

2016
Appropriations Budget

Ordinance 2015-37

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 communication 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.

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2017-2021**

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**2016 Wooster Community
Hospital Budget**

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2016**

Has this requirement been met for 2016?

The 2016 budget document for the City of Wooster has been prepared in accordance with the following policies and initiatives:

Budget Requirements and Accounting for all funds

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

Financial Policies

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

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

**CITY OF WOOSTER, OHIO
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL
FOR THE CALENDAR YEAR 2016**

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 2016 budget has been prepared understanding that the portfolio is continuously analyzed to attain the following objectives:

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

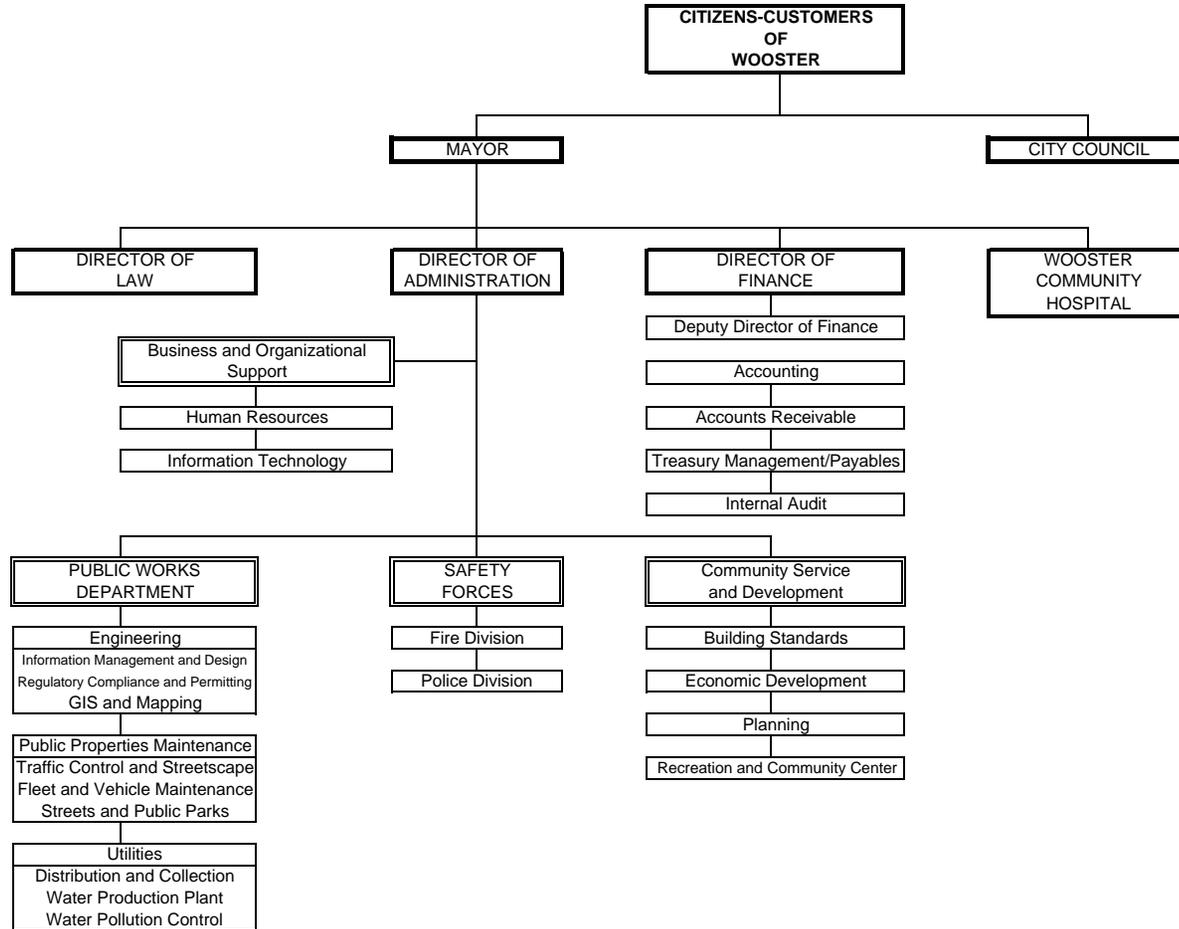
General Fund

Tax Dollars Used To Fund Capital/Infrastructure

	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Projected</u>	2016 <u>Budgeted</u>
Transfer to Capital Projects Fund	1,361,000	2,118,500	2,830,000	3,402,100	2,282,690
Debt Service Road Improvements	8,621	8,621	4,310.7	-	-
Debt Service City Hall Renovation	150,313	142,713	145,213	142,613	140,013
Debt Service Safety Service Center	-	-	-	-	477,310
Total	1,519,934	2,269,834	2,979,523	3,544,713	2,900,013

**CITY OF WOOSTER, OHIO
ORGANIZATION CHART**

As of November 2015



**CITY OF WOOSTER, OHIO
 FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES
 LAST NINE YEARS & 2016 PROJECTED BUDGET**

	2007	2008	2009	2010 (A)	2011	2012	2013 (B)*	2014*	2015 (C)*	Projected 2016*	
Governmental Services:											
Safety services:											
Police Division	43.0	43.0	42.0	38.0	43.0	39.5	36.8	43.0	44.0	44.7	(a)
Fire Division	43.0	43.0	43.0	42.0	43.0	42.0	42.0	46.0	46.0	46.0	
Traffic Control	4.0	4.0	4.0	2.0	2.0	2.0	2.3	2.6	2.7	2.7	
Total Safety Services	90.0	90.0	89.0	82.0	88.0	83.5	81.0	91.6	92.7	93.4	
Leisure services	16.0	16.0	16.0	10.5	9.9	8.9	10.2	9.4	9.1	9.1	
Environment and development	7.0	7.0	7.0	8.4	8.0	9.5	7.0	11.2	11.2	11.2	
Transportation services	15.7	15.7	17.5	16.5	17.4	15.0	11.3	11.2	10.8	10.5	
Administrative services	20.5	19.5	19.5	16.4	19.0	15.9	17.3	16.5	17.5	19.5	(c)
Total Governmental Services	149.2	148.2	149.0	133.7	142.3	132.8	126.8	139.9	141.3	143.7	
Business-type services (Note 2):											
Wooster Community Hospital	699.7	711.9	701.2	705.0	704.5	714.3	760.6	760.6	766.5	784.4	
Water - Treatment & Distribution	20.0	20.4	20.4	14.0	13.8	14.1	18.3	19.9	18.0	18.5	(b) (1)
Water Pollution Control - Collection & Treatment	19.8	20.1	20.1	13.5	13.3	16.1	15.9	19.6	20.7	21.2	(b) (1)
Storm Drainage - Collection	5.3	5.6	5.6	5.3	5.3	2.5	3.8	3.8	4.6	4.9	(1)
Total Business-type Services	744.8	758.0	747.3	737.7	736.9	747.0	798.6	803.9	809.7	828.9	
TOTAL PRIMARY GOVERNMENT	194.30	194.30	195.10	166.38	174.65	165.50	164.75	183.10	184.55	188.18	

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.

(C) As of 10/31/2015 - budgeted positions; filled or in process.

* Staffing levels in 2013-2016 exclude seasonal employees for comparative purposes.

Notes:

(a) A part-time records clerk position and a part time chaplain have been added to the 2016. proposed budget.

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

(c) Two positions have been added for 2016:

Assistant to the Law Director, hired to succeed the Law Director, who is planning to retire in Fall 2016.

A second Income Tax Accountant position has been added to assist with additional Tax workload due to changes in State law.

PROGRAM NARRATIVE
2016 BUDGET

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2016 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.

ADMINISTRATIVE SERVICES

Director of Administration

Service Pledge

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

The City's administration and staff share a commitment to the City's Core Values of Stewardship, Trust and Accountability. We desire to be good stewards of the public's resources, deliver costs effective and efficient services, and make decisions that meet the desires and needs of our citizens. We continue to fully fund our capital improvements as required by our charter, completing and planning for many capital & infrastructure improvements. The 2016 budget also includes projects identified in the 2014 Comprehensive Plan and 2015 Downtown Strategic Plan, which resulted from public surveys and input.

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

Director of Administration continued:

2016 Budget Assumptions:

- 1) Continue to budget for media relations, including newsletters and other communications efforts in an effort to promote transparency and community engagement.
- 2) Insurance costs were negotiated in 2015, and locked in through 2017 with a maximum 3% increase.
- 3) Electric and Natural Gas rates were locked in at historic lows in 2015 and contracts extended for another two years.
- 4) Additional funds were budgeted for ongoing ADA compliance projects in various departments, facilities and infrastructure projects.
- 5) The 2016 budget includes funding for some of the projects identified by citizens and key stakeholders through the Comprehensive Plan process and Downtown Strategic Plan:
 - a) Initial phases of streetscape and alley improvements
 - b) Parking and greenspace improvements downtown
 - c) Bike lane and bike path improvements as part of roadway projects and stand-alone projects.
 - d) Parks improvements, including new playground equipment, restroom, basketball and volleyball facilities at Christmas Run Park.
- 6) Increased funding for property maintenance and zoning code enforcement.

Every effort was made by the Administration and City Staff to incorporate the City's Mission, Core Values and Organizational Goals into the budget process, and we will continue to operate with a commitment to provide public services that meet the public's needs.

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.

2015 Goals accomplished:

1. Completed the change from SSN and TIN numbers in IFAS to a generated number sequence to promote identity safety for our employees and vendors.
2. Assisted Utilities with the completion of the MTU (meter transmitting unit) portion of the water meter change-out project.
3. We are currently working with our Law Director and outside counsel to update the City's Income Tax Ordinances in accordance with State law.
4. Updated Utility Billing software.
5. Participated in the bid and selection process through the Ohio Auditor of State's Office to select a new audit firm for 2015-2017.
6. Implemented Image Deposit Direct in the Income Tax Division as a pilot program to promote banking efficiency.

Staffing Changes 2016:

A new accountant position has been requested in the Income Tax Division to assist with the significant law changes at the State level, filtering down to local cities.

We anticipate the retirement of one account clerk in the Utility Billing Division during 2016; we will request that this position is filled when vacated.

We continue to promote continuing employee education, cross-training and development.

Operational Notes:

- 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.

2016 Goals:

1. Implement Debt Policy
2. Review and potentially bid investment advisory services
3. Expanding Image Deposit Direct to other divisions.

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.

2015 Goals Accomplished:

1. Successfully completed contract negotiations with the City's labor unions.
2. Assessed 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. Hiring of an assistant is included in the budget for 2016.
3. Continued the process of assisting in the implementation of the Wooster Ashland Regional Council of Governments (the "WARCOG"), with a target of being up and running in early 2016.
4. Continued to assist the city 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, and the acquisition of an existing building on the city's east side that will be renovated into Fire Station #3.

Law, continued:

5. Assisted in the defense of several lawsuits relative to the following:
 - 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.
 - 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.
6. Initiated or prosecuted 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.
 - Prosecuting a nuisance lawsuit against a local industry located adjacent to a residential area.
7. Continued to provide counsel and advice relative to the updating or amendment of the Codified Ordinances of the City of Wooster.
8. Continued to assist the hospital administration and board pertaining to the various administrative matters that arise from time-to-time, including the defense of two claims filed by former hospital employees with the federal Equal Employment Opportunity Commission.
9. Continued to assist the Wooster Growth Corporation as it continues to examine ways to improve the economic and business climate of the community, including work on various economic development proposals.

Law, continued:

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.

Personnel: An assistant City Law Director position has been budgeted for 2016.

Operations: It is anticipated that the City Law Director, Mr. Benson, will retire in September 2016, at which time a new law director will be appointed in accordance with the Charter.

2016 Goals:

1. Hire a new assistant law director and successfully orient the new hire to the various responsibilities associated with the Law Department.
2. Bring to a successful conclusion various lawsuits or legal actions relative to the following:
 - 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.
 - A lawsuit brought against various defendants for the recovery of expenses pertaining to the 2007 upgrades at the wastewater treatment plant.
 - An administrative appeal of a permit issued by the Ohio Department of Natural Resources to a local industry for the treatment of hazardous frack waste.
 - A lawsuit brought against a local industry that is producing noxious odors as a result of its processing of oily industrial waste.
 - 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.
3. Assist the administration in the successful completion of various public works matters, including the construction of a new north end fire station/safety service center and the renovation of an existing building on the city's east side that will become Fire Station #3.
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.
8. Continue 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.

