaneous	0	0	0	0
Total Revenues	68,330	73,542	49,141	100,000
Expenditures :				
Operations and Maintenance	68,330	73,542	49,141	100,000
Total Expenditures	68,330	73,542	49,141	100,000
Net change in fund balance	0	0	0	0
Fund balance at beginning of year	0	0	0	0
Fund balance at end of year	\$ 0	\$ 0	\$ 0	\$ 0

	2014 Budgeted	2015 Forecasted	2016 Forecasted	2017 Forecasted	2018 Forecasted
	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	0	0	0	0	0
	100,000	100,000	100,000	100,000	100,000
	100,000	100,000	100,000	100,000	100,000
	0	0	0	0	0
	0	0	0	0	0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

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Budget Information

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2014 City Budget

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2014 City Capital Plan

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**City Planning
2015-2019**

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**2014 Wooster Community
Hospital Budget**



City of Wooster, Ohio
Capital Budget Summary
For the year 2014 - original requests

CAPITAL EQUIPMENT	CAPITAL INFRASTRUCTURE	TOTALS
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FUND LEVEL SUMMARY

FUND				
301	Capital Improvements Fund	\$ 808,875	\$ 5,121,141	\$ 5,930,016
101	Street Construction Maintenance and Repair	\$ -	\$ 50,000	\$ 50,000
102	State Highway	\$ 37,000	\$ 216,900	\$ 253,900
103	Permissive Tax Fund	\$ -	\$ 169,990	\$ 169,990
501	Water Fund	\$ 265,000	\$ 7,442,000	\$ 7,707,000
502	Sanitary Sewer Fund	\$ 325,000	\$ 6,665,000	\$ 6,990,000
507	Storm Sewer Fund	\$ 39,375	\$ 1,575,000	\$ 1,614,375
		<u>\$ 1,475,250</u>	<u>\$ 21,240,031</u>	<u>\$ 22,715,281</u>
	Less: Capital Improvements Fund Reimbursements		(3,823,791)	(3,823,791)
			<u>\$ 17,416,240</u>	<u>\$ 18,891,490</u>

COST CENTER LEVEL SUMMARY

FUND	COST CENTER			
301	580702	Capital Improvements	\$ 808,875	\$ 5,121,141
102	331103	State Highway	\$ 37,000	\$ -
101	331602	Street Construction - SCM&R	\$ -	\$ 50,000
102	331603	Street Construction - State Highway		\$ 216,900
103	334604	Street Maintenance - Permissive Tax	\$ -	\$ 169,990
501	742504	Water Treatment Plant	\$ 55,000	\$ 50,000
501	734510	Water Lines - Engineering	\$ -	\$ 7,392,000
501	742502	Water Line Maintenance (Distribution)	\$ 210,000	\$ -
502	743514	Water Pollution Control Plant	\$ 115,000	\$ 5,500,000
502	734501	Sewer Lines - Engineering	\$ -	\$ 1,165,000
502	743502	Sewer Line Maintenance (Collection)	\$ 210,000	\$ -
507	731500	Storm Sewer Maintenance	\$ 39,375	\$ -
507	734502	Storm Sewer - Engineering	\$ -	\$ 1,575,000
			<u>\$ 1,475,250</u>	<u>\$ 21,240,031</u>
				<u>\$ 22,715,281</u>

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2014

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Administration - Municipal Building					
1	City Hall Lobby Security		\$ 60,000	301 Capital Improvements Fund	580702
Safety					
Fire					
2	Replace Fire Division Software	Replacement	\$ 30,000	301 Capital Improvements Fund	580702
3	Replace two (2) Thermal Imaging Cameras	Replacement	<u>\$ 25,000</u>	301 Capital Improvements Fund	580702
			\$ 55,000		
Police					
1	Replace three (3) Detective Cars (\$29,000 each)	Replacement	\$ 87,000	301 Capital Improvements Fund	580702
1	Two (2) Police Cruisers (\$36,500 each)	Replacement	\$ 73,000	301 Capital Improvements Fund	580702
1	Water Heater Replacement - Justice Center	Replacement	\$ 35,000	301 Capital Improvements Fund	580702
1	Replace 1998 Pick-Up Truck	Replacement	<u>\$ 27,000</u>	301 Capital Improvements Fund	580702
			\$ 222,000		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2014

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Public Properties Maintenance					
Maintenance					
1	Dump Truck	Replacement	\$ 75,000	301 Capital Improvements Fund	580702
4	Dump Truck - 10 Ton Single Axel	Replacement	\$ 150,000	301 Capital Improvements Fund	580702
5	Dura-Patch Pot Hold Machine	New	\$ 78,500	301 Capital Improvements Fund	580702
7	V-Box Salt Unit (used on highway salt truck)	New	\$ 37,000	102 State Highway Fund	331103
8	Sweepings Storage Facility (EPA mandate)	New	\$ 39,375	301 Capital Improvements Fund	580702
			<u>\$ 39,375</u>	507 Storm Sewer Fund	731500
	total: sweepings storage facility		\$ 78,750		
			\$ 419,250		
	Totals by Fund		\$ 37,000	State Highway Fund	
			\$ 342,875	Capital Improvements Fund	
			<u>\$ 39,375</u>	Storm Sewer Fund	
			\$ 419,250		

Development Department

Planning and Zoning

1	Replace Inspector Vehicle	Replace	\$ 25,000	301 Capital Improvements Fund	580702
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City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2014

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Organizational Support					
Information Technology					
	Data Backup Hardware Upgrade	Replacement	\$ 40,000	301 Capital Improvements Fund	580702
			\$ 20,000	502 Sanitary Sewer Fund	743514
			<u>\$ 20,000</u>	501 Water Fund	742504
			\$ 80,000		
	Date Backup Software Upgrade	Replacement	\$ 10,000	301 Capital Improvements Fund	580702
			\$ 5,000	502 Sanitary Sewer Fund	743514
			<u>\$ 5,000</u>	501 Water Fund	742504
			\$ 20,000		
	Totals by Fund		\$ 50,000	Capital Improvements Fund	
			\$ 25,000	Sanitary Sewer Fund	
			<u>\$ 25,000</u>	Water Fund	
			\$ 100,000		
Community Services					
Recreation/Pools					
1	Paint Freedlander Pool	Maintenance	\$ 43,000	301 Capital Improvements Fund	580702
1	Replace Kiddie Pool Boiler at Freedlander	Replacement	<u>\$ 11,000</u>	301 Capital Improvements Fund	580702
			\$ 54,000		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2014

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Utilities Divisions					
Water Pollution Control Plant					
	Replace Pick-Up Truck	Replace	\$ 30,000	502 Sanitary Sewer Fund	743514
	Restore Roof System at WPCP	Replace	\$ 30,000	502 Sanitary Sewer Fund	743514
	Repair/Replace Capital Items	As needed	\$ 30,000	502 Sanitary Sewer Fund	743514
			\$ 90,000		
Water Treatment Plant					
	Repair/Replace Capital Items	As needed	\$ 30,000	501 Water Fund	742504
Distribution and Collection					
	Sewer Jetter/Vacuum Truck	Replacement	\$ 200,000	501 Water Fund	742502
			<u>\$ 200,000</u>	502 Sewer Fund	743502
			\$ 400,000		
	Replace Chassis Box	Replacement	\$ 10,000	501 Water Fund	742502
			<u>\$ 10,000</u>	502 Sewer Fund	743502
			\$ 20,000		
	Totals by Fund		\$ 210,000	Water Fund	
			<u>\$ 210,000</u>	Sewer Fund	
			\$ 420,000		
Utilities Divisions					
	Totals by Fund:		\$ 240,000	Water Fund	
			<u>\$ 300,000</u>	Sewer Fund	
	Total: Utilities Divisions		\$ 540,000		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2014

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

TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY			\$ 1,475,250		
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FUND LEVEL SUMMARY

Capital Improvements Fund	\$ 808,875
State Highway Fund	\$ 37,000
Water Fund	\$ 265,000
Sanitary Sewer Fund	\$ 325,000
Storm Sewer Fund	\$ 39,375
	<u>\$ 1,475,250</u>

COST CENTER LEVEL SUMMARY

Capital Improvements	580702 -3360	\$ 808,875	301 Capital Improvements
State Highway	331103 -3360	\$ 37,000	102 State Highway Fund
Storm Water Maintenance	731500 -3360	\$ 39,375	507 Storm Sewer
Water Treatment Plant	742504 -3360	\$ 55,000	501 Water
Water Line Maintenance (Distribution)	742502 -3360	\$ 210,000	501 Water
Water Pollution Control Plant	743514 -3360	\$ 115,000	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	743502 -3360	\$ 210,000	502 Sanitary Sewer
		<u>\$ 1,475,250</u>	

City of Wooster, Ohio
Budgeted Capital Infrastructure Projects
For the year 2014

MEMO ONLY	Division		Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Sidewalk Improvements			\$ 50,000	301 Capital Improvements	580702
TOTAL	Engineering	Sidewalk Replacement			\$ 50,000	301 Capital Improvements	580702
TOTAL	Engineering	Miscellaneous			\$ 50,000	301 Capital Improvements	580702
TOTAL	Engineering	Miscellaneous			\$ 50,000	103 Permissive Tax	334604
TOTAL	Engineering	Traffic Signal Improvements			\$ 50,000	101 SCM&R	331602
TOTAL	Engineering	Critical Failure Bridge Inspection			\$ 15,000	301 Capital Improvements	580702
	Engineering	Akron Road - Phase 2					
		Highland Park to Gateway Drive			\$ 250,000	301 Capital Improvements	580702
			License Fee		119,990	103 Permissive Tax	334604
					30,000	501 Water Fund	734510
					15,000	507 Storm Sewer Fund	734502
					15,000	502 Sanitary Sewer Fund	734501
			Assessments		104,350	301 Capital Improvements	580702
			Gas Tax License Fee		216,900	102 State Highway Fund	331603
			Fed Grant - SC		2,599,289	301 Capital Improvements	580702
			Fed Grant - TE		225,502	301 Capital Improvements	580702
TOTAL					\$ 3,576,031		
	Engineering	Safe Routes to School Sidewalks			\$ 8,000	301 Capital Improvements	580702
			State Grant - SRTS		377,000	301 Capital Improvements	580702
			Assessments		42,000	301 Capital Improvements	580702
TOTAL					\$ 427,000		
	Engineering	Geyer's Chapel Rd Reconstruction			\$ 250,000	301 Capital Improvements	580702
			State Grant - ODOT		500,000	301 Capital Improvements	580702
TOTAL					\$ 750,000		
	Engineering	Paving: Kurtz (Burbank to Cleveland)			\$ 60,000	301 Capital Improvements	580702
	Engineering	Paving: Winter (Cleveland to Beall)			\$ 25,000	301 Capital Improvements	580702
	Engineering	Paving: Palmer (Pittsburg to Eastern)			\$ 90,000	301 Capital Improvements	580702
	Engineering	Paving: Bardon (Eastern to Rebecca)			\$ 55,000	301 Capital Improvements	580702
	Engineering	Paving: Eastern (Palmer to Bardon)			\$ 70,000	301 Capital Improvements	580702
	Engineering	Paving: Oak Hill (Oldman to Milltown)			\$ 50,000	301 Capital Improvements	580702
	Engineering	Paving: Oak Hill (Oldman to Milltown)			\$ 80,000	301 Capital Improvements	580702
	Engineering	Paving: North Bauer			\$ 25,000	301 Capital Improvements	580702
	Engineering	Paving: Industrial Blvd			\$ 20,000	301 Capital Improvements	580702
TOTAL					\$ 475,000		
TOTAL	Engineering	Milltown Sidewalk and Ped Signal			\$ 75,000	301 Capital Improvements	580702
TOTAL	Engineering	Beall - Cleveland Signal Replacement			\$ 50,000	301 Capital Improvements	580702
TOTAL	Engineering	Water Line Replacements			\$ 100,000	501 Water Fund	734510
	Engineering	Replace 2" Waterlines					
TOTAL		(2014: Sherman, Spring, Pearl)			\$ 100,000	501 Water Fund	734510
	Engineering	Water Tank North High Area		Engineering	\$ 2,000	501 Water Fund	734510
				Acquisition	\$ 100,000	501 Water Fund	734510
				Permits	\$ 12,000	501 Water Fund	734510
				Utilities	\$ 10,000	501 Water Fund	734510

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2014

MEMO ONLY	Division	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
			Geotech	\$ 8,000	501 Water Fund	734510
			Inspection	\$ 20,000	501 Water Fund	734510
			Construction	\$ 3,900,000	501 Water Fund	734510
TOTAL				\$ 4,052,000		
	Engineering	Daisy Site Water Extension	Construction	\$ 125,000	501 Water Fund	734510
				285,000	501 Water Fund	734510
TOTAL				\$ 410,000		
TOTAL	Engineering	Melrose Booster Station - North High Area	Construction	\$ 600,000	501 Water Fund	734510
TOTAL	Utilities	Water Treatment Plant Driveway		\$ 50,000	501 Water Fund	742504
	Engineering	Burbank Rd W/L - Elm to Oldman	Construction	\$ 600,000	501 Water Fund	734510
				500,000	501 Water Fund	734510
TOTAL				\$ 1,100,000		
TOTAL	Engineering	Branstetter Rd W/L	Construction	\$ 250,000	501 Water Fund	734510
TOTAL	Engineering	Morgan & Oakley W/L Replacement	Construction	\$ 300,000	501 Water Fund	734510
TOTAL	Engineering	McKinley W/L Replacement	Construction	\$ 450,000	501 Water Fund	734510
TOTAL	Engineering	Sanitary Sewer Misc		\$ 200,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Sanitary Sewer Lining Projects		\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Manhole Rehabilitation & Inspection		\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	CSO Abatement Projects		\$ 25,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	WPCP Improvements		\$ 5,500,000	502 Sanitary Sewer Fund	743514
	Engineering	Daisy Site Sewer Extension		\$ 85,000	502 Sanitary Sewer Fund	734501
				215,000	502 Sanitary Sewer Fund	734501
TOTAL				\$ 300,000		
TOTAL	Engineering	Melrose Interceptor Rehabilitation		\$ 350,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Catherine		\$ 75,000	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		\$ 150,000	507 Storm Sewer Fund	734502
	Engineering	Oakley Culvert and Pond Cleanout	Engineering	\$ 30,000	507 Storm Sewer Fund	734502
			Construction	\$ 250,000	507 Storm Sewer Fund	734502
TOTAL				\$ 280,000		
TOTAL	Engineering	Geyers Chapel Road Culvert	Construction	\$ 175,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Brookside Gabions	Construction	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Beechwood & Northwestern Storm Replacement	Construction	\$ 200,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Buchholz Storm Sewers	Construction	\$ 100,000	507 Storm Sewer Fund	734502

