

ORDINANCE NO. 2014-33

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, 2015, 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, 2015, 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 11-17-14 2nd reading 12-1-14 3rd reading 12-15-14

Passed: December 15, 2014 Vote: 7-0

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

Approved: December 16, 2014 R. J. Brannan
Mayor

Introduced by: Jon Ansel

2015

Appropriations Budget

Ordinance 2014-033

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

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2015 City Budget

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2015 City Capital Plan

4

**City Planning
2016-2020**

5

**2015 Wooster Community
Hospital Budget**

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2015**

Has this requirement been met for 2015?

The 2015 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 2015**

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.

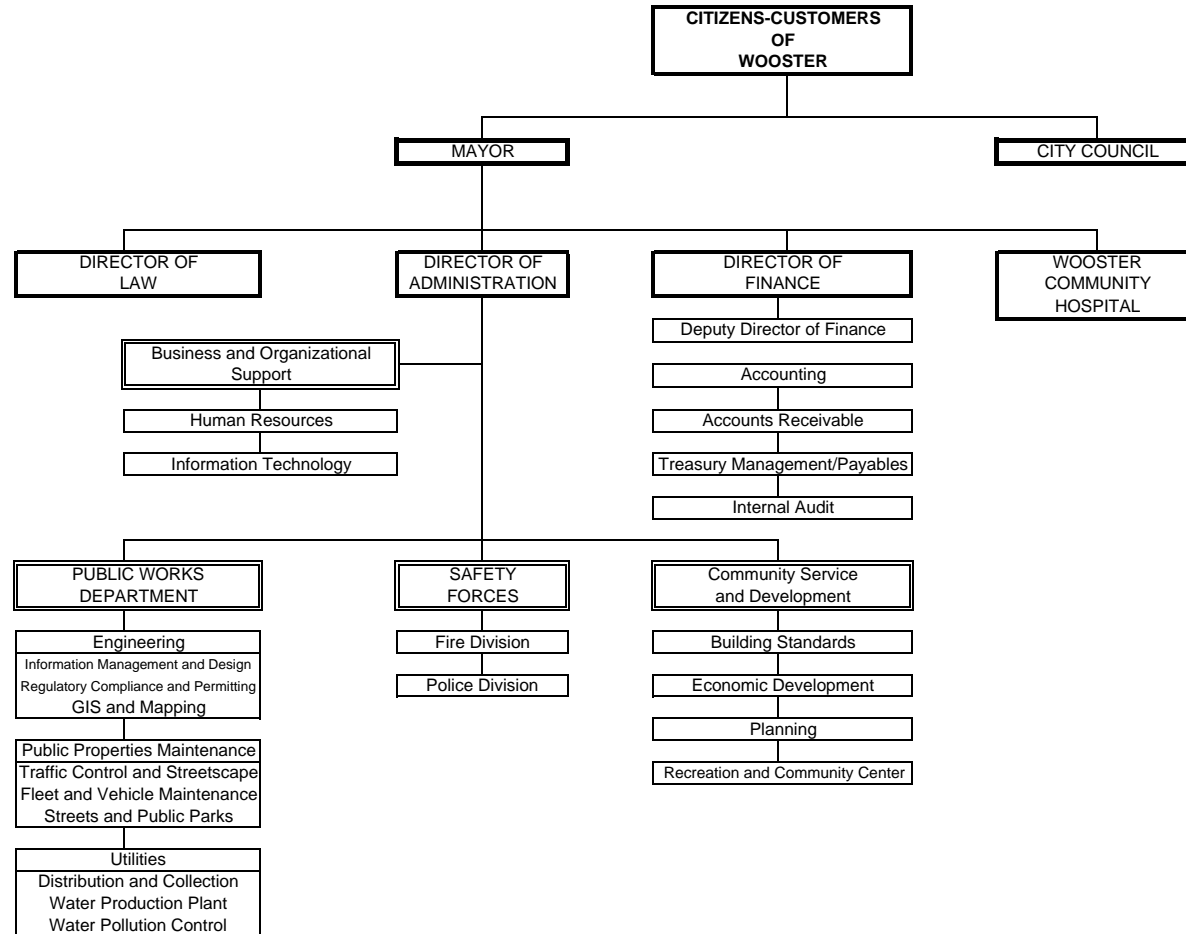
Investment Policies (summarized)

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 and maintaining adequate liquidity. The interest revenue included in the 2015 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 & 2015 PROJECTED BUDGET**

**Schedule 5.1
Primary Government**

	2006	2007	2008	2009	2010 (A)	2011	2012	2013 (B)*	2014*	Projected 2015*	
Governmental Services:											
Safety services:											
Police Division	43.0	43.0	43.0	42.0	38.0	43.0	39.5	36.8	43.0	43.5	(a)
Fire Division	43.0	43.0	43.0	43.0	42.0	43.0	42.0	42.0	46.0	46.0	
Traffic Control	4.0	4.0	4.0	4.0	2.0	2.0	2.0	2.3	2.6	2.6	
Total Safety Services	90.0	90.0	90.0	89.0	82.0	88.0	83.5	81.0	91.6	92.1	
Leisure services	15.0	16.0	16.0	16.0	10.5	9.9	8.9	10.2	9.4	10.4	(b)
Environment and development	7.0	7.0	7.0	7.0	8.4	8.0	9.5	7.0	11.2	11.2	(c) (1)
Transportation services	15.8	15.7	15.7	17.5	16.5	17.4	15.0	11.3	11.2	13.2	(d) (1)
Administrative services	22.3	20.5	19.5	19.5	16.4	19.0	15.9	17.3	16.5	17.0	(e)
Total Governmental Services	150.1	149.2	148.2	149.0	133.7	142.3	132.8	126.8	139.9	143.9	
Business-type services (Note 2):											
Wooster Community Hospital	684.1	699.7	711.9	701.2	705.0	704.5	714.3	760.6	760.6	760.6	
Water - Treatment & Distribution	20.0	20.0	20.4	20.4	14.0	13.8	14.1	18.3	19.9	20.6	(f) (1)
Water Pollution Control - Collection & Treatment	19.8	19.8	20.1	20.1	13.5	13.3	16.1	15.9	19.6	20.6	(f) (1)
Storm Drainage - Collection	5.2	5.3	5.6	5.6	5.3	5.3	2.5	3.8	3.8	3.8	(1)
Total Business-type Services	729.1	744.8	758.0	747.3	737.7	736.9	747.0	798.6	803.9	805.6	
TOTAL PRIMARY GOVERNMENT	195.10	194.30	194.30	195.10	166.38	174.65	165.50	164.75	183.10	188.80	

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

(A) Full-time equivalents as of 12/31/2010.

(B) Full-time equivalents as of 12/31/2013.

* Staffing levels in 2013-2015 exclude seasonal employees for comparative purposes.

Notes:

(a) A part-time records clerk position has been added to the 2015 proposed budget.

(b) A replacement recreation coordinator position was added to the 2015 proposed budget.

(c) The Zoning Manager position was vacant as of 12/31/2012 and filled in 2013.

The Economic Development Coordinator position was vacant as of 12/31/2012 and filled in 2013.

A property maintenance position was added at the end of 2013.

(d) A laborer in the Streets Division of Public Property Maintenance has been included in the 2015 proposed budget.

The Street Supervisor position is currently vacant and is proposed to be filled in 2015.

(e) One position in Human Resources was vacant at 12/31/2013 and filled in 2014.

In Finance, the Accounts Receivable Manager position has been allocated 100% to utilities in 2015. Previously, it was 50% allocated to General Fund.

(f) A Utility Inspector position was added, split 50/50 between water and sewer.

PROGRAM NARRATIVE 2015 BUDGET

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2015 objective(s) 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: The mission of the Wooster City Division of Fire is, with a timely response, to save lives and protect property of our neighbors and those who visit our city. We will use aggressive training, fire prevention techniques, code enforcement and the latest technology to advance personal and public safety.

2014 goals accomplished: Chief Robert Eyler decided to retire and he was replaced with the promotion of Assistant Chief Roger Brenneman in February. New bunker pants and coats were purchased for each member. We were finally able to replace a member that retired in April 2010 so we could get the fire inspector off duty shift and back to a forty hour week position. We were also able to add one member per shift. We applied for and were awarded an "Assistance to Firefighter Grant" (AFG) for \$211,800 dollars to replace our aging self-contained breathing apparatus (SCBA). By the end of the year we plan to complete the transition from paper to electronic EMS and fire reporting. All three squads had new LifePak 15 defibrillators placed in service with the capacity to transmit 12 lead EKG strips to the Hospital while still in the field.

Staffing changes (2015): We do not see any major changes to staffing in 2015

Operation notes (2015): We will complete our Personal Protective Equipment (PPE) replacement with helmets and boots. We plan to complete the grant process for the replacement of SCBA equipment. We plan to replace Engine 135 and grass fire truck 132. We plan to demo and replace the current small garage beside station #1 while replacing the radio tower.

2015 Goals: This is going to be a very busy year with two major goals that are planned for 2015. The first is the beginning of construction of a new fire station #2. This has been a long process with starting with a station study done in 2007. The second major undertaking will be to get the Wooster/Ashland COG dispatching center up and operational.

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.

2015 Objective: To provide the best possible service to the community with the resources we have. Educate the public and foster relationships through the Citizen's Police Academy and take a proactive approach to law enforcement in our community.

Personnel: The School Resource Officer program is currently being funded by a grant awarded to Wooster City Schools. Wooster Community Hospital continues to fund a full-time officer to serve in the capacity of Hospital Resource Officer. This position increases safety and security at the hospital while providing a valuable link between our two agencies.

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

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

COMMUNITY SERVICES AND DEVELOPMENT

Building Standards

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

2014 Accomplishments: After 3 years without a dedicated property maintenance inspector, the City hired one during December of 2013. During 2014 the Division created and implemented a new proactive property maintenance inspection program fulfilling the major objective of 2014.

2015 Objective: Continue to analyze and provide metrics for property maintenance inspection program. Continue inspector training and cross training.

Personnel: Three of the four inspectors are new to their duties in the last 2 ½ years therefore it will be important to continue employee training during 2015.

Operations: Construction activity during 2014 reached levels not seen in several years for number of permits, value of construction, inspections and fee collection. Only necessary items have been budgeted with no material increase in any line item.

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.

2015 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. Expand the newly-inaugurated 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.

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.

2014 Goals Accomplished:

- The division has worked with OHM Advisors to conduct the process of updating the City's Comprehensive Plan. Adoption of the plan is anticipated in October of 2014.
- Additional information has been incorporated into the city's GIS, notably an accurate and up to date land use layer.
- The Planning and Zoning Division Fee Schedule has been completely overhauled to include appropriate fees in relation to services provided.
- Significant updates to the Planning and Zoning Code are currently under review by City Council. Adoption of the amendments are anticipated in October of 2014.
- The process for Property Maintenance and Zoning Code enforcement has been examined and established in concert with the Building Division.

Staffing Changes (2015): No staffing changes are anticipated for the division in 2015.

Operation Notes (2015): No operational changes are anticipated for the division in 2015.

2015 Goals:

- Conduct a planning project in the downtown area with the assistance of a consultant.
- Amend the Planning and Zoning Code and Planning and Zoning Division fee schedule, as necessary
- Work with the Building Division to improve and streamline the code enforcement process and evaluate the current permitting software.

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!

2015 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 staff member in 2015.

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.

2015 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. Continue to work with the YMCA to reduce expenses and deliver quality aquatic programs for our community. City employees and contractors will still provide maintenance as has been done in the past.

Operations: Days 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 2014. Christmas Run Pool will be open 6 days a week and Sundays. The YMCA will also reduce the Natatorium operating hours during the summer.

Business and Organizational Support

Information Technology

Due to staffing changes, 2015 operational goals are still being determined.

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 goals accomplished:

- City of Wooster is in compliance with all Affordable Health Care changes and updated plan descriptions were distributed to employees in October 2014 during open enrollment.
- Implemented 7 new lines of insurance for City of Wooster employees to begin January 1, 2015.
- HR department partnered with management to update 41 job descriptions across all divisions in the City.

2015 Objectives:

- Streamline human resources processes and procedures to provide efficient and accurate service to all customers on an ongoing basis.
- Evaluate and update the City of Wooster's safety programs, in cooperation with an insurance consultant and the Safety Committee, to begin in October 2014.
- Continue to ensure the City of Wooster is in compliance with all Affordable Health Care changes by the end of 2015.
- Monitor and make necessary adjustments throughout 2015 to the new insurance processes to ensure efficient and accurate processing of employee's insurance claims and customer service needs.

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 2015 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.

2015 Budget Assumptions:

- 1) Additional funds were budgeted for media relations, including newsletters and other communications efforts in an effort to promote more community engagement.
- 2) Insurance costs were negotiated to be in-line with 2015, and locked in through 2017.
- 3) All recommendations contained in the State Performance Audit have been evaluated and incorporated as much as possible, including those items requiring collective bargaining.

The following items were implemented for all management, supervisory, administrative, and hourly employees:

- Employee contributions to health insurance were increased.
- Employee flexible spending accounts were eliminated.
- Eliminated automatic salary stop increases for hourly employees.
- Reduced the city's obligations for retirement severance payouts.

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 Goals accomplished:

1. Assisted Utilities with the scheduling of 2,775+ meter change-outs for Wooster City Services customers.
2. Worked with Chase bank to relocate lockbox services for all three of the City's lockboxes (Utilities, WCH and EMS) and eliminated paper documentation for payments accepted through lockboxes.
3. Negotiated renewal of ASP services with Sungard.
4. Utility Billing and meter transmitting software were upgraded.
5. Expanded use of online archive printer in IFAS (financial software) to promote green initiatives and eliminate need for additional physical storage space.

Staffing Changes 2015: No staffing changes are anticipated at this time. We continue to promote continuing employee education, cross-training and development.

Operational Notes:

- To promote efficiency and balance staff responsibilities, Income Tax will report directly to the Director of Finance beginning January 1, 2015.
- We 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.

2015 Goals:

1. Implement Debt Policy
2. Bid investment advisory services
3. Implement change in person/entity numbers in IFAS (eliminate use of SSN and TIN as primary identification numbers)
4. Assist Utilities with the completion of the meter change-out project

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.

2014 Goals Accomplished:

1. Successfully completed contract negotiations with the Wooster Employees Association.
2. Commenced contract negotiations with the Fire Fighters Union and the Ohio Patrolmen's Benevolent Association.
3. Assisted in the formulation of certain amendments to the Zoning Code.
4. Assisted in the creation and implementation of the Wooster Ashland Regional Council of Governments (the "WARCOG").
5. Concluded to settlement the federal lawsuit alleging violations by Wooster of various requirements of the Americans with Disabilities Act. The settlement agreement provides a schedule for implementation of various public improvements.
6. Successfully concluded the federal lawsuit alleging violations of the Sherman Antitrust Act. The court dismissed the plaintiffs' complaint in its entirety.
7. Successfully concluded various employment actions relative to disciplined or terminated staff.
8. Assisted in the defense of several lawsuits relative to the following:
 - A taxpayer action testing the legality of council action to construct a wireless telecommunications tower on city-owned property.
 - A lawsuit brought against two police officers and the city stemming from an arrest at a local restaurant of a patron who refused to pay for services received therein.
 - An appeal of the dismissal of a nuisance case brought by the city against a local industry.
 - The defense of various tax foreclosure actions initiated by the county prosecutor; the city is a party by reason of city liens against the taxpayer's property.
9. Initiated important litigation relative to the following:
 - Recovery of expenses pertaining to the 2007 upgrades at the wastewater treatment plant.
 - Appeal of a permit issued by the Ohio Department of Natural Resources to a local industry for the treatment of hazardous frack waste.
 - Enforcement of the zoning code as to a commercial site located in a residential neighborhood.
10. Continued to provide counsel and advice to the Mayor, members of Wooster City Council, the staff and board of governors of Wooster Community Hospital, and the various city officials, boards and commissions.

2015 Goals:

1. Assess the cost/benefit of bringing on an assistant law director (while retaining the contract with the county prosecutor's office). The assistant would serve primarily on civil enforcement matters (zoning; property maintenance; collections, and the like); hospital matters; and as a back-up for the law director.
2. Bring to a successful conclusion various matters of pending litigation.
3. Assist the administration in the successful initiation and/or completion of various public works matters, including the construction of a new north end fire station/safety service center.
4. Continue to examine the existing city ordinances for areas that require updating or supplementation.
5. Assist the hospital administration and board pertaining to the various administrative matters that arise from time-to-time.
6. Assist the Wooster Growth Corporation as it continues to examine ways to improve the economic and business climate of the community.
7. Assist the WARCOG in the successful implementation of the new regional dispatching center.

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.

2015 Objectives & Goals:

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

2015 Objectives & Goals (cont.):

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. A project manager was hired in late 2013 whose job is comprised of the storm water management program, the pavement condition rating program, the GIS program, along with inspecting on an as needed basis. Due to the increased level of management needed for complying with ODOT funded projects and storm water management, we are not currently fully staffed. It will be necessary in the near future to hire another inspector to alleviate the backlog. We will again utilize at least one intern during the summer. Overtime costs were increased in 2015 to cover the increased workload. Training and education have remained level and are used towards safety training and to allow all employees continuing education necessary to maintain required professional licensures and training required to perform job duties.
2. Operations Costs: O&M costs have been increased to account for the number of roadway patching and repairs still necessary from the winter of 2014. \$100,000 was transferred from the capital account to O & M in 2014 to fund emergency patching, paving and repair projects. 2015 we are budgeting for this work which is needed to recover our infrastructure. Additional funding has also been requested for manhole adjustments and replacement along with concrete for storm water maintenance issues such as catch basin repair. For 2015, our IT budget remains level to 2014 except for the addition of a consultant fee to help with issues that arise with our GIS system.
3. Capital Costs: Our capital requests are for replacing two vehicles that have reached their limit in providing safe, reliable transportation to our inspectors. We are also requesting an update to our ortho photos which was last done in 2010. The recommended cycle for updates is every three years. Two separate grants have been applied for to help with the cost of the update and the city is also partnering with Wayne County to share the expense.

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

Public Properties Maintenance

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

2014 Goals Accomplished: This year PPM, with the purchase of a used 2011 Schwarze SP-10 Spray Patcher, was able to fill all major and most minor potholes along with pavement separations throughout the City mostly due to the severely harsh Winter. The machine was used extensively for 8 weeks throughout the year with approximately 2500 pot holes and pavement separations filled. With the assistance of Engineering, PPM and outside contractors placed approximately 2000 tons of asphalt with asphalt pavers, drag boxes and by hand on streets that needed significant repairs. After the asphalt work was completed the street conditions improved immensely making it safer and more pleasurable to travel.

Staffing Changes for 2015: To improve productivity and faster response times to areas of concern PPM is requesting a new Tradesperson position dedicated to Parks.

Operation Notes for 2015: Due impart to the drastic increase of salt prices this Winter Season (more than three times the normal rate per ton), PPM will be looking at possible alternatives to the typical methods in which streets would be treated and plowed. As in the past all major corridors and highways will be treated the same, but secondary and neighborhood streets could potentially be plowed more often and salted slightly less. Although the cost of labor, equipment wear, fuel and repairs will be higher the overall savings of not applying as much salt as in the past would be a benefit in savings to the City. PPM will continue to work with Engineering to evaluate the conditions of the streets after the Winter Season so that the City can pave and repair as many streets as possible.

2015 Goals: To minimize the amount of salt being applied to roadways as stated above without compromising safety entirely. Increase the productivity of work by properly planning and scheduling of projects throughout all PPM Divisions. In doing so, PPM will be able minimize the amount of projects being outsourced within and Engineering to contractors. Improve the overall esthetics of the City by street sweeping not only downtown but the gateways and major corridors more frequently. Along with beatification of the City, improve the appearances of the trees in the tree lawns, flowers and shrubs in planting beds all throughout the City, as well as, City Hall, City owned buildings and properties and our parks.

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 Projects/Accomplishments:

- The S-1 Production Well was rehabilitated with a new Deming pump, a new pump shaft, rewound motor & bearings and replacement piping.

2014 Projects/Accomplishments (cont.):

- Both water plant stripper tower blowers were replaced after 15 years of continuous service.
- The entire distribution system was checked during two separate acoustic leak detection events using both hydrants and main valves.
- Over 4,500 meter transmitting units (MTUs) were replaced in 2014. The replacement project which began in 2013 is now 80% complete.
- The WRF/Quasar project is now in full production and all the City's biosolids are now handled by Quasar. The cogeneration system is also operating at full capacity allowing the plant to be completely "off the grid" most of the time.
- Septage Receiving is open for "limited use" until the new control system is implemented in 2015. The station is now generating revenue for the City.
- The GMC pickup truck from WRF was replaced with a new F-250 truck.
- Complete rehabilitation of the Madison Hill Water Storage Tank including the addition of mixing equipment was finished in July.