SAFETY FORCES

Fire

Mission Statement:

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

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

Executive Summary:

FY2015 was an exciting and dynamic year for the Wooster Division of Fire. The Division experienced a transition of leadership and continued to upgrade our emergency services facilities.

Chief Roger Brenneman retired in June and Barry Saley was promoted to the position of Fire Chief. During the transition period, Asst. Chief Nathan Murphy secured an alternative option to building a third fire station. With the approval of the City Administration and Council, an existing building at the corner of Gateway and Akron Rd was purchased and is slated for renovation for the City's fire station #3. The Safety Service Building project (FD Station 2) continued to move forward by securing funding and the selection of a design build firm. The acquisition and continued progress of the emergency service facilities has enabled the Division of Fire to advance its level of service to the community.

The **goal** of the FY2016 budget is to redevelop the Fire Division's response methodology and acquire the needed capital equipment to ensure a consistent, safe and efficient emergency services response system.

FY2016 Personnel:

With the addition of St. 3 and the transition to a three station response configuration will require additional supervision. To acquire the needed supervision, the Division of Fire is requesting the transfer of three existing firefighter's positions into three new Lieutenant positions. This transfer will **not** increase our current staffing or manning but will provide the needed supervision for each operational station. The wage increase from FF to LT is 10%, yet the operational decision to utilize an Office Coordinator in lieu of a 2nd Asst. Chief (Proposed in FY2015 budget) will make this transfer cost neutral.

FY2016 Operations:

To meet our FY2016 goals; the fire division's operations section will focus on three broad objectives.

- 1) Communication system upgrades,
- 2) Facility enhancements and
- 3) Updating our Standards of Coverage to begin the accreditation process by the Center for Public Safety Excellence.

These objectives include:

- Working with the WAR COG to complete our dispatch center, updating our dispatching procedures and the acquisition of MARCS radios.
- Complete the renovations of Fire Station 3 and begin construction of the Safety Center.
- Update our emergency response methodology to a three station configuration. Redistributing our current resources and personnel to reduce response times of first arriving units and ensuring an effective total response for our identified hazard zones.

FY2016 Community Risk Reduction:

The focus of the FY2016 community risk reduction section is training and fire prevention. The fire division is forecasting a significant turnover in our workforce over the next 5 years. To prepare future fire officers and leaders, the division will update its professional development plan and provide leadership/management training opportunities. To improve efficiencies of our fire prevention section, the division will be transitioning to an electronic plan review, preplan and inspections system.

FY2016 Capital Improvement:

The focus of the FY2016 Capital Improvement plan is to acquire and place in-service equipment to allow for the transition to a three station operation. This includes ensuring three front line fire apparatus, medic units and diagnostic equipment. This plan will allow the division to safely continue the desired level of service to all response districts within the City.

Police

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

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

Guiding principles:

We value dignity and respect for all persons.

We value integrity and honesty as the basis for community trust.

We value excellence and professional growth.

We value the highest standards of moral and ethical conduct.

2016 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 addition of several new officers to our department will help the agency shift from a reactive policing approach to a proactive approach. We are optimistic that proactively addressing issues such as illegal narcotics and thefts will allow us to make our community safer.

The School Resource Officer program is currently being funded by a grant awarded to Wooster City Schools. 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.

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

2016 Objective: The division began online tracking of backflow device testing during 2015. This program will be completed during 2016.

Personnel: Three of the four inspectors are new to their duties in the last 3 ½ years with one of the inspectors having about 2 years' experience. We anticipate replacing our administrative assistant in January as our long term admin is retiring. 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. 2015 was slightly lower but considering Daisy was permitted during 2014, 2015 proved to be as strong as 2014. Again in 2016 only necessary items have been budgeted with no material increase in any line item with the exception of the property maintenance/code enforcement abatement object code. Last year we budgeted \$18,000 and had to add another \$50,000 during the year for a total of \$68,000. This allowed us to demolish 3 condemned properties. This year we are budgeting \$30,000 for code enforcement.

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.

2016 get Assumptions:

- 1) Slightly less funding is anticipated.
- 2) Wayne Economic Development contract is anticipated at \$50,000 for 2015.
- 3) Based on recent history of expenditures, less funding is being requested this year compared with previous years in order to support special project studies, appraisals, and related work for grant pursuits. This includes a miscellaneous category being requested to support the Wooster Growth Corporation, the City's Community Improvement Corporation
- 4) Funding is being requested for the start-up a platform for parking services, supporting technology, and supplies. Due to delays, this activity was not able to be performed in 2015.

2016 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 the procurement of grants, such as the Community Development Block Grant Program and various other local and state funding opportunities, and administering programs such as the Community Reinvestment Area program, the Enterprise Zone program, Downtown Waste Collection Program, and other City efforts to enhance the community. 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 in collaboration with stakeholders, create outreach tools and develop procedures to improve marketing of Wooster to prospective businesses.

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.

2015 Goals Accomplished:

- The Downtown Wooster Master plan was conducted and completed in 2015 with the assistance of OHM Advisors.
- Necessary amendments were made to the Planning and Zoning Code and Planning and Zoning Division fee schedule.
- The Planning Division worked with the Building Division to improve and streamline the code enforcement process.

Staffing Changes: Due to a retirement, the Administrative Assistant position for the Building Standards and Planning and Zoning Divisions will need to be filled in early 2016.

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

2016 Goals:

- Complete an update to the City of Wooster Design Guidelines with the assistance of a consultant.
- Conduct an inventory of a portion of the historical buildings and sites in the City with the assistance of a consultant.
- Work with the Building Division to evaluate the current permitting software and determine if a new software should be utilized.
- Hire a qualified individual to fill the Administrative Assistant position, which is project to be vacant early in the year, and integrate him/her into the position.

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!

2016 Objective:

- Provide additional access to online membership.
- Increase & deliver innovative and flexible programming to meet the changing needs of the community.

Recreation and Community Center, continued:

- 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 and reservations.
- Continue to find innovative ways to increase use of space available and reduce expenses.

Personnel: No additions.

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

Pools

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

2016 Objective:

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

Personnel: The City has contracted with the YMCA to schedule staff and manage daily operations of the pools in 2016. 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 in 2016 to make opening hours more consistent. Through our contract with the YMCA, both City of Wooster pool pass holders and YMCA of Wooster members will have access to Freedlander Pool, Christmas Run Pool, Knights Field Sprayground and the Ellen Shapiro Natatorium beginning Memorial Day weekend through Labor Day.

Business and Organizational Support

Information Technology

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

2016 Objective: Establish voice/network connectivity and IT infrastructure for new locations: Fire Station 3, Distribution/Collection, and WARCOG. Install new departmental network access switches. Rollout VoIP phone system to departments.

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.

2015 Goals accomplished:

- Updated and implemented a safety handbook for all employees August 2015.
- A hazardous material procedure and mandatory training has been completed for all employees in September 2015 meeting PERRP requirements.
- City of Wooster is currently compliant with all Affordable Health Care changes and is actively tracking reporting requirements which become mandatory in 2016.
- Successfully implemented 7 new lines of insurance for City of Wooster employees while ensuring efficient and timely processing of all claims and meeting customer service needs of employees.
- All employees completed Ethics Training through the Ohio Ethics Commission by September 2015.

2016 Objectives:

- Continue to evaluate and update the City of Wooster's safety programs throughout the 2016 calendar year, in cooperation with the insurance consultant and the Safety Committee.
- Monitor and ensure City of Wooster compliance to possible changing Federal and Ohio laws which impact the workplace and its employees.

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.

2016 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.

Engineering, continued:

4. To support private development through reviewing, approving, inspecting and providing standards and guidance for all residential, commercial and industrial development activities.
5. To support and maintain close relationships with the City's development, educational and business partners, including the Wooster Community Hospital, Wooster Growth Corp, Wayne Economic Development Council, Main Street Wooster, College of Wooster, OARDC & ATI, Wooster City Schools and the Wooster Area Chamber of Commerce.
6. Provide engineering support and consulting services to other City departments and divisions.
7. To continue to review, analyze and improve Engineering Division operations and methods for quality, efficiency and cost effectiveness.

Operations Initiatives:

1. Personnel Costs: The passage of the income tax levy has enabled the Engineering Division to increase our personnel costs as our workload has increased over the past two years. Part of the increased workload is due to the increased level of management needed for complying with ODOT funded projects and Ohio EPA's requirements for storm water management. It will be necessary in the near future to hire another inspector to alleviate the backlog. In 2015 we hired an outside inspector to help with the workload and we expect it will be necessary to do the same in 2016. We will again utilize at least one intern during the summer and would prefer to have two. Overtime costs were increased in 2015 and will be increased further for 2016. Training and education have remained level and are used towards safety training and to allow all employees continuing education necessary to

Engineering, continued:

maintain required professional licensures and training required to perform job duties. Our tuition line item has been increased to cover the cost of the staff engineer's pursuit of his Masters degree from Ohio University.

2. Operations Costs: O&M costs are remaining level for 2015. All employees' computers have been updated in the past two years and our other office equipment is in good condition. We are requesting funding for manhole adjustments and replacement along with concrete for storm water maintenance issues such as catch basin repair as we did in 2015.

3. Capital Costs: Our capital requests are for replacing one inspector's vehicle that has reached its limit in providing safe, reliable transportation to our inspector and purchasing a Rover Pole to be used in conjunction with our Leica base station and controller. We are also requesting to hire an additional inspector and a GIS survey/person to help with the workload during construction season.

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.

Engineering, continued:

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.

2015 Goals Accomplished: This year PPM, with the assistance of the Engineering Division, was able to improve many deficient asphalt pavement areas on major many primary streets throughout the City by contracting an Asphalt Mill and Fill Project, thus improving the Pavement Condition Index (PCI). And under PPM supervision, local contractors were hired to perform many concrete repairs to secondary concrete streets which also improved our PCI. Mostly due to the severely harsh winter, approximately 8000 potholes have been filled throughout the year using our Schwarze Spray Patcher machine purchased in 2014. The machine was used

PPM, continued:

extensively for 100 days throughout the year. The PPM staff also performed 28 street repairs caused by the Utility Division waterline repairs and improvement excavations. Lastly, close to 4 miles of the 15 miles of alleys were chip/sealed this fall by our PPM staff. Many alleys were improved, in the S.E. and S.W. quadrants of the City, for the first time in a few decades. Overall, the street conditions improved immensely making it safer and more pleasurable to travel.

Staffing Changes for 2016: To continue improvement of the productivity of work to serve our citizens as efficiently and cost effectively as possible. PPM is requesting a new laborer position dedicated to Street Maintenance.

Operation Notes for 2016: PPM continues to look at possible alternatives to the typical methods in which streets would be treated for ice and snow plowed. As in the past all major corridors and highways will be treated the same, but secondary and neighborhood streets will 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.

2016 Goals: To minimize the amount of salt being applied to roadways without compromising safety entirely. Continue to improve the City street PCI Rating by making necessary repairs to both asphalt and concrete streets throughout the City. 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 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 beautification 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.

2015 Projects/Accomplishments

The electrical system from the Water Resources Recovery Facility (WRRF) has now been linked to the Water Treatment plant to utilize the excess power being produced from biogas. The excess power previously was being sold back to the grid at a lower exchange rate. By connecting the two facilities, the excess power can lower our operating costs and also give both plants another option for power should the cogeneration system and electric utility both fail. The 2.2 megawatt diesel generator at the WRRF can now be used to power both facilities in the event of an emergency.

The new 1.5 million gallon storage tank in the North High Pressure Zone went online in November of 2015. This new tank will provide a redundant storage option in the zone and provide sufficient water for the new Daisy Brands facility due to begin production in 2016. It will also allow the Utility to complete overdue maintenance on the Milltown Water Tank that has been in continuous service since 1992.

Storage building renovations have been completed at the former ODOT site on West Old Lincolnway. The cold storage has now been insulated and a radiant heat system installed to allow for a single inventory area for the Distribution/Collection Division to house inventory for water/sewer repairs as well as meters and transmitting equipment. Preliminary drawings are currently being developed to utilize other buildings on the site.

Renovations at the WRRF wet stream processes have begun and should be completed by the fall of 2016. The improvements in the secondary treatment system will allow for increased treatment capacity and better overall effluent compliance. Utilities, continued:

The Meter Transmitting Units (MTUs) that provide information to the utility billing system have all been replaced. This three year project was completed by using all in-house staffing to schedule and replace MTUs and in some cases the meter itself.