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2014

MEMO ONLY	Division		Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Christmas Run Bank (Larwill to North)		Construction	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Melrose Culvert		Construction	\$ 40,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Lemar Storm Sewer		Construction	\$ 85,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Bever Storm Sewer - Bowman to University		Construction	\$ 300,000	507 Storm Sewer Fund	734502
TOTAL	TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY				\$ 21,240,031		

FUND LEVEL SUMMARY

Capital Improvements Fund	\$ 5,121,141
Street Construction Maintenance and Repair Fund	\$ 50,000
State Highway Fund	\$ 216,900
Permissive Tax Fund	\$ 169,990
Water Fund	\$ 7,442,000
Sanitary Sewer Fund	\$ 6,665,000
Storm Sewer Fund	\$ 1,575,000
	<u>\$ 21,240,031</u>

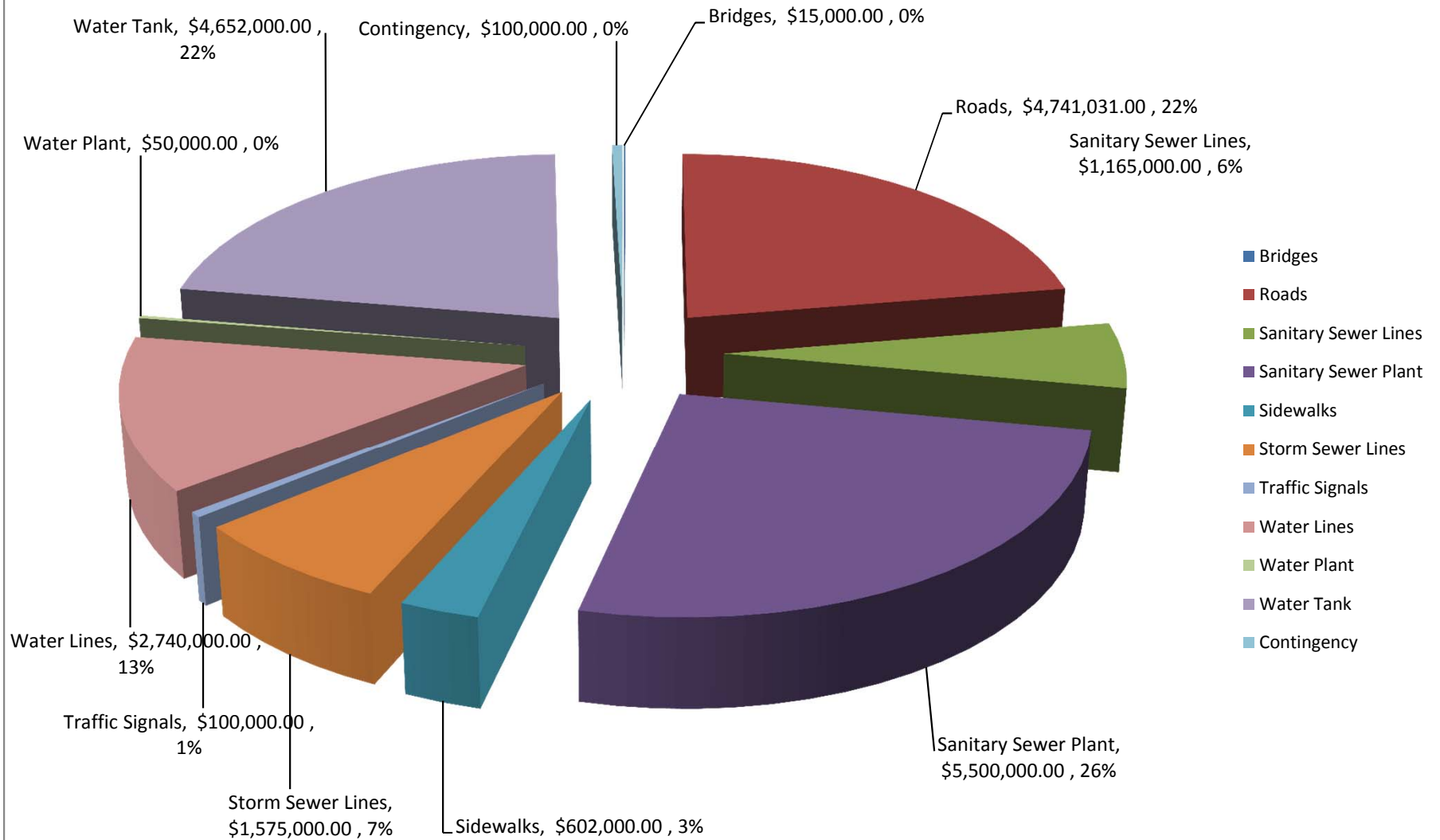
COST CENTER LEVEL SUMMARY

See Below Recon**	Capital Improvements	580702 -3360	\$ 5,121,141	301	Capital Improvements
	Street Construction Maintenance & Repair	331602 -3360	\$ 50,000	101	SCM&R
	Street Construction Maintenance & Repair	331102 -3360	\$ -	101	SCM&R
	Street Maintenance - State Highway	331603 -3360	\$ 216,900	102	State Highway Fund
	Permissive Tax - Street Maintenance	334604 -3360	\$ 169,990	103	Permissive Tax
	Water Lines	734510 -3360	\$ 7,392,000	501	Water
	Water Treatment Plant	742504 -3360	\$ 50,000	501	Water
	Sewer Lines - Engineering	734501 -3360	\$ 1,165,000	502	Sanitary Sewer
	Water Pollution Control Plant	743514 -3360	\$ 5,500,000	502	Sanitary Sewer
	Storm Sewer - Engineering	734502 -3360	\$ 1,575,000	507	Storm Drainage
			<u>\$ 21,240,031</u>		

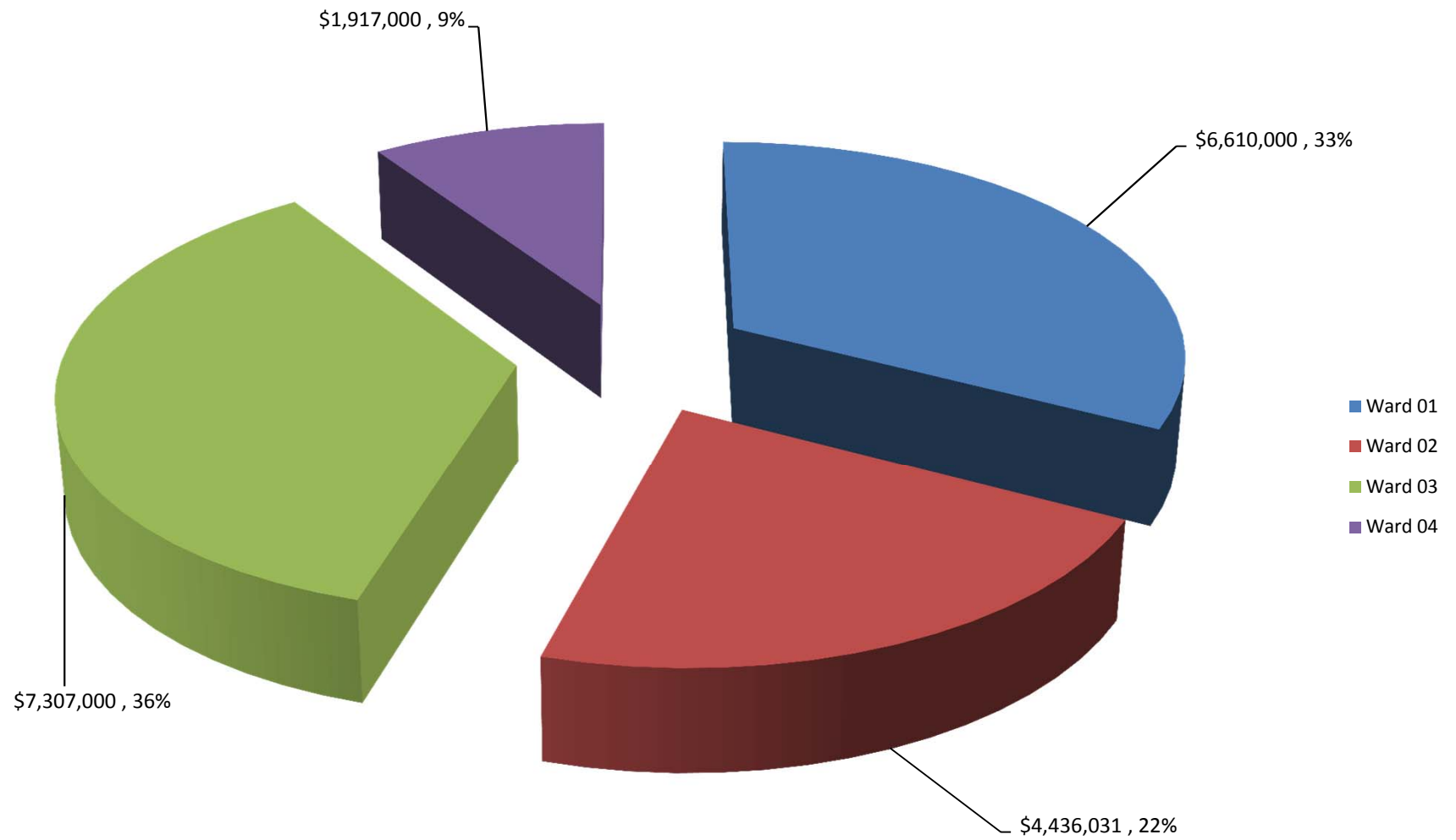
Fund Reconciliations

	Capital Improvements Fund
**Reconciliation	
Total Fund Infrastructure Budgeted:	\$ 5,121,141
Less: Other Funding Sources	
Federal Grant - SC	\$ (2,599,289)
Federal Grant - TE	\$ (225,502)
State Grant - SRTS	\$ (377,000)
Assessments	\$ (42,000)
State Grant - ODOT	\$ (500,000)
State Grant - OPWC	\$ (80,000)
Net Fund Infrastructure Budgeted:	<u>\$ 1,297,350</u>

2014 Infrastructure by Category



2014 Infrastructure by Ward



2014 Infrastructure - Source of Funds by Major Project

			<u>Amount</u>	<u>Percent</u>
Sidewalk Improvements				
Capital Improvements Fund			\$ 183,000	29.46%
Grants			\$ 377,000	63.47%
Property Owners			\$ 42,000	<u>7.07%</u>
			<u>\$ 602,000</u>	100.00%
Annual Road Resurfacing				
Capital Improvements Fund			\$ 395,000	87.30%
Grants	OPWC		80,000	<u>12.70%</u>
			<u>\$ 475,000</u>	100.00%
Akron Road - Phase 2				
Gas Tax & License Fees			\$ 336,890	9.42%
Water Revenues			30,000	0.84%
Sanitary Sewer Revenues			15,000	0.42%
Storm Sewer Revenues			15,000	0.42%
Capital Improvements Fund			250,000	6.99%
Property Owners			104,350	2.92%
Grants	SC & TE		2,824,791	<u>78.99%</u>
			<u>\$ 3,576,031</u>	100.00%
Geyers Chapel Rd Reconstruction				
Capital Improvements Fund			\$ 250,000	8.12%
Grants			<u>\$ 500,000</u>	<u>66.67%</u>
			\$ 750,000	74.79%
Traffic Signals				
Capital Improvements Fund			\$ 100,000	<u>100.00%</u>
			\$ 100,000	100.00%
Water Tank - North High Zone				
Debt			\$ 4,052,000	87.10%
Water Revenues	Booster Station		<u>\$ 600,000</u>	<u>12.90%</u>
			\$ 4,652,000	100.00%
Water Treatment Plant				
Water Revenues	Driveway		<u>\$ 50,000</u>	
			\$ 50,000	100.00%
Water Lines				
Water Revenues	Daisy Site		\$ 410,000	
Water Revenues	2" WL		\$ 100,000	
Water Revenues	Contingency		\$ 100,000	
Water Revenues	Burbank Rd		\$ 1,100,000	
Water Revenues	Branstetter Rd		\$ 250,000	
Water Revenues	Morgan & Oakley		\$ 300,000	
Water Revenues	McKinley		<u>\$ 450,000</u>	
			\$ 2,710,000	100.00%
Sanitary Sewer Lines				
Sanitary Sewer Revenues	Contingency		\$ 200,000	
Sanitary Sewer Revenues	Lining		\$ 100,000	
Sanitary Sewer Revenues	Manhole		\$ 100,000	
Sanitary Sewer Revenues	Daisy Site		\$ 300,000	
Sanitary Sewer Revenues	Melrose		\$ 350,000	
Sanitary Sewer Revenues	Catherine		\$ 75,000	
Sanitary Sewer Revenues	CSO Abatement		<u>\$ 25,000</u>	
			\$ 1,150,000	100.00%
Water Pollution Plant Improvements				
Debt	Plant Improv.		<u>\$ 5,500,000</u>	
			\$ 5,500,000	100.00%