2015 Objectives:

Unaccounted or "nonrevenue" water loss will continue to be a focus of the Water Treatment Subdivision in 2015. During 2014, the unbilled water losses fluctuated between 29% and 49%. With the Daisy Dairy beginning operation in 2016, 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. In addition, the City will institute a "zone loss" program to narrow the area of the greatest suspected losses. The program will be coordinated between Finance, Distribution and a private contractor using additional flow monitors and tank level indicators. The Automatic Meter Reader (AMR) system replacement program was initiated during 2013, having replaced over 8,500 transmitters as of August. The program will continue in the next year to replace the remaining transmitters and meters as needed. The total system change out should be completed in 2015.

Construction has begun on the new 1.5 million gallon water storage tank on Melrose Avenue. The tank should be completed in 2015 and provide sufficient water to meet demand in the North High Pressure Zone including the new Daisy Dairy Facility. The Winter Storage Tank will be removed when the new communication tower is erected at the former Layton School property and the equipment on the tank can be relocated to the new tower. In accordance with the Ohio EPA Director's Findings and Orders, the wet stream portion of the plant is under construction and should be completed by the end of 2015.

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2015 City Budget

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2015 City Capital Plan

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**City Planning
2016-2020**

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**2015 Wooster Community
Hospital Budget**

2015 City Budget

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Ordinance No. 2014-33
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-14	Projected Encumbrances as of 31-Dec-14	Projected Advances not Repaid	Projected Carryover Balance Available for Appropriation	Projected Revenues 2015	Projected Total Amount Available plus Balances	Appropriations 2015	Projected Amount Avail. Less 2015 Approp.
FUND TYPE/CLASSIFICATIONS								
GOVERNMENTAL FUND TYPE								
General Fund	12,567,169	2,500,000	0	10,067,169	21,327,310	31,394,479	21,326,659	10,067,820
Special Revenue Funds	2,328,441	832,769	0	1,495,672	3,295,237	4,790,909	4,206,715	584,194
Debt Service Funds	1,014,001	0	0	1,014,001	228,000	1,242,001	458,750	783,251
Capital Projects Funds	1,694,817	4,758,901	0	(3,064,084)	7,605,956	4,541,872	4,149,097	392,775
PROPRIETARY FUND TYPE								
Enterprise Funds	103,501,081	15,731,540	0	87,769,542	142,373,614	230,143,156	168,341,477	61,801,679
Internal Service Funds	473,387	135,000	0	338,387	3,144,123	3,482,510	3,433,995	48,515
FIDUCIARY FUND TYPE								
Trust and Agency Funds	397,424	0	0	397,424	0	397,424	225	397,199
TOTAL ALL FUNDS	121,976,320	23,958,210	0	98,018,110	177,974,240	275,992,351	201,916,918	74,075,433
FUND CLASSIFICATION/NAME-SCC								
GOVERNMENTAL FUND TYPES								
General Fund - 001	12,567,169	2,500,000	0	10,067,169	21,327,310	31,394,479	21,326,659	10,067,820
SPECIAL REVENUE FUNDS								
Street Construction Maintenance & Repair Fund - 101	703,599	390,313	0	313,286	1,105,000	1,418,286	1,398,200	20,086
State Highway Fund - 102	498,034	164,172	0	333,862	88,000	421,862	165,220	256,642
Permissive Tax Fund - 103	502,631	205,284	0	297,347	246,000	543,347	263,915	279,432
Enforcement and Education Fund - 104	57,613	0	0	57,613	2,750	60,363	55,000	5,363
Mandatory Drug Fines Fund - 105	34,652	0	0	34,652	9,135	43,787	40,000	3,787
Local Law Enforcement Block Grant Fund - 106	0	0	0	0	0	0	0	0
Community Development Block Grant Fund - 107	58,095	58,000	0	95	1,425,000	1,425,095	1,425,000	95
Economic Development Fund - 108	70,948	15,000	0	55,948	106,500	162,448	162,000	448
Law Enforcement Trust Fund - 110	214,790	0	0	214,790	2,265	217,055	215,000	2,055
Police Pension Fund - 111	52,388	0	0	52,388	154,675	207,063	200,000	7,063
Fire Pension Fund - 112	34,820	0	0	34,820	154,675	189,495	183,000	6,495
Federal Equitable Sharing Fund - 113	13,928	0	0	13,928	35	13,963	13,000	963
CDBG Chip Home RLF Fund - 115	17,619	0	0	17,619	35	17,654	16,300	1,354
CDBG Economic Development Loan Fund - 508	13,801	0	0	13,801	974	14,775	14,500	275
CDBG Downtown Loan Fund - 509	15,842	0	0	15,842	85	15,927	15,800	127
Shade Tree Fund - 701	11	0	0	11	8	19	17	2
Law Enforcement Training Fund - 703	3,980	0	0	3,980	0	3,980	3,980	0
Recreation Supplement Fund - 706	7,183	0	0	7,183	0	7,183	7,183	0
Christmas Run Park Restoration - 715	28,506	0	0	28,506	100	28,606	28,600	6
TOTAL SPECIAL REVENUE FUNDS	2,328,441	832,769	0	1,495,672	3,295,237	4,790,909	4,206,715	584,194
DEBT SERVICE FUNDS								
Debt Service Fund - 401	1,014,001	0	0	1,014,001	228,000	1,242,001	458,750	783,251
TOTAL DEBT SERVICE	1,014,001	0	0	1,014,001	228,000	1,242,001	458,750	783,251

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-14	Projected Encumbrances as of 31-Dec-14	Projected Advances not Repaid	Projected Carryover Balance Available for Appropriation	Projected Revenues 2015	Projected Total Amount Available plus Balances	Appropriations 2015	Projected Amount Avail. Less 2015 Approp.
FUND TYPE/CLASSIFICATIONS								
Capital Project Funds								
Capital Improvements Fund - 301	1,675,631	4,758,901	0	(3,083,270)	7,605,956	4,522,686	4,129,910	392,776
Economic Development Capital Improvements Fund - 302	19,187	0	0	19,187	0	19,187	19,187	(0)
TOTAL CAPITAL PROJECTS	1,694,817	4,758,901	0	(3,064,084)	7,605,956	4,541,872	4,149,097	392,775
TOTAL GOVERNMENTAL FUNDS	17,604,427	8,091,670	0	9,512,757	32,456,503	41,969,260	30,141,221	11,828,039
PROPRIETARY FUND TYPE								
Enterprise Funds								
Water Fund - 501	6,729,507	3,512,318	0	3,217,189	6,826,915	10,044,104	8,869,462	1,174,642
Water Pollution Control Fund - 502	6,108,666	4,193,527	0	1,915,139	7,034,752	8,949,891	7,632,940	1,316,951
Wooster Community Hospital Fund - 503	8,138,456	5,000,000	0	3,138,456	117,270,359	120,408,815	114,788,044	5,620,771
Wooster Community Hospital Plant Fund - 504	78,352,427	2,850,000	0	75,502,427	8,189,288	83,691,715	32,222,000	51,469,715
Wooster Community Hospital Beaverson EMS Fund - 505	238,856	5,907	0	232,949	76,500	309,449	300,000	9,449
Wooster Community Hospital Endowment Fund - 506	1,151,118	5,051	0	1,146,067	105,000	1,251,067	1,100,000	151,067
Storm Drainage Fund - 507	1,774,642	49,737	0	1,724,905	1,358,000	3,082,905	1,972,976	1,109,929
Wooster Community Hospital Bevington Fund - 510	54	0	0	54	0	55	55	(0)
Refuse Collection Fund - 514	1,007,356	115,000	0	892,356	1,512,800	2,405,156	1,456,000	949,156
TOTAL ENTERPRISE FUNDS	103,501,081	15,731,540	0	87,769,542	142,373,614	230,143,156	168,341,477	61,801,679
INTERNAL SERVICE FUNDS								
Garage Fund - 601	22,908	35,000	0	(12,092)	512,500	500,408	500,242	166
Employee Benefits Fund - 602	442,600	100,000	0	342,600	2,531,623	2,874,223	2,833,753	40,470
Investment Fund - 720	7,879	0	0	7,879	100,000	107,879	100,000	7,879
TOTAL INTERNAL SERVICE FUNDS	473,387	135,000	0	338,387	3,144,123	3,482,510	3,433,995	48,515
TOTAL PROPRIETARY FUNDS	103,974,469	15,866,540	0	88,107,929	145,517,737	233,625,666	171,775,472	61,850,194
FIDUCIARY FUND TYPE								
AGENCY FUNDS								
Guarantee Deposit Fund - 702	219,642	0	0	219,642	0	219,642	0	219,642
Clearing Fund - 705	94	0	0	94	0	94	0	94
Wooster Growth Corporation Fund - 719	177,463	0	0	177,463	0	177,463	0	177,463
TOTAL AGENCY FUNDS	397,199	0	0	397,199	0	397,199	0	397,199
TRUST FUNDS (PPT)								
Lillian Long Estate Fund - 704	225	0	0	225	0	225	225	0
TOTAL TRUST FUNDS	225	0	0	225	0	225	225	0
TOTAL FIDUCIARY FUNDS	397,424	0	0	397,424	0	397,424	225	397,199
TOTAL ALL FUNDS	121,976,320	23,958,210	0	98,018,110	177,974,240	275,992,351	201,916,918	74,075,433

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

700 - ADMINISTRATION

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

**A reconciliation of 2014 Projected
Expenditures to the 2015 Appropriations
Budget will be presented at a later date.**

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 12,382,087	\$ 13,463,255	\$ 12,778,836	\$ 16,460,332
Intergovernmental	1,685,562	1,098,338	984,024	701,852
Charges for services	1,493,695	1,416,353	1,422,616	1,502,792
Fines, licenses, permits	609,103	536,585	690,121	756,350
Interfund services provided	1,508,293	1,478,817	1,462,850	1,500,000
Interest income	102,644	55,130	29,076	44,000
Miscellaneous	144,363	54,174	193,419	140,990
Total Revenues	17,925,747	18,102,652	17,560,942	21,106,316
Expenditures :				
Safety services	9,486,771	9,900,809	9,693,955	9,997,000
Health and social services	139,670	137,140	132,418	133,000
Leisure services	1,365,853	1,364,780	1,249,335	1,580,700
Environment & development	782,950	810,295	881,227	808,300
Transportation services	1,128,241	1,010,810	756,201	850,820
Administrative services	2,889,589	2,873,611	3,067,906	3,369,250
Total Expenditures	15,793,074	16,097,445	15,781,042	16,739,070
Excess revenues over(under)				19,569,070
expenditures	2,132,673	2,005,207	1,779,900	4,367,246
Tranfers in	0	0	0	0
Transfers out	(73,950)	(1,361,000)	(2,118,500)	(2,830,000)
Net change in fund balance	2,058,723	644,207	(338,600)	1,537,246
Fund balance at beginning of year (2012	9,532,227	10,725,406	11,369,613	11,031,013
Fund balance at end of year	\$ 11,590,950	\$ 11,369,613	\$ 11,031,013	\$ 12,568,259
Cash balance beginning of year				11,029,923
Cash balance end of year				12,567,169
Encumbrances				2,500,000
Cash available				10,067,169
Cost per day				53,614
Days-in-cash				188

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 16,803,200	\$ 17,407,736	\$ 17,818,144	18,238,566	18,238,566
	727,250	706,150	706,150	706,150	706,150
	1,507,500	1,554,550	1,567,092	1,579,758	1,579,758
	585,240	503,487	508,712	514,010	514,010
	1,540,000	1,530,150	1,545,452	1,560,906	1,560,906
	70,000	25,000	27,500	30,000	30,000
	94,120	79,090	68,928	68,968	68,968
	21,327,310	21,806,163	22,241,978	22,698,358	22,698,358
	11,276,503	11,597,917	11,928,636	12,268,932	12,619,086
	135,000	139,050	143,222	147,518	151,944
	1,747,052	1,790,243	1,834,546	1,879,990	1,926,605
	869,576	895,663	922,533	950,209	978,715
	1,085,926	1,117,318	1,149,629	1,182,885	1,217,113
	3,712,602	3,808,488	3,906,941	4,008,032	4,111,833
	18,826,659	19,348,680	19,885,507	20,437,566	21,005,296
	2,500,651	2,457,483	2,356,471	2,260,792	1,693,062
	0	0	0		
	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
	651	(42,517)	(143,529)	(239,208)	(806,938)
	12,568,259	12,568,910	12,526,393	12,382,864	12,143,656
	\$ 12,568,910	\$ 12,526,393	12,382,864	12,143,656	11,336,718
	12,567,169	12,567,820	12,525,302	12,381,773	12,142,566
	12,567,820	12,525,302	12,381,773	12,142,566	11,335,628
	2,575,000	2,652,250	2,731,818	2,813,772	2,898,185
	9,992,820	9,873,052	9,649,956	9,328,794	8,437,443
	58,429	59,859	61,330	62,843	64,398
	171	165	157	148	131

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				
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Expenditures :				
Personnel Services	\$ 7,902,501	\$ 8,353,794	\$ 8,084,717	\$ 8,410,000
Operations and Maintenance	1,474,855	1,429,255	1,505,118	1,486,000
Interfund	109,415	117,760	104,120	101,000
Total Safety services	<u>9,486,771</u>	<u>9,900,809</u>	<u>9,693,955</u>	<u>9,997,000</u>
Operations and Maintenance	139,670	137,140	132,418	133,000
Total Health and social services	<u>139,670</u>	<u>137,140</u>	<u>132,418</u>	<u>133,000</u>
Personnel Services	788,177	662,015	550,606	630,100
Operations and Maintenance	540,077	680,694	668,319	930,500
Interfund	37,599	22,071	30,410	20,100
Total Leisure services	<u>1,365,853</u>	<u>1,364,780</u>	<u>1,249,335</u>	<u>1,580,700</u>
Personnel Services	657,759	653,666	657,217	650,500
Operations and Maintenance	117,931	150,443	218,650	156,600
Interfund	7,260	6,186	5,360	1,200
Total Environment & development	<u>782,950</u>	<u>810,295</u>	<u>881,227</u>	<u>808,300</u>
Personnel Services	746,604	666,134	477,146	599,985
Operations and Maintenance	222,162	185,742	127,721	97,000
Debt Service	159,475	158,934	151,334	153,835
Total Transportation services	<u>1,128,241</u>	<u>1,010,810</u>	<u>756,201</u>	<u>850,820</u>
Personnel Services	1,746,594	1,678,159	1,746,398	1,770,000
Operations and Maintenance	1,135,531	1,192,746	1,318,332	1,595,400
Interfund	7,464	2,706	3,176	3,850
Total Administrative services	<u>2,889,589</u>	<u>2,873,611</u>	<u>3,067,906</u>	<u>3,369,250</u>
Total Expenditures	<u>\$ 15,793,074</u>	<u>\$ 16,097,445</u>	<u>\$ 15,781,042</u>	<u>\$ 16,739,070</u>

<u>2015</u> <u>Budgeted</u>	<u>2016</u> <u>Forecasted</u>	<u>2017</u> <u>Forecasted</u>	<u>2018</u> <u>Forecasted</u>	<u>2019</u> <u>Forecasted</u>
\$ 9,478,399	\$ 9,762,751	\$ 10,055,633	\$ 10,357,303	\$ 10,668,022
1,688,104	1,721,866	1,756,303	1,791,429	1,827,258
110,000	113,300	116,699	120,200	123,806
<u>11,276,503</u>	<u>11,597,917</u>	<u>11,928,636</u>	<u>12,268,932</u>	<u>12,619,086</u>
135,000	139,050	143,222	147,518	151,944
<u>135,000</u>	<u>139,050</u>	<u>143,222</u>	<u>147,518</u>	<u>151,944</u>
802,538	826,614	851,413	876,955	903,264
922,014	940,454	959,263	978,449	998,018
22,500	23,175	23,870	24,586	25,324
<u>1,747,052</u>	<u>1,790,243</u>	<u>1,834,546</u>	<u>1,879,990</u>	<u>1,926,605</u>
696,594	717,492	739,017	761,187	784,023
167,780	172,813	177,998	183,338	188,838
5,202	5,358	5,519	5,684	5,855
<u>869,576</u>	<u>895,663</u>	<u>922,533</u>	<u>950,209</u>	<u>978,715</u>
824,395	849,127	874,601	900,839	927,864
118,531	120,902	123,320	125,786	128,302
143,000	147,290	151,709	156,260	160,948
<u>1,085,926</u>	<u>1,117,318</u>	<u>1,149,629</u>	<u>1,182,885</u>	<u>1,217,113</u>
2,159,018	2,223,789	2,290,502	2,359,217	2,429,994
1,549,184	1,580,168	1,611,771	1,644,006	1,676,887
4,400	4,532	4,668	4,808	4,952
<u>3,712,602</u>	<u>3,808,488</u>	<u>3,906,941</u>	<u>4,008,032</u>	<u>4,111,833</u>
<u>\$ 18,826,659</u>	<u>\$ 19,348,680</u>	<u>\$ 19,885,507</u>	<u>\$ 20,437,566</u>	<u>\$ 21,005,296</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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 1,049,757	\$ 1,078,892	\$ 1,085,741	\$ 1,070,000	\$ 1,075,000	\$ 1,075,000	\$ 1,075,000	\$ 1,075,000	\$ 1,075,000
Interest income	13,036	4,999	3,098	5,000	3,000	2,000	2,000	2,000	2,000
Miscellaneous	48,548	22,167	56,997	942	2,000	2,000	2,000	2,000	2,000
Total Revenues	1,111,341	1,106,058	1,145,836	1,075,942	1,080,000	1,079,000	1,079,000	1,079,000	1,079,000
Expenditures :									
Personal Services	19,176	117,834	84,862	105,000	1,950	1,950	1,950	1,950	1,950
Operations and Maintenance	447,341	482,885	614,096	1,245,100	1,163,150	500,000	500,000	500,000	500,000
Captial Outlay	250,514	185,962	452,067	92,707	-	350,000	350,000	350,000	350,000
Interfund	122,811	129,328	160,055	129,100	142,600	150,000	150,000	150,000	150,000
Debt Service	91,964	91,689	83,435	89,650	90,500	90,500	90,500	90,500	90,500
Total Expenditures	931,806	1,007,698	1,394,515	1,661,557	1,398,200	1,092,450	1,092,450	1,092,450	1,092,450
Net change in fund balance	179,535	98,360	(248,679)	(585,615)	(318,200)	(13,450)	(13,450)	(13,450)	(13,450)
Fund balance at beginning of year	1,316,628	1,496,163	1,594,523	1,345,844	760,229	442,029	428,579	415,129	401,679
Fund balance at end of year	\$ 1,496,163	\$ 1,594,523	\$ 1,345,844	\$ 760,229	\$ 442,029	\$ 428,579	\$ 415,129	\$ 401,679	\$ 388,229

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Intergovernmental	\$ 81,990	\$ 87,477	\$ 87,951	\$ 86,600
Interest income	3,747	1,651	1,094	2,000
Miscellaneous	0	0	0	5,090
Total Revenues	85,737	89,128	89,045	93,690
Expenditures :				
Operations and Maintenance	0	66,898	36,938	39,200
Captial Outlay	3,942	14,084	2,500	54,128
Debt Service	1,715	1,715	1,715	1,716
Total Expenditures	5,657	82,697	41,153	95,044
Net change in fund balance	80,080	6,431	47,892	(1,354)
Fund balance at beginning of year	367,500	447,580	454,011	501,903
Fund balance at end of year	\$ 447,580	\$ 454,011	\$ 501,903	\$ 500,549

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 87,000	\$ 87,000	87,000	87,000	87,000
	1,000	1,000	1,000	1,000	1,000
	0	0	0		
	88,000	88,000	88,000	88,000	88,000
	163,500	85,000	85,000	85,000	85,000
	0	0	0	0	0
	1,720	1,716	1,716	860	860
	165,220	86,716	86,716	85,860	85,860
	(77,220)	1,284	1,284	2,140	2,140
	500,549	423,329	424,613	425,897	428,037
	\$ 423,329	\$ 424,613	\$ 425,897	\$ 428,037	\$ 430,177