2016 Objectives

Unaccounted water loss will again be a focus for the Utility Division in 2016. The losses have been reduced the last two years and should continue into the new year. 2014 to 2015 saw a 10% improvement. Two complete leak studies and integration of the water pump stations into the City's MTU system will help track the movement throughout the distribution system in 2016.

The coating system on the Milltown Storage Tank is due to be replaced in 2016. With the addition of the Melrose Avenue Tank and Pump Station, the Milltown Tank can be taken offline to clean, strip and recoat the inner and outer surfaces. These coatings have a service life of about 20 years.

Renovations to the other buildings on the ODOT site will permit all the personnel and inventory resources in the Distribution/Collection/Meters Subdivision to be located in one location and allow for more efficient operation and response to emergencies. This subdivision is currently housed in multiple locations around the City.

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**City Planning
2017-2021**

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**2016 Wooster Community
Hospital Budget**

2016 City Budget

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Ordinance No. 2015-37
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	Projected	Projected	Projected	Projected	Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount	Appropriations	Amount
	as of	as of	not	Available for	Revenues	Available plus	2016	Avail. Less
FUND TYPE/CLASSIFICATIONS	31-Dec-15	31-Dec-15	Repaid	Appropriation	2016	Balances	2016	2016 Approp.
GOVERNMENTAL FUND TYPE								
General Fund	13,556,516	2,500,000	0	11,056,516	22,438,137	33,494,653	22,734,253	10,760,400
Special Revenue Funds	1,470,275	608,052	0	862,223	2,570,935	3,433,158	3,295,570	137,588
Debt Service Funds	1,111,934	0	0	1,111,934	158,500	1,270,434	805,932	464,502
Capital Projects Funds	8,459,934	9,335,500	0	(875,566)	4,225,890	3,350,324	2,914,631	435,693
PROPRIETARY FUND TYPE								
Enterprise Funds	107,755,435	14,223,627	0	93,531,808	161,995,361	255,527,169	198,299,851	57,227,318
Internal Service Funds	364,282	135,000	0	229,282	3,470,000	3,699,282	3,649,817	49,465
FIDUCIARY FUND TYPE								
Trust and Agency Funds	1,155,334	0	0	1,155,334	0	1,155,334	0	1,155,334
TOTAL ALL FUNDS	133,873,710	26,802,179	0	107,071,531	194,858,823	301,930,354	231,700,054	70,230,300
FUND CLASSIFICATION/NAME-SCC								
GOVERNMENTAL FUND TYPES								
General Fund - 001	13,556,516	2,500,000	0	11,056,516	22,438,137	33,494,653	22,734,253	10,760,400
SPECIAL REVENUE FUNDS								
Street Construction Maintenance & Repair Fund - 101	241,953	287,192	0	(45,239)	1,140,500	1,095,261	1,063,093	32,168
State Highway Fund - 102	251,907	158,586	0	93,321	90,500	183,821	156,220	27,601
Permissive Tax Fund - 103	532,932	147,274	0	385,658	287,000	672,658	662,493	10,165
Enforcement and Education Fund - 104	60,894	0	0	60,894	3,050	63,944	50,000	13,944
Mandatory Drug Fines Fund - 105	27,098	0	0	27,098	9,680	36,778	25,000	11,778
Community Development Block Grant Fund - 107	10,178	0	0	10,178	605,000	615,178	605,000	10,178
Economic Development Fund - 108	85,243	15,000	0	70,243	129,100	199,343	194,000	5,343
Law Enforcement Trust Fund - 110	99,182	0	0	99,182	500	99,682	93,000	6,682
Police Pension Fund - 111	11,668	0	0	11,668	152,650	164,318	155,000	9,318
Fire Pension Fund - 112	17,455	0	0	17,455	152,650	170,105	160,000	10,105
Federal Equitable Sharing Fund - 113	14,002	0	0	14,002	55	14,057	14,000	57
CDBG Chip Home RLF Fund - 115	47,291	0	0	47,291	100	47,391	47,291	100
CDBG Economic Development Loan Fund - 508	30,691	0	0	30,691	0	30,691	30,691	(0)
Shade Tree Fund - 701	0	0	0	0	0	0	0	0
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	28,619	0	0	28,619	150	28,769	28,619	150
TOTAL SPECIAL REVENUE FUNDS	1,470,275	608,052	0	862,223	2,570,935	3,433,158	3,295,570	137,588
DEBT SERVICE FUNDS								
Debt Service Fund - 401	1,111,934	0	0	1,111,934	158,500	1,270,434	805,932	464,502
TOTAL DEBT SERVICE	1,111,934	0	0	1,111,934	158,500	1,270,434	805,932	464,502
Capital Project Funds								

Ordinance No. 2015-37
Exhibit
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Office of Auditor, Wayne County, Ohio
Wooster, Ohio 44691

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Projected	Projected	Projected	Projected	Projected	Projected		Projected
	Cash Balance	Encumbrances	Advances	Carryover Balance	Projected	Total Amount		Amount
	as of	as of	not	Available for	Revenues	Available plus	Appropriations	Avail. Less
FUND TYPE/CLASSIFICATIONS	31-Dec-15	31-Dec-15	Repaid	Appropriation	2016	Balances	2016	2016 Approp.
Capital Improvements Fund - 301	8,440,748	9,335,500	0	(894,752)	4,225,890	3,331,138	2,895,444	435,694
Economic Development Capital Improvements Fund - 302	19,187	0	0	19,187	0	19,187	19,187	(0)
TOTAL CAPITAL PROJECTS	8,459,934	9,335,500	0	(875,566)	4,225,890	3,350,324	2,914,631	435,693
TOTAL GOVERNMENTAL FUNDS	24,598,660	12,443,552	0	12,155,108	29,393,462	41,548,570	29,750,386	11,798,184
PROPRIETARY FUND TYPE								
Enterprise Funds								
Water Fund - 501	4,476,771	2,733,152	0	1,743,619	5,688,940	7,432,559	6,885,666	546,893
Water Pollution Control Fund - 502	5,859,438	4,362,439	0	1,496,999	6,831,535	8,328,534	6,956,545	1,371,989
Wooster Community Hospital Fund - 503	12,093,172	5,000,000	0	7,093,172	133,523,436	140,616,608	134,074,298	6,542,310
Wooster Community Hospital Plant Fund - 504	80,874,200	1,742,036	0	79,132,164	13,076,218	92,208,382	45,129,100	47,079,282
Wooster Community Hospital Beaverson EMS Fund - 505	248,714	0	0	248,714	60,735	309,449	307,949	1,500
Wooster Community Hospital Endowment Fund - 506	962,492	0	0	962,492	7,000	969,492	962,492	7,000
Storm Drainage Fund - 507	2,374,979	271,000	0	2,103,979	1,487,497	3,591,476	2,476,746	1,114,730
Wooster Community Hospital Bevington Fund - 510	55	0	0	55	0	55	55	(0)
Refuse Collection Fund - 514	865,613	115,000	0	750,613	1,320,000	2,070,613	1,507,000	563,613
TOTAL ENTERPRISE FUNDS	107,755,435	14,223,627	0	93,531,808	161,995,361	255,527,169	198,299,851	57,227,318
INTERNAL SERVICE FUNDS								
Garage Fund - 601	32,124	80,000	0	(47,876)	625,000	577,124	574,817	2,307
Employee Benefits Fund - 602	332,158	55,000	0	277,158	2,745,000	3,022,158	2,975,000	47,158
Investment Fund - 720	0	0	0	0	100,000	100,000	100,000	0
TOTAL INTERNAL SERVICE FUNDS	364,282	135,000	0	229,282	3,470,000	3,699,282	3,649,817	49,465
TOTAL PROPRIETARY FUNDS	108,119,717	14,358,627	0	93,761,090	165,465,361	259,226,451	201,949,668	57,276,783
FIDUCIARY FUND TYPE								
AGENCY FUNDS								
Guarantee Deposit Fund - 702	201,629	0	0	201,629	0	201,629	0	201,629
Clearing Fund - 705	51,615	0	0	51,615	0	51,615	0	51,615
Wooster Growth Corporation Fund - 719	902,090	0	0	902,090	0	902,090	0	902,090
Wooster-Ashland Regional Council of Govts - 725	540,736	407,119	0	133,617	0	133,617	0	133,617
TOTAL AGENCY FUNDS	1,155,334	0	0	1,155,334	0	1,155,334	0	1,155,334
TRUST FUNDS (PPT)								
Lillian Long Estate Fund - 704	0	0	0	0	0	0	0	0
TOTAL TRUST FUNDS	0	0	0	0	0	0	0	0
TOTAL FIDUCIARY FUNDS	1,155,334	0	0	1,155,334	0	1,155,334	0	1,155,334
TOTAL ALL FUNDS	133,873,710	26,802,179	0	107,071,531	194,858,823	301,930,354	231,700,054	70,230,300

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

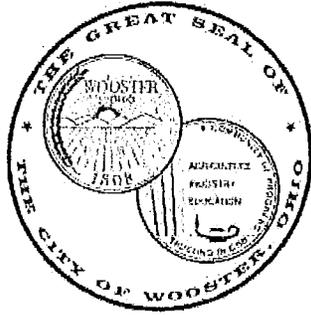
222401 ZONING
233409 BUILDING STANDARDS
251401 SHADE TREE PROGRAM
280402 DEVELOPMENT

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



**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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Taxes	\$ 13,463,255	\$ 12,778,836	\$ 16,712,690	\$ 17,399,243	\$ 17,778,614	\$ 18,223,079	18,678,656	19,145,623	19,624,263
Intergovernmental	1,098,338	984,024	886,532	956,478	899,737	908,734	917,822	927,000	936,270
Charges for services	1,416,353	1,422,616	1,251,704	1,492,875	1,451,880	1,480,918	1,510,536	1,540,747	1,571,562
Fines, licenses, permits	536,585	690,121	875,647	719,047	700,460	714,469	728,759	743,334	758,200
Interfund services provided	1,478,817	1,462,850	1,799,216	1,495,028	1,500,000	1,530,000	1,560,600	1,591,812	1,623,648
Interest income	55,130	29,076	49,166	57,000	60,000	61,800	63,654	65,564	67,531
Miscellaneous	54,174	193,419	204,379	142,377	47,446	50,000	51,000	52,000	53,000
Total Revenues	<u>18,102,652</u>	<u>17,560,942</u>	<u>21,779,334</u>	<u>22,262,048</u>	<u>22,438,137</u>	<u>22,969,001</u>	<u>23,511,027</u>	<u>24,066,079</u>	<u>24,634,474</u>
Expenditures :									
Safety services	9,900,809	9,693,955	10,260,748	10,858,060	12,418,642	11,902,031	12,240,404	12,588,554	12,946,768
Health and social services	137,140	132,418	132,785	135,000	130,000	133,900	137,917	142,055	146,316
Leisure services	1,364,780	1,249,335	1,548,370	1,490,527	1,722,585	1,764,785	1,808,061	1,852,442	1,897,958
Environment & development	810,295	881,227	848,599	1,018,888	880,547	906,963	934,172	962,197	991,063
Transportation services	1,010,810	756,201	814,283	1,070,827	934,404	961,116	988,603	1,016,888	1,045,994
Administrative services	2,873,611	3,067,906	3,694,512	3,401,332	4,365,385	4,027,980	4,125,265	4,089,913	4,196,050
Total Expenditures	<u>16,097,445</u>	<u>15,781,042</u>	<u>17,299,297</u>	<u>17,974,634</u>	<u>20,451,563</u>	<u>19,696,775</u>	<u>20,234,422</u>	<u>20,652,050</u>	<u>21,224,150</u>
Excess revenues over(under) expenditures	2,005,207	1,779,900	4,480,037	4,287,414	1,986,574	3,272,225	3,276,604	3,414,029	3,410,324
Transfers in	0	0	0	0	0	0	0	0	0
Transfers out	(1,361,000)	(2,118,500)	(2,830,000)	(3,402,100)	(2,282,690)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Net change in fund balance	644,207	(338,600)	1,650,037	885,314	(296,116)	772,225	776,604	914,029	910,324
Fund balance at beginning of year (2012)	<u>10,725,406</u>	<u>11,369,613</u>	<u>11,031,013</u>	<u>12,681,050</u>	<u>13,566,364</u>	<u>13,270,248</u>	<u>14,042,473</u>	<u>14,819,077</u>	<u>15,733,106</u>
Fund balance at end of year	<u>\$ 11,369,613</u>	<u>\$ 11,031,013</u>	<u>\$ 12,681,050</u>	<u>\$ 13,566,364</u>	<u>\$ 13,270,248</u>	<u>\$ 14,042,473</u>	<u>14,819,077</u>	<u>15,733,106</u>	<u>16,643,430</u>
Cash balance beginning of year				12,671,202	13,556,516	13,260,400	14,032,625	14,809,229	15,723,258
Cash balance end of year				13,556,516	13,260,400	14,032,625	14,809,229	15,723,258	16,633,583
Encumbrances				2,500,000	2,575,000	2,652,250	2,731,818	2,813,772	2,898,185
Cash available				11,056,516	10,685,400	11,380,375	12,077,412	12,909,486	13,735,397
Cost per day				58,566	62,286	60,813	62,286	63,430	64,998
Days-in-cash				189	172	187	194	204	211