2014 Infrastructure - Source of Funds by Major Project

		<u>Amount</u>	<u>Percent</u>
Storm Sewers			
Storm Sewer Revenues	Oakley	\$ 280,000	
Storm Sewer Revenues	Geyers Chapel	\$ 175,000	
Storm Sewer Revenues	Brookside	\$ 100,000	
Storm Sewer Revenues	Beechwood	\$ 200,000	
Storm Sewer Revenues	Buchholz	\$ 100,000	
Storm Sewer Revenues	Christmas Run	\$ 100,000	
Storm Sewer Revenues	Melrose Culvert	\$ 40,000	
Storm Sewer Revenues	Lemar	\$ 85,000	
Storm Sewer Revenues	Bever	\$ 300,000	
Storm Sewer Revenues	Contingency	\$ 150,000	
Storm Sewer Revenues	NPDES Permit	<u>\$ 30,000</u>	
		\$ 1,560,000	100.00%
Bridges			
Capital Improvements Fund	Inspection	<u>\$ 15,000</u>	
		\$ 15,000	100.00%
Contingency			
Capital Improvements Fund	Roads	\$ 50,000	50.00%
Gas Tax & License Fees	Roads	<u>\$ 50,000</u>	<u>50.00%</u>
		\$ 100,000	100.00%
Source of Funding			
All 2014 Infrastructure Projects		<u>Amount</u>	<u>Percent</u>
Capital Improvements Fund		\$ 1,243,000	6.14%
Gas Tax & License Fees		\$ 386,890	1.92%
Grants		\$ 3,781,791	18.68%
Debt		\$ 9,552,000	42.25%
Property Owners		\$ 146,350	0.72%
Sanitary Sewer Revenues		\$ 1,165,000	5.76%
Storm Sewer Revenues		\$ 1,575,000	7.78%
Water Revenues		<u>\$ 3,390,000</u>	<u>16.75%</u>
		\$ 21,240,031	100.00%

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Budget Information

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2014 City Budget

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2014 City Capital Plan

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**City Planning
2015-2019**

5

**2014 Wooster Community
Hospital Budget**



City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2015-2019

	Cut from 2014 Budget	2015	2016	2017	2018	2019	Funding Source	Percentage Split
Police								
1 Replace 3 Police Vehicles		\$120,000					301 Capital Improvements Fund	
1 Replace 3 Police Vehicles			\$120,000				301 Capital Improvements Fund	
1 Replace Department Bullet Proof Vests			\$40,000				301 Capital Improvements Fund	
1 Replace 3 Police Vehicles				\$120,000			301 Capital Improvements Fund	
1 Replace 3 Police Vehicles					\$120,000		301 Capital Improvements Fund	
	\$ -	\$ 120,000	\$ 160,000	\$ 120,000	\$ 120,000	\$ -		
Fire								
1 Replace Fire Station #2	\$ 4,800,000						301 Capital Improvements Fund	
1 Replace 1990 Pierce Engine 135		\$550,000					301 Capital Improvements Fund	
2 Replace #132		\$ 40,000					301 Capital Improvements Fund	
1 Replace Hurst Tool			\$40,000				301 Capital Improvements Fund	
1 Replace 1305 Med Tech Squad				\$230,000			301 Capital Improvements Fund	
2 Replace Station #1				\$3,800,000			301 Capital Improvements Fund	
	\$ 4,800,000	\$ 590,000	\$ 40,000	\$ 4,030,000	\$ -	\$ -		
Public Properties Maintenance								
2 Pick-Up Truck Replacement	\$ 34,000						301 Capital Improvements Fund	
3 Pick-Up Truck Replacement - 3/4 ton	\$ 34,000						301 Capital Improvements Fund	
6 Line and Painting Truck	\$ 185,000						301 Capital Improvements Fund	
1 10 Ton Single Axel Dump Truck		\$155,000					101 SCM&R	
2 10 Ton Single Axel Dump Truck		\$155,000					101 SCM&R	
3 4x4 Backhoe/Front Loader		\$92,500					101 SCM&R	
1 Ditch and Field Mower			\$162,500				301 Capital Improvements Fund	
2 High Lift Platform Truck			\$149,500				101 SCM&R	
3 Mechanical Street Sweeper			\$226,000				101 SCM&R	
	\$ -	\$402,500	\$538,000	\$0	\$0	\$0		
Engineering								
Sidewalk Improvements (amount reduced)	\$ 75,000						301 Capital Improvements Fund	
Sidewalk Replacement Program (amount reduced)	\$ 25,000						301 Capital Improvements Fund	
OARDC Crosswalks & Signal Replacement	\$ 180,000							
Paving:								
Point of View (Secrest to Corp.)	\$ 75,000						301 Capital Improvements Fund	
Woodsedge (cul-de-sac)	\$ 50,000						301 Capital Improvements Fund	
Branstetter (Old Lincoln Way to Old Mansfield)	\$ 30,000						301 Capital Improvements Fund	
1 Inspection/OUPS Vehicle Replacement	\$ 35,000						301 Capital Improvements Fund	
2 Survey/Inspection Vehicle	\$ 30,000						301 Capital Improvements Fund	
3 GPS Equipment	\$ 25,000						301 Capital Improvements Fund	
2 Replace 2002 GMC Van (Inspection/OUPS Vehicle)							301 Capital Improvements Fund	
3 GPS Receiver & Upgrades			\$12,000				301 Capital Improvements Fund	
4 Replace 2003 F-150 (Inspection Vehicle)		\$35,000					301 Capital Improvements Fund	
5 Ortho Photography Updates		\$30,000					301 Capital Improvements Fund	
6 Replace 2004 F-150 (Inspection Vehicle)			\$35,000				301 Capital Improvements Fund	
7 Replace 2004 Ford Van (Survey/Inspection Vehicle)					\$35,000		301 Capital Improvements Fund	
8 Large format scanner				\$25,000			301 Capital Improvements Fund	
	\$ 90,000	\$ 65,000	\$ 47,000	\$ 25,000	\$ 35,000	\$ -		
Building and Planning								
Replace Dodge Truck - Inspector vehicle				\$ 30,000			301 Capital Improvements Fund	
Finance								
Upgrade IFAS to OneSolution				\$ 45,000			301 Capital Improvements Fund	

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2015-2019

	Cut from 2014 Budget	2015	2016	2017	2018	2019	Funding Source	Percentage Split
Information Technology								
VoIP Telephone System and Network Upgrade	\$ 350,000						301 Capital Improvements Fund	
Recreation/Community Center/Pools								
1 Replace Chemical Control Units at Aquatic Facilities	\$ 17,000						301 Capital Improvements Fund	
Replace Boiler at Christmas Run Pool	\$ 17,500						301 Capital Improvements Fund	
2 Carpet Replacement & Flooring Upgrade - Lobby & Community Room		\$ 100,000					301 Capital Improvements Fund	
1 Painting Christmas Run Pool		\$ 40,000					301 Capital Improvements Fund	
1 Generator for Community Center Building			\$ 45,000				301 Capital Improvements Fund	
1 Replace 2002 Ford Explorer				\$20,000			301 Capital Improvements Fund	
2 Replace Parking Lot at Community Center				\$10,000			301 Capital Improvements Fund	
1 Replace Carpet in Fitness Room, Lewis Lounge, Billiards Room, Office & Lounge					\$ 30,000		301 Capital Improvements Fund	
1 Replace Main Roof at Community Center						\$ 50,000	301 Capital Improvements Fund	
	\$ 34,500	\$ 140,000	\$ 45,000	\$ 30,000	\$ 30,000	\$ 50,000		
Utilities								
Water Pollution Control								
Replace/repair smaller capital equipment (pumps, blowers, etc.)		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	502 Sanitary Sewer Fund	
Replace 1997 F150 P/U S-1		\$30,000					502 Sanitary Sewer Fund	
Replace 2003 F150 P/U S-3					\$30,000		502 Sanitary Sewer Fund	
Replace influent pump impellers						\$30,000	502 Sanitary Sewer Fund	
	\$ -	\$ 60,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 60,000		
Water Treatment								
Replace/repair smaller capital equipment (pumps, blowers, etc.)		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	501 Water Fund	
Restore Roof System				\$65,000			501 Water Fund	
Replace Drive at Water Treatment Plant		\$50,000	\$50,000	\$50,000			501 Water Fund	
Replace 1996 F150 Pickup			\$30,000				501 Water Fund	
	\$ -	\$80,000	\$110,000	\$145,000	\$30,000	\$30,000		
Distribution and Collection								
1 4X4 3/4 ton pickup with utility box		\$14,500					501 Water Fund	50.00%
		\$14,500					502 Sanitary Sewer Fund	50.00%
Total 4X4 3/4 ton pickup with utility box		\$29,000						
3 4X4 1 ton dually pickup with utility box			\$18,000				501 Water Fund	50.00%
			\$18,000				502 Sanitary Sewer Fund	50.00%
			\$36,000					
5 Building Upgrades					\$100,000		501 Water Fund	50.00%
					\$100,000		502 Sanitary Sewer Fund	50.00%
Total Building Upgrades					\$200,000			
	\$ -	\$169,000	\$176,000	\$175,000	\$290,000	\$90,000		
Totals by Fund (memorandum only)								
	\$ 5,782,500	\$ 915,000	\$ 454,500	\$ 4,280,000	\$ 185,000	\$ 50,000	301 Capital Improvements Fund	
	\$ -	\$ 402,500	\$ 375,500	\$ -	\$ -	\$ -	101 SCM&R	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax	
	\$ -	\$ 94,500	\$ 128,000	\$ 145,000	\$ 130,000	\$ 30,000	501 Water Fund	
	\$ -	\$ 74,500	\$ 48,000	\$ 30,000	\$ 160,000	\$ 60,000	502 Sewer Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	507 Storm Sewer Fund	
	\$ 5,782,500	\$ 1,486,500	\$ 1,006,000	\$ 4,455,000	\$ 475,000	\$ 140,000		

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Division of Engineering

Division of Engineering

CITY OF WOOSTER			10-YEAR INFRASTRUCTURE STRATEGIC PLAN		STREETS			
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	SOURCE OF FUNDS	ACCOUNTING FUND	10-YEAR AMOUNT	CURRENT YEAR 2013	2014
		Paving: Catalina (Impalla to Christmas Run)		Inc Tax Trans	Capital Imp.			
		Paving: Stibbs (Washington to Palmer)		Gas Tax Lic Fee	SCMR			
		Paving: Lincoln (Bowman to University)		Inc Tax Trans	Capital Imp.			
7	ENGR.	Flashing School Sign Replacement	\$ 21,000	Gas Tax Lic Fee	SCMR	\$ 21,000		
8	ENGR.	Beall - Cleveland Signal Replacement	\$ 215,000	Inc Tax Trans	Capital Imp.	\$ 215,000		\$ 50,000.00
9	ENGR.	Burbank & Smithville Western Intersection	\$ 220,000	Inc Tax Trans	Capital Imp.	\$ 20,000		
				Storm Rev	Storm	\$ 20,000		
				Lic Fee	Permissive Tax	\$ 200,000		
						\$ 220,000		
10	ENGR.	Oldman/Oak Hill Roundabout	\$ 150,000	Lic Fee	Permissive Tax	\$ 150,000		
				Fed Grant ODOT LC	Capital Imp.	\$ 500,000		
				Inc Tax Trans	Capital Imp.	\$ 500,000		
						\$ 1,150,000		
11	ENGR.	Market (US30 to Henry)		Gas Tax Lic Fee	SCMR			
				Fed Grant ODOT LC	Capital Imp.			
12	ENGR.	Burbank Rd. - Highland to Oldman Road Reconstruction	\$ 1,590,000	Lic Fee	Permissive Tax	\$ 130,000		
				Lic Fee	Permissive Tax	\$ 75,000		
				Water Rev	Water	\$		
				San Rev	Sanitary	\$ 25,000		
				Storm Rev	Storm	\$ 160,000		
				Fed Grant ODOT LC	Capital Imp.	\$ 200,000		
				Inc Tax Trans	Capital Imp.	\$ 1,000,000		
						\$ 1,590,000		
	ENGR.	Palmer - Bowman to Wayne Road Reconstruction	\$ -	Inc Tax Trans	Capital Imp.	\$ 116,000		
				Inc Tax Trans	Capital Imp.	\$ 50,000		
				Water Rev	Water	\$ 375,000		
				San Rev	Sanitary	\$ 7,000		
				Storm Rev	Storm	\$ 226,000		
				Assessments	Capital Imp.	\$ 225,000		
				Inc Tax Trans	Capital Imp.	\$ 575,000		
						\$ 1,574,000		
	ENGR.	Melrose - Milltown to Smithville Western Road Reconstruction	\$ 1,927,000	Inc Tax Trans	Capital Imp.	\$ 131,000		
				Lic Fee	Permissive Tax	\$ 120,000		
				Water Rev	Water	\$ 11,000		
				San Rev	Sanitary	\$ 8,000		
				Storm Rev	Storm	\$ 484,000		
				Assessments	Capital Imp.	\$ 879,000		
				Lic Fee	Permissive Tax	\$ 294,000		
						\$ 1,927,000		
	ENGR.	Cleveland Rd.- SR 83 to Smithville Western Road Reconstruction	\$ 1,845,000	Gas Tax Lic Fee	State Highway	\$ 175,000		
				Gas Tax Lic Fee	State Highway	\$ 150,000		
				Water Rev	Water	\$ 15,000		
				Storm Rev	Storm	\$ 550,000		
				Assessments	Capital Imp.	\$ 279,000		
				Gas Tax Lic Fee	State Highway	\$ 676,000		
						\$ 1,845,000		
	ENGR.	University - Gausche to Palmer Road Reconstruction	\$ 607,000	Inc Tax Trans	Capital Imp.	\$ 44,000		
				Inc Tax Trans	Capital Imp.	\$ 25,000		
				Water Rev	Water	\$ 105,000		
				San Rev	Sanitary	\$ 12,000		
				Storm Rev	Storm	\$ 88,000		
				Assessments	Capital Imp.	\$ 183,000		
				Inc Tax Trans	Capital Imp.	\$ 150,000		
						\$ 607,000		
	ENGR.	Cleveland - Highland Ave. Intersection Road Reconstruction	\$ 128,000	Lic Fee	Permissive Tax	\$ 20,000		
				Lic Fee	Permissive Tax	\$ 7,000		
				Water Rev	Water	\$ 5,000		
				San Rev	Sanitary	\$ -		
				Storm Rev	Storm	\$ 15,000		
				Lic Fee	Permissive Tax	\$ 81,000		
						\$ 128,000		
	ENGR.	Burbank Rd. - Riffel to Smithville Western Road Reconstruction	\$ 668,000	Gas Tax Lic Fee	State Highway	\$ 100,000		
				Gas Tax Lic Fee	State Highway	\$ 50,000		
				Water Rev	Water	\$ 155,000		
				Storm Rev	Storm	\$ 7,000		
				Assessments	Capital Imp.	\$ 101,000		
				Gas Tax Lic Fee	State Highway	\$ 255,000		
						\$ 668,000		
	ENGR.	W. Highland Ave. Road Reconstruction	\$ 1,035,000	Inc Tax Trans	Capital Imp.	\$ 150,000		
				Inc Tax Trans	Capital Imp.	\$ 50,000		
				Water Rev	Water	\$ 50,000		
				San Rev	Sanitary	\$ 40,000		
				Storm Rev	Storm	\$ 160,000		
				Assessments	Capital Imp.	\$ 155,000		
				Inc Tax Trans	Capital Imp.	\$ 430,000		
						\$ 1,035,000		
	ENGR.	E Highland Avenue Reconstruction Road Reconstruction	\$ 254,000	Lic Fee	Permissive Tax	\$ 90,000		
				Lic Fee	Permissive Tax	\$ 51,000		
				Water Rev	Water	\$ 10,000		
				San Rev	Sanitary	\$ 5,000		
				Assessments	Capital Imp.	\$ 98,000		
						\$ 254,000		