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Taxes	\$ 168,379	\$ 159,096	\$ 724	\$ 83,465
Intergovernmental	105,661	94,029	358,214	161,400
Interest income	10,677	3,641	1,107	1,600
Miscellaneous	0	244	1,056	0
Total Revenues	284,717	257,010	361,101	246,465
Expenditures :				
Personal Services	18,917	94,686	84,973	103,000
Operations and Maintenance	0	1,026	(11,561)	5,800
Capital Outlay	162,817	489,547	216,886	109,392
Debt Service	84,944	86,254	83,290	83,290
Total Expenditures	266,678	671,513	373,588	301,482
Net change in fund balance	18,039	(414,503)	(12,487)	(55,017)
Fund balance at beginning of year	984,028	1,002,067	587,564	575,077
Fund balance at end of year	\$ 1,002,067	\$ 587,564	\$ 575,077	\$ 520,060

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000
	162,000	163,000	163,000	164,000	164,000
	100	100	100	100	100
	0	0	0	0	0
	245,100	246,100	246,100	247,100	247,100
	105,450	105,500	105,500	105,000	105,500
	23,365	25,000	25,000	25,000	25,000
	50,000	50,000	50,000	50,000	50,000
	85,100	85,000	84,500	83,500	83,500
	263,915	265,500	265,000	263,500	264,000
	(18,815)	(19,400)	(18,900)	(16,400)	(16,900)
	520,060	501,245	481,845	462,945	446,545
	\$ 501,245	\$ 481,845	\$ 462,945	\$ 446,545	\$ 429,645

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								
	2011 Actual	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
Revenues :									
Fines, licenses, permits	\$ 5,350	\$ 2,631	\$ 3,199	\$ 2,700	\$ 2,500	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
Interest Income	517	194	122	130	110	80	50	40	40
Total Revenues	5,867	2,825	3,321	2,830	2,610	2,680	2,650	2,640	2,640
Expenditures :									
Operations and Maintenance	0	0	0	0	55,000	4,000	4,000	4,000	3,000
Total Expenditures	0	0	0	0	55,000	4,000	4,000	4,000	3,000
Net change in fund balance	5,867	2,825	3,321	2,830	(52,390)	(1,320)	(1,350)	(1,360)	(360)
Fund balance at beginning of year	42,330	48,197	51,022	54,343	57,173	4,783	3,463	2,113	753
Fund balance at end of year	\$ 48,197	\$ 51,022	\$ 54,343	\$ 57,173	\$ 4,783	\$ 3,463	\$ 2,113	\$ 753	\$ 393

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Fines, licenses, permits	\$ 10,692	\$ 9,009	\$ 8,807	\$ 9,000
Interest Income	176	93	68	130
Total Revenues	10,868	9,102	8,875	9,130
Expenditures :				
Operations and Maintenance	7,187	2,535	6,995	0
Total Expenditures	7,187	2,535	6,995	0
Net change in fund balance	3,681	6,567	1,880	9,130
Fund balance at beginning of year	13,574	17,255	23,822	25,702
Fund balance at end of year	\$ 17,255	\$ 23,822	\$ 25,702	\$ 34,832

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
	135	75	75	75	75
	9,135	9,075	9,075	9,075	9,075
	40,000	9,000	9,000	9,000	9,000
	40,000	9,000	9,000	9,000	9,000
	(30,865)	75	75	75	75
	34,832	3,967	4,042	4,117	4,192
	\$ 3,967	\$ 4,042	\$ 4,117	\$ 4,192	\$ 4,267

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 307,251	\$ 484,959	\$ 205,996	\$ 335,561
Total Revenues	307,251	484,959	205,996	335,561
Expenditures :				
Operations and Maintenance	277,018	327,240	181,785	199,711
Capital Outlay	0	152,000	52,295	77,755
Interfund	0	0	0	0
Total Expenditures	277,018	479,240	234,080	277,466
Net change in fund balance	30,233	5,719	(28,084)	58,095
Fund balance at beginning of year	(50,108)	(19,875)	(14,156)	(42,240)
Fund balance at end of year	\$ (19,875)	\$ (14,156)	\$ (42,240)	\$ 15,855

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 1,425,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000
	1,425,000	245,000	245,000	245,000	245,000
	925,000	245,000	245,000	245,000	245,000
	500,000	0	0	0	0
	0	0	0	0	0
	1,425,000	245,000	245,000	245,000	245,000
	0	0	0	0	0
	15,855	15,855	15,855	15,855	15,855
	\$ 15,855	\$ 15,855	\$ 15,855	\$ 15,855	\$ 15,855

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Taxes	\$ 86,721	\$ 95,511	\$ 113,371	\$ 104,000	\$ 106,000	\$ 107,000	\$ 108,000	\$ 109,000	\$ 110,000
Special Assessments	0	0	0	0	0	0	0	0	0
Interest Income	1,062	144	211	700	500	150	150	150	150
Miscellaneous	0	0	1,409	5,000	0	0	0	0	0
Total Revenues	87,783	95,655	114,991	109,700	106,500	107,150	108,150	109,150	110,150
Expenditures :									
Personal Services	0	0	0	0	0	0	0		
Operations and Maintenance	80,559	106,428	113,884	135,968	162,000	107,000	108,000	109,000	110,000
Total Expenditures	80,559	106,428	113,884	135,968	162,000	107,000	108,000	109,000	110,000
Excess revenues over(under)									
expenditures	7,224	(10,773)	1,107	(26,268)	(55,500)	150	150	150	150
Transfers In	0			0	0	0	0		
Net change in fund balance	7,224	(10,773)	1,107	(26,268)	(55,500)	150	150	150	150
Fund balance at beginning of year	125,468	132,692	121,919	123,026	96,758	41,258	41,408	41,558	41,708
Fund balance at end of year	\$ 132,692	\$ 121,919	\$ 123,026	\$ 96,758	\$ 41,258	\$ 41,408	\$ 41,558	\$ 41,708	\$ 41,858

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Interest Income	\$ 495	\$ 403	\$ 86	\$ 160	\$ 165	\$ 100	\$ 100	\$ 100	\$ 100
Miscellaneous	1,540	133	1,271	185,394	2,100	400	400	400	400
Total Revenues	2,035	536	1,357	185,554	2,265	500	500	500	500
Expenditures :									
Operations and Maintenance	413	8,500	0	10,780	215,000	400	420	425	500
Total Expenditures	413	8,500	0	10,780	215,000	400	420	425	500
Net change in fund balance	1,622	(7,964)	1,357	174,774	(212,735)	100	80	75	0
Fund balance at beginning of year	44,999	46,621	38,657	40,014	214,788	2,053	2,153	2,233	2,308
Fund balance at end of year	\$ 46,621	\$ 38,657	\$ 40,014	\$ 214,788	\$ 2,053	\$ 2,153	\$ 2,233	\$ 2,308	\$ 2,308

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

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

	Police Pension Fund			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 143,474	\$ 138,318	\$ 138,716	\$ 147,479
Intergovernmental	42,316	32,117	24,452	3,752
Interest Income	1,989	0	326	325
Total Revenues	187,779	170,435	163,494	151,556
Expenditures :				
Personal Services	360,671	156,329	131,281	188,844
Operations and Maintenance	2,968	2,715	1,911	2,573
Total Expenditures	363,639	159,044	133,192	191,417
Net change in fund balance	(175,860)	11,391	30,302	(39,861)
Fund balance at beginning of year	226,354	50,494	61,885	92,187
Fund balance at end of year	\$ 50,494	\$ 61,885	\$ 92,187	\$ 52,326

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 153,500	\$ 153,750	\$ 154,000	\$ 154,200	\$ 154,500
	1,075	1,000	850	750	500
	100	60	50	40	40
	154,675	154,810	154,900	154,990	155,040
	197,000	152,000	152,000	152,000	152,000
	3,000	3,000	3,000	3,000	3,100
	200,000	155,000	155,000	155,000	155,100
	(45,325)	(190)	(100)	(10)	(60)
	52,326	7,001	6,811	6,711	6,701
	\$ 7,001	\$ 6,811	\$ 6,711	\$ 6,701	\$ 6,641

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Taxes	\$ 143,475	\$ 138,339	\$ 138,716	\$ 156,478
Intergovernmental	42,316	32,117	24,348	3,752
Interest Income	1,722	89	304	100
Total Revenues	187,513	170,545	163,368	160,330
Expenditures :				
Personal Services	380,000	137,000	138,370	204,968
Operations and Maintenance	2,883	2,715	1,911	2,573
Total Expenditures	382,883	139,715	140,281	207,541
Net change in fund balance	(195,370)	30,830	23,087	(47,211)
Fund balance at beginning of year	223,426	28,056	58,886	81,973
Fund balance at end of year	\$ 28,056	\$ 58,886	\$ 81,973	\$ 34,762

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 153,500	\$ 153,750	\$ 154,000	\$ 154,200	\$ 154,500
	1,075	1,000	850	750	500
	100	60	50	40	40
	154,675	154,810	154,900	154,990	155,040
	180,000	152,000	152,000	152,000	152,000
	3,000	3,000	3,000	3,000	3,100
	183,000	155,000	155,000	155,000	155,100
	(28,325)	(190)	(100)	(10)	(60)
	34,762	6,437	6,247	6,147	6,137
	\$ 6,437	\$ 6,247	\$ 6,147	\$ 6,137	\$ 6,077

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	174	55	33	33
Total Revenues	174	55	33	33
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	174	55	33	33
Fund balance at beginning of year	13,626	13,800	13,855	13,888
Fund balance at end of year	\$ 13,800	\$ 13,855	\$ 13,888	\$ 13,921

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 0	\$ 0	\$ 0	\$	\$
	35	50	50	50	50
	35	50	50	50	50
	13,000	175	150	150	150
	13,000	175	150	150	150
	(12,965)	(125)	(100)	(100)	(100)
	13,921	956	831	731	631
	\$ 956	\$ 831	\$ 731	\$ 631	\$ 531

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 2,999	\$ 2,250	\$ 11,616	\$ 1,592
Interest Income	166	26	26	31
Total Revenues	3,165	2,276	11,642	1,623
Expenditures :				
Operations and Maintenance	9,014	0	6,025	200
Total Expenditures	9,014	0	6,025	200
Net change in fund balance	(5,849)	2,276	5,617	1,423
Fund balance at beginning of year	12,823	6,974	9,250	14,867
Fund balance at end of year	\$ 6,974	\$ 9,250	\$ 14,867	\$ 16,290

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	35	50	40	30	30
	35	50	40	30	30
	16,300	25	25	25	25
	16,300	25	25	25	25
	(16,265)	25	15	5	5
	16,290	25	50	65	70
	\$ 25	\$ 50	\$ 65	\$ 70	\$ 75

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Interest Income	\$ 22	\$ 6	\$ 4	\$ 6
Miscellaneous	0	250	250	0
Total Revenues	22	256	254	6
				0
Expenditures :				
Operations and Maintenance	0		0	1,890
Total Expenditures	0	0	0	1,890
Net change in fund balance	22	256	254	(1,884)
Fund balance at beginning of year	1,362	1,384	1,640	1,894
Fund balance at end of year	\$ 1,384	\$ 1,640	\$ 1,894	\$ 10

	2015 Budgeted	2016 Forecasted	2107 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 8	\$ 1	\$ 0	\$ 0	\$ 0
	0	0	0	0	
	8	1	0	0	0
	17	2	0	0	0
	17	2	0	0	0
	(9)	(1)	0	0	0
	10	1	0	0	0
	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Interest Income	\$ 129	\$ 23	\$ 0	\$ 0
Total Revenues	129	23	0	0
Expenditures :				
Operations and Maintenance	0	0	11,830	0
Total Expenditures	0	0	11,830	0
Net change in fund balance	129	23	(11,830)	0
Fund balance at beginning of year	11,911	12,040	12,063	233
Fund balance at end of year	\$ 12,040	\$ 12,063	\$ 233	\$ 233

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	0	0	0	0	0
	225	8	0	0	0
	225	8	0	0	0
	(225)	(8)	0	0	0
	233	8	0	0	0
	\$ 8	\$ 0	\$ 0	\$ 0	\$ 0

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	0	0	0	0
Total Revenues	0	0	0	0
Expenditures :				
Operations and Maintenance	7,000	0	0	0
Total Expenditures	7,000	0	0	0
Excess revenues over(under) expenditures	(7,000)	0	0	0
Transfers In	0			0
Fund balance at beginning of year	10,980	3,980	3,980	3,980
Fund balance at end of year	\$ 3,980	\$ 3,980	\$ 3,980	\$ 3,980

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Interest Income	\$ 0	\$ 0	\$ 0	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	388	385	30	0	0	50	50	50	50
Total Revenues	388	385	30	1	0	50	50	50	50
Expenditures :									
Operations and Maintenance	0	0	0	0	7,183	50	50	50	50
Total Expenditures	0	0	0	0	7,183	50	50	50	50
Net change in fund balance	388	385	30	1	(7,183)	0	0	0	0
Fund balance at beginning of year	6,379	6,767	7,152	7,182	7,183	0	0	0	0
Fund balance at end of year	\$ 6,767	\$ 7,152	\$ 7,182	\$ 7,183	\$ 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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Interest Income	\$ 303	\$ 106	\$ 63	150
Miscellaneous	0	0	0	0
Total Revenues	303	106	63	150
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	303	106	63	150
Fund balance at beginning of year	27,918	28,221	28,327	28,390
Fund balance at end of year	\$ 28,221	\$ 28,327	\$ 28,390	\$ 28,540

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 100	\$ 5	\$ 0	0	0
	0	0	0	0	0
	100	5	0	0	0
	28,600	45	0	0	0
	28,600	45	0	0	0
	(28,500)	(40)	0	0	0
	28,540	40	0	0	0
	\$ 40	\$ 0	\$ 0	\$ 0	\$ 0

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Intergovernmental	\$ 1,423,313	\$ 1,233,820	\$ 467,387	\$ 1,449,234
Special Assessments	0	0	0	0
Interest Income	39,324	372	692	1,750
Miscellaneous	3,000	106,626	36,267	73,982
Total Revenues	<u>1,465,637</u>	<u>1,340,818</u>	<u>504,346</u>	<u>1,524,966</u>
Expenditures :				
Personal Services	0	0	0	0
Operations and Maintenance	0	0	0	0
Interfund	0	0	0	0
Capital Outlay	2,830,740	3,104,583	2,109,791	3,478,578
Total Expenditures	<u>2,830,740</u>	<u>3,104,583</u>	<u>2,109,791</u>	<u>3,478,578</u>
Excess revenues over(under) expenditures	(1,365,103)	(1,763,765)	(1,605,445)	(1,953,612)
Proceeds from debt issue	0	0	0	0
Transfers in	73,950	1,361,000	2,118,500	2,500,000
Net change in fund balance	(1,291,153)	(402,765)	513,055	546,388
Fund balance at beginning of year	<u>1,820,212</u>	<u>529,059</u>	<u>126,294</u>	<u>639,349</u>
Fund balance at end of year	<u>\$ 529,059</u>	<u>\$ 126,294</u>	<u>\$ 639,349</u>	<u>\$ 1,185,737</u>

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 5,105,956	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
	0	0	0	0	0
	2,000	8,500	10,000	12,500	12,500
	0	0	0	0	0
	<u>5,107,956</u>	<u>408,500</u>	<u>410,000</u>	<u>412,500</u>	<u>412,500</u>
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	<u>4,129,910</u>	<u>2,900,000</u>	<u>2,900,000</u>	<u>2,900,000</u>	<u>2,900,000</u>
	<u>4,129,910</u>	<u>2,900,000</u>	<u>2,900,000</u>	<u>2,900,000</u>	<u>2,900,000</u>
	978,046	(2,491,500)	(2,490,000)	(2,487,500)	(2,487,500)
	0	0	0	0	0
	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
	3,478,046	8,500	10,000	12,500	12,500
	<u>1,185,737</u>	<u>4,663,783</u>	<u>4,672,283</u>	<u>4,682,283</u>	<u>4,694,783</u>
	<u>\$ 4,663,783</u>	<u>\$ 4,672,283</u>	<u>\$ 4,682,283</u>	<u>\$ 4,694,783</u>	<u>\$ 4,707,283</u>

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								
	2011 Actual	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 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	19,187	0	0	0	0
Total Expenditures	0	0	0	0	19,187	0	0	0	0
Net change in fund balance	0	0	0	0	(19,187)	0	0	0	0
Fund balance at beginning of year	19,187	19,187	19,187	19,187	19,187	0	0	0	0
Fund balance at end of year	\$ 19,187	\$ 19,187	\$ 19,187	\$ 19,187	\$ 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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Special Assessments	\$ 223,910	\$ 203,991	\$ 192,794	\$ 225,000
Interest Income	19,105	5,141	3,050	3,000
Total Revenues	243,015	209,132	195,844	228,000
Expenditures :				
Operations and Maintenance	3,287	3,098	2,752	56,170
Debt Service	187,183	187,821	185,357	246,660
Total Expenditures	190,470	190,919	188,109	302,830
Net change in fund balance	52,545	18,213	7,735	(74,830)
Fund cash balance at beginning of year	704,488	1,062,242	1,080,455	1,088,190
Fund cash balance at end of year	\$ 757,033	\$ 1,080,455	\$ 1,088,190	\$ 1,013,360

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 246,700	\$ 246,700	\$ 246,700	\$ 246,700	\$ 246,700
	1,000	1,000	1,000	1,000	1,000
	247,700	247,700	247,700	247,700	247,700
	2,750	5,800	5,800	5,800	5,800
	456,000	429,000	279,000	279,000	279,000
	458,750	434,800	284,800	284,800	284,800
	(211,050)	(187,100)	(37,100)	(37,100)	(37,100)
	1,013,360	802,310	615,210	578,110	541,010
	\$ 802,310	\$ 615,210	\$ 578,110	\$ 541,010	\$ 503,910

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Charges for services	\$ 5,306,248	\$ 5,312,570	\$ 5,245,826	\$ 5,191,199	\$ 5,173,500	\$ 5,275,210	\$ 5,327,035	\$ 5,379,580	\$ 5,379,580
Intergovernmental	25,677	20,240	322,730	0	910,000	0	0	0	0
Fines, licenses, permits	21,497	19,871	19,528	27,253	16,000	19,010	19,010	19,010	19,010
Interest income	26,454	17,338	8,366	23,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous	97,092	82,925	150,165	488,000	1,487,500	25,300	25,000	25,000	25,000
Total Revenues	5,476,968	5,452,944	5,746,615	5,729,452	7,597,000	5,329,520	5,381,045	5,433,590	5,433,590
Expenditures :									
Personal Services	1,520,543	1,649,887	1,476,141	1,584,000	2,023,367	1,663,200	1,746,360	1,833,678	1,925,362
Operations and Maintenance	1,244,933	1,777,680	2,690,385	1,806,300	2,375,595	1,600,000	1,700,000	1,750,000	1,800,000
Capital Outlay	318,645	618,493	1,429,473	1,358,332	3,412,500	858,000	845,000	780,000	780,000
Interfund Services Used	465,543	161,704	(189,032)	279,025	307,000	287,209	294,014	301,287	301,287
Debt Service	792,237	521,023	544,654	542,900	751,000	751,000	751,000	751,000	751,000
Total Expenditures	4,341,901	4,728,787	5,951,621	5,570,557	8,869,462	5,159,409	5,336,374	5,415,965	5,557,649
Excess revenues over(under)									
expenditures	1,135,067	724,157	(205,006)	158,895	(1,272,462)	170,111	44,671	17,625	(124,059)
Proceeds from debt issue	302,200	197,800	0	3,025,000	0	0	0		
Net change in fund balance	1,437,267	921,957	(205,006)	3,183,895	(1,272,462)	170,111	44,671	17,625	(124,059)
Fund balance at beginning of year	1,854,166	3,291,433	4,213,390	4,008,384	7,192,279	5,919,817	6,089,928	6,134,599	6,152,224
Fund balance at end of year	\$ 3,291,433	\$ 4,213,390	\$ 4,008,384	\$ 7,192,279	\$ 5,919,817	\$ 6,089,928	\$ 6,134,599	\$ 6,152,224	\$ 6,028,165

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			
	2011	2012	2013	2014
	Actual	Actual	Actual	Projected
Revenues :				
Intergovernmental	\$ 13,381	\$ 0	\$ 41,304	\$ 0
Charges for services	4,902,328	6,081,522	5,834,105	6,213,500
Fines, licenses, permits	19,313	22,458	21,486	26,600
Interest income	22,021	11,050	7,725	11,161
Miscellaneous	89,127	43,669	101,554	34,286
Total Revenues	5,046,170	6,158,699	6,006,174	6,285,547
Expenditures :				
Personal Services	1,150,507	1,086,081	1,113,991	1,229,000
Operations and Maintenance	1,402,969	1,453,080	1,124,280	1,186,705
Capital Outlay	687,402	365,115	979,771	2,020,395
Interfund Services Used	1,009,695	1,077,434	1,432,189	1,111,725
Debt Service	1,326,641	1,339,991	1,340,343	1,344,650
Total Expenditures	5,577,214	5,321,701	5,990,574	6,892,475
Excess revenues over(under)				
expenditures	(531,044)	836,998	15,600	(606,928)
Proceeds from debt issue	765,640	20,000	18,533	0
Net change in fund balance	234,596	856,998	34,133	(606,928)
Fund balance at beginning of year	1,801,488	2,036,084	2,893,082	2,927,215
Fund balances at end of year	\$ 2,036,084	\$ 2,893,082	\$ 2,927,215	\$ 2,320,287