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

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

	General Fund				General Fund				
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Expenditures :									
Personnel Services	\$ 8,353,794	\$ 8,084,717	\$ 8,562,462	\$ 8,778,690	\$ 9,999,164	\$ 9,919,920	\$ 10,217,518	\$ 10,524,043	\$ 10,839,764
Operations and Maintenance	1,429,255	1,505,118	1,553,594	1,953,082	1,832,168	1,868,811	1,906,188	1,944,311	1,983,198
Interfund	117,760	104,120	144,692	126,288	110,000	113,300	116,699	120,200	123,806
Debt Service	0	0	0	0	477,310	471,410	470,510	469,510	463,410
Total Safety services	<u>9,900,809</u>	<u>9,693,955</u>	<u>10,260,748</u>	<u>10,858,060</u>	<u>12,418,642</u>	<u>11,902,031</u>	<u>12,240,404</u>	<u>12,588,554</u>	<u>12,946,768</u>
Operations and Maintenance	137,140	132,418	132,785	135,000	130,000	133,900	137,917	142,055	146,316
Total Health and social services	<u>137,140</u>	<u>132,418</u>	<u>132,785</u>	<u>135,000</u>	<u>130,000</u>	<u>133,900</u>	<u>137,917</u>	<u>142,055</u>	<u>146,316</u>
Personnel Services	662,015	550,606	622,374	637,726	729,017	750,888	773,414	796,617	820,515
Operations and Maintenance	680,694	668,319	913,924	846,831	947,771	966,726	986,061	1,005,782	1,025,898
Interfund	22,071	30,410	12,072	5,971	45,797	47,171	48,586	50,044	51,545
Total Leisure services	<u>1,364,780</u>	<u>1,249,335</u>	<u>1,548,370</u>	<u>1,490,527</u>	<u>1,722,585</u>	<u>1,764,785</u>	<u>1,808,061</u>	<u>1,852,442</u>	<u>1,897,958</u>
Personnel Services	653,666	657,217	664,160	669,523	734,145	756,169	778,854	802,220	826,287
Operations and Maintenance	150,443	218,650	182,723	343,877	140,990	145,220	149,576	154,064	158,685
Interfund	6,186	5,360	1,716	5,489	5,412	5,574	5,742	5,914	6,091
Total Environment & development	<u>810,295</u>	<u>881,227</u>	<u>848,599</u>	<u>1,018,889</u>	<u>880,547</u>	<u>906,963</u>	<u>934,172</u>	<u>962,197</u>	<u>991,063</u>
Personnel Services	666,134	477,146	573,409	638,355	802,404	826,476	851,270	876,809	903,113
Operations and Maintenance	185,742	127,721	91,351	289,472	132,000	134,640	137,333	140,079	142,881
Debt Service	8,622	8,621	4,311	0	0	0	0	0	0
Total Transportation services	<u>860,498</u>	<u>613,488</u>	<u>669,071</u>	<u>927,827</u>	<u>934,404</u>	<u>961,116</u>	<u>988,603</u>	<u>1,016,888</u>	<u>1,045,994</u>
Personnel Services	1,678,159	1,746,398	1,757,149	2,081,002	2,659,941	2,289,103	2,357,776	2,428,509	2,501,364
Operations and Maintenance	1,192,746	1,318,332	1,933,691	1,317,882	1,560,475	1,591,685	1,623,518	1,655,989	1,689,108
Interfund	2,706	3,176	3,672	2,447	4,956	5,105	5,258	5,416	5,578
Debt Service	150,312	142,713	145,212	143,000	140,013	142,088	138,713	0	0
Total Administrative services	<u>3,023,923</u>	<u>3,210,619</u>	<u>3,839,724</u>	<u>3,544,332</u>	<u>4,365,385</u>	<u>4,027,980</u>	<u>4,125,265</u>	<u>4,089,913</u>	<u>4,196,050</u>
Total Expenditures	<u>\$ 16,097,445</u>	<u>\$ 15,781,042</u>	<u>\$ 17,299,297</u>	<u>\$ 17,974,635</u>	<u>\$ 20,451,563</u>	<u>\$ 19,696,775</u>	<u>\$ 20,234,422</u>	<u>\$ 20,652,050</u>	<u>\$ 21,224,150</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								
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 1,078,892	\$ 1,085,741	\$ 1,077,158	\$ 1,030,000	\$ 1,110,000	\$ 1,110,000	\$ 1,110,000	\$ 1,110,000	\$ 1,110,000
Interest income	4,999	3,098	3,970	2,300	2,500	2,000	2,000	2,000	2,000
Miscellaneous	22,167	56,997	47,139	32,165	28,000	28,000	28,000	28,000	28,000
Total Revenues	1,106,058	1,145,836	1,128,267	1,064,465	1,140,500	1,140,000	1,140,000	1,140,000	1,140,000
Expenditures :									
Personal Services	117,834	84,862	120,871	548	4,350	4,481	4,615	4,753	4,896
Operations and Maintenance	482,885	614,096	1,247,901	880,333	768,293	600,000	600,000	600,000	600,000
Capital Outlay	185,962	452,067	113,793	83,103	-	250,000	250,000	250,000	250,000
Interfund	129,328	160,055	190,550	168,798	199,650	150,000	150,000	150,000	150,000
Debt Service	91,689	83,435	97,860	90,500	90,800	89,300	89,700	72,200	72,600
Total Expenditures	1,007,698	1,394,515	1,770,975	1,223,282	1,063,093	1,093,781	1,094,315	1,076,953	1,077,496
Net change in fund balance	98,360	(248,679)	(642,708)	(158,817)	77,407	46,220	45,685	63,047	62,504
Fund balance at beginning of year	1,496,163	1,594,523	1,345,844	703,136	544,319	621,726	667,946	713,631	776,678
Fund balance at end of year	\$ <u>1,594,523</u>	\$ <u>1,345,844</u>	\$ <u>703,136</u>	\$ <u>544,319</u>	\$ <u>621,726</u>	\$ <u>667,946</u>	\$ <u>713,631</u>	\$ <u>776,678</u>	\$ <u>839,182</u>

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

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

State Highway Fund									
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 87,477	\$ 87,951	\$ 87,337	\$ 88,000	\$ 88,000	\$ 88,000	88,000	88,000	88,000
Interest income	1,651	1,094	2,336	2,500	2,500	2,500	2,500	2,500	2,500
Miscellaneous	0	0	0	0	0	0	0	0	0
Total Revenues	89,128	89,045	89,673	90,500	90,500	90,500	90,500	90,500	90,500
Expenditures :									
Operations and Maintenance	66,898	36,938	31,090	145,523	154,500	85,000	85,000	85,000	85,000
Capital Outlay	14,084	2,500	79,314	146,586	0	0	0	0	0
Debt Service	1,715	1,715	1,715	1,720	1,720	1,716	860	0	0
Total Expenditures	82,697	41,153	112,119	293,829	156,220	86,716	85,860	85,000	85,000
Net change in fund balance	6,431	47,892	(22,446)	(203,329)	(65,720)	3,784	4,640	5,500	5,500
Fund balance at beginning of year	447,580	454,011	501,903	479,457	276,128	210,408	214,192	218,832	224,332
Fund balance at end of year	\$ <u>454,011</u>	\$ <u>501,903</u>	\$ <u>479,457</u>	\$ <u>276,128</u>	\$ <u>210,408</u>	\$ <u>214,192</u>	\$ <u>218,832</u>	\$ <u>224,332</u>	\$ <u>229,832</u>

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

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

	Permissive Tax Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Taxes	\$ 159,096	\$ 724	\$ 175,319	\$ 182,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
Intergovernmental	94,029	358,214	102,382	103,000	100,000	100,000	100,000	100,000	100,000
Interest income	3,641	1,107	2,456	2,100	2,000	2,000	2,000	2,000	2,000
Miscellaneous	244	1,056	922	0	0	0	0	0	0
Total Revenues	<u>257,010</u>	<u>361,101</u>	<u>281,079</u>	<u>287,100</u>	<u>287,000</u>	<u>287,000</u>	<u>287,000</u>	<u>287,000</u>	<u>287,000</u>
Expenditures :									
Personal Services	94,686	84,973	120,446	548	37,330	75,000	75,000	75,000	75,000
Operations and Maintenance	1,026	(11,561)	17,249	10,984	15,263	20,000	20,000	20,000	20,000
Capital Outlay	489,547	216,886	164,564	136,274	525,000	100,000	100,000	100,000	100,000
Debt Service	86,254	83,290	75,050	84,950	84,900	84,400	83,300	58,300	59,700
Total Expenditures	<u>671,513</u>	<u>373,588</u>	<u>377,309</u>	<u>232,756</u>	<u>662,493</u>	<u>279,400</u>	<u>278,300</u>	<u>253,300</u>	<u>254,700</u>
Net change in fund balance	(414,503)	(12,487)	(96,230)	54,344	(375,493)	7,600	8,700	33,700	32,300
Fund balance at beginning of year	<u>1,002,067</u>	<u>587,564</u>	<u>575,077</u>	<u>478,847</u>	<u>533,191</u>	<u>157,698</u>	<u>165,298</u>	<u>173,998</u>	<u>207,698</u>
Fund balance at end of year	<u>\$ 587,564</u>	<u>\$ 575,077</u>	<u>\$ 478,847</u>	<u>\$ 533,191</u>	<u>\$ 157,698</u>	<u>\$ 165,298</u>	<u>\$ 173,998</u>	<u>\$ 207,698</u>	<u>\$ 239,998</u>

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

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

	Enforcement and Education Fund								
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Fines, licenses, permits	\$ 2,631	\$ 3,199	\$ 2,520	\$ 3,200	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
Interest Income	194	122	262	290	300	300	300	300	300
Total Revenues	<u>2,825</u>	<u>3,321</u>	<u>2,782</u>	<u>3,490</u>	<u>3,050</u>	<u>3,050</u>	<u>3,050</u>	<u>3,050</u>	<u>3,050</u>
Expenditures :									
Operations and Maintenance	0	0	0	0	50,000	3,000	3,000	3,000	3,000
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
Net change in fund balance	2,825	3,321	2,782	3,490	(46,950)	50	50	50	50
Fund balance at beginning of year	<u>48,507</u>	<u>51,332</u>	<u>54,653</u>	<u>57,435</u>	<u>60,925</u>	<u>13,975</u>	<u>14,025</u>	<u>14,075</u>	<u>14,125</u>
Fund balance at end of year	<u>\$ 51,332</u>	<u>\$ 54,653</u>	<u>\$ 57,435</u>	<u>\$ 60,925</u>	<u>\$ 13,975</u>	<u>\$ 14,025</u>	<u>\$ 14,075</u>	<u>\$ 14,125</u>	<u>\$ 14,175</u>

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

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

	Mandatory Drug Fines Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Fines, licenses, permits	\$ 9,009	\$ 8,807	\$ 9,407	\$ 10,000	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500
Interest Income	93	68	126	175	180	180	180	180	180
Total Revenues	<u>9,102</u>	<u>8,875</u>	<u>9,533</u>	<u>10,175</u>	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>
Expenditures :									
Operations and Maintenance	2,535	6,995	743	17,573	25,000	9,000	9,000	9,000	9,000
Total Expenditures	<u>2,535</u>	<u>6,995</u>	<u>743</u>	<u>17,573</u>	<u>25,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Net change in fund balance	6,567	1,880	8,790	(7,398)	(15,320)	680	680	680	680
Fund balance at beginning of year	<u>17,255</u>	<u>23,822</u>	<u>25,702</u>	<u>34,492</u>	<u>27,094</u>	<u>11,774</u>	<u>12,454</u>	<u>13,134</u>	<u>13,814</u>
Fund balance at end of year	<u>\$ 23,822</u>	<u>\$ 25,702</u>	<u>\$ 34,492</u>	<u>\$ 27,094</u>	<u>\$ 11,774</u>	<u>\$ 12,454</u>	<u>\$ 13,134</u>	<u>\$ 13,814</u>	<u>\$ 14,494</u>