[illegible]

		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS						
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	SOURCE OF FUNDS	ACCOUNTING FUND	10-YEAR AMOUNT	CURRENT YEAR 2013	2014
	ENGR.	Riffel - Friendsville to Cleveland Road Reconstruction	\$ 107,000	Gas Tax Lic Fee	SCMR	\$ 107,000		
				Gas Tax Lic Fee	SCMR	\$ 1,000		
				Water Rev	Water	\$ 182,000		
				San Rev	Sanitary	\$ 32,000		
				Storm Rev	Storm	\$ 355,000		
				Assessments	Capital Imp.	\$ 236,000		
				Gas Tax Lic Fee	SCMR	\$ 665,000		
						\$ 1,578,000		
	ENGR.	W. Milltown Road Road Reconstruction	\$ 934,000	Inc Tax Trans	Capital Imp.	\$ 150,000		
				Inc Tax Trans	Capital Imp.	\$ 50,000		
				Water Rev	Water	\$ 10,000		
				San Rev	Sanitary	\$ 6,000		
				Storm Rev	Storm	\$ 125,000		
				Assessments	Capital Imp.	\$ 140,000		
				Inc Tax Trans	Capital Imp.	\$ 453,000		
						\$ 934,000		
	ENGR.	Oldman - Oak to Mechanicsburg Road Reconstruction	\$ 112,000	Gas Tax Lic Fee	SCMR	\$ 112,000		
				Gas Tax Lic Fee	SCMR	\$ 50,000		
				Water Rev	Water	\$ 215,000		
				San Rev	Sanitary	\$ 32,000		
				Storm Rev	Storm	\$ 370,500		
				Assessments	Capital Imp.	\$ 249,000		
				Gas Tax Lic Fee	SCMR	\$ 629,500		
						\$ 1,658,000		
	ENGR.	SR 83 - Addtl Turn Lane Friendsville to Milltown		Gas Tax Lic Fee	State Highway	\$ 20,000		
				Gas Tax Lic Fee	State Highway	\$ 10,000		
				San Rev	Sanitary	\$ -		
				Storm Rev	Storm	\$ 67,000		
				Gas Tax Lic Fee	State Highway	\$ 214,000		
						\$ 311,000		
	ENGR.	Silver Road Reconstruction (Mechanicsburg to Venture)	TBD			\$ -		
	ENGR.	Walnut Street Streetscape	TBD			\$ -		
	ENGR.	Beall Ave. Reconstruction (Bloomington to Cleveland)	TBD			\$ -		
	ENGR.	Liberty Street Streetscape (Grant to Columbus)	TBD			\$ -		
	Maint.	Highland & Portage Intersection	TBD			\$ -		
	Maint.	Madison & Timken Intersection	TBD			\$ -		
		GRAND TOTAL				\$ 42,355,031	\$ 4,728,000	\$ 5,878,031
* Monies already expended.					ACCOUNTING FUND			
					Water	\$ 88,000	\$ 30,000	
					Sanitary	\$ 22,000	\$ 15,000	
					Storm	\$ -	\$ 15,000	
					Capital Imp.	\$ 3,219,500	\$ 5,381,140	
					Permissive Tax	\$ 270,000	\$ 169,991	
					SCMR	\$ 228,500	\$ 50,000	
					State Highway	\$ 900,000	\$ 216,900	
					Total	\$ 4,728,000	\$ 5,878,031	
					Source of Funds			
					Assessments	200,000	146,349	
					Fed Grant - SC	1,500,000	2,599,289	
					Fed Grant - TE	-	225,502	
					Fed Grant ODOT LC	789,000	-	
					Gas Tax Lic Fee	1,128,500	266,900	
					Inc Tax Trans	680,500	1,453,000	
					Lic Fee	270,000	169,991	
					Local Grants	50,000	-	
					San Rev	22,000	15,000	
					State Grant - ODOT	-	500,000	
					State Grant - OPWC	-	80,000	
					State Grant - SRTS	-	377,000	
					Storm Rev	-	15,000	
					Water Rev	88,000	30,000	
					Total	\$ 4,728,000	\$ 5,878,031	

[illegible]

Division of EngineeringDivision of Engineering

		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN WATER					
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2013	2014	20
26	ENGR	Grant Street - Park to Quinby	Construction	\$ 300,000			
27	ENGR	Madison Booster Station Improvements	Engineering	\$ 25,000			
	ENGR		Construction	\$ 100,000			
28	ENGR	Stibbs Replacement Buckeye to Beall					
29	ENGR	Prairie Lane Water Line	Engineering	\$ 30,000			
	ENGR	(WTP to Timken Road)	Permits	\$ 6,000			
	ENGR		Construction	\$ 290,000			
30	ENGR	Brookside W/L Replacement		\$ 200,000			
31	ENGR	West Wayne W/L (Christmas Run to Quinby)		\$ 250,000			
32	ENGR	E. Highland Ave. W/L (Portage to curve)		\$ 200,000			
33	ENGR	Kiefer Street W/L Replacement		\$ 200,000			
34	ENGR	Forest Drive - Park to Henrietta (2")		\$ 150,000			
35	ENGR	Woodcrest Waterline Replacement		\$ 300,000			
36	ENGR	Robinson/Biohio W/L loop		\$ 200,000			
		SHEET TOTAL		\$ 31,663,000	\$ 1,665,000	\$ 7,412,000	\$ 1,980,000
		TOTAL FROM STREETS			\$ 88,000	\$ 30,000	\$ -
		SUBTOTAL			\$ 1,753,000	\$ 7,442,000	\$ 1,980,000
		GRANT FUNDS			\$ 300,000	\$ 910,000	\$ -
		GRAND TOTAL WATER FUND		\$ 30,632,000	\$ 1,453,000	\$ 6,532,000	\$ 1,980,000

2016	2017	2018	2019	2020	2021	2022	COMMENTS
					\$	300,000	
					\$	25,000	
					\$	100,000	
					\$	30,000	
					\$	6,000	
					\$	290,000	
					\$	200,000	
					\$	250,000	
					\$	200,000	
					\$	200,000	
					\$	150,000	
					\$	300,000	
					\$	200,000	
\$ 2,100,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,230,000	\$ 7,276,000	
\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ 50,000	\$ -	
\$ 2,100,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,011,000	\$ 2,280,000	\$ 7,276,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 2,100,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,011,000	\$ 2,280,000	\$ 7,276,000	

		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN SANITARY SEWER					
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2013	2014	20
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,900,000	\$ 100,000	\$ 200,000	\$ 200,000
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 200,000	\$ 50,000	\$ 100,000	\$ 50,000
ONGOING	DC	Manhole Rehabilitation & Adjustment		\$ 630,000	\$ 50,000	\$ 100,000	\$ 60,000
ONGOING	WPCP	CSO Abatement Projects		\$ 1,875,000	\$ 50,000	\$ 25,000	\$ 50,000
COMPLETE	ENGR	Market/Spruce Sts Area**		\$ 100,000	\$ 100,000		
IN PROGRESS	ENGR	Spink St. Area** (North of Bowman)		\$ 160,000	\$ 160,000		
COMPLETE	ENGR	Saybolt		\$ 75,000	\$ 75,000		
COMPLERE	ENGR.	Burbank Road Sewer - Point to Elm	Engineering Construction	\$ - \$ 460,000 \$ 460,000	\$ - \$ 460,000		
IN PROGRESS	ENGR	WPCP Improvements		\$ 5,500,000		\$ 5,500,000	
1	ENGR ENGR	Daisy Sewer Extension		\$ 85,000		\$ 85,000 \$ 215,000	
2	ENGR	Melrose Interceptor Rehabilitation		\$ 350,000		\$ 350,000	
3	ENGR	Catherine		\$ 75,000		\$ 75,000	
4	ENGR	Long Road RR Culvert		\$ 50,000	\$ 50,000		
5	ENGR	Stibbs (west of Gasche)		\$ -		\$ -	
6	ENGR	Prospect		\$ -		\$ -	
7	ENGR	Spink St. Area** (South of Bowman)		\$ 125,000			\$ 125,000
8	ENGR	Walmart Lift Station Upgrade or Gravity to Merle (4000' Friendsville to Merle)		\$ 310,000		\$ -	\$ 310,000
9	ENGR	Gasche St** (South of Nold)		\$ 95,000			\$ 95,000
10	ENGR	Henry Street Lift Station Replacement		\$ 350,000			
11	ENGR	WPCP Clarifier Equipment		\$ 350,000			
12	ENGR	W. Liberty St. Area		\$ 330,000			
13	ENGR	Mechanicsburg Rd - Bell & Howell		\$ 200,000			
14	ENGR	Western Trunk Sewer (Fairgrounds & Santmyer) (Fairgrounds, Santmyer, ODOT Garage)		\$ 300,000			
15	WPCP	Sludge Lagoon Cleaning		\$ 350,000			
16	ENGR	Nupp Drive Lift Station Upgrades		\$ 300,000			
17	ENGR	Lab Electrical Upgrade		\$ 185,000			
18	WPCP	CSO Regulators		\$ 150,000			
19	WPCP	CSO Disinfection		\$ 100,000			
20	ENGR ENGR	Oak Hill Sewer - Highland to Oldman	Engineering Construction	\$ 25,000 \$ 240,000			
21	ENGR	Cleveland Road North Lift Sta. Repl.		\$ 250,000			
22	ENGR	Secondary Interceptor Sewer (Bever Swirl to WPCP)	Construction	\$ 1,000,000			
23	ENGR	Wayne Ave. Sewer Extension (Christmas Run to Thoreau)	Construction	\$ 50,000			
24	ENGR	Geyers Chapel Sewer Extension	Construction	\$ 300,000			

[illegible]

		CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN SANITARY SEWER					
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2013	2014	2015
		(South of Long Road)					
25	ENGR	Miller Lakes Sewer Rehab/Replacement	Construction	\$ 100,000			
26	ENGR	Brookside Sewer Improvements (Christmas Run to 2001 Brookside)	Construction	\$ 50,000			
	WPCP	Lagoon Lining		\$ -			
	WPCP	Design Lagoon #2		\$ -			
	WPCP	Lagoon #2 Rehab		\$ -			
		SHEET TOTAL		\$ 16,835,000	\$ 1,095,000	\$ 6,650,000	\$ 890,000
		TOTAL FROM STREETS			\$ 22,000	\$ 15,000	\$ -
		SUBTOTAL		\$ 16,945,000	\$ 1,117,000	\$ 6,665,000	\$ 890,000
		GRANT FUNDS				\$ 215,000	\$ -

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The Strategic Infrastructure Plan for the City contains all known, major infrastructure needs for the next 10 years. The majority of the infrastructure needs detailed in the plan are maintenance and replacement of existing, aging infrastructure.