	2015	2016	2017	2018	2019
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	6,250,000	6,300,000	6,300,000	6,139,033	6,139,033
	20,500	23,000	23,000	18,500	18,500
	20,000	20,000	20,000	10,000	10,000
	30,400	30,000	30,000	30,000	30,000
	6,320,900	6,373,000	6,373,000	6,197,533	6,197,533
	1,415,322	1,365,000	1,405,950	1,448,129	1,491,572
	2,069,218	1,236,000	1,273,080	1,311,272	1,350,611
	1,378,500	458,000	595,000	455,000	455,000
	1,134,900	1,136,000	1,140,000	1,145,000	1,150,000
	1,635,000	1,793,300	1,939,800	1,939,800	1,939,800
	7,632,940	5,988,300	6,353,830	6,299,201	6,386,983
	(1,312,040)	384,700	19,170	(101,668)	(189,450)
	713,852	0	0	0	0
	(598,188)	384,700	19,170	(101,668)	(189,450)
	2,320,287	1,722,099	2,106,799	2,125,969	2,024,301
	\$ 1,722,099	\$ 2,106,799	\$ 2,125,969	\$ 2,024,301	\$ 1,834,851

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Charges for services	\$ 1,175,541	\$ 1,308,802	\$ 1,396,799	\$ 1,429,000	\$ 1,345,000	\$ 1,345,000	\$ 1,345,000	\$ 1,345,000	\$ 1,345,000
Intergovernmental	0	11,193	0	0	0	0	0	0	0
Fines, licenses, permits	3,142	3,141	4,339	6,371	4,000	3,000	3,000	3,000	3,000
Interest income	12,946	6,231	3,886	9,300	9,000	3,750	4,000	4,250	4,250
Miscellaneous	0	0	2,699	490	0	0	0	0	0
Total Revenues	1,191,629	1,329,367	1,407,723	1,445,161	1,358,000	1,351,750	1,352,000	1,352,250	1,352,250
Expenditures :									
Personal Services	232,467	264,856	193,977	201,000	258,526	270,472	277,234	284,165	284,165
Operations and Maintenance	90,927	65,201	152,060	193,500	288,250	174,250	175,788	177,363	177,363
Capital Outlay	426,273	547,420	516,588	1,052,977	1,065,000	550,000	550,000	550,000	550,000
Interfund Services Used	102,709	152,001	126,071	137,025	158,200	134,288	137,145	140,073	140,073
Debt Service	190,351	183,945	190,885	205,300	203,000	204,500	196,000	197,000	197,000
Total Expenditures	1,042,727	1,213,423	1,179,581	1,789,802	1,972,976	1,333,510	1,336,167	1,348,601	1,348,601
Excess revenues over(under)									
expenditures	148,902	115,944	228,142	(344,641)	(614,976)	18,240	15,833	3,649	3,649
Proceeds from debt issue	0	0	231,250	411,396	350,000	0	0		
Net change in fund balance	148,902	115,944	459,392	66,755	(264,976)	18,240	15,833	3,649	3,649
Fund balance at beginning of year	1,087,491	1,236,393	1,352,337	1,811,729	1,878,484	1,613,508	1,631,748	1,647,581	1,651,230
Fund balance at end of year	\$ 1,236,393	\$ 1,352,337	\$ 1,811,729	\$ 1,878,484	\$ 1,613,508	\$ 1,631,748	\$ 1,647,581	\$ 1,651,230	\$ 1,654,879

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 47,181	\$ 73,618	\$ 57,935	\$ 44,365	\$ 45,000	\$ 35,000	\$ 30,000	\$ 25,000	\$ 25,000
Charges for services	1,454,606	1,453,096	1,460,189	1,462,432	1,457,000	1,448,100	1,448,100	1,491,552	1,491,552
Fines, licenses, permits	5,141	4,818	6,345	7,000	5,800	5,500	5,000	5,000	5,000
Interest income	5,707	3,075	2,103	4,900	5,000	4,000	2,100	2,200	2,200
Miscellaneous	0			0	0	0	0	0	0
Total Revenues	1,512,635	1,534,607	1,526,572	1,518,697	1,512,800	1,492,600	1,485,200	1,523,752	1,523,752
Expenditures :									
Operations and Maintenance	1,448,025	1,339,527	1,227,130	1,350,000	1,356,000	1,385,000	1,415,000	1,450,000	1,480,000
Interfund Services Used	70,599	84,770	89,317	85,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	1,518,624	1,424,297	1,316,447	1,435,000	1,456,000	1,485,000	1,515,000	1,550,000	1,580,000
Net change in fund balance	(5,989)	110,310	210,125	83,697	56,800	7,600	(29,800)	(26,248)	(56,248)
Fund balance at beginning of year	586,837	580,848	691,158	901,283	984,980	1,041,780	1,049,380	1,019,580	993,332
Fund balance at end of year	\$ 580,848	\$ 691,158	\$ 901,283	\$ 984,980	\$ 1,041,780	\$ 1,049,380	\$ 1,019,580	\$ 993,332	\$ 937,084

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Charges for services	\$ 410	\$ 1,254	\$ 206	\$ 6,542	\$ 929	\$ 2,484	\$ 2,484	\$ 2,484	\$ 2,484
Interest income	517	252	0	125	130	85	95	105	105
Total Revenues	927	1,506	206	6,667	1,059	2,569	2,579	2,589	2,589
Expenditures :									
Operations and Maintenance	0	0	0	0	30,300	2,500	2,500	2,500	2,500
Capital Outlay	0	50,000	28,200	0	0	0	0	0	0
Total Expenditures	0	50,000	28,200	0	30,300	2,500	2,500	2,500	2,500
Excess revenues over(under)									
expenditures	927	(48,494)	(27,994)	6,667	(29,241)	69	79	89	89
Proceeds from debt issue	0	0	0	0	0	0	0	0	0
Net change in fund balance	927	(48,494)	(27,994)	6,667	(29,241)	69	79	89	89
Fund balance at beginning of year	128,381	129,308	80,814	52,820	59,487	30,246	30,315	30,394	30,483
Fund balance at end of year	\$ 129,308	\$ 80,814	\$ 52,820	\$ 59,487	\$ 30,246	\$ 30,315	\$ 30,394	\$ 30,483	\$ 30,572

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Interfund	\$ 325,530	\$ 354,090	\$ 379,958	\$ 440,000
Miscellaneous	225	0	3,506	3,486
Total Revenues	325,755	354,090	383,464	443,486
Expenditures :				
Personal Services	202,424	223,239	232,002	260,000
Operations and Maintenance	123,331	147,637	151,462	180,000
Interfund	0	0	0	0
Total Expenditures	325,755	370,876	383,464	440,000
Net change in fund balance	0	(16,786)	0	3,486
Fund balance at beginnig of year	17,052	17,052	266	266
Fund balance at end of year	\$ 17,052	\$ 266	\$ 266	\$ 3,752

	2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 Forecasted
	\$ 512,500	\$ 518,000	\$ 520,000	\$ 540,000	\$ 560,000
	0	0	0		
	512,500	518,000	520,000	540,000	560,000
	307,992	317,232	326,749	336,551	346,648
	195,250	201,108	206,135	211,289	216,571
	0	0	0	0	0
	503,242	518,339	532,884	547,840	563,218
	9,258	(339)	(12,884)	(7,840)	(3,218)
	21,330	30,588	30,249	17,365	9,525
	\$ 30,588	\$ 30,249	\$ 17,365	\$ 9,525	\$ 6,307

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								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Interfund	\$ 2,563,369	\$ 2,313,863	\$ 1,859,245	\$ 2,149,635	\$ 2,381,623	\$ 2,857,948	\$ 2,972,266	\$ 3,091,156	\$ 3,214,802
Miscellaneous	0	296,143	203,515	219,946	150,000	150,000	205,000	205,000	205,000
Total Revenues	2,563,369	2,610,006	2,062,760	2,369,581	2,531,623	3,007,948	3,177,266	3,296,156	3,419,802
Expenditures :									
Operations and Maintenance	2,374,707	2,318,819	2,177,975	2,590,000	2,833,753	2,975,441	3,124,213	3,280,423	3,444,444
Total Expenditures	2,374,707	2,318,819	2,177,975	2,590,000	2,833,753	2,975,441	3,124,213	3,280,423	3,444,444
Net change in fund balance	188,662	291,187	(115,215)	(220,419)	(302,130)	32,507	53,053	15,733	(24,642)
Fund balance at beginning of year	223,982	412,644	703,831	588,616	368,197	66,067	98,574	151,627	167,360
Fund balance at end of year	\$ 412,644	\$ 703,831	\$ 588,616	\$ 368,197	\$ 66,067	\$ 98,574	\$ 151,627	\$ 167,360	\$ 142,717

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			
	2011 Actual	2012 Actual	2013 Actual	2014 Projected
Revenues :				
Interest Income	\$ 73,542	\$ 49,141	\$ 51,710	\$ 60,000
Miscellaneous	0	0	0	0
Total Revenues	73,542	49,141	51,710	60,000
Expenditures :				
Operations and Maintenance	73,542	49,141	51,710	60,000
Total Expenditures	73,542	49,141	51,710	60,000
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

2015 Budgeted	2016 Forecasted	2017 Forecasted	2018 Forecasted	2019 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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2015 City Budget

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2015 City Capital Plan

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**City Planning
2016-2020**

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**2015 Wooster Community
Hospital Budget**

City of Wooster, Ohio
Capital Budget Summary
For the year 2015 - original requests

CAPITAL EQUIPMENT	CAPITAL INFRASTRUCTURE	TOTALS
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FUND LEVEL SUMMARY

FUND				
301	Capital Improvements Fund	\$ 604,410	\$ 3,525,500	\$ 4,129,910
101	Street Construction Maintenance and Repair	\$ -	\$ -	\$ -
102	State Highway	\$ -	\$ -	\$ -
103	Permissive Tax Fund	\$ -	\$ 50,000	\$ 50,000
107	CDBG	\$ -	\$ 500,000	\$ 500,000
501	Water Fund	\$ 377,500	\$ 3,035,000	\$ 3,412,500
502	Sanitary Sewer Fund	\$ 330,500	\$ 1,048,000	\$ 1,378,500
507	Storm Sewer Fund	\$ -	\$ 1,065,000	\$ 1,065,000
		<u>\$ 1,312,410</u>	<u>\$ 9,223,500</u>	<u>\$ 10,535,910</u>
	Less: Grant Reimbursements		(340,000)	(340,000)
			<u>\$ 8,883,500</u>	<u>\$ 10,195,910</u>

COST CENTER LEVEL SUMMARY

FUND	COST CENTER			
301	580702	Capital Improvements	\$ 604,410	\$ 3,525,500
102	331103	State Highway	\$ -	\$ -
101	331602	Street Construction - SCM&R	\$ -	\$ -
102	331603	Street Construction - State Highway	\$ -	\$ -
103	334604	Street Maintenance - Permissive Tax	\$ -	\$ 50,000
107	380401	CDBG	\$ -	\$ 500,000
501	742504	Water Treatment Plant	\$ 110,000	\$ -
501	734510	Water Lines - Engineering	\$ 35,000	\$ 3,035,000
501	742502	Water Line Maintenance (Distribution)	\$ 232,500	\$ -
502	743514	Water Pollution Control Plant	\$ 98,000	\$ -
502	734501	Sewer Lines - Engineering	\$ -	\$ 1,048,000
502	743502	Sewer Line Maintenance (Collection)	\$ 232,500	\$ -
507	731500	Storm Water Maintenance	\$ -	\$ -
507	734502	Storm Sewer - Engineering	\$ -	\$ 1,065,000
			<u>\$ 1,312,410</u>	<u>\$ 9,223,500</u>
				<u>\$ 10,535,910</u>

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2015

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Safety					
Fire					
1	Demo Station #1 Garage		\$ 20,000	301 Capital Improvements Fund	580702
2	Truck 132 (Grass fire/snow plow truck)	Replacement	<u>\$ 55,000</u>	301 Capital Improvements Fund	580702
			\$ 75,000		
Community Service & Development Department					
Building Standards					
1	Vehicle - Property Maintenance	Replace	\$ 26,000	301 Capital Improvements Fund	580702
Recreation/ Pools/Community Center					
1	Paint Christmas Run Pool	Maintenance	\$ 36,000	301 Capital Improvements Fund	580702
1	Carpet - Community Center	Replacement	\$ 38,500	301 Capital Improvements Fund	580702
1	Deck Drains - Freedlander Pool	Maintenance	\$ 20,455	301 Capital Improvements Fund	580702
1	Main Drain - Freedlander Pool	Replacement	\$ 21,455	301 Capital Improvements Fund	580702
1	Soccer Parking Lot - Grant & Donated Funds	Upgrade	<u>\$ 30,000</u>	301 Capital Improvements Fund	580702
			\$ 146,410		
Public Works Department					
Engineering					
1	Inspection/OUPS Vehicle	Replace	\$ 35,000	501 Water	734510
4	Ortho Photos		<u>\$ 40,000</u>	301 Capital Improvements	580702
			\$ 75,000		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2015

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Engineering, cont.					
		Totals by Fund:	\$ 40,000	Capital Improvements Fund	
			\$ 35,000	Water Fund	
			\$ -	Sewer Fund	
			<u>\$ -</u>	Storm Sewer Fund	
		Total: Engineering Division	\$ 75,000		
Public Properties Maintenance					
1	10 Ton Dump Truck with Salt Spreader	Replacement	\$ 155,000	301 Capital Improvements Fund	580702
2	Ditch Mower	Replacement	<u>\$ 162,000</u>	301 Capital Improvements Fund	580702
			\$ 317,000		
Utilities Divisions					
Water Pollution Control Plant					
3	Chlorine Analyzer	Replace	\$ 18,000	502 Sanitary Sewer Fund	743514
3	Repair/Replace Capital Items	As needed	\$ 30,000	502 Sanitary Sewer Fund	743514
4	ToolCat	Replace	<u>\$ 50,000</u>	502 Sanitary Sewer Fund	743514
			\$ 98,000		
Water Treatment Plant					
1	Drive - WTP	Replacement	\$ 50,000	501 Water Fund	742504
2	Pick up truck	Replacement	\$ 30,000	501 Water Fund	742504
4	Repair/Replace Capital Items	As needed	<u>\$ 30,000</u>	501 Water Fund	742504
			\$ 110,000		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2015

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger
<u>DEPARTMENT/DIVISION</u>					
Distribution and Collection					
1	Repair/Replace Capital Items	As needed	\$ 10,000	501 Water Fund	742502
			<u>\$ 10,000</u>	502 Sewer Fund	743502
			\$ 20,000		
2	Building - Meters/Distribution/Collection	Replacement	\$ 200,000	501 Water Fund	742502
			<u>\$ 200,000</u>	502 Sewer Fund	743502
			\$ 400,000		
3	Heavy Duty Pick-up Truck (4550)	Replacement	\$ 22,500	501 Water Fund	742502
			<u>\$ 22,500</u>	502 Sewer Fund	743502
			\$ 45,000		
	Totals by Fund		\$ 232,500	Water Fund	
			<u>\$ 232,500</u>	Sewer Fund	
			\$ 465,000		
Utilities Divisions					
		Totals by Fund:	\$ 342,500	Water Fund	
			<u>\$ 330,500</u>	Sewer Fund	
		Total: Utilities Divisions	\$ 673,000		
TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY			\$ 1,312,410		

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2015

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

FUND LEVEL SUMMARY

Capital Improvements Fund	\$ 604,410
State Highway Fund	\$ -
Water Fund	\$ 377,500
Sanitary Sewer Fund	\$ 330,500
Storm Sewer Fund	\$ -
	<u>\$ 1,312,410</u>

COST CENTER LEVEL SUMMARY

Capital Improvements	580702 -3360	\$ 604,410	301 Capital Improvements
State Highway	331103 -3360	\$ -	102 State Highway Fund
Water Lines - Engineering	734510 -3360	\$ 35,000	501 Water
Water Treatment Plant	742504 -3360	\$ 110,000	501 Water
Water Line Maintenance (Distribution)	742502 -3360	\$ 232,500	501 Water
Sewer Lines - Engineering	734501 -3360	\$ -	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	743502 -3360	\$ 232,500	502 Sanitary Sewer
Water Pollution Control Plant	743514 -3360	\$ 98,000	502 Sanitary Sewer
Storm Water Maintenance	734502 -3360	\$ -	507 Storm Sewer
		<u>\$ 1,312,410</u>	

City of Wooster, Ohio
Budgeted Capital Infrastructure Projects
For the year 2015

MEMO ONLY	Division		Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Sidewalk Improvements			\$ 75,000	301 Capital Improvements	580702
TOTAL	Engineering	Sidewalk Replacement			\$ 75,000	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 Studies			\$ 20,000	301 Capital Improvements	580702
	Engineering	Oldman Road Trail Connector			\$ 67,500	301 Capital Improvements	580702
			ODOT - Transportation Enhancement		198,000	301 Capital Improvements	580702
TOTAL					\$ 265,500		
	Engineering	Geyer's Chapel Rd Reconstruction			\$ 250,000	301 Capital Improvements	580702
				ODOT Grant	500,000	301 Capital Improvements	580702
TOTAL					\$ 750,000		
TOTAL	Engineering	Wooster Gateway Projects	Construction		250,000	301 Capital Improvements	580702
TOTAL	Engineering	E Pine Street			\$ 150,000	301 Capital Improvements	580702
	Engineering	Paving: E Bowman (Palmer to Bridge)			\$ 250,000	301 Capital Improvements	580702
	Engineering	Paving: Long Road			\$ 275,000	301 Capital Improvements	580702
	Engineering	Paving: Point of View			\$ 55,000	301 Capital Improvements	580702
	Engineering	Paving: Crabtree Ct			\$ 20,000	301 Capital Improvements	580702
	Engineering	Paving: Minerva			\$ 55,000	301 Capital Improvements	580702
	Engineering	Paving: Palmer (Pittsburgh to Eastern)			\$ 65,000	301 Capital Improvements	580702
	Engineering	Paving: Bardon			\$ 25,000	301 Capital Improvements	580702
	Engineering	Paving: Eastern			\$ 20,000	301 Capital Improvements	580702
	Engineering	Paving: Milltown (SR 83 to Melrose)			\$ 125,000	301 Capital Improvements	580702
	Engineering	Paving: Vinton Woods			\$ 250,000	301 Capital Improvements	580702
	Engineering	Paving: Pittsburgh/Liberty (Bever to Eastern Corp Limit)	City		\$ 85,000	301 Capital Improvements	580702
		Pittsburgh/Liberty (Bever to Eastern Corp Limit)	ODOT Large City		\$ 340,000	301 Capital Improvements	580702
TOTAL					\$ 1,565,000		
TOTAL	Engineering	ODOT Roundabout			\$ 250,000	301 Capital Improvements	580702
TOTAL	Engineering	Milltown Sidewalk and Pedestrian Signal			\$ 75,000	301 Capital Improvements	580702
TOTAL	Engineering	Water Line Replacements			\$ 100,000	501 Water Fund	734510
	Engineering	Replace 2" Waterlines (2015: Foster, Forest, Bechtel, Troyer)			\$ 100,000	501 Water Fund	734510
	Engineering	Daisy Site Water Extension		Construction	\$ 160,000	501 Water Fund	734510
					280,000	107 CDBG	380401
TOTAL					\$ 440,000		