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

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

	Community Development Block Grant Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Intergovernmental	\$ 484,959	\$ 205,996	\$ 327,490	\$ 1,199,070	\$ 605,000	\$ 925,000	\$ 925,000	\$ 925,000	\$ 925,000
Total Revenues	<u>484,959</u>	<u>205,996</u>	<u>327,490</u>	<u>1,199,070</u>	<u>605,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>
Expenditures :									
Operations and Maintenance	327,240	181,785	276,075	645,773	228,000	925,000	925,000	925,000	925,000
Capital Outlay	152,000	52,295	0	552,294	365,500	0	0	0	
Interfund	0	0	0	0	0	0	0	0	
Total Expenditures	<u>479,240</u>	<u>234,080</u>	<u>276,075</u>	<u>1,198,067</u>	<u>593,500</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>	<u>925,000</u>
Net change in fund balance	5,719	(28,084)	51,415	1,003	11,500	0	0	0	0
Fund balance at beginning of year	(19,875)	(14,156)	(42,240)	9,175	10,178	21,678	21,678	21,678	21,678
Fund balance at end of year	<u>\$ (14,156)</u>	<u>\$ (42,240)</u>	<u>\$ 9,175</u>	<u>\$ 10,178</u>	<u>\$ 21,678</u>	<u>\$ 21,678</u>	<u>\$ 21,678</u>	<u>\$ 21,678</u>	<u>\$ 21,678</u>

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

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

	Economic Development Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Taxes	\$ 95,511	\$ 113,371	\$ 116,507	\$ 126,000	\$ 128,000	\$ 129,920	\$ 131,869	\$ 133,847	\$ 135,855
Special Assessments	0	0	0	0	0	0	0	0	0
Interest Income	144	211	907	1,000	1,100	1,100	1,100	1,100	1,100
Miscellaneous	0	1,408	0	5,114	0	0	0	0	0
Total Revenues	<u>95,655</u>	<u>114,990</u>	<u>117,414</u>	<u>132,114</u>	<u>129,100</u>	<u>131,020</u>	<u>132,969</u>	<u>134,947</u>	<u>136,955</u>
Expenditures :									
Personal Services	0	0	0	0	0	0			
Operations and Maintenance	106,428	113,884	116,410	127,000	194,000	129,920	131,869	133,847	135,856
Total Expenditures	<u>106,428</u>	<u>113,884</u>	<u>116,410</u>	<u>127,000</u>	<u>194,000</u>	<u>129,920</u>	<u>131,869</u>	<u>133,847</u>	<u>135,856</u>
Excess revenues over(under) expenditures	(10,773)	1,106	1,004	5,114	(64,900)	1,100	1,100	1,100	1,099
Transfers In				0	0	0			
Net change in fund balance	<u>(10,773)</u>	<u>1,106</u>	<u>1,004</u>	<u>5,114</u>	<u>(64,900)</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,099</u>
Fund balance at beginning of year	132,692	121,919	123,025	124,029	129,143	64,243	65,343	66,442	67,542
Fund balance at end of year	<u>\$ 121,919</u>	<u>\$ 123,025</u>	<u>\$ 124,029</u>	<u>\$ 129,143</u>	<u>\$ 64,243</u>	<u>\$ 65,343</u>	<u>\$ 66,442</u>	<u>\$ 67,542</u>	<u>\$ 68,641</u>

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

LAW ENFORCEMENT TRUST – This fund is used to account for receipts and expenditures of funds from sale of contraband.

These funds can only be expended to pay the costs of protracted or complex investigations or prosecutions, to provide reasonable technical training or expertise, to provide matching funds to obtain federal grants to aid law enforcement, or for such other law enforcement purposes that Council determines to be appropriate.

	Law Enforcement Trust Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Fines	\$ 0	\$ 0	\$ 164,424	\$ 121	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	403	86	201	1,000	500	10	10	10	10
Miscellaneous	133	1,271	6,022	0	0	0	0	0	0
Total Revenues	<u>536</u>	<u>1,357</u>	<u>170,647</u>	<u>1,121</u>	<u>500</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
Expenditures :									
Operations and Maintenance	8,500	0	17,081	101,780	93,000	105	108	110	115
Total Expenditures	<u>8,500</u>	<u>0</u>	<u>17,081</u>	<u>101,780</u>	<u>93,000</u>	<u>105</u>	<u>108</u>	<u>110</u>	<u>115</u>
Net change in fund balance	(7,964)	1,357	153,566	(100,659)	(92,500)	(95)	(98)	(100)	(105)
Fund balance at beginning of year	<u>46,621</u>	<u>38,657</u>	<u>40,014</u>	<u>193,580</u>	<u>92,921</u>	<u>421</u>	<u>326</u>	<u>228</u>	<u>128</u>
Fund balance at end of year	<u>\$ 38,657</u>	<u>\$ 40,014</u>	<u>\$ 193,580</u>	<u>\$ 92,921</u>	<u>\$ 421</u>	<u>\$ 326</u>	<u>\$ 228</u>	<u>\$ 128</u>	<u>\$ 23</u>

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

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

	Police Pension Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Taxes	\$ 138,318	\$ 138,716	\$ 139,336	\$ 138,991	\$ 135,420	\$ 136,774	\$ 138,142	\$ 139,523	\$ 140,919
Intergovernmental	32,117	24,452	33,116	12,665	17,080	17,080	17,080	17,080	17,080
Interest Income	0	326	954	150	150	50	40	35	30
Total Revenues	<u>170,435</u>	<u>163,494</u>	<u>173,406</u>	<u>151,807</u>	<u>152,650</u>	<u>153,904</u>	<u>155,262</u>	<u>156,638</u>	<u>158,029</u>
Expenditures :									
Personal Services	156,329	131,281	207,573	197,000	152,000	152,000	152,000	155,000	155,000
Operations and Maintenance	2,715	1,911	0	1,200	3,000	3,000	3,000	3,100	3,100
Total Expenditures	<u>159,044</u>	<u>133,192</u>	<u>207,573</u>	<u>198,200</u>	<u>155,000</u>	<u>155,000</u>	<u>155,000</u>	<u>158,100</u>	<u>158,100</u>
Net change in fund balance	11,391	30,302	(34,167)	(46,393)	(2,350)	(1,096)	262	(1,462)	(71)
Fund balance at beginning of year	<u>50,494</u>	<u>61,885</u>	<u>92,187</u>	<u>58,020</u>	<u>11,627</u>	<u>9,277</u>	<u>8,181</u>	<u>8,443</u>	<u>6,981</u>
Fund balance at end of year	<u>\$ 61,885</u>	<u>\$ 92,187</u>	<u>\$ 58,020</u>	<u>\$ 11,627</u>	<u>\$ 9,277</u>	<u>\$ 8,181</u>	<u>\$ 8,443</u>	<u>\$ 6,981</u>	<u>\$ 6,910</u>

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

FIRE PENSION – This fund is used to accumulate property taxes levied for the partial payment of the current and accrued liability for 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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Taxes	\$ 138,339	\$ 138,716	\$ 139,336	\$ 138,990	\$ 135,420	\$ 136,774	\$ 138,142	\$ 139,523	\$ 140,919
Intergovernmental	32,117	24,348	33,116	12,665	17,080	17,080	17,080	17,080	17,080
Interest Income	89	304	0	150	150	50	40	35	30
Total Revenues	<u>170,545</u>	<u>163,368</u>	<u>172,452</u>	<u>151,806</u>	<u>152,650</u>	<u>153,904</u>	<u>155,262</u>	<u>156,638</u>	<u>158,029</u>
Expenditures :									
Personal Services	137,000	138,370	207,607	180,000	157,000	152,000	152,000	155,000	155,000
Operations and Maintenance	2,715	1,911	0	1,200	3,000	3,000	3,000	3,100	3,100
Total Expenditures	<u>139,715</u>	<u>140,281</u>	<u>207,607</u>	<u>181,200</u>	<u>160,000</u>	<u>155,000</u>	<u>155,000</u>	<u>158,100</u>	<u>158,100</u>
Net change in fund balance	30,830	23,087	(35,155)	(29,394)	(7,350)	(1,096)	262	(1,462)	(71)
Fund balance at beginning of year	<u>28,056</u>	<u>58,886</u>	<u>81,973</u>	<u>46,818</u>	<u>17,424</u>	<u>10,074</u>	<u>8,978</u>	<u>9,240</u>	<u>7,778</u>
Fund balance at end of year	<u>\$ 58,886</u>	<u>\$ 81,973</u>	<u>\$ 46,818</u>	<u>\$ 17,424</u>	<u>\$ 10,074</u>	<u>\$ 8,978</u>	<u>\$ 9,240</u>	<u>\$ 7,778</u>	<u>\$ 7,707</u>

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

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

	Federal Equitable Sharing Fund			
	2012 Actual	2013 Actual	2014 Actual	2015 Projected
Revenues :				
Intergovernmental	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	55	33	57	52
Total Revenues	55	33	57	52
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	0	0	0	0
Net change in fund balance	55	33	57	52
Fund balance at beginning of year	13,800	13,855	13,888	13,945
Fund balance at end of year	\$ 13,855	\$ 13,888	\$ 13,945	\$ 13,997

	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	55	50	50	50	50
	55	50	50	50	50
	14,000	50	50	50	50
	14,000	50	50	50	50
	(13,945)	0	0	0	0
	13,997	52	52	52	52
	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52

**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					CDBG Chip Home Revolving Loan Fund				
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 2,250	\$ 11,616	\$ 9,215	\$ 23,219	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest Income	26	26	59	125	100	40	30	30	30
Total Revenues	<u>2,276</u>	<u>11,642</u>	<u>9,274</u>	<u>23,344</u>	<u>100</u>	<u>40</u>	<u>30</u>	<u>30</u>	<u>30</u>
Expenditures :									
Operations and Maintenance	0	6,025	200	0	47,291	40	30	30	30
Total Expenditures	<u>0</u>	<u>6,025</u>	<u>200</u>	<u>0</u>	<u>47,291</u>	<u>40</u>	<u>30</u>	<u>30</u>	<u>30</u>
Net change in fund balance	2,276	5,617	9,074	23,344	(47,191)	0	0	0	0
Fund balance at beginning of year	<u>6,974</u>	<u>9,250</u>	<u>14,867</u>	<u>23,941</u>	<u>47,285</u>	<u>94</u>	<u>94</u>	<u>94</u>	<u>94</u>
Fund balance at end of year	<u>\$ 9,250</u>	<u>\$ 14,867</u>	<u>\$ 23,941</u>	<u>\$ 47,285</u>	<u>\$ 94</u>	<u>\$ 94</u>	<u>\$ 94</u>	<u>\$ 94</u>	<u>\$ 94</u>

**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								
	2012	2013	2014	2015	2016	2107	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Interest Income	\$ 6	\$ 4	\$ 7	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	250	250	0	0	0	0	0		
Total Revenues	256	254	7	1	0	0	0	0	0
				0					
Expenditures :									
Operations and Maintenance		0	1,890	12	0	0	0	0	0
Total Expenditures	0	0	1,890	12	0	0	0	0	0
Net change in fund balance	256	254	(1,883)	(11)	0	0	0	0	0
Fund balance at beginning of year	1,384	1,640	1,894	11	0	0	0	0	0
Fund balance at end of year	\$ 1,640	\$ 1,894	\$ 11	\$ 0	\$ 0	\$ 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.