Wooster's Infrastructure Strategic Plan indicates the following funding needs:

- ▶ 100 projects planned for construction from 2013-2018
- ▶ \$24,000,000 in Roadway
- ▶ \$20,000,000 in Water
- ▶ \$13,600,000 in Sewer
- ▶ \$ 5,700,000 in Storm

Maintaining and replacing this amount of infrastructure is unsustainable without outside funding, strategic planning, and operational changes to minimize life cycle costs and annual O&M costs.

Including construction and development in 2012, the City now has over 400 miles of piping in its utility system and over 130 miles of roadway in its transportation system. Over 75% of the utility infrastructure is greater than 20 years old. Over 77% of the sanitary sewer and 70% of the water systems are over 30 years old.

The most pressing needs within the next five years are as follows:

1. Water Distribution and Storage – Replacing existing mains and providing adequate storage
 - a. Funding Needs in 2014 = \$7,400,000
 - b. Funding Needs in 2015 = \$2,000,000
2. Sewer Collection – upgrade the existing WPCP & sewer separation to meet EPA requirements
 - a. Funding Needs in 2014 = \$6,650,000
 - b. Funding Needs in 2015 = \$1,000,000
3. Roadways – Numerous streets and signals need replaced and improved
 - a. Funding Needs in 2014 = \$5,900,000
 - b. Funding Needs in 2015 = \$3,200,000
4. Storm Sewer – Sewer separations & roadway culvert replacements
 - a. Funding Needs in 2014 = \$1,500,000
 - b. Funding Needs in 2015 = \$ 300,000

The City aggressively seeks outside funding sources in an effort to offset the high costs of infrastructure improvements. Over the last 5 years, more than \$9,500,000 has been obtained in grant money and over \$5,500,000 in zero or low interest loan money from various sources such as ODOT, EPA, OPWC, CDBG and others. These funds have been applied to water system projects such as the water tanks, roadway projects, and several waterline and sewer separation projects. Also included are funds for our wastewater pollution control plant and bio-tower.

The current system of infrastructure project prioritization is primarily reactive. Capital Improvement Projects are currently implemented as portions of the system fail, in response to regulatory mandates, in an effort to avoid lawsuits, or complaint driven. Funds are limited and the result is that the most needed projects are not always addressed.

A continued concern every year is that moving/postponing projects has resulted in tens of millions of dollars of infrastructure projects being pushed out due to funding shortages. Our infrastructure will need to be replaced, and will only cost more every year it is postponed, both in maintenance costs and replacement costs.

Wooster's Infrastructure Plan for the future needs to be developed with consideration given to goals and objectives that would facilitate sustainable infrastructure, and should include:

- ▶ Strategic Planning of Infrastructure Improvements:
 - Prioritize and eliminate non-essential elements
 - Include Industry & Business Growth Needs
 - Include State Economic Development goals
- ▶ Establish partnerships with funding agencies:
 - Congressional representatives
 - Federal Appropriations
 - ODOT, EPA, DOD
- ▶ Establish Partnerships with Local Institutions for environmental sustainability
 - Saves Maintenance costs by providing alternatives to traditional construction
 - Shares maintenance responsibility
 - Lowers construction costs
- ▶ Aggressive Service Analysis (In-house labor vs. Outsourcing)
 - Engineering
 - Construction
- ▶ Sustainable designs and construction methods
 - "Complete" streets
 - Low Impact Design alternatives

The City must also minimize O&M costs by selecting materials, processes and methods that keep operational costs low, and allow more funds to be directed towards preventative maintenance and timely replacement. An infrastructure asset evaluation system should be developed to facilitate efficient resource allocation and planning. This would be a first step in an overall asset management program intended to prioritize projects, optimize service delivery, and minimize life cycle costs.

Finally, the benefits of infrastructure need to be considered and promoted. Some of the benefits are:

- ▶ Infrastructure provides services and access to business and industry, facilitating economic growth
- ▶ Construction projects create jobs
- ▶ Quality of life for all is improved by safe water and sanitation infrastructure
- ▶ Safety for all is improved by providing up to date transportation facilities

Infrastructure needs to be viewed as a vital and critical asset to the community, and be reflected in the City's planning and funding priorities. Long term, strategic financial, construction, and development planning are needed to address these issues. Maintaining the City's infrastructure is unsustainable without it. The City will face significant, ever increasing funding deficits and significant, ever increasing infrastructure needs every year without a funding mechanism and strategic plan.

Joel Montgomery, P.E.
Director of Administration

Roger Kobilarcsik, P.E.
City Engineer

1

Budget Information

2

2014 City Budget

3

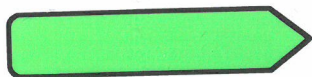
2014 City Capital Plan

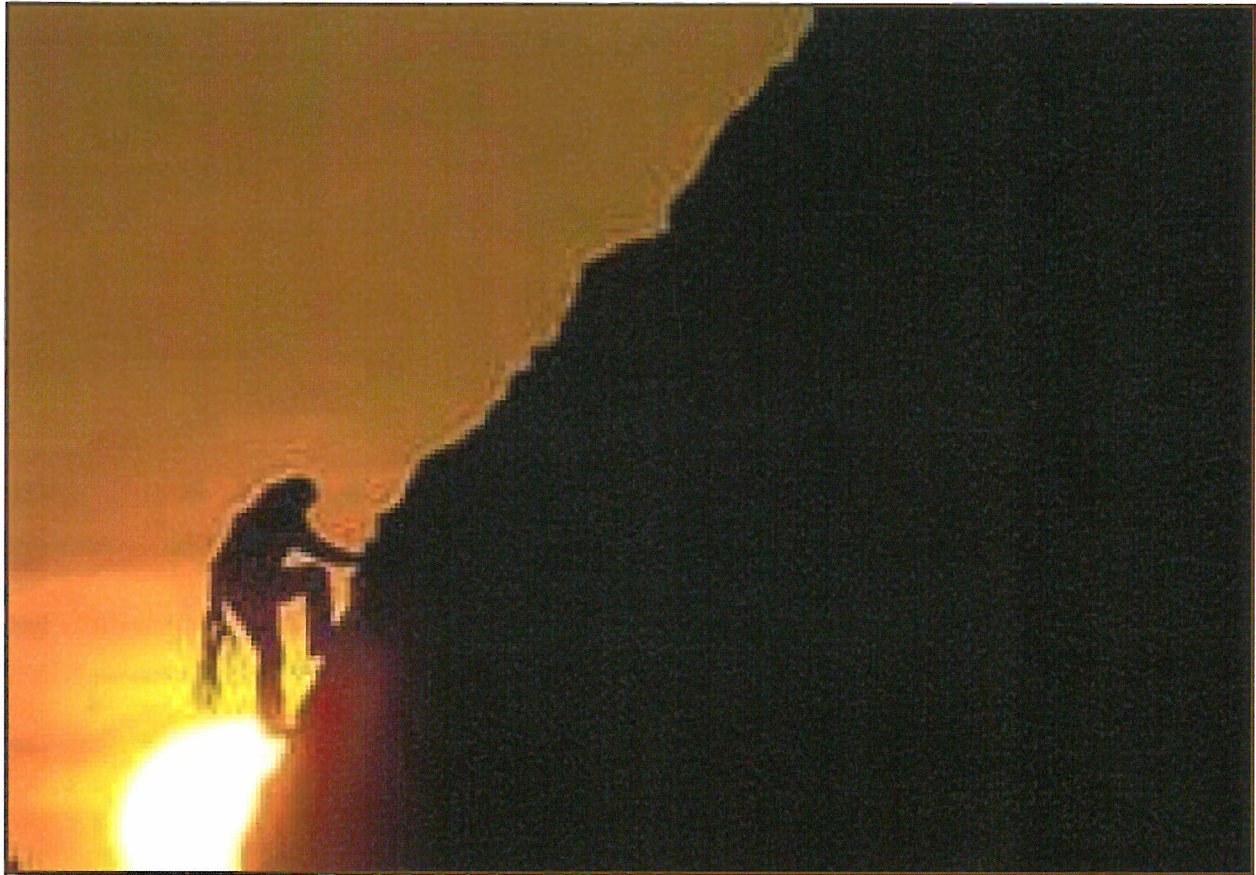
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**City Planning
2015-2019**

5

**2014 Wooster Community
Hospital Budget**





2014 BUDGET

Operating, Capital & FTE



Wooster Community Hospital

1761 Beall Avenue • Wooster, OH 44691 • www.woosterhospital.org

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WOOSTER COMMUNITY HOSPITAL
SERVICE DEMAND AND BUDGET ASSUMPTIONS
FOR BUDGET YEAR ENDING DECEMBER 31, 2014

	Actual '11	Actual '12	Projected '13	Budget '14
SERVICE DEMAND				
1 Acute Inpatient Admissions	5,623	5,856	5,400	5,626
2 Inpatient Rehab Admissions	179	167	189	226
3 Transitional Care Admissions	0	0	282	451
4 Total Admissions	5,802	6,023	5,871	6,303
5 % Occupancy (125 Open Beds '10 -'12, 147 '13)	39.9%	40.1%	39.3%	46.9%
6 Acute Inpatient Patient Days	16,130	16,272	15,001	15,756
7 Inpatient Rehab Patient Days	2,051	2,087	2,167	2,621
8 Transitional Care Patient Days	0	0	3,915	6,760
9 Total Patient Days	18,181	18,359	21,083	25,137
10 Observation Days	2,820	2,108	2,459	2,468
11 Births	1,051	1,085	1,099	1,125
12 Acute Average Length Of Stay	2.87	2.78	2.78	2.80
13 Inpatient Rehab Average Length Of Stay	11.46	12.50	11.47	11.60
14 Transitional Care Average Length Of Stay	0.00	0.00	13.88	14.99
15 Total Average Length Of Stay	3.13	3.05	3.59	3.99
16 Average Daily Census	50	50	58	69
17 Surgical Cases:				
18 Inpatient	1,537	1,447	1,381	1,440
19 Outpatient	3,104	2,822	2,833	2,975
20 Total	4,641	4,269	4,214	4,415
21 Emergency Room Visits	31,772	33,280	32,855	33,314
22 Home Health Admissions	873	852	944	1,038
23 Total Outpatient Registrations	107,992	111,410	113,994	114,777
24 Adjusted Patient Days	50,188	50,762	58,739	67,923
ASSUMPTIONS				
25 FTEs (including HH & Contract)	705	723	758	760
26 Manhours Per Patient Day	80.60	82.18	74.77	62.92
27 FTEs/Occupied Bed	14.14	14.41	13.12	11.04
28 Manhours Per APD	29.20	29.72	26.84	23.28
29 FTEs/Adjusted Patient Day	5.12	5.21	4.71	4.09
30 Salary Increase	04/10/11 All 2.0%	04/08/12 All 2.0%	09/08/13 All 3.0%	n/a No Increase
31 Est'd Budget Year Impact	\$532,080	\$561,383	\$386,077	\$0
32 Dates of Rate Increase	01-Jan-11	01-Jan-12	01-Jan-13	01-Jan-14
33 Rate Increase Percentage	5%	5%	5%	5%
34 Income from Operations	7,409,762	10,367,191	7,105,836	7,968,177
35 Non-Operating Income	824,546	331,181	376,930	545,503
36 Non-Operating Expenses	(5,002,905)	(5,258,646)	(5,360,500)	(6,050,000)
37 Net Income	3,231,403	5,439,726	2,122,266	2,463,680
38 EBIDA	10,083,468	12,157,778	9,389,625	10,083,768
39 Operating Cash Margin %	14.1%	16.1%	13.5%	14.1%
40 Operating Margin	7.3%	9.8%	6.7%	7.2%

WOOSTER COMMUNITY HOSPITAL
2014 BUDGET VOLUME ASSUMPTIONS

Inpatient

- Med/Surg - Peds - PCU	5.0% Increase	32.1
- ICU	13.7% Increase	3.6
- Women's Pavilion	2.4% Increase	7.4
- Nursery	2.4% Increase	6.9
- Inpatient Rehab	21.0% Increase	7.2
- Transitional Care Unit	72.6% Increase	18.5
Total Patient Days		<u>75.8</u>

* Inpatient Surgery Cases	5.0% Increase	1,440
Outpatient Surgery Cases	5.0% Increase	2,975
Emergency Visits	1.4% Increase	33,314

* Includes C-Sections

Outpatient

Increase/(Decrease) Activity

Outreach Lab	Newer Department
Home Assistance Program	57%
Home Health	10%
Ambulatory Care	5%
Infusion Services	5%
Endoscopy/Medical Outpatient	4%
Wound Clinic	3%
Radiology-Healthpoint	3%
PET	3%
Speech	3%
Eagle Pass Lab	2%
Nutritional Services	2%
Physical Therapy	2%
Occupational Therapy	1%
Pulmonary/ Neurology	1%
Laboratory	1%
* Ultrasound	1%
CT Scan	1%

* Includes Hospital & HealthPoint

Remaining Activities - same level as 2013

- * Breast Imaging
- Bone Densitometry
- Cardiac Rehab
- Cardiovascular
- Health & Wellness
- Milltown Lab
- MRI
- Nuclear Medicine
- Radiology
- Radiology-Milltown
- Retail Pharmacy
- Sleep Center
- Special Procedures

WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET

	PROJECTED 2013	BUDGET 2014	INCREASE/ (DECREASE)
1 ROUTINE INPATIENT SERVICES	16,349,825	19,754,316	3,404,491
2 ANCILLARY INPATIENT SERVICES	46,328,111	50,557,476	4,229,365
3 TOTAL INPATIENT REVENUE	62,677,936	70,311,792	7,633,856
4 OUTPATIENT SERVICES	111,949,284	119,678,907	7,729,623
5 GROSS PATIENT REVENUE	174,627,220	189,990,699	15,363,479
REVENUE DEDUCTIONS			
6 CONTRACTUAL DEDUCTIONS	65,612,719	77,427,886	11,815,167
7 CHARITY DEDUCTIONS	4,904,647	5,336,152	431,505
8 OTHER DEDUCTIONS	155,799	169,506	13,707
9 BAD DEBT	4,073,274	3,465,572	(607,703)
10 TOTAL REVENUE DEDUCTIONS	74,746,440	86,399,115	11,652,676
11 NET PATIENT REVENUE	99,880,780	103,591,584	3,710,803
12 OTHER REVENUE	6,786,869	6,775,140	(11,729)
13 TOTAL NET REVENUE	106,667,649	110,366,724	3,699,074
OPERATING EXPENSES			
14 SALARIES AND WAGES	39,766,325	40,777,413	1,011,088
15 BENEFITS	14,549,631	15,564,320	1,014,689
16 FEES-PHYSICIANS	100,000	100,000	0
17 FEES-OTHER	9,717,228	9,737,115	19,887
18 SUPPLIES	19,731,072	20,134,071	402,999
19 UTILITIES	1,806,916	1,842,977	36,061
20 REPAIRS & MAINTENANCE	3,378,432	3,336,639	(41,793)
21 LEASES AND RENTALS	1,373,311	1,372,406	(905)
22 TAXES, INSURANCE & RISK MANAGEMENT	1,160,223	1,205,201	44,978
23 OTHER EXPENSE	711,316	708,317	(2,999)
24 TOTAL OPERATING EXPENSES	92,294,454	94,778,459	2,484,005
25 DEPRECIATION	7,267,359	7,620,088	352,729
26 TOTAL OPERATING COSTS	99,561,813	102,398,547	2,836,734
27 OPERATING INCOME	7,105,836	7,968,177	862,340
NON-OPERATING INCOME & EXPENSES			
28 INTEREST INCOME-OPERATING	38,119	56,121	18,002
29 INTEREST INCOME-PLANT	338,811	489,382	150,571
30 OTHER EXPENSE <i>WCH FOUNDATION</i>	(5,360,500)	(6,050,000)	689,500
31 TOTAL NON-OPERATING INCOME	(4,983,570)	(5,504,497)	(520,927)
32 NET INCOME	2,122,266	2,463,680	341,413

WOOSTER COMMUNITY HOSPITAL**EXPENSES BY CATEGORY**

	2013 PROJECTED	2014 BUDGET
SALARIES & WAGES		
SALARIES & WAGES	39,442,345	40,445,406
GAIN SHARING EXPENSE	323,980	332,007
TOTAL SALARIES & WAGES	39,766,325	40,777,413
BENEFITS		
PERS	5,452,852	5,618,892
WORKER'S COMPENSATION	63,422	395,531
MEDICARE	521,798	539,025
QHR	112,945	120,310
UNEMPLOYMENT	14,232	14,754
HEALTH & DENTAL INSURANCE	8,012,577	8,490,641
LIFE INSURANCE	21,333	22,452
DISABILITY INSURANCE	195,049	202,342
EDUCATIONAL ASSISTANCE	118,210	132,776
EMPLOYEE HEALTH	2,783	2,688
EMPLOYEE RELATIONS	34,430	24,909
TOTAL BENEFITS	14,549,631	15,564,320
PHYSICIAN CONSULTING	100,000	100,000
FEES-OTHER		
CONSULTING	70,511	71,843
ADVERTISING	244,157	296,785
AUDITING	38,955	37,750
MANAGEMENT FEES-QUORUM	362,018	373,237
LEGAL FEES	67,768	120,000
PURCHASED SECURITY	198,528	198,528
OUTSIDE SERVICES	8,624,768	8,545,437
CHAPLAIN PROGRAM	7,924	-
COMPLIANCE	102,599	93,535
TOTAL FEES-OTHER	9,717,228	9,737,115
SUPPLIES		
OFFICE SUPPLIES	46,733	54,220
COPIER SUPPLIES	11,922	12,531
CHARGEABLE SUPPLIES	6,909,350	7,192,870
DIRECT DEPT SUPPLIES	3,546,533	3,663,340
CONTRAST MEDIA	344,797	345,097
PRINTING FORMS	4,507	4,911
OXYGEN & OTHER SUPPLIES	11,195	9,115
DRUGS	5,209,072	5,201,611
DRUGS-RETAIL	2,194,062	2,136,182

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2013 PROJECTED	2014 BUDGET
SUPPLIES - CONTINUED		
FOOD	308,725	319,909
UNIFORM REPLACEMENT	6,658	12,998
MINOR EQUIPMENT	467,767	499,212
BLOOD PROCESSING	572,819	584,279
FREIGHT	96,932	97,796
TOTAL SUPPLIES	19,731,072	20,134,071
UTILITIES		
ELECTRICITY	1,082,289	1,114,758
FUEL	376,499	387,793
WATER	100,018	97,932
SEWER	88,924	82,498
TELEPHONE	159,186	159,996
TOTAL UTILITIES	1,806,916	1,842,977
REPAIRS AND MAINTENANCE		
REPAIR AND MAINTENANCE	266,266	271,326
MAINTENANCE CONTRACTS	3,086,913	3,031,417
TRUCK EXPENSE	25,253	33,896
TOTAL REPAIRS & MAINTENANCE	3,378,432	3,336,639
LEASE/RENTAL	1,373,311	1,372,406
TAXES & INSURANCE		
PROPERTY & LIABILITY & RISK MNGT	830,349	852,052
REAL ESTATE & FRANCHISE BED TAXES	329,874	353,149
TOTAL TAXES & INSURANCE	1,160,223	1,205,201
OTHER EXPENSES		
MEDICAL LIBRARY	-	3,500
EDUCATION & TRAVEL	366,093	343,347
DUES AND SUBSCRIPTIONS	272,014	235,746
POSTAGE	58,042	70,676
SCHOLARSHIPS	15,167	55,048
TOTAL OTHER EXPENSE	711,316	708,317
SUBTOTAL OPERATING EXPENSES W/O DEPR.	92,294,454	94,778,459
DEPRECIATION	7,267,359	7,620,088 ✓
TOTAL OPERATING EXPENSE	99,561,813	102,398,547
NON-OPERATING OTHER EXPENSE	5,360,500	6,050,000 ✓
TOTAL EXPENSES	104,922,313	108,448,547

WOOSTER COMMUNITY HOSPITAL

EXPLANATION OF INCREASES/DECREASES

2014 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Patient Revenue</u>	
<u>Routine Inpatient Services:</u>	3,404,491
In addition to the proposed 5% price increase, we are predicting an increase in inpatient volume due to the addition of an Intensivist, Interventional Cardiologist and an additional Orthopedic Surgeon who will be on staff a full year in 2014. Inpatient revenue will also be affected by increased volume in the Transitional Care Unit in 2014.	
<u>Ancillary Inpatient Services:</u>	4,229,365
In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are projected to increase due to a projected increase in admissions of 5.4%. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	
<u>Total Inpatient Revenue</u>	7,633,856
<u>Outpatient Revenue:</u>	7,729,623
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>	15,363,479
<u>Revenue Deductions:</u>	
<u>Contractual allowances:</u>	11,815,167
The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2014 Final Rules and the anticipated shift in payor mix due to the Accountable Care Act.	
<u>Charity Deductions:</u>	431,505
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Other Deductions:</u>	13,707
Increase corresponds to changes in patient revenue due to price and volume increases..	
<u>Bad Debt</u>	(607,703)
Decrease corresponds to changes in patient revenue due to price and volume increases and the anticipated shift in payor mix due to the Accountable Care Act.	
<u>Total Revenue Deductions:</u>	11,652,676
<u>Net Patient Revenue:</u>	3,710,803
<u>Other Revenue:</u>	(11,729)
Decrease is mainly due to a reduction in anticipated revenue for Meaningful Use from Medicare & Medicaid and rental income from College Hills which was offset by growth in the Home Assistance Program revenues.	
<u>Total Net Revenue:</u>	3,699,074

WOOSTER COMMUNITY HOSPITAL

EXPLANATION OF INCREASES/DECREASES

2014 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Expenses:</u>	
<u>Salaries & Wages:</u>	1,011,088
Increase is due to the full year affect of the 3.0% wage increase in September, 2013 and anticipated step increases in 2014 which together are estimated to result in an overall 3.0% increase. Gainsharing is budgeted at 4.0% of the projected operating margin.	
<u>Benefits:</u>	1,014,689
Increase is primarily due to health insurance, worker's compensation and OPERS . expense.. Worker's compensation and OPERS expense increase proportionately to the increase in salaries & wages for 2014. No material rebate from BWC was assumed for 2014 as occurred in 2013.	
<u>Fees Physician:</u>	0
Will remain the same for 2014	
<u>Fees Other:</u>	19,887
Increase is mainly due to an increase in legal fees and advertising for 2014 which is partially offset by a decrease in outside services for 2014.	
<u>Supplies:</u>	402,999
Increase in supplies is due to anticipated increases in inpatient and outpatient volume as well as increased volume in the Transitional Care Unit.	
<u>Utilities:</u>	36,061
Increase in cost is primarily due to inflation.	
<u>Repairs & Maintenance:</u>	(41,793)
Decrease is mainly due to the GE Biomedical contract being renegotiated & the closing of the MRI unit at HealthPoint. This decrease is partially offset by an increase in IT system maintenance primarily related to the hosting of computer servers and Meditech 6	
<u>Leases & Rentals:</u>	(905)
Slight decrease in lease rental from 2013.	
<u>Taxes & Insurance:</u>	44,978
Increase is primarily due to an increase in the insurance renewal & a full year of the TCU bed license tax. This increase was partially offset by an anticipated decrease in real estate taxes paid for College Hills Shopping Plaza being razed.	
<u>Other Expenses:</u>	(2,999)
Decrease is mainly due to a reduction in dues and subscriptions and education and travel.	
<u>Depreciation:</u>	352,729
The increase is due to PP&E that will be fully depreciated in 2013 offset by construction projects and new capital items purchased in 2013 with a full year depreciation starting in 2014 and new 2014 capital purchases.	

WOOSTER COMMUNITY HOSPITAL
EXPLANATION OF INCREASES/DECREASES
2014 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Total Operating Costs:</u>	2,836,734
<u>Operating Income:</u>	862,340
<u>Non-Operating Income Expenses:</u>	
<u>Interest Income - Operating Fund</u> Increase is due to an anticipated increase in the rate of return on investments.	18,002
<u>Interest Income - Plant Fund</u> Increase is due to an anticipated increase in the rate of return on investments.	150,571
<u>Other Expenses:</u> This account is used to transfer funds to the Wooster Community Hospital Foundation for ongoing recruitment, transportation program and physician employment support model.	689,500
<u>Net Income:</u>	341,413

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT

BUDGET 2014

NET PATIENT SERVICE REVENUE:	\$103,591,584
DIRECT PATIENT CARE EXPENSE:	
IV THERAPY	459,322
INFUSION SERVICES	2,474,154
WOUND CENTER	1,077,046
FLOAT	183,573
PCU	3,230,617
MED/SURG-2	2,758,529
MED/SURG-3	1,829,276
ICU	1,632,809
WOMEN'S PAVILION	5,018,347
INPATIENT REHAB	1,070,036
SURGERY	9,187,821
AMBULATORY CARE / P.A.C.U.	1,130,412
ANESTHESIA	455,409
ENDOSCOPY	636,315
MEDICAL SUPPLIES EXPENSE	239
EMERGENCY DEPARTMENT	3,827,772
SANE NURSE PROGRAM	44,753
LABORATORY	5,427,144
MILLTOWN LABORATORY	135,793
EAGLE PASS LAB STATION	159,283
LABORATORY OUTREACH	59,173
HEALTHPOINT BONE DENSITOMETRY	44,989
RADIOLOGY	1,654,116
MILLTOWN RADIOLOGY	132,777
HEALTHPOINT RADIOLOGY	102,055
ULTRASOUND	227,752
HEALTHPOINT ULTRASOUND	103,800
NUCLEAR MEDICINE	456,940
CAT SCAN	954,894
HEALTHPOINT BREAST HEALTH CENTER	252,856
BREAST IMAGING HOSPITAL	86,978
MRI	648,069
PET/CT	154,004
PHARMACY	5,049,722
SLEEP LAB	384,356
PULMONARY/NEUROLOGY	2,011,045
PHYSICAL THERAPY	1,767,617
PHYSICAL THERAPY INPATIENT	220,729
PHYSICAL THERAPY INPATIENT REHAB	205,536
PHYSICAL THERAPY TCU	286,877

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2014

DIRECT PATIENT CARE EXPENSE - CONTINUED:

SPEECH THERAPY	198,185
SPEECH THERAPY INPATIENT	62,405
SPEECH THERAPY INPATIENT REHAB	56,711
SPEECH THERAPY TCU	49,933
OCCUPATIONAL THERAPY	338,685
OCCUPATIONAL THERAPY INPATIENT	227,509
OCCUPATIONAL THERAPY INPATIENT REHAB	222,049
OCCUPATIONAL THERAPY TCU	266,627
CARDIAC REHAB	212,199
CARDIOVASCULAR	1,106,758
SPECIAL PROCEDURES	1,707,631
NUTRITIONAL SERVICES	395,052
HOME HEALTH	2,203,577
TRANSITIONAL CARE UNIT	1,777,082
CASE MANAGEMENT	1,517,446
	<hr/>
	65,884,784