City of Wooster, Ohio
Budgeted Capital Infrastructure Projects
For the year 2015

MEMO ONLY	Division		Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Melrose Booster Station - North High Area		Construction	\$ 600,000	501 Water Fund	734510
	Engineering	Main Distribution Line Through Christmas Run Park		Construction	\$ 500,000	501 Water Fund	734510
				OPWC Grant	400,000	501 Water Fund	734510
TOTAL					\$ 900,000		
TOTAL	Engineering	Impala, Imperial, Skylark, Victoria			\$ 750,000	501 Water Fund	734510
TOTAL	Engineering	Norman Place Waterline			\$ 75,000	501 Water Fund	734510
TOTAL	Engineering	Northview Drive Waterline Replacement			\$ 150,000	501 Water Fund	734510
TOTAL	Engineering	North Well Field Check Valve Replacement			\$ 200,000	501 Water Fund	734510
TOTAL	Engineering	Sanitary Sewer Misc			\$ 200,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Sanitary Sewer Lining Projects			\$ 200,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	CSO Abatement Projects			\$ 25,000	502 Sanitary Sewer Fund	734501
	Engineering	Daisy Site Sewer Extension			\$ 123,000	502 Sanitary Sewer Fund	734501
					220,000	107 CDBG	380401
TOTAL					\$ 343,000		
TOTAL	Engineering	Melrose Interceptor Rehabilitation			\$ 350,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	E Pine Street			\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	Walmart Lift Station Upgrade	Engineering		\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	NPDES Storm water Permit Program (OEPA)			\$ 30,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Storm Sewer Replacements			\$ 200,000	507 Storm Sewer Fund	734502
	Engineering	Oakley Culvert and Pond Cleanout		Culvert Replacement	\$ 200,000	507 Storm Sewer Fund	734502
				Pond Cleanout	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL					\$ 300,000		
TOTAL	Engineering	Geyers Chapel Road (North) Culvert Repair		Construction	\$ 50,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Friar Tuck Storm Sewer Replacement		Construction	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Miller Blvd Culvert Replacement		Construction	\$ 50,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Lemar Storm Sewer		Construction	\$ 85,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Madison Avenue Storm Sewer		Construction	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Cleveland Road Storm Sewer (near Valvoline)		Construction	\$ 150,000	507 Storm Sewer Fund	734502

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2015

MEMO ONLY	Division	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
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TOTAL	TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY			\$ 9,223,500		
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FUND LEVEL SUMMARY

Capital Improvements Fund	\$ 3,525,500
Street Construction Maintenance and Repair Fund	\$ -
State Highway Fund	\$ -
Permissive Tax Fund	\$ 50,000
CDBG	\$ 500,000
Water Fund	\$ 3,035,000
Sanitary Sewer Fund	\$ 1,048,000
Storm Sewer Fund	\$ 1,065,000
	<u>\$ 9,223,500</u>

COST CENTER LEVEL SUMMARY

See Below Recon**	Capital Improvements	580702 -3360	\$ 3,525,500	301	Capital Improvements
	Street Construction Maintenance & Repair	331602 -3360	\$ -	101	SCM&R
	Street Construction Maintenance & Repair	331102 -3360	\$ -	101	SCM&R
	Street Maintenance - State Highway	331603 -3360	\$ -	102	State Highway Fund
	Permissive Tax - Street Maintenance	334604 -3360	\$ 50,000	103	Permissive Tax
	CDBG	380401 -3360	\$ 500,000	107	CDBG
	Water Lines	734510 -3360	\$ 3,035,000	501	Water
	Water Treatment Plant	742504 -3360	\$ -	501	Water
	Sewer Lines - Engineering	734501 -3360	\$ 1,048,000	502	Sanitary Sewer
	Water Pollution Control Plant	743514 -3360	\$ -	502	Sanitary Sewer
	Storm Sewer - Engineering	734502 -3360	\$ 1,065,000	507	Storm Drainage
			<u>\$ 9,223,500</u>		

Fund Reconciliations

	Capital Improvements Fund
**Reconciliation	
Total Fund Infrastructure Budgeted:	\$ 3,525,500
Less: Other Funding Sources	
State Grant - ODOT - Large City	\$ (340,000)
Net Fund Infrastructure Budgeted:	<u>\$ 3,185,500</u>

As City Council is aware, the City Administration has taken steps to secure land and acquire architectural plans to begin the building of a new Safety Services Building. This project currently is estimated to cost approximately \$6 million. It is anticipated that legislation regarding this project will be brought forward to City Council during 2015. The Safety Services Building project has been excluded from this document at this time for two reasons:

- (1) A firm price is unavailable for the project at the current time;
and
- (2) The appropriation of the project costs are anticipated to be requested with associated legislation regarding a bond issuance to fund this project.

1

Budget Information

2

2015 City Budget

3

2015 City Capital Plan

4

**City Planning
2016-2020**

5

**2015 Wooster Community
Hospital Budget**

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2016-2020

	Cut from 2015 Budget	2016	2017	2018	2019	2020	Funding Source	Percentage Split
Police								
1 Police Vehicle Replacement - 6 units		\$ 300,000					301 Capital Improvements Fund	
2 Radio Equipment Upgrades		\$ 100,000					301 Capital Improvements Fund	
1 Police Vehicle Replacement - 2 units			\$ 100,000				301 Capital Improvements Fund	
1 Police Vehicle Replacement - 4 units				\$ 200,000			301 Capital Improvements Fund	
1 Police Vehicle Replacement - 6 units					\$ 300,000		301 Capital Improvements Fund	
	\$ -	\$ 400,000	\$ 100,000	\$ 200,000	\$ 300,000	\$ -		
Fire								
Engine 135	\$ 620,000						301 Capital Improvements Fund	
1 Add a fourth Squad		\$ 270,000					301 Capital Improvements Fund	
2 Replace Hurst Tools		\$ 40,000					301 Capital Improvements Fund	
1 Build Station #3			\$ 5,000,000				301 Capital Improvements Fund	
2 Replace 2007 Pick-up 1313			\$ 30,000				301 Capital Improvements Fund	
1 Replace 2007 MedTech Squad 1305				\$ 270,000			301 Capital Improvements Fund	
2 Replace 2008 Chevrolet Tahoe 1308 - Command Vehicle				\$ 35,000			301 Capital Improvements Fund	
1 Replace Station #1					\$ 4,000,000		301 Capital Improvements Fund	
2 Replace 1999 Special Rescue Vehicle 1311					\$ 270,000		301 Capital Improvements Fund	
1 Replace 2000 Engine 137						\$ 630,000	301 Capital Improvements Fund	
2 Replace 2010 Chevrolet Colorado 1310						\$ 25,000	301 Capital Improvements Fund	
	\$ 620,000	\$ 310,000	\$ 5,030,000	\$ 305,000	\$ 4,270,000	\$ 655,000		
Public Properties Maintenance								
Signal Improvements (amount reduced)	\$ 150,000						101 SCM&R	
Flashing School Signal	\$ 20,000						101 SCM&R	
Sign Truck	\$ 100,000						301 Capital Improvements Fund	
Line Painting Truck	\$ 185,500						301 Capital Improvements Fund	
4x4 Backhoe	\$ 97,000						301 Capital Improvements Fund	
	\$ 382,500	\$ -	\$ -	\$ -	\$ -	\$ -		
Engineering								
GIS Updates	\$ 10,000						301 Capital Improvements Fund	25.00%
GIS Updates	\$ 10,000						501 Water Fund	25.00%
GIS Updates	\$ 10,000						502 Sanitary Sewer Fund	25.00%
GIS Updates	\$ 10,000						507 Storm Sewer Fund	25.00%
	\$ 40,000							
Plotter (purchased in 2014)	\$ 15,000						301 Capital Improvements Fund	
Sidewalk Improvements	\$ 50,000						301 Capital Improvements Fund	
Gateway Projects	\$ 130,000						301 Capital Improvements Fund	
East Pine Street Improvements	\$ 100,000						301 Capital Improvements Fund	
Waterline Replacements	\$ 200,000						501 Water Fund	
2" Waterlines	\$ 200,000						501 Water Fund	
OUUPS Vehicle	\$ 36,000						502 Sanitary Sewer Fund	
Dix Repairs	\$ 50,000						103 Permissive Tax	
Dix Repairs	\$ 350,000						301 Capital Improvements Fund	
	\$ 400,000							
Sherman, Ihrig Waterline	\$ 350,000						501 Water Fund	
Akron Road - Phase 2	\$ 60,000						301 Capital Improvements Fund	
Bridge to Long Road	\$ 240,000						102 State Highway Fund	
	\$ 300,000							
Paving: Renwood Neighborhood	\$ 200,000						101 SCM&R	
Traffic Signal Improvements	\$ 300,000						101 SCM&R	
Replace 2004 F-150 (Inspection Vehicle)			\$ 35,000				301 Capital Improvements Fund	
	\$ 2,021,000	\$ -	\$ 35,000	\$ -	\$ -	\$ -		

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2016-2020

		Cut from						Funding	Percentage
		2015 Budget	2016	2017	2018	2019	2020	Source	Split
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	
Recreation/Community Center/ Pools									
1	Replace Ford Explorer	\$ 25,000						301 Capital Improvements Fund	
2	Replace parking lot at Community Center	\$ 12,000						301 Capital Improvements Fund	
1	Replace flooring in Community Room	\$ 20,000						301 Capital Improvements Fund	
2	Replace carpet in Fitness Center, Lewis Lounge, Billiards Room & Office			\$ 30,000				301 Capital Improvements Fund	
2	Replace main roof at Community Center				\$ 50,000			301 Capital Improvements Fund	
1	Replace wading pool at Freedlanders					\$ 150,000		301 Capital Improvements Fund	
2	Replace Mazda 3 vehicle						\$ 25,000	301 Capital Improvements Fund	
		\$ -	\$ 57,000	\$ 30,000	\$ 50,000	\$ 150,000	\$ 25,000		
Utilities									
Water Pollution Control									
	Replace/repair smaller capital equipment (pumps, blowers, etc.)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 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	
		\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 60,000		
Water Treatment									
	Water Plant Stripper Tower Painting & Media	\$ 250,000						501 Water Fund	
	Replace/repair smaller capital equipment (pumps, blowers, etc.)	\$ 30,000	\$ 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	
	Paint clarifiers and piping inside plant					\$ 60,000		501 Water Fund	
		\$ 250,000	\$ 80,000	\$ 80,000	\$ 145,000	\$ 90,000	\$ 30,000		
Distribution and Collection									
1	Garage/Storage/Office building			\$ 250,000				501 Water Fund	50.00%
				\$ 250,000				502 Sanitary Sewer Fund	50.00%
	Total Garage/Storage/Office building			\$ 500,000					
3	Replace F-450 Truck				\$ 17,500			501 Water Fund	50.00%
					\$ 17,500			502 Sanitary Sewer Fund	50.00%
	Total Replace F-450 Truck				\$ 35,000				
		\$ -	\$ -	\$ 500,000	\$ 35,000	\$ -	\$ -		
	Totals by Fund (memorandum only)	\$ 1,717,500	\$ 767,000	\$ 5,270,000	\$ 555,000	\$ 4,720,000	\$ 680,000	301 Capital Improvements Fund	
		\$ 670,000	\$ -	\$ -	\$ -	\$ -	\$ -	101 SCM&R	
		\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	102 State Highway Fund	
		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax	
		\$ 1,010,000	\$ 80,000	\$ 330,000	\$ 162,500	\$ 90,000	\$ 30,000	501 Water Fund	
		\$ 46,000	\$ 30,000	\$ 280,000	\$ 47,500	\$ 60,000	\$ 60,000	502 Sewer Fund	
		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	507 Storm Sewer Fund	
		\$ 3,743,500	\$ 877,000	\$ 5,880,000	\$ 765,000	\$ 4,870,000	\$ 770,000		

The following pages were prepared by the City Engineer and reflect infrastructure and capital planning needs. Because these calculations were an integral part of the budgeting process, we chose to include them in this document. However, the figures included in the 2015 column do not reconcile to the appropriation requests presented in sections two (2) and three (3) of this budget document.

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS						CURRENT YEAR	
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	2014	2015
9	ENGR.	Bridge Painting	\$ 135,000	Capital Imp.	\$ 135,000		\$ 135,000
10	ENGR.	Impenal (Catalina to Skylark) Impala (Catalina to Skylark) Skylark (Oak Hill to Christmas Run) Monterey (Highland to Skylark) Catalina (Impala to Christmas Run) Northview Irrid Sherman		General General General General General General General General	Capital Imp. Capital Imp. Capital Imp. Capital Imp. Capital Imp. Capital Imp. Capital Imp. SCMR		
11	ENGR.	Market St. (Madison to Liberty)		SCMR	ODOT Large City		
12	ENGR.	Flashing School Sign Replacement	\$ 100,000	SCMR	\$ 100,000		\$ 20,000
13	ENGR.	Burbank - Westview to Riffel to Cleveland	\$ 220,000	Engineering Const. Cost Const. Cost	Capital Imp. Storm Permissive Tax	\$ 20,000 \$ 20,000 \$ 200,000	
14	ENGR.	OARDC Crosswalks & Signal Replacement	\$ 180,000	Capital Imp.	\$ 180,000		
15	ENGR.	Burbank Rd. - Highland to Oldman	\$ 2,280,000	Engineering Right of Way	Permissive Tax Permissive Tax Water Sanitary Storm OPWC General	\$ 130,000 \$ 75,000 \$ 50,000 \$ 25,000 \$ 250,000 \$ 500,000 \$ 1,250,000	
16	ENGR.	W. Highland Ave.	\$ 1,035,000	Engineering Right of Way	Capital Imp. Capital Imp. Water Sanitary Storm Assessments Capital Imp.	\$ 150,000 \$ 50,000 \$ 50,000 \$ 40,000 \$ 160,000 \$ 155,000 \$ 430,000	
17	ENGR.	Oldman/Oak Hill Roundabout	\$ 1,750,000	Engineering	Permissive Tax ODOT Large City Capital Imp.	\$ 150,000 \$ 1,280,000 \$ 320,000	
	ENGR.	Palmer - Bowman to Wayne	\$ 1,574,000	Engineering Right of Way	Capital Imp. Capital Imp. Water Sanitary Storm Assessments Capital Imp.	\$ 116,000 \$ 50,000 \$ 375,000 \$ 7,000 \$ 226,000 \$ 225,000 \$ 575,000	
	ENGR.	Melrose - Milltown to Smithville Western	\$ 1,927,000	Engineering Right of Way	Capital Imp. Permissive Tax Water Sanitary Storm Assessments Permissive Tax	\$ 131,000 \$ 120,000 \$ 11,000 \$ 8,000 \$ 484,000 \$ 879,000 \$ 294,000	
	ENGR.	Cleveland Rd - SR 83 to Smithville Western	\$ 1,845,000	Engineering Right of Way	State Highway State Highway Water Storm Assessments State Highway	\$ 175,000 \$ 150,000 \$ 15,000 \$ 550,000 \$ 279,000 \$ 676,000	
	ENGR.	University - Gausche to Palmer	\$ 607,000	Engineering Right of Way	Capital Imp. Capital Imp. Water Sanitary Storm Assessments Capital Imp.	\$ 44,000 \$ 25,000 \$ 105,000 \$ 12,000 \$ 88,000 \$ 183,000 \$ 150,000	
	ENGR.	Cleveland - Highland Ave. Intersection	\$ 128,000	Engineering Right of Way	Permissive Tax Permissive Tax Water Sanitary Storm Permissive Tax	\$ 20,000 \$ 7,000 \$ 5,000 \$ - \$ 15,000 \$ 81,000	
	ENGR.	Burbank Rd. - Riffel to Smithville Western	\$ 618,000	Engineering	State Highway Water Storm Assessments State Highway	\$ 100,000 \$ 155,000 \$ 7,000 \$ 101,000 \$ 255,000	
	ENGR.	Riffel - Friendsville to Cleveland	\$ 1,578,000	Engineering Right of Way	SCMR SCMR Water Sanitary	\$ 107,000 \$ 1,000 \$ 182,000 \$ 32,000	

2016	2017	2018	2019	2020	2021	2022	2023	Future	COMMENTS
\$ 50,000									
\$ 50,000									
\$ 105,000									
\$ 75,000									
\$ 75,000									
\$ 45,000									
\$ 55,000									
\$ 20,000									
\$ 60,000									
\$ 240,000									
\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000						Maint. Dept. Request
\$ 20,000									
\$ 20,000									
\$ 200,000									
\$ 180,000									
\$ 130,000									
\$ 75,000									
\$ 50,000	\$ 50,000								
\$ 25,000	\$ 25,000								
\$ 250,000	\$ 250,000								
\$ 500,000	\$ 500,000								
\$ 1,250,000	\$ 1,250,000								
\$ 150,000	\$ 50,000								Maint plans to pave in 2008
\$ 50,000	\$ 50,000								
\$ 40,000	\$ 40,000								
\$ 160,000	\$ 160,000								
\$ 155,000	\$ 155,000								
\$ 430,000	\$ 430,000								
\$ 150,000	\$ 150,000								
\$ 1,280,000		\$ 1,280,000							
\$ 320,000		\$ 320,000							
\$ 116,000				\$ 116,000					
\$ 50,000				\$ 50,000					
\$ 375,000				\$ 375,000					
\$ 7,000				\$ 7,000					
\$ 226,000				\$ 226,000					
\$ 225,000				\$ 225,000					
\$ 575,000				\$ 575,000					
\$ 131,000				\$ 131,000					
\$ 120,000				\$ 120,000					
\$ 11,000				\$ 11,000					
\$ 8,000				\$ 8,000					
\$ 484,000				\$ 484,000					
\$ 879,000				\$ 879,000					
\$ 294,000				\$ 294,000					
\$ 175,000				\$ 175,000					ODOT planning 2-lane resurfacing in FY 2008
\$ 150,000				\$ 150,000					
\$ 15,000				\$ 15,000					
\$ 550,000				\$ 550,000					
\$ 279,000				\$ 279,000					
\$ 676,000				\$ 676,000					
\$ 44,000				\$ 44,000					
\$ 25,000				\$ 25,000					
\$ 105,000				\$ 105,000					
\$ 12,000				\$ 12,000					
\$ 88,000				\$ 88,000					
\$ 183,000				\$ 183,000					
\$ 150,000				\$ 150,000					
\$ 20,000				\$ 20,000					After W/L Project
\$ 7,000				\$ 7,000					
\$ 5,000				\$ 5,000					
\$ 15,000				\$ 15,000					
\$ 81,000				\$ 81,000					
\$ 100,000				\$ 100,000					
\$ 155,000				\$ 155,000					
\$ 7,000				\$ 7,000					
\$ 101,000				\$ 101,000					
\$ 255,000				\$ 255,000					
\$ 107,000				\$ 107,000					
\$ 1,000				\$ 1,000					
\$ 182,000				\$ 182,000					
\$ 32,000				\$ 32,000					

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS									
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR	2014	2015	
				Storm Assessments	\$ 355,000				
				SCMR	\$ 236,000				
					\$ 665,000				
					\$ 1,578,000				
	ENGR.	W. Milltown Road	\$ 934,000	Engineering Right of Way	Capital Imp.	\$ 150,000			
					Capital Imp.	\$ 50,000			
					Water	\$ 10,000			
					Sanitary	\$ 6,000			
					Storm	\$ 125,000			
					Assessments	\$ 140,000			
					Capital Imp.	\$ 453,000			
						\$ 934,000			
	ENGR.	Oldman - Oak to Mechanicsburg	#REF!	Engineering Right of Way	SCMR	\$ 112,000			
					SCMR	\$ 50,000			
					Water	\$ 215,000			
					Sanitary	\$ 32,000			
					Storm	\$ 370,500			
					Assessments	\$ 249,000			
					SCMR	\$ 629,500			
	ENGR.	SR 83 - Addtl Turn Lane Friendsville to Milltown		Engineering Right of Way	State Highway	\$ 20,000			
					State Highway	\$ 10,000			
					Sanitary	\$ -			
					Storm	\$ 67,000			
					State Highway	\$ 214,000			
						\$ 311,000			
	ENGR.	Silver Road Reconstruction (Mechanicsburg to Venture)				\$ -			
	ENGR.	Walnut Street Streetscape				\$ -			
	ENGR.	Beall Ave. Reconstruction (Bloomington to Cleveland)				\$ -			
	ENGR.	Liberty Street Streetscape (Grant to Columbus)				\$ -			
	Maint.	Madison & Timken Intersection	\$ -	Permissive Tax		\$ -			
GRAND TOTAL						\$ 6,823,529	\$ 5,370,500		
* Monies already expended.									
Funding Sources									
Capital Imp.									
Permissive Tax									
SCMR									
ODOT Large City									
Assessments									
State Highway									
OPWC									
Other									
Federal									
Total									

2016	2017	2018	2019	2020	2021	2022	2023	Future	COMMENTS
								\$ 355,000	
								\$ 236,000	
								\$ 665,000	
					\$ 150,000		\$ 50,000		
								\$ 10,000	
								\$ 6,000	
								\$ 125,000	
								\$ 140,000	
								\$ 453,000	
					\$ 112,000		\$ 50,000		
								\$ 215,000	
								\$ 32,000	
								\$ 370,500	
								\$ 249,000	
								\$ 629,500	
								\$ 20,000	Pending ODOT Safety Study
								\$ 10,000	
								\$ 67,000	
								\$ 214,000	
\$ 2,744,883	\$ 4,466,890	\$ 3,436,375	\$ 4,005,860	\$ 2,196,000	\$ 3,789,000	\$ 4,293,000	\$ 2,502,000	\$ 7,300,000	
Funding Sources									
Capital Imp.									
Permissive Tax									
SCMR									
ODOT Large City									
Assessments									
State Highway									
OPWC									
Other									
Federal									
Total									