	<u>Lillian Long Estate Fund</u>			
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	Actual	Actual	Actual	Projected
Revenues :				
Interest Income	\$ 23	\$ 0	\$ 0	\$ 0
Total Revenues	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures :				
Operations and Maintenance	0	11,830	0	0
Total Expenditures	<u>0</u>	<u>11,830</u>	<u>0</u>	<u>0</u>
Net change in fund balance	23	(11,830)	0	0
Fund balance at beginning of year	<u>12,040</u>	<u>12,063</u>	<u>233</u>	<u>233</u>
Fund balance at end of year	<u>\$ 12,063</u>	<u>\$ 233</u>	<u>\$ 233</u>	<u>\$ 233</u>

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	0	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	0	0	0	0	0
Fund balance at beginning of year	<u>233</u>	<u>233</u>	<u>233</u>	<u>233</u>	<u>233</u>
Fund balance at end of year	<u>\$ 233</u>				

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

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

	Law Enforcement Training Fund			
	2012	2013	2014	2015
	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	0	0	0	0
Total Expenditures	0	0	0	0
Excess revenues over(under) expenditures	0	0	0	0
Transfers In				0
Fund balance at beginning of year	3,980	3,980	3,980	3,980
Fund balance at end of year	\$ 3,980	\$ 3,980	\$ 3,980	\$ 3,980

	2016	2017	2018	2019	2020
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental	0	0	0	0	0
Total Revenues	0	0	0	0	0
Operations and Maintenance	3,980	0	0	0	0
Total Expenditures	3,980	0	0	0	0
Excess revenues over(under) expenditures	(3,980)	0	0	0	0
Transfers In	(3,980)	0	0	0	0
Fund balance at beginning of year	3,980	0	0	0	0
Fund balance at end of year	\$ 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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Interest Income	\$ 0	\$ 0	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Miscellaneous	385	30	0	0	0	0	0	0	0
Total Revenues	<u>385</u>	<u>30</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures :									
Operations and Maintenance	0	0	0	0	7,183	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7,183</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	385	30	1	0	(7,183)	0	0	0	0
Fund balance at beginning of year	<u>6,767</u>	<u>7,152</u>	<u>7,182</u>	<u>7,183</u>	<u>7,183</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund balance at end of year	<u>\$ 7,152</u>	<u>\$ 7,182</u>	<u>\$ 7,183</u>	<u>\$ 7,183</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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

CHRISTMAS RUN PARK RESTORATION – This fund is used to collect donations intended for the restoration of Christmas Run Park necessitated by the damage done from the November 2003 tornado.

Christmas Run Park Restoration Fund				
	2012	2013	2014	2015
	Actual	Actual	Actual	Projected
Revenues :				
Interest Income	\$ 106	\$ 63	\$ 133	150
Miscellaneous	0	0	0	0
Total Revenues	<u>106</u>	<u>63</u>	<u>133</u>	<u>150</u>
Expenditures :				
Operations and Maintenance	0	0	0	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	106	63	133	150
Fund balance at beginning of year	<u>28,221</u>	<u>28,327</u>	<u>28,390</u>	<u>28,523</u>
Fund balance at end of year	<u>\$ 28,327</u>	<u>\$ 28,390</u>	<u>\$ 28,523</u>	<u>\$ 28,673</u>

	2016	2017	2018	2019	2020
	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Interest Income	\$ 150	\$ 0	0	0	0
Miscellaneous	0	0	0	0	0
Total Revenues	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operations and Maintenance	28,619	0	0	0	0
Total Expenditures	<u>28,619</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balance	(28,469)	0	0	0	0
Fund balance at beginning of year	<u>28,673</u>	<u>204</u>	<u>204</u>	<u>204</u>	<u>204</u>
Fund balance at end of year	<u>\$ 204</u>				

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

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

	Capital Improvements Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Intergovernmental	\$ 1,233,820	\$ 467,387	\$ 2,879,996	\$ 1,517,650	\$ 1,913,200	\$ 0	\$ 0	\$ 0	\$ 0
Special Assessments	0	0	104,238	0	0	0	0	0	0
Interest Income	372	692	2,875	4,920	30,000	15,000	15,000	15,000	15,000
Miscellaneous	106,626	36,267	34,205	470,835	0	0	0	0	0
Total Revenues	1,340,818	504,346	3,021,314	1,993,405	1,943,200	15,000	15,000	15,000	15,000
Expenditures :									
Personal Services	0	0	0	0	0	0	0	0	0
Operations and Maintenance	0	0	0	0	0	0	0	0	0
Interfund	0	0	0	0	0	0	0	0	0
Capital Outlay	3,104,583	2,109,791	5,323,397	5,540,983	2,895,444	2,500,000	2,500,000	2,500,000	2,500,000
Total Expenditures	3,104,583	2,109,791	5,323,397	5,540,983	2,895,444	2,500,000	2,500,000	2,500,000	2,500,000
Excess revenues over(under) expenditures	(1,763,765)	(1,605,445)	(2,302,083)	(3,547,578)	(952,244)	(2,485,000)	(2,485,000)	(2,485,000)	(2,485,000)
Proceeds from debt issue	0	0	0	7,000,000	0	0	0	0	0
Transfers in	1,361,000	2,118,500	2,830,000	3,402,100	2,282,690	2,500,000	2,500,000	2,500,000	2,500,000
Net change in fund balance	(402,765)	513,055	527,917	6,854,522	1,330,446	15,000	15,000	15,000	15,000
Fund balance at beginning of year	529,059	126,294	639,349	1,167,266	8,021,788	9,352,234	9,367,234	9,382,234	9,397,234
Fund balance at end of year	\$ <u>126,294</u>	\$ <u>639,349</u>	\$ <u>1,167,266</u>	\$ <u>8,021,788</u>	\$ <u>9,352,234</u>	\$ <u>9,367,234</u>	\$ <u>9,382,234</u>	\$ <u>9,397,234</u>	\$ <u>9,412,234</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								
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	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 :									
Operations and Maintenance	0	0	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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Special Assessments	\$ 203,991	\$ 393,270	\$ 200,433	\$ 244,751	\$ 155,000	\$ 155,000	\$ 155,000	\$ 155,000	\$ 155,000
Interest Income	5,141	3,050	5,299	4,000	3,500	1,000	1,000	1,000	1,000
Total Revenues	<u>209,132</u>	<u>396,320</u>	<u>205,732</u>	<u>248,751</u>	<u>158,500</u>	<u>156,000</u>	<u>156,000</u>	<u>156,000</u>	<u>156,000</u>
Expenditures :									
Operations and Maintenance	3,098	2,752	2,408	0	3,232	5,800	5,800	5,800	5,800
Debt Service	187,821	185,357	301,827	443,779	802,700	279,000	279,000	279,000	200,000
Total Expenditures	<u>190,919</u>	<u>188,109</u>	<u>304,235</u>	<u>443,779</u>	<u>805,932</u>	<u>284,800</u>	<u>284,800</u>	<u>284,800</u>	<u>205,800</u>
Net change in fund balance	18,213	208,211	(98,503)	(195,028)	(647,432)	(128,800)	(128,800)	(128,800)	(49,800)
Proceeds from Debt Issuance	0	0	116,317	0	0	0	0	0	0
Fund cash balance at beginning of year	<u>1,062,242</u>	<u>1,080,455</u>	<u>1,288,666</u>	<u>1,306,480</u>	<u>1,111,452</u>	<u>464,020</u>	<u>335,220</u>	<u>206,420</u>	<u>77,620</u>
Fund cash balance at end of year	<u>\$ 1,080,455</u>	<u>\$ 1,288,666</u>	<u>\$ 1,306,480</u>	<u>\$ 1,111,452</u>	<u>\$ 464,020</u>	<u>\$ 335,220</u>	<u>\$ 206,420</u>	<u>\$ 77,620</u>	<u>\$ 27,820</u>

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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Charges for services	\$ 5,312,570	\$ 5,245,826	\$ 5,141,225	\$ 5,238,149	\$ 5,191,300	\$ 5,295,126	\$ 5,401,029	\$ 5,509,049	\$ 5,619,230
Intergovernmental	20,240	322,730	0	0	398,640	0	0	0	
Fines, licenses, permits	19,871	19,528	24,703	25,910	26,000	26,000	26,000	26,000	26,000
Interest income	17,338	8,366	26,488	25,000	25,000	25,000	25,000	25,000	25,000
Miscellaneous	82,925	150,165	525,730	889,200	48,000	50,000	50,000	50,000	50,000
Total Revenues	5,452,944	5,746,615	5,718,146	6,178,259	5,688,940	5,396,126	5,502,029	5,610,049	5,720,230
Expenditures :									
Personal Services	1,649,887	1,476,141	1,629,031	1,770,743	2,074,342	1,912,402	2,008,023	2,108,424	2,213,845
Operations and Maintenance	1,777,806	2,690,385	2,046,249	1,469,235	2,258,899	1,700,000	1,750,000	1,800,000	1,850,000
Capital Outlay	618,493	1,429,473	2,240,669	3,012,704	1,486,875	845,000	650,000	650,000	650,000
Interfund Services Used	161,704	(189,032)	247,488	292,554	312,300	318,546	324,917	331,415	338,044
Debt Service	521,023	544,654	664,389	750,100	753,250	757,500	763,200	757,000	760,700
Total Expenditures	4,728,913	5,951,621	6,827,826	7,295,336	6,885,666	5,533,448	5,496,139	5,646,839	5,812,588
Excess revenues over(under) expenditures	724,031	(205,006)	(1,109,680)	(1,117,077)	(1,196,726)	(137,322)	5,889	(36,790)	(92,358)
Proceeds from debt issue	197,800	0	3,025,000	0	0	0			
Net change in fund balance	921,831	(205,006)	1,915,320	(1,117,077)	(1,196,726)	(137,322)	5,889	(36,790)	(92,358)
Fund balance at beginning of year	3,291,433	4,213,264	4,008,258	5,923,578	4,806,501	3,609,775	3,472,453	3,478,342	3,441,552
Fund balance at end of year	\$ <u>4,213,264</u>	\$ <u>4,008,258</u>	\$ <u>5,923,578</u>	\$ <u>4,806,501</u>	\$ <u>3,609,775</u>	\$ <u>3,472,453</u>	\$ <u>3,478,342</u>	\$ <u>3,441,552</u>	\$ <u>3,349,194</u>

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

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

	Water Pollution Control Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Intergovernmental	\$ 0	\$ 41,304	\$ 0	\$ 435,197	\$ 64,803	\$ 0	\$ 0	\$ 0	\$ 0
Charges for services	6,081,522	5,834,105	6,170,970	6,024,370	5,993,900	6,180,000	6,365,400	6,556,362	6,753,053
Fines, licenses, permits	22,458	21,486	25,264	25,000	25,000	25,000	25,000	25,000	25,000
Interest income	11,050	7,725	10,487	28,000	25,000	25,000	25,000	25,000	25,000
Miscellaneous	43,669	101,554	38,139	859,000	9,000	10,000	10,000	10,000	10,000
Total Revenues	6,158,699	6,006,174	6,244,860	7,371,567	6,117,703	6,240,000	6,425,400	6,616,362	6,813,053
Expenditures :									
Personal Services	1,086,081	1,113,991	1,202,145	1,224,643	1,441,878	1,375,000	1,416,250	1,458,738	1,502,500
Operations and Maintenance	1,453,080	1,124,280	1,552,724	1,573,566	1,921,242	1,652,244	1,685,289	1,718,995	1,753,374
Capital Outlay	365,115	979,771	2,076,507	1,548,509	701,875	450,000	455,000	455,000	500,000
Interfund Services Used	1,077,434	1,432,189	1,266,678	1,117,328	1,126,750	1,149,285	1,172,271	1,195,716	1,219,630
Debt Service	1,339,991	1,340,343	1,425,765	1,633,000	1,764,800	1,896,000	1,889,500	1,882,300	1,884,800
Total Expenditures	5,321,701	5,990,574	7,523,819	7,097,046	6,956,545	6,522,529	6,618,310	6,710,748	6,860,305
Excess revenues over(under) expenditures	836,998	15,600	(1,278,959)	274,522	(838,842)	(282,529)	(192,910)	(94,386)	(47,252)
Proceeds from debt issue	20,000	18,533	4,327,699	0	713,832	0	0	0	0
Net change in fund balance	856,998	34,133	3,048,740	274,522	(125,010)	(282,529)	(192,910)	(94,386)	(47,252)
Fund balance at beginning of year	2,036,084	2,893,082	2,927,215	5,975,955	6,250,477	6,125,467	5,842,938	5,650,028	5,555,642
Fund balances at end of year	\$ <u>2,893,082</u>	\$ <u>2,927,215</u>	\$ <u>5,975,955</u>	\$ <u>6,250,477</u>	\$ <u>6,125,467</u>	\$ <u>5,842,938</u>	\$ <u>5,650,028</u>	\$ <u>5,555,642</u>	\$ <u>5,508,390</u>