DIRECT PATIENT CARE CONTRIBUTION MARGIN	<hr/>
	37,706,800

OTHER OPERATING REVENUE:	6,775,140
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OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

ED-EMS	108,851
RETAIL PHARMACY	2,384,365
HEALTHPOINT HEALTH & WELLNESS	967,902
PRIVATE DUTY	947,575
PHYSICIAN PRACTICE MANAGEMENT	(156,520)
MILLTOWN PROFESSIONAL BUILDING	413,961
ON CAMPUS MEDICAL OFFICE BUILDING	204,368
EAGLE PASS BUILDING	64,032
HEALTHPOINT BUILDING	774,264
COLLEGE HILLS PLAZA	22,736
	<hr/>
	5,731,534

OTHER OPERATIONS CONTRIBUTION MARGIN	<hr/>
	1,043,606

OVERHEAD & SUPPORT SERVICE EXPENSES:

NURSING ADMINISTRATION	784,615
EDUCATION & PRACTICE	442,384
STERILE PROCESSING	633,858
PATIENT NAVIGATOR/ONCOLOGY	241,283
HEALTH INFORMATION MANAGEMENT	1,345,883
FOOD SERVICE	1,410,410
PLANT OPERATIONS	6,243,942
MAINTENANCE	620,218
MILLTOWN MAINTENANCE	39,275

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT

BUDGET 2014

OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTHPOINT MAINTENANCE	65,009
ENVIRONMENTAL SERVICES	2,510,222
ACCOUNTING	589,589
CREDIT AND COLLECTION	869,949
REGISTRATION	1,067,941
ED REGISTRATION	303,938
PATIENT FINANCIAL SERVICES	1,451,993
COMMUNICATIONS	325,760
TELECOMMUNICATIONS	321,076
INFORMATION SYSTEMS	3,459,747
WELLNESS WORKS	149,880
WOOSTER CARE NETWORK	247,054
EMPLOYEE HEALTH	71,800
ADMINISTRATION	3,974,389
HUMAN RESOURCES	849,395
RETURN TO WORK	8,549
MEDICAL STAFF SERVICES	152,373
MATERIALS MANAGEMENT	562,679
MARKETING/TRANSPORTATION	685,897
VOLUNTEER SERVICES	81,863
INSURANCE	832,797
GAIN SHARING	332,007
LEGAL & TREASURY ALLOCATION	72,000
PROPERTY 708 WINTER STREET	8,115
PROPERTY 720 WINTER STREET	7,394
FRIENDSVILLE ROAD PROPERTY	10,127
1734 GASCHE STREET	3,794
1710 GASCHE STREET	5,024
	<hr/> 30,782,229
 OPERATING MARGIN:	 <hr/> 7,968,177
 INVESTMENT INCOME	 545,503
WCH FOUNDATION	(6,050,000)
	<hr/> (5,504,497)
 NET INCOME	 <hr/> <hr/> 2,463,680

WOOSTER COMMUNITY HOSPITAL
2014 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2013 THRU 10/31/13				2014 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
NURSING SERVICES - LORAIN FRANK-LIGHTFOOT								
NURSING ADMINISTRATION	7.16	8.49	0.00	8.49	6.03	7.15	0.00	7.15
EDUCATION & PRACTICE	2.38	3.03	0.00	3.03	2.39	3.05	0.00	3.05
PT NAV/ONCOLOGY	2.34	2.65	0.11	2.76	2.30	2.60	0.11	2.71
IV THERAPY	3.35	3.86	0.00	3.86	3.37	3.88	0.00	3.88
INFUSION SERVICES	0.59	0.59	0.86	1.45	1.83	2.10	0.86	2.96
MED/SURG FLOAT	0.21	1.54	0.00	1.54	0.24	1.74	0.00	1.74
PCU	33.89	37.50	0.00	37.50	32.74	36.23	0.00	36.23
MED/SURG - 2	27.72	31.32	0.00	31.32	26.17	29.57	0.00	29.57
MED/SURG - 3	15.99	19.63	0.00	19.63	17.75	20.05	0.00	20.05
ICU	11.69	14.14	0.00	14.14	13.13	15.89	0.00	15.89
WOMEN'S PAVILION	42.36	46.90	0.00	46.90	42.37	46.92	0.00	46.92
INPATIENT REHAB	11.60	12.95	0.00	12.95	10.76	12.01	0.00	12.01
SURGERY	22.76	26.99	0.00	26.99	20.83	24.70	0.00	24.70
AMBULATORY CARE/PACU	10.23	12.31	0.00	12.31	8.71	10.48	0.00	10.48
ENDOSCOPY	4.26	5.19	0.00	5.19	3.96	4.82	0.00	4.82
STERILE PROCESSING	6.47	7.39	0.00	7.39	6.10	6.97	0.00	6.97
EMERGENCY DEPARTMENT	36.78	42.18	0.00	42.18	37.27	42.74	0.00	42.74
SANE NURSE	0.16	0.16	0.00	0.16	0.17	0.17	0.00	0.17
EMERGENCY - EMS	0.95	1.02	0.00	1.02	1.03	1.10	0.00	1.10
PHARMACY	11.86	13.14	0.00	13.14	13.34	14.78	0.00	14.78
RETAIL PHARMACY	2.40	2.64	0.00	2.64	2.41	2.67	0.00	2.67
CARDIAC REHAB	2.72	3.25	0.00	3.25	1.90	2.27	0.00	2.27
CARDIOVASCULAR	8.21	9.58	0.00	9.58	7.15	8.34	0.00	8.34
SPECIAL PROCEDURES	3.59	4.27	0.00	4.27	3.47	4.13	0.00	4.13
PACER CLINIC	0.10	0.13	0.00	0.13	0.00	0.00	0.00	0.00
HOME HEALTH	20.64	23.21	0.00	23.21	20.92	23.52	0.00	23.52
PRIVATE DUTY	17.70	17.83	0.00	17.83	2.58	2.60	0.00	2.60
TRANSITIONAL CARE UNIT	17.86	18.78	0.00	18.78	17.80	21.53	0.00	21.53
SPECIAL ;PROJECTS	0.24	0.29	0.00	0.29	1.99	2.20	0.00	2.20
TOTAL NURSING SERVICES FTEs	326.23	370.96	0.97	371.93	308.71	354.21	28.63	382.84

WOOSTER COMMUNITY HOSPITAL

2014 SALARY BUDGET (HOSPITAL SUMMARY) BUDGET YEAR LABOR DATA PROJECTIONS

	2013 THRU 10/31/13				2014 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	4.97	5.68	3.00	8.68	4.74	5.42	3.00	8.42
LABORATORY	32.44	35.83	0.00	35.83	31.05	34.29	0.00	34.29
MILLTOWN LABORATORY	1.77	2.20	0.00	2.20	1.79	2.22	0.00	2.22
EAGLE PASS LAB	1.85	2.03	0.00	2.03	1.85	2.03	0.00	2.03
OUTREACH LAB	0.00	0.00	0.00	0.00	0.00	0.90	0.00	0.90
HEALTHPOINT BONE DENSITOMETRY	0.47	0.69	0.00	0.69	0.50	0.56	0.00	0.56
RADIOLOGY	13.27	14.82	0.00	14.82	13.59	15.18	0.00	15.18
MILLTOWN RADIOLOGY	0.99	1.07	0.00	1.07	0.92	1.00	0.00	1.00
HEALTHPOINT RADIOLOGY	0.61	0.64	0.00	0.64	0.75	0.81	0.00	0.81
ULTRASOUND	1.40	1.55	0.00	1.55	1.42	1.57	0.00	1.57
HEALTHPOINT ULTRASOUND	0.76	0.76	0.00	0.76	0.69	0.77	0.00	0.77
NUCLEAR MEDICINE	1.84	2.09	0.00	2.09	1.76	2.00	0.00	2.00
CAT SCAN	6.86	7.57	0.00	7.57	6.87	7.59	0.00	7.59
HEALTHPOINT CAT SCAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HEALTHPOINT BREAST IMAGING	1.80	1.96	0.00	1.96	1.79	1.95	0.00	1.95
BREAST IMAGING INPATIENT	0.14	0.14	0.00	0.14	0.14	0.15	0.00	0.15
MRI	2.36	2.47	0.00	2.47	2.67	2.80	0.00	2.80
HEALTHPOINT MRI	0.54	0.85	0.00	0.85	0.00	0.00	0.00	0.00
SLEEP LAB	3.87	4.08	0.00	4.08	3.78	3.99	0.00	3.99
PULMONARY/NEUROLOGY	18.67	21.19	0.00	21.19	18.49	20.99	0.00	20.99
NUTRITIONAL SERVICES	4.04	4.58	0.00	4.58	4.08	4.62	0.00	4.62
FOOD SERVICES	18.34	20.38	0.00	20.38	19.11	21.23	0.00	21.23
PLANT OPERATIONS	6.84	7.51	6.67	14.18	6.79	7.46	6.67	14.13
MAINTENANCE	7.80	9.01	0.00	9.01	8.10	9.36	0.00	9.36
MILLTOWN MAINTENANCE	0.61	0.68	0.00	0.68	0.64	0.71	0.00	0.71
HEALTHPOINT MAINTENANCE	0.61	0.68	0.00	0.68	0.64	0.71	0.00	0.71
ENVIRONMENTAL SERVICES	28.15	31.84	2.55	34.39	28.12	31.81	2.55	34.36
MILLTOWN ENVIRONMENTAL SERVICES	1.90	2.13	0.00	2.13	2.07	2.32	0.00	2.32
ON-CAMPUS ENVIRONMENTAL	1.77	2.17	0.00	2.17	1.76	2.15	0.00	2.15
HEALTHPOINT ENVIRONMENTAL SERVICES	3.28	3.56	0.00	3.56	2.92	3.17	0.00	3.17
TOTAL CLINICAL SERVICES FTEs				200.38	167.03	187.76	12.22	199.98

WOOSTER COMMUNITY HOSPITAL
2014 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2013				2014			
	THRU 10/31/13				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	15.61	17.38	0.00	17.38	15.57	17.33	0.00	17.33
PHYSICAL THERAPY INPATIENT ACUTE	1.98	2.15	0.00	2.15	2.02	2.19	0.00	2.19
PT INPT REHAB	1.86	2.10	0.00	2.10	1.81	2.04	0.00	2.04
PT TCU	1.87	1.93	0.00	1.93	2.88	3.13	0.00	3.13
HEALTHPOINT SPEECH THERAPY	1.59	1.94	0.00	1.94	1.59	1.94	0.00	1.94
SPEECH THERAPY INPATIENT ACUTE	0.59	0.59	0.00	0.59	0.59	0.59	0.00	0.59
SPEECH IP REHAB	0.41	0.63	0.00	0.63	0.35	0.53	0.00	0.53
SPEECH TCU	0.27	0.27	0.00	0.27	0.51	0.50	0.00	0.50
HEALTHPOINT OCCUPATIONAL THERAPY	2.63	2.95	0.00	2.95	2.64	2.96	0.00	2.96
OCCUPATIONAL THERAPY INPATIENT ACUTE	1.92	2.09	0.00	2.09	1.99	2.17	0.00	2.17
OT INPT REHAB	2.18	2.37	0.00	2.37	2.02	2.20	0.00	2.20
OT TCU	1.90	1.96	0.00	1.96	3.00	3.10	0.00	3.10
HEALTHPOINT HEALTH & WELLNESS	11.56	12.56	1.65	14.21	11.87	12.89	1.65	14.54
CORPORATE WELLNESS	0.15	0.15	0.00	0.15	1.94	2.00	0.00	2.00
TOTAL CLINICAL SERVICES FTEs	44.52	49.07	1.65	50.72	48.77	53.57	1.65	55.22
FISCAL SERVICES - SCOTT BOYES								
HEALTH INFORMATION MANAGEMENT	12.05	13.83	0.38	14.21	11.79	13.53	0.38	13.91
GENERAL ACCOUNTING	6.88	7.54	0.00	7.54	6.86	7.51	0.00	7.51
REGISTRATION	19.47	21.45	0.00	21.45	18.79	20.70	0.00	20.70
ED REGISTRATION	5.80	6.24	0.00	6.24	5.45	6.00	0.00	6.00
PATIENT FINANCIAL SERVICES	17.69	19.74	0.00	19.74	16.68	18.61	0.00	18.61
COMMUNICATIONS	4.90	5.32	0.00	5.32	4.88	5.30	0.00	5.30
MATERIALS MANAGEMENT	4.30	4.76	0.94	5.70	5.20	5.76	0.00	5.76
TOTAL FISCAL SERVICES FTEs	71.10	78.88	1.32	80.20	69.65	77.41	0.38	77.79

WOOSTER COMMUNITY HOSPITAL
2014 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