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN WATER							
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2014	2015	2016
Ongoing	ENGR.	GIS Modifications & Monumentation Project		\$ 145,000	\$ 10,000	\$ 10,000	\$ 10,000
Ongoing	ENGR.	Water Line Replacements		\$ 10,950,000	\$ 50,000	\$ 300,000	\$ 300,000
Ongoing	ENGR.	Replace 2" Waterlines W. Henry, North, Vine (2013) Sherman, Spring, Pearl (2014) Foster, Forest, Bechtel, Troyer (2015)	Construction	\$ 800,000	\$ 200,000	\$ 300,000	\$ 300,000
Complete	ENGR.	Armstrong Road W/L Replacement (Portage to Sunset)	Construction	\$ 190,000	\$ 190,000		
Complete	WTP	Madison Hill Water Tank Painting	Construction	\$ 410,000	\$ 410,000		
Complete	ENGR.	Hamilton (Oak Hill to Northwestern)	Construction	\$ 125,000	\$ 125,000		
In Progress	ENGR.	Water Tank North High Area	Engineering	\$ 2,000	\$ 2,000		
			Acquisition	\$ 207,000	\$ 207,000		
			Permits	\$ 12,000	\$ 12,000		
			Utilities	\$ 10,000	\$ 10,000		
			Geotech	\$ 8,000	\$ 8,000		
			Inspection	\$ 20,000		\$ 20,000	
			Construction	\$ 3,100,000		\$ 3,100,000	
In Progress	ENGR.	Branstetter Road	Construction	\$ 240,000	\$ 240,000		
1	ENGR.	Daisy Site Water Extension	Construction	\$ 125,000		\$ 125,000	
				\$ 285,000		\$ 285,000	
2	ENGR.	Melrose Booster Sta. - North High Area	Construction	\$ 600,000		\$ 600,000	
3	ENGR.	Main Distribution Line Through Christmas Run Park	Construction	\$ 500,000		\$ 500,000	
				\$ 400,000		\$ 400,000	
4	ENGR.	Impala, Imperial, Skylark, Victoria	Construction	\$ 750,000		\$ 750,000	
5	ENGR.	Norman Pl. W/L	Construction	\$ 75,000		\$ 75,000	
6	ENGR.	Northview Dr. W/L Replacement	Construction	\$ 150,000		\$ 150,000	
	ENGR.	North Well Field Check Valve Replacement	Construction	\$ 200,000		\$ 200,000	
7	WTP	Water Plant Stripper Tower Painting & Media	Construction	\$ 250,000		\$ 250,000	
8	ENGR.	Sherman, Ihrig W/L	Construction	\$ 350,000		\$ 350,000	
9	WTP	WTP Drive- Reclaim, chip&seal, concrete fill station	Construction	\$ 100,000			\$ 100,000
10	ENGR.	Brookside & Oakley W/L Replacement	Construction	\$ 750,000			\$ 750,000
11	ENGR.	McKinley Waterline Replacement	Construction	\$ 450,000			\$ 450,000
12	ENGR.	Bowman & Buckeye W/L Replacement	Construction	\$ 250,000			\$ 250,000
	ENGR.	WCH Tank Demolition	Construction	\$ 50,000			\$ 50,000
13	ENGR.	Gasche, Thome, Winter	Construction	\$ 750,000			\$ 750,000
14	ENGR.	Robinhood, Friar Tuck, Little John W/L	Construction	\$ 750,000			
14	ENGR.	Kelfer, Winter, Barbara	Construction	\$ 850,000			
15	ENGR.	Lincoln Avenue W/L (Nold to Bowman)	Construction	\$ 250,000			
16	ENGR.	Burbank Road W/L Replacement - Elm to Oldman	Construction	\$ 600,000			
				\$ 500,000			
17	ENGR.	West Wayne W/L (CC Culvert to Christmas Run)	Construction	\$ 250,000			
18	WTP	Milltown Water Tank Painting	Construction	\$ 500,000			
19	WTP	Water Tank Painting (OARDC, Clearwell)	Construction	\$ 500,000			
20	WTP	WTP Filter Addition	Engineering	\$ 50,000			
			Construction	\$ 1,500,000			
21	ENGR.	Chemical Addition at S-1	Construction	\$ 100,000			
22	ENGR.	Bloomington W/L	Construction	\$ 130,000			
23	WTP	City-wide Water Meter Replacement	Construction	\$ 4,000,000			

2017	2018	2019	2020	2021	2022	2023	COMMENTS
\$ 10,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 25,000	\$ 25,000	Aerial Photos every 3 yrs
\$ 1,000,000	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 300,000	Incl. 2" W/L repl. = 8600 ft
							Complete ahead of 2014 paving
							WCH Loan; Complete prior to Daisy
							Complete prior to 2014 paving
							CDBG ODOT Grant
							WCH Loan; Complete prior to Daisy
							OPWC
							Complete prior to 2016 paving
							Complete prior to 2016 paving
							Complete prior to 2016 paving
							Complete prior to 2016 paving
							Concrete replacement
							Complete prior to 2017 paving
							Complete prior to 2017 paving
							Complete prior to 2017 paving
\$ 750,000							Complete prior to 2018 paving
\$ 850,000							Complete prior to 2018 paving
\$ 250,000							Complete prior to 2018 paving
\$ 600,000							WCH Loan
\$ 500,000							\$500,000 OPWC Grant
\$ 250,000							
\$ 500,000							
	\$ 500,000						
\$ 50,000	\$ 1,500,000						
					\$ 100,000		
					\$ 130,000		
						\$ 4,000,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN WATER							
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR		
					2014	2015	2016
24	ENGR.	Palmer (Bowman to Wayne)	Construction	\$ 375,000			
25	ENGR.	Pine Street (Bever to College)	Construction	\$ 100,000			
26	ENGR.	Back Orrville Road Water Line Looping	Construction	\$ 250,000			
27	ENGR.	Grant Street - Park to Quinby	Construction	\$ 300,000			
28	ENGR.	Madison Booster Station Improvements	Engineering	\$ 25,000			
			Construction	\$ 100,000			
29	ENGR.	Stibbs Replacement Buckeye to Beall					
30	ENGR.	Prairie Lane Water Line (WTP to Timken Road)	Engineering	\$ 30,000			
			Permits	\$ 6,000			
			Construction	\$ 290,000			
	ENGR.	750,000 Gallon WTP Clearwell Addition	Construction				
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				\$ 1,464,000	\$ 1,464,000	\$ 7,415,000	\$ 2,960,000
TOTAL FROM STREETS				\$ 118,000	\$ -	\$ -	\$ -
SUBTOTAL				\$ 1,582,000	\$ 7,415,000	\$ 2,960,000	\$ 2,960,000
GRANT FUNDS				\$ 300,000	\$ 785,000	\$ 500,000	\$ 500,000
GRAND TOTAL WATER FUND				\$ 1,282,000	\$ 6,630,000	\$ 2,460,000	\$ 2,460,000

2017	2018	2019	2020	2021	2022	2023	COMMENTS
					\$ 375,000	\$ 375,000	
					\$ 100,000	\$ 100,000	
					\$ 250,000	\$ 250,000	
					\$ 300,000	\$ 300,000	
					\$ 25,000	\$ 25,000	
					\$ 100,000	\$ 100,000	
					\$ 30,000	\$ 30,000	
					\$ 6,000	\$ 6,000	
					\$ 290,000	\$ 290,000	
					\$ 250,000	\$ 250,000	
					\$ 200,000	\$ 200,000	
					\$ 200,000	\$ 200,000	
					\$ 150,000	\$ 150,000	
					\$ 300,000	\$ 300,000	
					\$ 200,000	\$ 200,000	
\$ 4,760,000	\$ 3,025,000	\$ 2,010,000	\$ 2,010,000	\$ 2,010,000	\$ 2,255,000	\$ 7,101,000	
\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 375,000	\$ 11,000	\$ -	
\$ 4,810,000	\$ 3,075,000	\$ 2,010,000	\$ 2,010,000	\$ 2,385,000	\$ 2,266,000	\$ 7,101,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ 4,810,000	\$ 3,075,000	\$ 2,010,000	\$ 2,010,000	\$ 2,385,000	\$ 2,266,000	\$ 7,101,000	

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN SANITARY SEWER										
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR 2014	2015	2016	2017	2018	
ONGOING	ENGR	GIS Modifications		\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,900,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 400,000		\$ 200,000	\$ 200,000			
ONGOING	ENGR & WRRF	CSO Abatement Projects		\$ 1,875,000	\$ 50,000	\$ 25,000	\$ 50,000	\$ 250,000	\$ 250,000	
COMPLETE	ENGR	Catherine		\$ 75,000	\$ 75,000					
IN PROGRESS	ENGR	WRRF Improvements		\$ 4,800,000		\$ 4,800,000				
1	ENGR	Daisy Sewer Extension		\$ 85,000		\$ 85,000				
						\$ 215,000				
2	ENGR	Melrose Interceptor Rehabilitation		\$ 350,000		\$ 350,000				
3	ENGR	E. Pine Street		\$ 100,000		\$ 100,000				
4	ENGR & WRRF	Walmart Lift Station Upgrade	Engineering	\$ 50,000 \$ 350,000		\$ 50,000	\$ 350,000			
5	ENGR	Stibbs (west of Gasche)		\$ 100,000			\$ 100,000			
6	ENGR	Prospect		\$ 75,000			\$ 75,000			
7	ENGR	Spink St. Area** (South of Bowman)		\$ 125,000				\$ 125,000		
8	ENGR	Gasche St** (South of Nold)		\$ 95,000				\$ 95,000		
9	ENGR & WRRF	Henry Street Lift Station Replacement		\$ 350,000				\$ 350,000		
10	ENGR	W. Liberty St. Area		\$ 330,000					\$ 330,000	
11	ENGR	Mechanicsburg Rd - Bell & Howell		\$ 200,000					\$ 200,000	
12	ENGR	Western Trunk Sewer (Fairgrounds & Santmyer) (Fairgrounds, Santmyer, ODOT Garage)		\$ 300,000					\$ 300,000	
13	WRRF	Sludge Lagoon Cleaning		\$ 350,000						
14	ENGR	Nupp Drive Lift Station Upgrades		\$ 300,000						
15	ENGR	Lab Electrical Upgrade		\$ 185,000						
16	WRRF	CSO Regulators		\$ 150,000						
17	WRRF	CSO Disinfection		\$ 100,000						
18	ENGR	Oak Hill Sewer - Highland to Oldman	Engineering Construction	\$ 25,000 \$ 240,000						
19	ENGR & WRRF	Cleveland Road North Lift Sta. Repl.		\$ 250,000						
20	ENGR & WRRF	Secondary Interceptor Sewer (Bever Swirl to WPCP)	Construction	\$ 1,000,000						
21	ENGR	Wayne Ave. Sewer Extension (Christmas Run to Thoreau)	Construction	\$ 50,000						
22	ENGR	Geyers Chapel Sewer Extension (South of Long Road)	Construction	\$ 300,000						
23	ENGR	Miller Lakes Sewer Rehab/Replacement	Construction	\$ 100,000						
24	ENGR	Brookside Sewer Improvements (Christmas Run to 2001 Brookside)	Construction	\$ 50,000						
	WRRF	Lagoon Lining		\$ -						
	WRRF	Design Lagoon #2		\$ -						
	WRRF	Lagoon #2 Rehab		\$ -						
SHEET TOTAL				\$ 13,230,000	\$ 250,000	\$ 6,050,000	\$ 1,000,000	\$ 1,045,000	\$ 1,305,000	
TOTAL FROM STREETS				\$ 37,000	\$ -	\$ -	\$ -	\$ 25,000	\$ 40,000	
GRAND TOTAL SANITARY SEWER FUND				\$ 13,267,000	\$ 250,000	\$ 6,050,000	\$ 1,000,000	\$ 1,070,000	\$ 1,345,000	

2019	2020	2021	2022	2023	COMMENTS
\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
					CDBG
					23% Sanitary Separation, 77% Storm
					Maint paving Mech. In 2009
\$ 350,000					
\$ 300,000					
\$ 35,000	\$ 150,000				
	\$ 150,000				
	\$ 100,000				
	\$ 25,000				
	\$ 240,000				
		\$ 250,000			
			\$ 1,000,000		
				\$ 50,000	
				\$ 300,000	
				\$ 100,000	
				\$ 50,000	
\$ 1,160,000	\$ 1,140,000	\$ 725,000	\$ 1,475,000	\$ 975,000	
\$ -	\$ -	\$ 7,000	\$ 8,000	\$ -	

[illegible]

1

Budget Information

2

2015 City Budget

3

2015 City Capital Plan

4

**City Planning
2016-2020**

5

**2015 Wooster Community
Hospital Budget**



2015 Budget Workshop

Operating, Capital & FTE Budgets

Wooster Community Hospital

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WOOSTER COMMUNITY HOSPITAL

SERVICE DEMAND AND BUDGET ASSUMPTIONS FOR BUDGET YEAR ENDING DECEMBER 31, 2015

	Actual '12	Actual '13	Projected '14	Budget '15
SERVICE DEMAND				
1 Acute Inpatient Admissions	5,856	5,408	5,397	5,427
2 Inpatient Rehab Admissions	167	196	237	237
3 Transitional Care Admissions	0	288	413	413
4 Total Admissions	6,023	5,892	6,047	6,077
5 % Occupancy (125 Open Beds '10 -'12, 147 '13)	40.1%	39.8%	47.3%	47.7%
6 Acute Inpatient Patient Days	16,272	15,029	15,499	15,739
7 Inpatient Rehab Patient Days	2,087	2,349	2,919	2,919
8 Transitional Care Patient Days	0	3,966	6,935	6,935
9 Total Patient Days	18,359	21,344	25,353	25,593
10 Observation Days	2,108	2,449	2,452	2,467
11 Births	1,085	1,114	1,070	1,100
12 Acute Average Length Of Stay	2.78	2.78	2.87	2.90
13 Inpatient Rehab Average Length Of Stay	12.50	11.98	12.32	12.32
14 Transitional Care Average Length Of Stay	0.00	13.77	16.79	16.79
15 Total Average Length Of Stay	3.05	3.62	4.19	4.21
16 Average Daily Census	50	58	69	70
17 Surgical Cases:				
18 Inpatient - including c-sections	1,447	1,411	1,297	1,372
19 Outpatient	2,822	2,877	2,969	3,176
20 Total	4,269	4,288	4,266	4,548
21 Emergency Room Visits	33,280	32,272	32,730	32,730
22 Home Health Admissions	852	935	759	873
23 Total Outpatient Registrations	111,410	113,500	113,700	116,142
24 Adjusted Patient Days	50,762	59,012	65,703	66,683
ASSUMPTIONS				
25 FTEs (including HH & Contract)	723	761	770	785
26 Manhours Per Patient Day	82.18	74.13	63.19	63.77
27 FTEs/Occupied Bed	14.41	13.01	11.09	11.19
28 Manhours Per APD	29.72	26.81	24.38	24.48
29 FTEs/Adjusted Patient Day	5.21	4.70	4.28	4.30
30 Salary Increase	04/08/12 All 2.0%	09/08/13 All 3.0%	n/a No Increase	03/08/15 All 2.0%
31 Est'd Budget Year Impact	\$561,383	\$386,513	\$0	\$679,101
32 Dates of Rate Increase	01-Jan-12	01-Jan-13	01-Jan-14	01-Jan-15
33 Rate Increase Percentage	5%	5%	5%	5%
34 Income from Operations	10,367,191	7,197,778	8,174,849	9,273,315
35 Non-Operating Income	331,181	184,627	381,070	388,622
36 Non-Operating Expenses	(5,258,646)	(5,258,000)	(5,976,667)	(6,791,000)
37 Net Income	5,439,726	2,124,405	2,579,252	2,870,937
38 EBIDA	12,157,778	9,392,325	10,213,169	10,671,603
39 Operating Cash Margin %	16.1%	13.5%	14.1%	14.6%
40 Operating Margin	9.8%	6.7%	7.3%	7.9%

WOOSTER COMMUNITY HOSPITAL**2015 BUDGET VOLUME ASSUMPTIONS - NEEDS UPDATED****Inpatient**

- Med/Surg - Peds - PCU	Flat	31.2
- ICU	10.6% Increase	4.7
- Women's Pavilion	2.8% Increase	7.2
- Inpatient Rehab	Flat	8.0
- Transitional Care Unit	Flat	19.0
Total Adult & Pediatric Patient Days		<u>70.1</u>
- Nursery	22.78% Decrease	<u>5.0</u>
Total Patient Days		<u>75.1</u>
* Inpatient Surgery Cases	7.0% Increase	1,372
Outpatient Surgery Cases	7.0% Increase	3,176
Emergency Visits	Flat	32,730

* Includes C-Sections

Outpatient**Increase/(Decrease) Activity**

Outreach Lab	23%
Home Health	15%
Private Duty	10%
Infusion Services	10%
Ambulatory Care	7%
Wound Clinic	6%
Retail Pharmacy	5%
Nutritional Services	4%
Sleep Center	3%
Bone Densitometry	2%
* Ultrasound	2%
Radiology-Healthpoint	1%
Physical Therapy	1%
Radiology	1%
Occupational Therapy	1%
Laboratory	1%
Cardiovascular	-2%
Milltown Lab	-33%

* Includes Hospital & HealthPoint

Remaining Activities - same level as 2014

- Endoscopy/Medical Outpatient
- * Breast Imaging
- Cardiac Rehab
- CT Scan
- Eagle Pass Lab
- Health & Wellness
- MRI
- Nuclear Medicine
- PET
- Pulmonary/ Neurology
- Radiology-Milltown
- Special Procedures
- Speech Therapy

WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET

	PROJECTED 2014	BUDGET 2015	INCREASE/ (DECREASE)
1 ROUTINE INPATIENT SERVICES	20,594,212	21,509,621	915,409
2 ANCILLARY INPATIENT SERVICES	54,475,217	57,767,483	3,292,266
3 TOTAL INPATIENT REVENUE	75,069,429	79,277,104	4,207,675
4 OUTPATIENT SERVICES	118,912,021	127,279,621	8,367,600
5 GROSS PATIENT REVENUE	193,981,450	206,556,725	12,575,275
REVENUE DEDUCTIONS			
6 CONTRACTUAL DEDUCTIONS	81,036,217	88,710,684	7,674,467
7 CHARITY DEDUCTIONS	1,305,628	753,432	(552,196)
8 OTHER DEDUCTIONS	195,200	207,854	12,654
9 BAD DEBT	5,207,388	5,822,877	615,489
10 TOTAL REVENUE DEDUCTIONS	87,744,433	95,494,847	7,750,414
11 NET PATIENT REVENUE	106,237,017	111,061,878	4,824,861
12 OTHER REVENUE	6,048,816	6,208,481	159,665
13 TOTAL NET REVENUE	112,285,833	117,270,359	4,984,526
OPERATING EXPENSES			
14 SALARIES AND WAGES	41,123,478	43,027,072	1,903,594
15 BENEFITS	14,777,057	15,851,154	1,074,097
16 FEES-PHYSICIANS	100,000	100,000	0
17 FEES-OTHER	10,707,297	10,358,501	(348,796)
18 SUPPLIES	20,974,699	21,890,814	916,115
19 UTILITIES	2,017,056	2,061,328	44,272
20 REPAIRS & MAINTENANCE	3,457,135	3,817,670	360,535
21 LEASES AND RENTALS	1,405,265	1,235,909	(169,356)
22 TAXES, INSURANCE & RISK MANAGEMENT	1,210,973	1,074,208	(136,765)
23 OTHER EXPENSE	704,107	779,722	75,615
24 TOTAL OPERATING EXPENSES	96,477,067	100,196,378	3,719,311
25 DEPRECIATION	7,633,917	7,800,666	166,749
26 TOTAL OPERATING COSTS	104,110,984	107,997,044	3,886,060
27 OPERATING INCOME	8,174,849	9,273,315	1,098,466
NON-OPERATING INCOME & EXPENSES			
28 INTEREST INCOME-OPERATING	30,999	40,412	9,413
29 INTEREST INCOME-PLANT	350,071	348,210	(1,861)
30 OTHER EXPENSE	(5,976,667)	(6,791,000)	814,333
31 TOTAL NON-OPERATING INCOME	(5,595,597)	(6,402,378)	(806,781)
32 NET INCOME	2,579,252	2,870,937	291,685