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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Charges for services	\$ 1,308,802	\$ 1,396,799	\$ 1,431,740	\$ 1,475,000	\$ 1,475,000	\$ 1,489,750	\$ 1,504,648	\$ 1,519,694	\$ 1,534,891
Intergovernmental	11,193	0	0	0	0	0	0	0	0
Fines, licenses, permits	3,141	4,339	6,276	3,260	3,000	3,000	3,000	3,000	3,000
Interest income	6,231	3,886	8,387	9,300	9,300	9,500	9,500	9,500	9,500
Miscellaneous	0	2,699	2,422	197	197	0	0	0	0
Total Revenues	1,329,367	1,407,723	1,448,825	1,487,757	1,487,497	1,502,250	1,517,148	1,532,194	1,547,391
Expenditures :									
Personal Services	264,856	193,977	254,615	205,296	366,396	277,234	291,096	305,650	320,933
Operations and Maintenance	65,201	152,060	155,629	86,051	310,050	175,788	177,363	177,363	180,910
Capital Outlay	547,420	516,588	1,099,423	69,237	1,405,000	700,000	700,000	700,000	750,000
Interfund Services Used	152,001	126,071	183,221	138,272	191,000	137,145	140,073	140,073	141,474
Debt Service	183,945	190,885	191,985	202,300	204,300	195,900	197,100	37,800	37,800
Total Expenditures	1,213,423	1,179,581	1,884,873	701,156	2,476,746	1,486,067	1,505,632	1,360,886	1,431,117
Excess revenues over(under) expenditures	115,944	228,142	(436,048)	786,601	(989,249)	16,183	11,516	171,307	116,274
Proceeds from debt issue	0	231,250	336,140	0	0	0	0	0	0
Net change in fund balance	115,944	459,392	(99,908)	786,601	(989,249)	16,183	11,516	171,307	116,274
Fund balance at beginning of year	1,236,393	1,352,337	1,811,729	1,711,821	2,498,422	1,509,173	1,525,356	1,536,872	1,708,179
Fund balance at end of year	\$ <u>1,352,337</u>	\$ <u>1,811,729</u>	\$ <u>1,711,821</u>	\$ <u>2,498,422</u>	\$ <u>1,509,173</u>	\$ <u>1,525,356</u>	\$ <u>1,536,872</u>	\$ <u>1,708,179</u>	\$ <u>1,824,453</u>

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

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

Refuse Collection Fund									
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Projected	Budgeted	Forecasted	Forecasted	Forecasted	Forecasted
Revenues :									
Intergovernmental	\$ 73,618	\$ 57,935	\$ 42,909	\$ 46,473	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Charges for services	1,453,096	1,460,189	1,464,723	1,425,000	1,260,000	1,260,000	1,297,800	1,336,734	1,376,836
Fines, licenses, permits	4,818	6,345	6,822	5,000	5,000	5,000	5,000	5,000	5,000
Interest income	3,075	2,103	4,471	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous	0	0	0	0	0	0	0	0	0
Total Revenues	1,534,607	1,526,572	1,518,925	1,481,473	1,320,000	1,320,000	1,357,800	1,396,734	1,436,836
Expenditures :									
Operations and Maintenance	1,339,527	1,227,130	1,455,627	1,407,335	1,392,000	1,392,000	1,392,000	1,433,760	1,476,773
Interfund Services Used	84,770	89,317	113,006	100,000	115,000	85,000	85,000	87,550	90,177
Total Expenditures	1,424,297	1,316,447	1,568,633	1,507,335	1,507,000	1,477,000	1,477,000	1,521,310	1,566,949
Net change in fund balance	110,310	210,125	(49,708)	(25,862)	(187,000)	(157,000)	(119,200)	(124,576)	(130,113)
Fund balance at beginning of year	580,848	691,158	901,283	851,575	825,713	638,713	481,713	362,513	237,937
Fund balance at end of year	<u>\$ 691,158</u>	<u>\$ 901,283</u>	<u>\$ 851,575</u>	<u>\$ 825,713</u>	<u>\$ 638,713</u>	<u>\$ 481,713</u>	<u>\$ 362,513</u>	<u>\$ 237,937</u>	<u>\$ 107,824</u>

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

ECONOMIC DEVELOPMENT LOANS – This fund is used to account for the loans, repayments, and subsequent loans provided for economic development purposes and downtown revitalization.

This fund was established as a result of the City's obtaining a federal grant (HUD) with the requirements for establishing the loan program to maintain the contributed capital (grant/loan principal).

	Economic Development Loans Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Charges for services	\$ 1,254	\$ 206	\$ 73	\$ 332	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Interest income	252	0	120	78	30	30	30	30	30
Total Revenues	1,506	206	193	410	30	30	30	30	30
Expenditures :									
Operations and Maintenance	0	0	0	0	0	0	0	0	0
Capital Outlay	50,000	28,200	0	0	30,691	1,500	1,500	1,500	1,500
Total Expenditures	50,000	28,200	0	0	30,691	1,500	1,500	1,500	1,500
Excess revenues over(under) expenditures	(48,494)	(27,994)	193	410	(30,661)	(1,470)	(1,470)	(1,470)	(1,470)
Proceeds from debt issue	0	0	0	0	0	0	0	0	0
Net change in fund balance	(48,494)	(27,994)	193	410	(30,661)	(1,470)	(1,470)	(1,470)	(1,470)
Fund balance at beginning of year	129,308	80,814	52,820	53,013	53,423	22,762	21,292	19,822	18,352
Fund balance at end of year	\$ 80,814	\$ 52,820	\$ 53,013	\$ 53,423	\$ 22,762	\$ 21,292	\$ 19,822	\$ 18,352	\$ 16,882

**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								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Interfund	\$ 354,090	\$ 379,958	\$ 444,182	\$ 482,000	\$ 625,000	\$ 558,000	\$ 600,000	\$ 618,000	\$ 635,000
Miscellaneous	0	3,506	2,977	188	0	0	0	0	0
Total Revenues	<u>354,090</u>	<u>383,464</u>	<u>447,159</u>	<u>482,188</u>	<u>625,000</u>	<u>558,000</u>	<u>600,000</u>	<u>618,000</u>	<u>635,000</u>
Expenditures :									
Personal Services	223,239	232,002	265,586	291,431	322,667	332,347	342,317	352,587	363,165
Operations and Maintenance	147,637	151,462	181,695	190,777	247,000	253,175	259,504	265,992	272,642
Interfund	0	0	0	0	5,150	0	0	0	0
Total Expenditures	<u>370,876</u>	<u>383,464</u>	<u>447,281</u>	<u>482,208</u>	<u>574,817</u>	<u>585,522</u>	<u>601,822</u>	<u>618,579</u>	<u>635,806</u>
Net change in fund balance	(16,786)	0	(122)	(20)	50,183	(27,522)	(1,822)	(579)	(806)
Fund balance at beginning of year	<u>17,052</u>	<u>266</u>	<u>266</u>	<u>144</u>	<u>124</u>	<u>50,307</u>	<u>22,785</u>	<u>20,963</u>	<u>20,384</u>
Fund balance at end of year	<u>\$ 266</u>	<u>\$ 266</u>	<u>\$ 144</u>	<u>\$ 124</u>	<u>\$ 50,307</u>	<u>\$ 22,785</u>	<u>\$ 20,963</u>	<u>\$ 20,384</u>	<u>\$ 19,578</u>

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

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

	Employee Benefits Fund								
	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Revenues :									
Interfund	\$ 2,313,863	\$ 1,859,245	\$ 2,149,635	\$ 2,587,038	\$ 2,695,000	\$ 2,856,700	\$ 3,085,236	\$ 3,270,350	\$ 3,597,385
Miscellaneous	296,143	203,515	234,098	71,204	50,000	205,000	205,000	205,000	0
Total Revenues	<u>2,610,006</u>	<u>2,062,760</u>	<u>2,383,733</u>	<u>2,658,242</u>	<u>2,745,000</u>	<u>3,061,700</u>	<u>3,290,236</u>	<u>3,475,350</u>	<u>3,597,385</u>
Expenditures :									
Operations and Maintenance	<u>2,318,819</u>	<u>2,177,975</u>	<u>2,680,640</u>	<u>2,650,000</u>	<u>2,975,000</u>	<u>3,123,750</u>	<u>3,279,938</u>	<u>3,443,934</u>	<u>3,616,131</u>
Total Expenditures	<u>2,318,819</u>	<u>2,177,975</u>	<u>2,680,640</u>	<u>2,650,000</u>	<u>2,975,000</u>	<u>3,123,750</u>	<u>3,279,938</u>	<u>3,443,934</u>	<u>3,616,131</u>
Net change in fund balance	291,187	(115,215)	(296,907)	8,242	(230,000)	(62,050)	10,299	31,416	(18,746)
Fund balance at beginning of year	<u>412,644</u>	<u>703,831</u>	<u>588,616</u>	<u>291,709</u>	<u>299,951</u>	<u>69,951</u>	<u>7,901</u>	<u>18,200</u>	<u>49,615</u>
Fund balance at end of year	<u>\$ 703,831</u>	<u>\$ 588,616</u>	<u>\$ 291,709</u>	<u>\$ 299,951</u>	<u>\$ 69,951</u>	<u>\$ 7,901</u>	<u>\$ 18,200</u>	<u>\$ 49,615</u>	<u>\$ 30,869</u>

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

INVESTMENT – This fund is established by statute to accumulate interest earnings from 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			
	2012 Actual	2013 Actual	2014 Actual	2015 Projected
Revenues :				
Interest Income	\$ 49,141	\$ 51,710	\$ 48,083	\$ 65,000
Miscellaneous	0	0	0	0
Total Revenues	<u>49,141</u>	<u>51,710</u>	<u>48,083</u>	<u>65,000</u>
Expenditures :				
Operations and Maintenance	49,141	51,710	48,083	65,000
Total Expenditures	<u>49,141</u>	<u>51,710</u>	<u>48,083</u>	<u>65,000</u>
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	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

	2016 Budgeted	2017 Forecasted	2018 Forecasted	2019 Forecasted	2020 Forecasted
Interest Income	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Miscellaneous	0	0	0	0	0
Total Revenues	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Operations and Maintenance	100,000	100,000	100,000	100,000	100,000
Total Expenditures	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Net change in fund balance	0	0	0	0	0
Fund balance at beginning of year	0	0	0	0	0
Fund balance at end of year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

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2016 City Budget

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2016 City Capital Plan

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**City Planning
2017-2021**

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**2016 Wooster Community
Hospital Budget**

City of Wooster, Ohio
Capital Budget Summary
For the year 2016 - original requests

CAPITAL
EQUIPMENT CAPITAL
INFRASTRUCTURE TOTALS

FUND LEVEL SUMMARY

FUND				
301	Capital Improvements Fund	\$ 999,750	\$ 1,895,694	\$ 2,895,444
101	Street Construction Maintenance and Repair	\$ -	\$ -	\$ -
102	State Highway	\$ -	\$ -	\$ -
103	Permissive Tax Fund	\$ -	\$ 525,000	\$ 525,000
107	CDBG	\$ -	\$ 365,500	\$ 365,500
501	Water Fund	\$ 266,875	\$ 1,220,000	\$ 1,486,875
502	Sanitary Sewer Fund	\$ 301,875	\$ 400,000	\$ 701,875
507	Storm Sewer Fund	\$ -	\$ 1,405,000	\$ 1,405,000
508	CDBG Econ. Dev. RLF	\$ -	\$ 30,691	\$ 30,691
		<u>\$ 1,568,500</u>	<u>\$ 5,841,885</u>	<u>\$ 7,410,385</u>
	Less: Grant Reimbursements	(62,000.00)	(975,500)	(1,037,500)
		<u>\$ 1,506,500</u>	<u>\$ 4,866,385</u>	<u>\$ 6,372,885</u>