2013

THRU 10/31/13

2014

BUDGETED FTEs

	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
ADMINISTRATIVE SERVICES - WILLIAM SHERON								
ADMINISTRATION								
MARKETING	4.92	5.77	1.00	6.77	5.37	6.30	1.00	7.30
PHYSICIAN PRACTICE	5.40	6.08	0.00	6.08	5.31	5.98	0.00	5.98
VOLUNTEER SERVICES	0.92	1.03	0.00	1.03	0.93	1.04	0.00	1.04
	0.91	1.00	0.00	1.00	0.91	1.00	0.00	1.00
TOTAL ADMINISTRATIVE SERVICES	12.14	13.88	1.00	14.88	12.51	14.32	1.00	15.32
QUALITY MANAGEMENT - KATHY SIFFERLIN								
CASE MANAGEMENT								
MEDICAL STAFF SERVICES	10.51	12.39	0.00	12.39	10.95	12.90	0.00	12.90
	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
TOTAL QUALITY MANAGEMENT FTE'S	11.40	13.39	0.00	13.39	11.84	13.90	0.00	13.90
INFORMATION TECHNOLOGY - CARLA FONTE								
TELECOMMUNICATIONS								
INFORMATION SERVICES	0.54	0.60	0.00	0.60	0.54	0.60	0.00	0.60
COMPUTER IMPLEMENTATION	10.15	11.21	0.00	11.21	9.87	10.90	0.00	10.90
	10.62	10.62	0.00	10.62	0.00	0.00	0.00	0.00
TOTAL INFORMATION TECHNOLOGY FTE'S	21.30	22.43	0.00	22.43	10.41	11.50	0.00	11.50
HUMAN RESOURCES - STAN HOCHSTETLER								
EMPLOYEE HEALTH								
HUMAN RESOURCES	0.59	0.64	0.00	0.64	0.55	0.60	0.00	0.60
EMPLOYEE RETRAINING	2.42	3.00	0.00	3.00	2.42	3.00	0.00	3.00
RETURN TO WORK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.29	0.29	0.00	0.29	0.20	0.20	0.00	0.20
TOTAL HUMAN RESOURCES FTEs	3.31	3.93	0.00	3.93	3.18	3.80	0.00	3.80

WOOSTER COMMUNITY HOSPITAL

2014 SALARY BUDGET (HOSPITAL SUMMARY) BUDGET YEAR LABOR DATA PROJECTIONS

	2013 THRU 10/31/13					2014 BUDGETED FTEs				
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs		WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	
TOTAL NURSING SERVICES FTEs	326.23	370.96	0.97	371.93		308.71	354.21	28.63	382.84	
TOTAL CLINICAL SERVICES FTEs	212.46	237.23	13.87	251.10		215.80	241.33	13.87	255.20	
TOTAL FISCAL SERVICES FTEs	71.10	78.88	1.32	80.20		69.65	77.41	0.38	77.79	
TOTAL ADMINISTRATIVE FTEs	12.14	13.88	1.00	14.88		12.51	14.32	1.00	15.32	
TOTAL QUALITY MANAGEMENT FTE'S	11.40	13.39	0.00	13.39		11.84	13.90	0.00	13.90	
TOTAL INFORMATION TECHNOLOGY FTE'S	21.30	22.43	0.00	22.43		10.41	11.50	0.00	11.50	
TOTAL HUMAN RESOURCES FTEs	3.31	3.93	0.00	3.93		3.18	3.80	0.00	3.80	
TOTAL HOSPITAL FTEs	657.95	740.70	17.16	757.86		632.10	716.47	43.88	760.35	

WOOSTER COMMUNITY HOSPITAL**2014 - 2018 CAPITAL BUDGET SUMMARY**

	<u>2014</u>	<u>2015</u>	<u>2016</u>
2013 Carryover Capital Items			
FACILITIES			
New Facility & Equipment	\$12,250,000		
Land purchase - City Water Tower	\$1,462,500		
Parking Lot D	\$25,000		
Roof Replacements for 1710 Gasche & 720 Winter Houses	\$25,000		
Bronchoscopy Suite Renovation	\$5,000		
INFORMATION SYSTEMS			
Wireless Access Points	\$176,000		
Network/Servers	\$129,000		
Medical Device Integration	\$57,000		
Physical Security	\$50,000		
Computer Replacement	\$20,000		
PHARMACY			
Anesthesia Drug Dispensing Cart	\$225,500		
Narcotic Station Tower	\$8,500		
DIETARY			
Cafeteria Serving Line Renovation	\$125,000		
EMERGENCY DEPARTMENT			
Motorized Carts	\$69,000		
IV THERAPY			
PCA Pumps	\$34,000		
Peripheral Vascular Access Portable Ultrasound	\$5,000		
IMAGING			
Mammotome Biopsy Guidance System	\$36,500		
AMBULATORY SURGERY			
Eye Cart Stretcher	\$4,500		
TOTAL 2013 CARRYOVER	<u>\$14,707,500</u>		

2014 - 2016 Capital Budget Itemized Request / Projections - REGULAR CAPITAL

IV THERAPY			
IV Pumps (10)	\$31,500		
INFUSION SERVICES			
Entrance Push Button Door Opener	\$7,000		
Treatment Chairs (2)	\$4,000		
WOUND HEALING CENTER			
Podiatry Chair		\$5,000	\$5,000
PROGRESSIVE CARE UNIT			
Task Chairs		\$5,500	
Census Board		\$4,500	

WOOSTER COMMUNITY HOSPITAL**2014 - 2018 CAPITAL BUDGET SUMMARY**

	<u>2014</u>	<u>2015</u>	<u>2016</u>
MED/SURG 2			
55" Monitors (2)		\$2,500	
INTENSIVE CARE UNIT			
Patient Beds (2 Hill-Rom)	\$46,000	\$48,000	\$48,000
Patient Communication Boards	\$2,500		
WOMEN'S PAVILION			
Daybed Sleepers (11)	\$33,000	\$30,000	
Vital Sign Monitors (4)	\$28,500	\$28,500	
Maternal/Fetal Monitor	\$16,000		
Standing Aid	\$2,500		
Nurse Call System		\$154,000	
INPATIENT REHAB UNIT			
Patient Recliners (4)	\$7,000		
SURGERY/STERILE PROCESSING/ANESTHESIA			
Orthopedic Surgical Bed	\$70,000		
OR Lights	\$35,000	\$35,000	\$35,000
OR Surgical Bed	\$30,000	\$30,000	\$30,000
Robotic Insufflator	\$30,000		
Fluid Management System	\$28,000	\$28,000	
Orthopedic Scope	\$20,000		
Utereroscope	\$14,000		
Anesthesia Machines (4)		\$64,000	\$64,000
Gammprobe		\$35,000	
Liposuction Unit		\$30,000	
ENT Scope		\$20,000	
Glidescope		\$20,000	
POST ANESTHESIA CARE UNIT			
Wireless Scanners (10)	\$4,000		
ENDOSCOPY			
PH Probe Upgrade	\$17,500		
Recliners (2)	\$4,000		
Accudose Machine		\$60,000	
Travel Cart Upgrade		\$40,000	
Upper Scope HD		\$26,000	
Colonoscope HD			\$26,000
Spy Glass			\$25,000
SURGICAL DAY CARE			
Bariatric Eye Cart Stretcher	\$4,500		
Patient Communication Board	\$4,000		
LABORATORY			
Sakura Tissue Tek Film		\$60,000	
Cell Washer		\$9,000	\$9,000
Blood Bank Refrigerator		\$9,000	
MALDITOF Biotyper			\$250,000

WOOSTER COMMUNITY HOSPITAL

2014 - 2018 CAPITAL BUDGET SUMMARY

	<u>2014</u>	<u>2015</u>	<u>2016</u>
IMAGING SERVICES			
Stereotactic Breast Biopsy Unit	\$350,000		
Portable X-Ray Unit	\$165,500		
Wireless Digital Detector	\$137,500		
Reclining Phlebotomy Chair	\$2,000		
Nuclear Medicine Camera		\$415,500	
Relocate HealthPoint Imaging to Shell Space		\$250,000	
Radiologist Monitors		\$26,500	
CT Scanner			\$1,027,500
PACS			\$350,000
Surgical C-Arm			\$200,000
SLEEP LAB			
Bariatric Bed	\$9,500		
Sleep Testing System		\$140,000	
Meditech System		\$40,000	
Capnograph			\$16,000
Portable Diagnostic Machine			\$7,000
PULMONARY/NEUROLOGY			
EKG Machine (2)	\$30,000	\$15,000	\$30,000
Bipap Machine	\$15,000	\$15,000	\$45,000
Nerve Conduction Machine (2)		\$30,000	\$30,000
Pulmonary Rehab Equipment		\$20,000	\$20,000
Transcranial Doppler		\$17,000	
Ventilator			\$40,000
REHAB (PT, OT, SP) & HEALTH & WELLNESS			
Heating System for HealthPoint Main Entrance	\$50,000		
Lobby Furniture	\$20,500		
HealthPoint Lobby Carpet	\$15,000		
Cybyx Cable System	\$10,000		
Traction Machine	\$3,000		
Concept Rower (2)	\$3,000		
NuStep Trainor (2)		\$10,000	
CARDIOVASCULAR SERVICES & CARDIAC REHAB			
Arterial Machine	\$50,000		
Tilt Table	\$15,000		
Stress System		\$23,000	
Rowing Machines (4)		\$6,000	
CATH LAB			
Hemodynamic System	\$300,000		
Intra-aortic Balloon Pumps	\$96,000		
2nd Special Procedures Lab & Related Renovation		\$4,000,000	
Upgrade Current Special Procedures Lab		\$1,000,000	
IVU Intravascular Ultrasound System		\$100,000	
HOME HEALTH			
Laptop (5)	\$8,000		
Meditech Home Health		\$228,000	

WOOSTER COMMUNITY HOSPITAL**2014 - 2018 CAPITAL BUDGET SUMMARY**

	<u>2014</u>	<u>2015</u>	<u>2016</u>
TRANSITIONAL CARE UNIT			
Patient Alarm System Server	\$11,000		
Cart	\$4,500		
DIETARY			
Room Service System (Computrition Phase III)	\$68,500		
Tilt Skillet	\$15,000		
Flat Top Gas Griddle	\$8,000		
Rational Combi Oven		\$38,000	
Reach-in Freezer			\$9,000
PLANT OPERATIONS			
Elevator Modernization Project	\$495,000	\$520,000	\$260,000
Renovation Assistance to Auxilary for Retail Space	\$125,000		
MOB Roof - Main Campus	\$40,000		
Chiller Tools	\$12,000		
Audiopaging System Upgrade	\$10,000		
De-Alkalyzer for Boilers	\$8,000		
Security Cameras	\$5,000	\$5,000	\$5,000
Tank Filtration - Diesel & Generator Tanks	\$3,000		
Miscellaneous Projects	\$250,000	\$250,000	\$250,000
ARC Flash Survey		\$90,000	
Boiler Replacements - Healthpoint		\$65,000	\$65,000
Heat Exchange Controllers		\$40,000	
Limestone Columns - Outside ED		\$35,000	
Parking Lot E Repavement			\$25,000
Parking Lot F & Sidewalk To Generators			\$25,000
Winter Street Sidewalk			\$15,000
PBX Code Blue Annunciation			\$10,000
ENVIRONMENTAL SERVICES			
Floor Scrubbers	\$8,500	\$25,000	
INFORMATION SYSTEMS			
ED Physician Documentation Meditech Conversion	\$82,000		
Meaningful Use Requirements	\$40,000		
Outpatient Rehab Hardware	\$25,000		
Computer Replacement	\$20,000		
Interfaces	\$19,000		
Emergin Upgrade	\$15,000		
COMMUNITY CARE NETWORK			
MD Monitoring Equipment	\$21,000		
Medication Management System	\$3,000		
CONTINGENCY EQUIPMENT	\$300,000	\$300,000	\$300,000
2014 - 2016 ITEMIZED REGULAR CAPITAL BUDGET	<u>\$3,307,500</u>	<u>\$8,448,000</u>	<u>\$3,221,500</u>

WOOSTER COMMUNITY HOSPITAL

2014 - 2018 CAPITAL BUDGET SUMMARY

2014

2015

2016

2014 - 2016 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

ICU Renovation	\$750,000		
Physician Suite Renovation	\$200,000	\$200,000	\$200,000
House	\$200,000		
North Expansion Project			\$2,000,000
2014 - 2016 STRATEGIC & FACILITY PLAN ITEMS	<u>\$1,150,000</u>	<u>\$200,000</u>	<u>\$2,200,000</u>

GRAND TOTALS - 2014 to 2016

\$19,165,000

\$8,648,000

\$5,421,500

Year 2017

\$29,500,000

Year 2018

\$6,000,000

WOOSTER COMMUNITY HOSPITAL**2014 CASH FLOW PROJECTIONS
OPERATING FUND**

Cash Balance December 31, 2013	8,118,128
Cash provided by Operations	
Operating Income	7,968,177
Depreciation	7,620,088
Interest Income	545,503
Net Cash Increase from Operating Activities	16,133,768
Other	
Transfer to Plant Fund - Funded Depreciation	(7,620,088)
Interest Income	(545,503)
Additional Transfer to Plant Fund	(1,000,000)
Payments to WCH Foundation	(6,050,000)
Cash Balance December 31, 2014	9,036,305

WOOSTER COMMUNITY HOSPITAL**2014 CASH FLOW PROJECTIONS
PLANT FUND**

Cash Balance December 31, 2013	73,395,630
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Transfer from Operating Fund

Funded Depreciation	7,620,088 ✓
Interest Income	545,503
Transfer from Operations	1,000,000 ✓

Funds Available	82,561,221
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Less:

2013 Carry forward & 2014 Capital	(15,120,996)
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Cash Balance December 31, 2014	67,440,225
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WOOSTER COMMUNITY HOSPITAL
2014 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 2014, the following cash payments and transfers are anticipated:

Operating Fund

2014 Operating Budget	\$102,398,547 ✓
Plus: Transfer to WCH Foundation	6,050,000 ✓
Operating Transfer to Plant Fund	\$1,000,000
Hospital Franchise Fee Assessment	\$1,500,000
Patient/Insurance Refunds	\$995,000
Care Assurance Assessment	\$680,128

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

2014 Capital Budget	\$19,165,000 ✓
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Restricted Funds

✓ Endowment Fund	
Balance as of 10/31/13	\$1,109,012 ✓

✓ Beaverson Fund	
Balance as of 10/31/13 Plus Anticipated Donation In 2014	\$305,000 ✓