WOOSTER COMMUNITY HOSPITAL**EXPENSES BY CATEGORY**

	2014 PROJECTED	2015 BUDGET
1 SALARIES & WAGES		
2 SALARIES & WAGES	40,790,244	42,657,972
3 GAIN SHARING EXPENSE	333,234	369,100
4 TOTAL SALARIES & WAGES	41,123,478	43,027,072
5 BENEFITS		
6 PERS	5,622,411	5,920,696
7 WORKER'S COMPENSATION	102,193	360,864
8 MEDICARE	545,203	572,826
9 QHR	118,655	125,287
10 UNEMPLOYMENT	27,271	28,312
11 HEALTH & DENTAL INSURANCE	7,990,034	8,460,195
12 LIFE INSURANCE	21,801	22,016
13 DISABILITY INSURANCE	198,988	201,752
14 EDUCATIONAL ASSISTANCE	114,361	122,400
15 EMPLOYEE HEALTH	2,972	2,975
16 EMPLOYEE RELATIONS	33,168	33,831
17 TOTAL BENEFITS	14,777,057	15,851,154
18 PHYSICIAN CONSULTING	100,000	100,000
19 FEES-OTHER		
20 CONSULTING	57,713	58,810
21 ADVERTISING	176,579	199,613
22 AUDITING	37,751	37,780
23 MANAGEMENT FEES-QUORUM	371,897	382,964
24 LEGAL FEES	90,848	94,178
25 PURCHASED SECURITY	208,936	215,780
26 OUTSIDE SERVICES	9,662,627	9,255,353
27 COMPLIANCE	100,946	114,023
28 TOTAL FEES-OTHER	10,707,297	10,358,501
29 SUPPLIES		
30 OFFICE SUPPLIES	48,675	51,885
31 COPIER SUPPLIES	11,003	11,304
32 CHARGEABLE SUPPLIES	7,360,541	7,822,705
33 DIRECT DEPT SUPPLIES	3,325,058	3,416,163
34 CONTRAST MEDIA	412,310	453,260
35 PRINTING FORMS	1,897	3,696
36 OXYGEN & OTHER SUPPLIES	14,523	16,747
37 DRUGS	6,264,556	6,322,349
38 DRUGS-RETAIL	2,026,855	2,098,342

WOOSTER COMMUNITY HOSPITAL**EXPENSES BY CATEGORY**

	2014 PROJECTED	2015 BUDGET
39 SUPPLIES - CONTINUED		
40 FOOD	343,237	326,781
41 UNIFORM REPLACEMENT	7,530	11,788
42 MINOR EQUIPMENT	438,932	641,374
43 BLOOD PROCESSING	623,118	620,919
44 FREIGHT	96,464	93,501
45 TOTAL SUPPLIES	20,974,699	21,890,814
46 UTILITIES		
47 ELECTRICITY	1,174,943	1,207,627
48 FUEL	458,986	470,471
49 WATER	103,679	103,735
50 SEWER	85,532	85,579
51 TELEPHONE	193,916	193,916
52 TOTAL UTILITIES	2,017,056	2,061,328
53 REPAIRS AND MAINTENANCE		
54 REPAIR AND MAINTENANCE	379,408	368,819
55 MAINTENANCE CONTRACTS	3,049,271	3,419,247
56 TRUCK EXPENSE	28,456	29,604
57 TOTAL REPAIRS & MAINTENANCE	3,457,135	3,817,670
58 LEASE/RENTAL	1,405,265	1,235,909
59 TAXES & INSURANCE		
60 PROPERTY & LIABILITY & RISK MNGT	862,529	830,902
61 REAL ESTATE & FRANCHISE BED TAXES	348,444	243,306
62 TOTAL TAXES & INSURANCE	1,210,973	1,074,208
63 OTHER EXPENSES		
64 EDUCATION & TRAVEL	343,532	378,027
65 DUES AND SUBSCRIPTIONS	251,639	265,557
66 POSTAGE	53,896	72,040
67 SCHOLARSHIPS	55,040	64,098
68 TOTAL OTHER EXPENSE	704,107	779,722
69 SUBTOTAL OPERATING EXPENSES W/O DEPR.	96,477,067	100,196,378
70 DEPRECIATION	7,633,917	7,800,666
71 TOTAL OPERATING EXPENSE	104,110,984	107,997,044
72 NON-OPERATING OTHER EXPENSE	5,976,667	6,791,000
73 TOTAL EXPENSES	110,087,651	114,788,044

WOOSTER COMMUNITY HOSPITAL
EXPLANATION OF INCREASES/DECREASES
2015 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Patient Revenue</u>	
<u>Routine Inpatient Services:</u>	915,409
In addition to the proposed 5% price increase, we are predicting an slight increase in inpatient volume due to the addition of an Intensivist Program.	
<u>Ancillary Inpatient Services:</u>	3,292,266
In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase slightly due to the addition of an Intensivist Program.	
Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	
<u>Total Inpatient Revenue</u>	4,207,675
<u>Outpatient Revenue:</u>	8,367,600
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>	12,575,275
<u>Revenue Deductions:</u>	
<u>Contractual allowances:</u>	7,674,467
The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2015 Final Rules and and the continuation of a shift in payer mix due to the Accountable Care Act.	
<u>Charity Deductions:</u>	(552,196)
Decrease corresponds to the reduction experienced in charity care in 2014 as more patients accessed coverage through the exchanges and Medicaid expansion.	
<u>Other Deductions:</u>	12,654
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Bad Debt</u>	615,489
Increase corresponds to changes in patient revenue due to price and volume increases.	
<u>Total Revenue Deductions:</u>	7,750,414
<u>Net Patient Revenue:</u>	4,824,861
<u>Other Revenue:</u>	159,665
Increase is due to the Akron Childrens collaboration on the SCN which is partially offset by a reduction in anticipated revenue from Meaningful Use from Medicare & Medicaid. 2014 was the last year for Medicaid Meaningful Use dollars.	
<u>Total Net Revenue:</u>	4,984,526

WOOSTER COMMUNITY HOSPITAL

EXPLANATION OF INCREASES/DECREASES

2015 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Expenses:</u>	
<u>Salaries & Wages:</u> Increase is due to a projected 2.0% wage increase effective March 8, 2015 and anticipated step increases in 2015 which together are estimated to result in an overall 2.85% increase. Gainsharing is budgeted at 4.0% of the projected operating margin.	1,903,594
<u>Benefits:</u> 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 2015. No material rebate from BWC was assumed for 2015 as occurred in 2014.	1,074,097
<u>Fees Physician:</u> Will remain the same for 2015	0
<u>Fees Other:</u> Decrease is mainly due to a decrease in outside services which is partially offset by an increase in advertising and compliance.	(348,796)
<u>Supplies:</u> Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.	916,115
<u>Utilities:</u> Increase in cost is primarily due to inflation.	44,272
<u>Repairs & Maintenance:</u> Increase is mainly due to IT system maintenance related to the hosting of computer servers and the addition of Imaging Services equipment to the GE Biomedical contract.	360,535
<u>Leases & Rentals:</u> Decrease is primarily due to the end of the lease term on the Robotic System and the cost savings from the re-negotiated lease amount on the ESWL.	(169,356)
<u>Taxes & Insurance:</u> Decrease is primarily due to real estate taxes for Eagle Pass & College Hills. Eagle Pass has been granted tax exempt status and we are expecting College Hills to be granted an exemption.	(136,765)
<u>Other Expenses:</u> Increase is mainly due to education & travel, dues and subscriptions and postage.	75,615
<u>Depreciation:</u> The increase is due to PP&E that will be fully depreciated in 2014 offset by construction projects and new capital items purchased in 2014 with a full year depreciation starting in 2015 and new 2015 capital purchases.	166,749
<u>Total Operating Costs:</u>	3,886,060

WOOSTER COMMUNITY HOSPITAL
EXPLANATION OF INCREASES/DECREASES
2015 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Income:</u>	1,098,466
<u>Non-Operating Income Expenses:</u>	
<u>Interest Income - Operating Fund</u>	9,413
Increase is due to an anticipated increase in the Operating Fund cash balance.	
<u>Interest Income - Plant Fund</u>	(1,861)
Decrease is due to an anticipated decrease in the Plant Fund cash balance related to capital expenditures for 2015.	
<u>Other Expenses:</u>	814,333
This account is used to transfer funds to the Wooster Community Hospital Foundation for ongoing recruitment, transportation program and physician employment support model.	
<u>Net Income:</u>	291,685

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2015

NET PATIENT SERVICE REVENUE: \$111,061,878

DIRECT PATIENT CARE EXPENSE:

IV THERAPY	369,438
INFUSION SERVICES	2,630,182
WOUND CENTER	1,063,406
FLOAT	177,218
PCU	3,451,426
MED/SURG-2	2,206,900
MED/SURG-3	2,183,547
ICU	2,032,682
WOMEN'S PAVILION	4,711,362
SCN- AKRON CHILDRENS COLLABORATION	153,744
INPATIENT REHAB	1,300,143
SURGERY	9,920,609
AMBULATORY CARE / P.A.C.U.	1,154,376
ANESTHESIA	454,648
ENDOSCOPY	690,028
MEDICAL SUPPLIES EXPENSE	95
EMERGENCY DEPARTMENT	3,787,518
SANE NURSE PROGRAM	51,112
LABORATORY	5,428,891
MILLTOWN LABORATORY	127,797
EAGLE PASS LAB STATION	161,110
PHYSICIAN PHLEBOTOMY SERVICES	144,790
LABORATORY OUTREACH	33,776
HEALTHPOINT BONE DENSITOMETRY	44,567
RADIOLOGY	1,548,755
MILLTOWN RADIOLOGY	130,637
HEALTHPOINT RADIOLOGY	128,775
ULTRASOUND	286,144
HEALTHPOINT ULTRASOUND	119,444
NUCLEAR MEDICINE	622,632
CAT SCAN	857,614
HEALTHPOINT BREAST HEALTH CENTER	276,280
BREAST IMAGING HOSPITAL	45,101
MRI	658,346
PET/CT	83,097
PHARMACY	6,261,447
SLEEP LAB	381,851
PULMONARY/NEUROLOGY	2,135,372
PHYSICAL THERAPY	1,701,744
PHYSICAL THERAPY INPATIENT	223,101
PHYSICAL THERAPY INPATIENT REHAB	239,032
PHYSICAL THERAPY TCU	300,076

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2015

NET PATIENT SERVICE REVENUE: \$111,061,878

DIRECT PATIENT CARE EXPENSE:

IV THERAPY	369,438
INFUSION SERVICES	2,630,182
WOUND CENTER	1,063,406
FLOAT	177,218
PCU	3,451,426
MED/SURG-2	2,206,900
MED/SURG-3	2,183,547
ICU	2,032,682
WOMEN'S PAVILION	4,711,362
SCN- AKRON CHILDRENS COLLABORATION	153,744
INPATIENT REHAB	1,300,143
SURGERY	9,920,609
AMBULATORY CARE / P.A.C.U.	1,154,376
ANESTHESIA	454,648
ENDOSCOPY	690,028
MEDICAL SUPPLIES EXPENSE	95
EMERGENCY DEPARTMENT	3,787,518
SANE NURSE PROGRAM	51,112
LABORATORY	5,428,891
MILLTOWN LABORATORY	127,797
EAGLE PASS LAB STATION	161,110
PHYSICIAN PHLEBOTOMY SERVICES	144,790
LABORATORY OUTREACH	33,776
HEALTHPOINT BONE DENSITOMETRY	44,567
RADIOLOGY	1,548,755
MILLTOWN RADIOLOGY	130,637
HEALTHPOINT RADIOLOGY	128,775
ULTRASOUND	286,144
HEALTHPOINT ULTRASOUND	119,444
NUCLEAR MEDICINE	622,632
CAT SCAN	857,614
HEALTHPOINT BREAST HEALTH CENTER	276,280
BREAST IMAGING HOSPITAL	45,101
MRI	658,346
PET/CT	83,097
PHARMACY	6,261,447
SLEEP LAB	381,851
PULMONARY/NEUROLOGY	2,135,372
PHYSICAL THERAPY	1,701,744
PHYSICAL THERAPY INPATIENT	223,101
PHYSICAL THERAPY INPATIENT REHAB	239,032
PHYSICAL THERAPY TCU	300,076

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2015

DIRECT PATIENT CARE EXPENSE - CONTINUED:

SPEECH THERAPY	185,389
SPEECH THERAPY INPATIENT	80,983
SPEECH THERAPY INPATIENT REHAB	74,165
SPEECH THERAPY TCU	112,272
OCCUPATIONAL THERAPY	325,410
OCCUPATIONAL THERAPY INPATIENT	229,166
OCCUPATIONAL THERAPY INPATIENT REHAB	237,961
OCCUPATIONAL THERAPY TCU	312,463
CARDIAC REHAB	215,612
CARDIOVASCULAR	1,078,575
SPECIAL PROCEDURES	1,783,946
INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY	289,956
NUTRITIONAL SERVICES	413,414
HOME HEALTH	2,416,113
TRANSITIONAL CARE UNIT	1,974,071
QUALITY MANAGEMENT	1,608,430
	<hr/>
	69,616,739

DIRECT PATIENT CARE CONTRIBUTION MARGIN

41,445,139

OTHER OPERATING REVENUE:

6,208,481

OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

ED-EMS	92,052
TRANSPORT TEAM	17,027
AMERICAN HEART CLASSES	21,700
RETAIL PHARMACY	2,324,981
HEALTHPOINT HEALTH & WELLNESS	911,620
PRIVATE DUTY	746,882
PHYSICIAN PRACTICE MANAGEMENT	(158,764)
MILLTOWN PROFESSIONAL BUILDING	429,340
ON CAMPUS MEDICAL OFFICE BUILDING	206,782
EAGLE PASS BUILDING	57,534
HEALTHPOINT BUILDING	803,512
COLLEGE HILLS PLAZA	-
	<hr/>
	5,452,666

OTHER OPERATIONS CONTRIBUTION MARGIN

755,815

OVERHEAD & SUPPORT SERVICE EXPENSES:

NURSING ADMINISTRATION	763,531
EDUCATION & PRACTICE	470,437
STERILE PROCESSING	627,590
PATIENT NAVIGATOR/ONCOLOGY	234,166

WOOSTER COMMUNITY HOSPITAL

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2015

OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTH INFORMATION MANAGEMENT	1,555,641
FOOD SERVICE	1,410,352
PLANT OPERATIONS	6,851,978
MAINTENANCE	632,807
MILLTOWN MAINTENANCE	21,200
HEALTHPOINT MAINTENANCE	25,666
ENVIRONMENTAL SERVICES	2,443,625
ACCOUNTING	626,676
CREDIT AND COLLECTION	981,000
REGISTRATION	1,132,351
ED REGISTRATION	298,457
PATIENT FINANCIAL SERVICES	1,490,442
COMMUNICATIONS	334,530
TELECOMMUNICATIONS	347,859
INFORMATION SYSTEMS	3,862,553
CORPORATE CARE OF WOOSTER	144,307
COMMUNITY CARE NETWORK/ACO	258,803
EMPLOYEE HEALTH	77,134
ADMINISTRATION	4,578,496
HUMAN RESOURCES	963,206
RETURN TO WORK	34,354
MEDICAL STAFF SERVICES	179,208
MATERIALS MANAGEMENT	552,034
MARKETING/TRANSPORTATION	703,490
VOLUNTEER SERVICES	100,152
INSURANCE	752,760
GAIN SHARING	369,100
LEGAL & TREASURY ALLOCATION	72,000
PROPERTY 708 WINTER STREET	8,610
PROPERTY 720 WINTER STREET	7,603
FRIENDSVILLE ROAD PROPERTY	6,980
1734 GASCHE STREET	3,591
1710 GASCHE STREET	4,950
	<hr/> 32,927,639
OPERATING MARGIN:	<hr/> 9,273,315
INVESTMENT INCOME	388,622
WCH FOUNDATION	(6,791,000)
	<hr/> (6,402,378)
NET INCOME	<hr/> <hr/> 2,870,937

WOOSTER COMMUNITY HOSPITAL

**2015 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS**

	2014 THRU 10/31/14				2015 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
NURSING SERVICES - CNO								
NURSING ADMINISTRATION	6.38	7.44	0.00	7.44	6.25	7.29	0.00	7.29
EDUCATION & PRACTICE	2.68	3.13	0.00	3.13	2.74	3.20	0.00	3.20
PT NAV/ONCOLOGY	2.40	2.62	0.00	2.62	2.38	2.60	0.00	2.60
IV THERAPY	3.36	3.98	0.00	3.98	2.34	2.77	0.00	2.77
INFUSION SERVICES	1.88	1.98	0.79	2.77	2.35	2.48	0.79	3.27
MED/SURG FLOAT	0.22	1.63	0.00	1.63	0.24	1.78	0.00	1.78
PCU	38.31	41.87	0.00	41.87	36.37	39.75	0.00	39.75
MED/SURG - 2	33.46	37.64	0.00	37.64	22.14	24.91	0.00	24.91
MED/SURG - 3	7.53	10.17	0.00	10.17	18.44	24.90	0.00	24.90
ICU	16.60	18.67	0.00	18.67	17.86	20.09	0.00	20.09
WOMEN'S PAVILION	41.18	45.74	0.00	45.74	41.38	45.97	0.00	45.97
SCN AKRON CHILDRENS	0.16	0.18	0.00	0.18	0.00	0.00	0.00	0.00
INPATIENT REHAB	14.16	15.60	0.00	15.60	13.82	15.23	0.00	15.23
SURGERY	22.91	26.17	0.00	26.17	24.95	28.50	0.00	28.50
AMBULATORY CARE/PACU.	10.39	11.36	0.00	11.36	10.14	11.09	0.00	11.09
ENDOSCOPY	4.37	4.76	0.00	4.76	4.71	5.13	0.00	5.13
STERILE PROCESSING	6.70	7.78	0.00	7.78	6.60	7.66	0.00	7.66
EMERGENCY DEPARTMENT	37.47	41.54	0.00	41.54	37.62	41.71	0.00	41.71
SANE NURSE	0.15	0.15	0.00	0.15	0.26	0.27	0.00	0.27
EMERGENCY - EMS	1.07	1.10	0.00	1.10	0.97	1.00	0.00	1.00
TRANSPORT TEAM	0.00	0.00	0.00	0.00	0.12	0.12	0.00	0.12
PHARMACY	12.67	14.00	0.00	14.00	12.74	14.08	0.00	14.08
RETAIL PHARMACY	2.30	2.76	0.00	2.76	2.65	3.17	0.00	3.17
CARDIAC REHAB	2.23	2.48	0.00	2.48	2.25	2.50	0.00	2.50
CARDIO/VASCULAR	7.99	9.09	0.00	9.09	7.85	8.92	0.00	8.92
SPECIAL PROCEDURES	3.77	4.26	0.00	4.26	3.79	4.28	0.00	4.28
HOME HEALTH	21.46	24.04	0.00	24.04	22.58	25.30	0.00	25.30
PRIVATE DUTY	0.97	1.09	18.83	19.92	1.78	2.00	21.56	23.56
TRANSITIONAL CARE UNIT	24.54	26.89	0.00	26.89	23.52	25.77	0.00	25.77
OUTPATIENT PSYCHIATRIC THERAPY	0.00	0.00	0.00	0.00	2.65	3.00	0.00	3.00
TOTAL NURSING SERVICES FTEs	327.30	368.12	19.62	387.74	331.49	375.47	22.35	397.82

WOOSTER COMMUNITY HOSPITAL
2015 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

2014
THRU 10/31/14

2015
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	4.79	5.37	3.00	8.37	4.83	5.41	3.00	8.41
LABORATORY	32.10	35.55	0.00	35.55	30.36	33.62	0.00	33.62
MILLTOWN LABORATORY	1.40	1.54	0.00	1.54	1.91	2.10	0.00	2.10
EAGLE PASS LAB	1.84	2.05	0.00	2.05	1.82	2.03	0.00	2.03
PHYSICIAN PHLEBOTOMIST	0.00	0.00	0.00	0.00	2.47	2.73	0.00	2.73
OUTREACH LAB	0.00	0.00	0.00	0.00	0.56	0.62	0.00	0.62
HEALTHPOINT BONE DENSITOMETRY	0.76	0.92	0.00	0.92	0.46	0.56	0.00	0.56
RADIOLOGY	12.73	14.84	0.00	14.84	12.73	14.84	0.00	14.84
MILLTOWN RADIOLOGY	0.98	1.24	0.00	1.24	0.79	1.00	0.00	1.00
HEALTHPOINT RADIOLOGY	0.88	0.92	0.00	0.92	0.96	1.00	0.00	1.00
ULTRASOUND	2.29	2.49	0.00	2.49	2.10	2.28	0.00	2.28
HEALTHPOINT ULTRASOUND	0.76	0.76	0.00	0.76	0.74	0.74	0.00	0.74
NUCLEAR MEDICINE	1.66	2.04	0.00	2.04	1.63	2.00	0.00	2.00
CAT SCAN	6.95	7.97	0.00	7.97	6.63	7.61	0.00	7.61
HEALTHPOINT BREAST IMAGING	1.92	2.21	0.00	2.21	1.68	1.94	0.00	1.94
BREAST IMAGING INPATIENT	0.10	0.10	0.00	0.10	0.10	0.10	0.00	0.10
MRI	2.60	2.76	0.00	2.76	2.60	2.76	0.00	2.76
SLEEP LAB	3.71	3.90	0.00	3.90	3.51	3.69	0.00	3.69
PULMONARY/NEUROLOGY	19.40	22.25	0.00	22.25	19.51	22.38	0.00	22.38
NUTRITIONAL SERVICES	4.42	4.75	0.00	4.75	4.60	4.95	0.00	4.95
FOOD SERVICES	19.91	21.94	0.00	21.94	19.22	21.18	0.00	21.18
PLANT OPERATIONS	7.09	7.73	6.81	14.54	7.02	7.66	6.81	14.47
MAINTENANCE	8.24	9.24	0.00	9.24	8.20	9.20	0.00	9.20
MILLTOWN MAINTENANCE	0.34	0.38	0.00	0.38	0.36	0.40	0.00	0.40
HEALTHPOINT MAINTENANCE	0.34	0.38	0.00	0.38	0.36	0.40	0.00	0.40
ENVIRONMENTAL SERVICES	28.89	32.33	1.78	34.11	30.37	33.99	0.50	34.49
MILLTOWN ENVIRONMENTAL SERVICES	1.86	2.13	0.00	2.13	1.64	1.88	0.00	1.88
ON-CAMPUS ENVIRONMENTAL	1.04	1.13	0.00	1.13	1.05	1.14	0.00	1.14
HEALTHPOINT ENVIRONMENTAL SERVICES	3.61	3.79	0.00	3.79	3.48	3.65	0.00	3.65
TOTAL CLINICAL SERVICES FTEs	170.60	190.71	11.59	202.30	171.69	191.86	10.31	202.17

WOOSTER COMMUNITY HOSPITAL
2015 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

2014
THRU 10/31/14

2015
BUDGETED FTEs

	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
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	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
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CLINICAL SERVICES - WILLIAM SHERON

HEALTHPOINT PHYSICAL THERAPY	15.12	17.04	0.00	17.04	14.52	16.36	0.00	16.36	16.36
PHYSICAL THERAPY INPATIENT ACUTE	2.08	2.38	0.00	2.38	1.91	2.19	0.00	2.19	2.19
PT INPT REHAB	2.10	2.38	0.00	2.38	2.16	2.45	0.00	2.45	2.45
PT TCU	3.07	3.30	0.00	3.30	3.01	3.23	0.00	3.23	3.23
HEALTHPOINT SPEECH THERAPY	1.60	1.81	0.00	1.81	1.54	1.75	0.00	1.75	1.75
SPEECH THERAPY INPATIENT ACUTE	0.75	0.74	0.00	0.74	0.72	0.71	0.00	0.71	0.71
SPEECH IP REHAB	0.59	0.70	0.00	0.70	0.56	0.67	0.00	0.67	0.67
SPEECH TCU	0.80	0.81	0.00	0.81	0.99	1.00	0.00	1.00	1.00
HEALTHPOINT OCCUPATIONAL THERAPY	2.51	2.75	0.00	2.75	2.53	2.77	0.00	2.77	2.77
OCCUPATIONAL THERAPY INPATIENT ACUTE	2.09	2.33	0.00	2.33	2.01	2.24	0.00	2.24	2.24
OT INPT REHAB	2.30	2.49	0.00	2.49	2.22	2.41	0.00	2.41	2.41
OT TCU	3.67	3.93	0.00	3.93	3.26	3.49	0.00	3.49	3.49
HEALTHPOINT HEALTH & WELLNESS	10.74	11.74	1.92	13.66	11.48	12.55	1.92	14.47	14.47
CORPORATE CARE OF WOOSTER	1.83	2.02	0.02	2.04	1.81	2.00	0.02	2.02	2.02
TOTAL CLINICAL SERVICES FTEs	49.25	54.42	1.94	56.36	48.73	53.82	1.94	55.76	55.76

FISCAL SERVICES - SCOTT BOYES

HEALTH INFORMATION MANAGEMENT	13.01	14.46	0.35	14.81	12.15	13.50	0.22	13.72	13.72
GENERAL ACCOUNTING	6.63	7.60	0.00	7.60	6.67	7.64	0.00	7.64	7.64
REGISTRATION	18.81	21.30	0.00	21.30	18.55	21.00	0.00	21.00	21.00
ED REGISTRATION	5.89	6.27	0.00	6.27	5.64	6.00	0.00	6.00	6.00
PATIENT FINANCIAL SERVICES	17.37	19.23	0.11	19.34	17.17	19.01	0.00	19.01	19.01
COMMUNICATIONS	4.79	5.43	0.00	5.43	4.80	5.44	0.00	5.44	5.44
MATERIALS MANAGEMENT	5.06	5.65	0.00	5.65	5.10	5.69	0.00	5.69	5.69
TOTAL FISCAL SERVICES FTEs	71.57	79.94	0.46	80.40	70.07	78.28	0.22	78.50	78.50

WOOSTER COMMUNITY HOSPITAL

2015 SALARY BUDGET (HOSPITAL SUMMARY) BUDGET YEAR LABOR DATA PROJECTIONS

	2014 THRU 10/31/14				2015 BUDGETED FTEs			
	TOTAL			TOTAL	TOTAL			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs		WORKED FTEs	PAID FTEs	CONTRACT FTEs	
ADMINISTRATIVE SERVICES - WILLIAM SHERON								
COMMUNITY CARE NETWORK/ACO	1.31	1.44	0.00	1.44	2.51	2.75	0.00	2.75
ADMINISTRATION	4.96	5.72	1.00	6.72	5.03	5.80	1.00	6.80
MARKETING	5.85	6.43	0.00	6.43	5.74	6.30	0.00	6.30
PHYSICIAN PRACTICE	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
TOTAL ADMINISTRATIVE SERVICES	13.02	14.59	1.00	15.59	14.17	15.85	1.00	16.85
QUALITY MANAGEMENT - KATHY SIFFERLIN								
CASE MANAGEMENT	11.58	12.92	0.00	12.92	12.19	13.60	0.00	13.60
MEDICAL STAFF SERVICES	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
TOTAL QUALITY MANAGEMENT FTEs	12.47	13.92	0.00	13.92	13.08	14.60	0.00	14.60
INFORMATION TECHNOLOGY - CARLA FONTE								
TELECOMMUNICATIONS	0.53	0.59	0.00	0.59	0.54	0.60	0.00	0.60
INFORMATION SERVICES	10.68	12.40	0.00	12.40	10.68	12.40	0.00	12.40
TOTAL INFORMATION TECHNOLOGY FTEs	11.21	12.99	0.00	12.99	11.22	13.00	0.00	13.00
HUMAN RESOURCES - MARLON TAYLOR								
EMPLOYEE HEALTH	0.60	0.66	0.00	0.66	0.64	0.70	0.00	0.70
HUMAN RESOURCES	2.76	3.35	0.00	3.35	3.13	3.80	0.00	3.80
EMPLOYEE RETRAINING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
RETURN TO WORK	0.43	0.43	0.00	0.43	0.49	0.49	0.00	0.49
VOLUNTEER SERVICES	0.89	1.02	0.00	1.02	0.87	1.00	0.00	1.00
TOTAL HUMAN RESOURCES FTEs	4.69	5.46	0.00	5.46	5.14	5.99	0.00	5.99

WOOSTER COMMUNITY HOSPITAL

2015 SALARY BUDGET (HOSPITAL SUMMARY)
BUDGET YEAR LABOR DATA PROJECTIONS

	2014 THRU 10/31/14				2015 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
TOTAL NURSING SERVICES FTEs	327.30	368.12	19.62	387.74	331.49	375.47	22.35	397.82
TOTAL CLINICAL SERVICES FTEs	219.85	245.13	13.53	258.66	220.43	245.68	12.25	257.93
TOTAL FISCAL SERVICES FTEs	71.57	79.94	0.46	80.40	70.07	78.28	0.22	78.50
TOTAL ADMINISTRATIVE FTEs	13.02	14.59	1.00	15.59	14.17	15.85	1.00	16.85
TOTAL QUALITY MANAGEMENT FTE'S	12.47	13.92	0.00	13.92	13.08	14.60	0.00	14.60
TOTAL INFORMATION TECHNOLOGY FTE'S	11.21	12.99	0.00	12.99	11.22	13.00	0.00	13.00
TOTAL HUMAN RESOURCES FTEs	4.69	5.46	0.00	5.46	5.14	5.99	0.00	5.99
TOTAL HOSPITAL FTEs	660.11	740.15	34.61	774.76	665.60	748.87	35.82	784.69

WOOSTER COMMUNITY HOSPITAL

2015 - 2019 CAPITAL BUDGET SUMMARY

	2015	2016	2017
2014 Carryover Capital Items			
FACILITIES			
New Facility & Equipment	\$11,900,000		
Infusion Services Entrance Push Button Door Opener	\$7,000		
IMAGING SERVICES			
Stereotactic Breast Biopsy Unit	\$350,000		
Mammotome Biopsy Guidance System	\$36,500		
CATH LAB			
Hemodynamic System	\$300,000		
Intra-aortic Balloon Pump	\$87,000		
PHARMACY			
Anesthesia Drug Dispensing Cart	\$225,500		
INFORMATION SYSTEMS			
Wireless Access Points	\$176,000		
ED Physician Meditech Documentation Module	\$81,000		
Physical Security Expansion	\$50,000		
OP Rehab IT Hardware	\$25,000		
DIETARY			
Room Service System Phase III	\$70,000		
Cafeteria Serving Line Renovation	\$24,500		
TRANSITIONAL CARE UNIT			
Patient Alarm System Server	\$11,000		
REHAB (PT, OT, SP) & HEALTH AND WELLNESS			
Traction Machine	\$3,000		
TOTAL 2014 CARRYOVER	<u>\$13,346,500</u>		

2015 - 2017 Capital Budget Itemized Request / Projections - REGULAR CAPITAL

IV THERAPY			
IV Pumps (10)	\$31,500		
INFUSION SERVICES			
IVAC Pumps (3)	\$9,500	\$3,500	\$3,500
WOUND HEALING CENTER			
Podiatry Chairs	\$5,000	\$5,000	
TV - Mounted Entertainment System	\$2,000	\$2,000	
Stretcher			\$5,000
Doppler Unit			\$1,500
PROGRESSIVE CARE UNIT			
Bariatric Bed	\$26,000	\$150,000	
Monitor Software Upgrade			
INTENSIVE CARE UNIT			

WOOSTER COMMUNITY HOSPITAL

2015 - 2019 CAPITAL BUDGET SUMMARY

	<u>2015</u>	<u>2016</u>	<u>2017</u>
Patient Beds (2)	\$46,000		
WOMEN'S PAVILION			
Daybed Sleepers (10)	\$30,000		
Epidural Pumps (7)	\$22,000		
Phototherapy Units (2)	\$15,500	\$7,000	\$7,000
Monitors (2)	\$14,500	\$14,500	
Patient Beds		\$31,500	\$31,500
INPATIENT REHAB UNIT			
Nursing Station Desk	\$7,000		
SURGERY/STERILE PROCESSING/ANESTHESIA			
Robotic System	\$493,500		
Surgical Power Equipment	\$100,000	\$75,000	\$75,000
Urology Laser	\$60,000		
Ultrasound System	\$55,000		
Surgical Bed	\$35,500		
Operating Room Light	\$31,000	\$31,000	
Hip Scopes	\$12,000		
Monitor Tower System	\$10,000		
Robotic Technology Enhancement for OB/GYN Services		\$125,000	
Anesthesia Machines		\$64,000	\$64,000
Cysto OR Bed		\$35,000	
Bovie Cautery Units		\$30,000	\$30,000
Glidescope		\$20,000	\$20,000
Security System Enhancement		\$12,000	
Tourniquet System		\$10,500	
POST ANESTHESIA CARE UNIT (PACU)			
Computer stands (2)	\$4,500		
Curtains and Track System	\$2,500		
ENDOSCOPY			
Bronchoscope	\$24,000		
Travel Refurbished Cart	\$18,000		
Upper Scope HD		\$26,000	
Colonoscope HD			\$26,000
SURGICAL DAY CARE			
Motorized Patient Cart	\$13,000	\$26,000	\$26,000
EMERGENCY DEPARTMENT			
IV Pumps (2)	\$6,500		
TV's & Mounting Hardware (16)	\$4,000		
Monitoring System		\$600,000	
LABORATORY			
Blood Bank Refrigerator	\$11,000	\$9,000	\$9,000
Vitek Oberva Software Upgrade	\$7,000		
Refrigerator - Milltown	\$3,000		
Slide Coverslipper System		\$59,000	
IMAGING SERVICES			
MRI Patient Monitor	\$57,500		

WOOSTER COMMUNITY HOSPITAL

2015 - 2019 CAPITAL BUDGET SUMMARY

	<u>2015</u>	<u>2016</u>	<u>2017</u>
CT Scanner - 128 Slice		\$1,028,000	
Nuclear Medicine Camera		\$447,000	
3D Digital Tomosynthesis		\$210,000	
Surgical C-Arm		\$200,000	
PACS Server Upgrade		\$60,000	
Bone Densitometry System			\$225,000
Radiation Cumulative Dose Tracking System			\$75,000
PHARMACY			
Medication Management System Upgrade	\$105,500		
Drug Dispensing Unit Replacements	\$18,000	\$18,000	\$18,000
Refrigerator - Pharmacy Grade	\$15,000		
Drug Dispensing Unit with refrigerant in support of CVS	\$10,000		
Drug Dispensing Unit for Endoscopy	\$8,000		
RETAIL PHARMACY			
Tablet with Credit Card Reader for Home Going Program	\$6,500		
Retail Pharmacy Management System Windows Upgrade	\$6,000		
SLEEP LAB			
Sleep Testing Replacement System		\$94,000	
PULMONARY/NEUROLOGY			
EEG Machine	\$63,500		
Transport Ventilator - MRI Compatible	\$8,000		
PFT Walking System	\$6,500		
Bipap Machine		\$40,000	\$40,000
EKG Machine		\$30,000	\$30,000
Transcranial Doppler		\$25,000	
Pulmonary Rehab Equipment		\$25,000	\$25,000
Nerve Conduction Machine		\$24,500	\$25,000
Ventilator			\$50,000
REHAB (PT, OT, SP) & HEALTH & WELLNESS			
Locker Room Renovation	\$35,000		
Pool & Locker Room Resurfacing	\$30,000		
Cycling Studio Equipment (12)	\$25,000		
Recumbent Steppers	\$9,000		
H&W Software	\$8,000		
Therapy Video Analysis Software	\$5,500		
Cycling Studio Flooring	\$4,000		
Swallowing Therapy Stimulation System for IP Rehab	\$2,500		
CARDIOVASCULAR SERVICES & CARDIAC REHAB			
Holter System	\$18,000		
HOME HEALTH			
Laptop (8)	\$20,000		
TRANSITIONAL CARE UNIT			
Adjustable Height Patient Beds (3)	\$22,000	\$22,000	\$22,000
Patient Lift	\$6,000		
Vital Sign Monitor	\$2,500	\$2,500	
DIETARY			

WOOSTER COMMUNITY HOSPITAL

2015 - 2019 CAPITAL BUDGET SUMMARY

	<u>2015</u>	<u>2016</u>	<u>2017</u>
Rational Combi Oven	\$38,000		
Heavy Duty Dishwashing System	\$31,500		
Cooler - Reach In	\$12,000	\$12,500	\$13,000
Conveyor Dishwashing System			\$32,000
Freezer - Reach In			\$9,500
PLANT OPERATIONS			
Elevator Modernization Project	\$520,000	\$260,000	
Parking Lot Expansion Near Main Entrance	\$100,000		
Operating Room Flooring	\$40,000		
Zone Pump Upgrades - Phase 2	\$35,000		
Water Heater	\$35,000		
Annex Renovation for IOP Program	\$30,000		
Carpet - Hospital Entrance/Elevators	\$26,000		
Parking Lot E	\$25,000		
Parking Lot F & Sidewalk to Generators	\$25,000		
Boilers Dealkalyzer	\$20,000		
HealthPoint Insulation	\$16,000		
Parking Lot Lighting Upgrade	\$15,000	\$15,000	
Sprinkling System in 1950 Building - Case Management	\$10,000		
Security Cameras	\$10,000		
Mixing Valves	\$8,000		
Extend Concrete Pad at Boiler Room	\$4,000		
Miscellaneous Projects	\$280,000	\$280,000	\$250,000
ARC Flash Survey		\$90,000	
Boiler Replacements - Healthpoint		\$65,000	\$65,000
Heat Exchange Controllers		\$40,000	
How Water System		\$5,000	
ENVIRONMENTAL SERVICES			
EVS Management Software	\$9,000		
Orbital Scrubber	\$7,500		
Carpet Extractor (2)	\$6,000		
EVS Cart (2)	\$3,000		\$1,500
INFORMATION SYSTEMS			
Network & Servers	\$110,000		
HIPAA & Security	\$80,000		
Outpatient Tracking System	\$75,000		
Wireless Access Points/System	\$60,000		
Mobile Registration	\$55,000		
Interfaces	\$22,000		
Computer Replacements	\$20,000		
Meditech Home Health Module		\$227,500	
Core Switch Replacement (Phone System)			\$100,000
MARKETING/TRANSPORTATION			
HealthPoint Signage	\$30,000		
Passenger Van (Pre-Owned)	\$20,000		
Milltown Sign Software Upgrade	\$3,000		
15 Passenger Van		\$25,000	
Passenger Van (Pre-Owned)			\$20,000
CONTINGENCY EQUIPMENT	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>

WOOSTER COMMUNITY HOSPITAL

2015 - 2019 CAPITAL BUDGET SUMMARY

	<u>2015</u>	<u>2016</u>	<u>2017</u>
2014 - 2016 ITEMIZED REGULAR CAPITAL BUDGET	\$3,672,500	\$4,882,000	\$1,599,500

2015 - 2017 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

New Facility & Equipment	\$8,753,000		\$5,000,000
Special Procedures Lab Renovation and Expansion	\$6,200,000		
House	\$250,000		
2015 - 2017 STRATEGIC & FACILITY PLAN ITEMS	\$15,203,000	\$0	\$5,000,000

GRAND TOTALS - 2015 to 2017	\$32,222,000	\$4,882,000	\$6,599,500
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Year 2018	\$7,200,000
Year 2019	\$7,200,000

WOOSTER COMMUNITY HOSPITAL**2015 CASH FLOW PROJECTIONS
OPERATING FUND**

<u>Cash Balance December 31, 2014</u>	8,138,456
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Cash provided by Operations

Operating Income	9,273,315
Depreciation	7,800,666
Interest Income	388,622

<u>Net Cash Increase from Operating Activities</u>	17,462,603
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Other

Transfer to Plant Fund - Funded Depreciation	(7,800,666)
Interest Income	(388,622)
Additional Transfer to Plant Fund	0
Payments to WCH Foundation	(6,791,000)

<u>Cash Balance December 31, 2015</u>	10,620,771
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WOOSTER COMMUNITY HOSPITAL**2015 CASH FLOW PROJECTIONS****PLANT FUND**

<u>Cash Balance December 31, 2014</u>	78,352,427
<u>Transfer from Operating Fund</u>	
Funded Depreciation	7,800,666
Interest Income	388,622
Transfer from Operations	0
<u>Funds Available</u>	86,541,715
Less:	
2014 Carry forward & 2015 Capital	(19,575,188)
<u>Cash Balance December 31, 2015</u>	66,966,527

WOOSTER COMMUNITY HOSPITAL
2015 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 2015, the following cash payments and transfers are anticipated:

Operating Fund

2015 Operating Budget	\$107,997,044
Plus: Transfer to WCH Foundation	6,791,000
Operating Transfer to Plant Fund	\$0
Hospital Franchise Fee Assessment	\$1,561,484
Patient/Insurance Refunds	\$1,346,264
Care Assurance Assessment	\$718,645

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

2015 Capital Budget	\$32,222,000
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Restricted Funds

Endowment Fund Balance as of 10/31/14	\$1,151,118
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Beaverson Fund Balance as of 10/31/14 Plus Anticipated Donation In 2015	\$289,159
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