COST CENTER LEVEL SUMMARY

FUND	COST CENTER			
301	580702 Capital Improvements	\$ 999,750	\$ 1,895,694	\$ 2,895,444
101	331102 Traffic Control - SCM&R	\$ -	\$ -	\$ -
101	331602 Street Construction Maintenance and Repair	\$ -	\$ -	\$ -
102	331603 Street Construction - State Highway	\$ -	\$ -	\$ -
102	331103 State Highway	\$ -	\$ -	\$ -
103	334604 Street Maintenance - Permissive Tax	\$ -	\$ 525,000	\$ 525,000
107	380404 CDBG	\$ -	\$ 65,500	\$ 65,500
107	380406 CDBG	\$ -	\$ 300,000	\$ 300,000
501	742504 Water Treatment Plant	\$ 125,000	\$ 250,000	\$ 375,000
501	734510 Water Lines - Engineering	\$ 14,375	\$ 970,000	\$ 984,375
501	742502 Water Line Maintenance (Distribution)	\$ 127,500	\$ -	\$ 127,500
502	743514 Water Pollution Control Plant	\$ 160,000	\$ -	\$ 160,000
502	734501 Sewer Lines - Engineering	\$ 14,375	\$ 400,000	\$ 414,375
502	743502 Sewer Line Maintenance (Collection)	\$ 127,500	\$ -	\$ 127,500
507	731500 Storm Water Maintenance	\$ -	\$ -	\$ -
507	734502 Storm Sewer - Engineering	\$ -	\$ 1,405,000	\$ 1,405,000
508	770401 CDBG Econ. Dev. RLF	\$ -	\$ 30,691	\$ 30,691
		<u>\$ 1,568,500</u>	<u>\$ 5,841,885</u>	<u>\$ 7,410,385</u>

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2016

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

Safety

Fire

1	Replace Medic Unit 1311 (Ambulance)	Replacement	\$ 200,000	301 Capital Improvements Fund	580702		
4	Station #1 Garage/Annex Replacement	Replacement	\$ 70,000	301 Capital Improvements Fund	580702		
			\$ 270,000				

Police

1	Patrol Vehicles	Replacement	\$ 129,000	301 Capital Improvements Fund	580702		
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Finance

1	Financial Software Upgrade	Replacement	\$ 170,000	301 Capital Improvements Fund	580702		
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Community Service & Development Department

Recreation/ Pools/Community Center

1	Vehicle Replacement (2002 Ford Explorer)	Replacement	\$ 30,000	301 Capital Improvements Fund	580702		
1	Resurface Community Center Parking Lot	Maintenance	\$ 15,000	301 Capital Improvements Fund	580702		
1	Deck Replacement-Freedlander Baby Pool	Replacement	\$ 14,000	301 Capital Improvements Fund	580702		
			\$ 59,000				

Public Works Department

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2016

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
DEPARTMENT/DIVISION							
Engineering							
1	Vehicle Replacement (2004 F-150)	Replacement	\$ 20,000	301 Capital Improvements	580702		50.00%
			\$ 10,000	501 Water Fund	734510		25.00%
			<u>\$ 10,000</u>	502 Sewer Fund	734501		25.00%
			\$ 40,000				
2	Rover Pole	New	\$ 8,750	301 Capital Improvements	580702		50.00%
			\$ 4,375	501 Water Fund	734510		25.00%
			<u>\$ 4,375</u>	502 Sewer Fund	734501		25.00%
			\$ 17,500				
Engineering, cont.							
		Totals by Fund:	\$ 28,750	Capital Improvements Fund			
			\$ 14,375	Water Fund			
			<u>\$ 14,375</u>	Sewer Fund			
		Total: Engineering Division	\$ 57,500				
Public Properties Maintenance							
1	Christmas Run Park-Basketball and Volleyball Courts	New	\$ 31,000	301 Capital Improvements Fund	580702		
		ODNR	<u>\$ 62,000</u>	301 Capital Improvements Fund	580702		
			\$ 93,000				
1	10 Ton Dual Axel Dump Truck	Replacement	\$ 155,000	301 Capital Improvements Fund	580702		
2	Sign Truck	Replacement	<u>\$ 95,000</u>	301 Capital Improvements Fund	580702		
			\$ 343,000				
Utilities Divisions							
Water Pollution Control Plant							

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2016

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
1	Repair/Replace Capital Items	As needed	\$ 30,000	502 Sanitary Sewer Fund	743514		
2	Septage Receiving	New	\$ 100,000	502 Sanitary Sewer Fund	743514		
3	Repair Brick and Mortar on Operations Building	Maintenance	\$ 30,000	502 Sanitary Sewer Fund	743514		
			\$ 160,000				
Water Treatment Plant							
1	Roof Recoat - West End of Water Treatment Plant	Maintenance	\$ 50,000	501 Water Fund	742504		
2	Clarifiers - Sandblast and Repaint	Maintenance	\$ 45,000	501 Water Fund	742504		
4	Repair/Replace Capital Items	As needed	\$ 30,000	501 Water Fund	742504		
			\$ 125,000				
Distribution and Collection							
1	Repair/Replace Capital Items	As needed	\$ 10,000	501 Water Fund	742502		
			\$ 10,000	502 Sewer Fund	743502		
			\$ 20,000				
2	Building - Meters/Distribution/Collection	Renovation	\$ 100,000	501 Water Fund	742502		
			\$ 100,000	502 Sewer Fund	743502		
			\$ 200,000				
3	Vehicle Replacement (1999 Pickup Truck)	Replacement	\$ 17,500	501 Water Fund	742502		
			\$ 17,500	502 Sewer Fund	743502		
			\$ 35,000				
Distribution and Collection, continued							
Totals by Fund			\$ 127,500	Water Fund			

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2016

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
			\$ 127,500	Sewer Fund			
			\$ 255,000				
Utilities Divisions							
		Totals by Fund:	\$ 252,500	Water Fund			
			\$ 287,500	Sewer Fund			
		Total: Utilities Divisions	\$ 540,000				
TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY			\$ 1,568,500				

FUND LEVEL SUMMARY

Capital Improvements Fund \$ 999,750

City of Wooster, Ohio

Proposed Capital Equipment Budget

For the year 2016

Priority	Description	New? Replace?	Budget Requested	Funding Source	General Ledger	Job Ledger	Percentage Split
<u>DEPARTMENT/DIVISION</u>							
	Street Construction Maintenance and Repair (SCM&R)		\$ -				
	State Highway Fund		\$ -				
	Water Fund		\$ 266,875				
	Sanitary Sewer Fund		\$ 301,875				
	Storm Sewer Fund		\$ -				
			<u>\$ 1,568,500</u>				

COST CENTER LEVEL SUMMARY

Capital Improvements	580702 -3360	\$ 999,750	301 Capital Improvements
Traffic Control	331102 -3360	\$ -	101 SCM&R
State Highway	331103 -3360	\$ -	102 State Highway Fund
Street Construction Maintenance and Repair	331602 -3360	\$ -	101 SCM&R
Water Lines - Engineering	734510 -3360	\$ 14,375	501 Water
Water Treatment Plant	742504 -3360	\$ 125,000	501 Water
Water Line Maintenance (Distribution)	742502 -3360	\$ 127,500	501 Water
Sewer Lines - Engineering	734501 -3360	\$ 14,375	502 Sanitary Sewer
Sewer Line Maintenance (Collection)	743502 -3360	\$ 127,500	502 Sanitary Sewer
Water Pollution Control Plant	743514 -3360	\$ 160,000	502 Sanitary Sewer
Storm Water Maintenance	734502 -3360	\$ -	507 Storm Sewer
		<u>\$ 1,568,500</u>	

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2016

MEMO ONLY	Division	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering		Sidewalk Improvements	\$ 25,000	301 Capital Improvements	580702
TOTAL	Engineering		Sidewalk Replacement	\$ 25,000	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		Paving: Market; Spruce & Madison; Mechanicsburg Rd (Bowman to Highland City	\$ -	301 Capital Improvements	580702
			Market; Spruce & Madison; Mechanicsburg Rd (Bowman to Highland City	\$ 400,000	103 Permissive Tax	334604
			Market; Spruce & Madison; Mechanicsburg Rd (Bowman to Highland City	\$ 400,000	301 Capital Improvements	580702
TOTAL			ODOT Large City	\$ 800,000		
TOTAL	Engineering		ODOT Roundabout	\$ 160,000	301 Capital Improvements	580702
	Engineering		Akron Road Industrial Drive	\$ 30,000	301 Capital Improvements	580702
		Engineering Construction	ODSA	\$ 160,000	301 Capital Improvements	580702
		Construction	Ohio Jobs	\$ 50,000	301 Capital Improvements	580702
		Construction		155,000	301 Capital Improvements	580702
TOTAL				\$ 395,000		
TOTAL	Engineering		Downtown Streetscape	212,000	301 Capital Improvements	580702
	Engineering		North Street Traffic Signals	\$ 258,694	301 Capital Improvements	580702
			CDBG Econ. Dev. RLF	\$ 30,691	508 CDBG ED RLF	770401
			CDGB Formula Grant	\$ 65,500	107 CDBG	380404
			CDBG Critical Infrastructure Grant	\$ 300,000	107 CDGB	380406
TOTAL				\$ 654,885		
TOTAL	Engineering		Bike Path - Right of Way acquisitions	\$ 200,000	301 Capital Improvements	580702
TOTAL	Engineering		Miscellaneous Streets - Milling and Filling	\$ 50,000	301 Capital Improvements	580702
TOTAL	Engineering		Concrete Repairs - Fire Station #3	\$ 100,000	301 Capital Improvements	580702
TOTAL	Engineering		Burbank Road - Highland to Oldman	\$ 75,000	103 Permissive Tax	334604
TOTAL	Engineering		Water Line Replacements	\$ 50,000	501 Water Fund	734510
	Engineering		Replace 2" Waterlines (2016: Foster, Bechtel, Troyer)	\$ 100,000	501 Water Fund	734510
	Engineering		Milltown Water Tank Painting	\$ 375,000	501 Water Fund	734510
		Construction Inspection		20,000	501 Water Fund	734510
TOTAL				\$ 395,000		
TOTAL	Engineering		Bever/North/Alley Waterlines	\$ 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		Water Plant Stripper Tower Painting and Media	\$ 175,000	501 Water Fund	742504
TOTAL	Engineering		Water Treatment Plant Drive	\$ 75,000	501 Water Fund	742504

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2016

MEMO ONLY	Division		Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
TOTAL	Engineering	Sanitary Sewer Misc			\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Sanitary Sewer Lining Projects			\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	CSO Abatement Projects			\$ 25,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering/Utilities	Walmart Lift Station Upgrade	Engineering		\$ 50,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Stibbs Sewer Line (West of Gasche)			\$ 100,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	Prospect Sewer Line			\$ 75,000	502 Sanitary Sewer Fund	734501
TOTAL	Engineering	NPDES Storm water Permit Program (OEPA)			\$ 30,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Storm Sewer Replacements			\$ 200,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Dix Expressway Culvert Replacement/Lining		Construction	\$ 450,000	507 Storm Sewer Fund	734502
	Engineering	Oakley Culvert and Pond Cleanout		Culvert Replacement	\$ 250,000	507 Storm Sewer Fund	734502
				Pond Cleanout	\$ 200,000	507 Storm Sewer Fund	734502
TOTAL					\$ 450,000		
TOTAL	Engineering	Madison Ave Storm Sewer		Construction	\$ 100,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Holmes Blvd Storm Sewer		Construction	\$ 75,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Silver Road Culvert Replacement		Construction	\$ 50,000	507 Storm Sewer Fund	734502
TOTAL	Engineering	Miller Blvd Ditch Storm Sewere		Construction	\$ 50,000	507 Storm Sewer Fund	734502
TOTAL		TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY			\$ 5,841,885		

City of Wooster, Ohio
 Budgeted Capital Infrastructure Projects
 For the year 2016

MEMO ONLY	Division	Revenue Notations	Project Notations	Budget Requested	Funding Source	General Ledger
FUND LEVEL SUMMARY						
				\$ 1,895,694		
				\$ -		
				\$ -		
				\$ 525,000		
See Below Recon**				\$ 365,500		
				\$ 1,220,000		
				\$ 400,000		
				\$ 1,405,000		
				\$ 30,691		
				<u>\$ 5,841,885</u>		

COST CENTER LEVEL SUMMARY						
	Capital Improvements	580702 -3360		\$ 1,895,694	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		\$ 525,000	103	Permissive Tax
See Below Recon**	CDBG	380404 -3360		\$ 65,500	107	CDBG
See Below Recon**	CDBG	380406 -3360		\$ 300,000	107	CDBG
	Water Lines	734510 -3360		\$ 970,000	501	Water
	Water Treatment Plant	742504 -3360		\$ 250,000	501	Water
	Sewer Lines - Engineering	734501 -3360		\$ 400,000	502	Sanitary Sewer
	Water Pollution Control Plant	743514 -3360		\$ -	502	Sanitary Sewer
	Storm Sewer - Engineering	734502 -3360		\$ 1,405,000	507	Storm Drainage
	CDGB Econ. Dev. RLF	770401 -3360		\$ 30,691	508	CDGB Econ. Dev. RLF
				<u>\$ 5,841,885</u>		

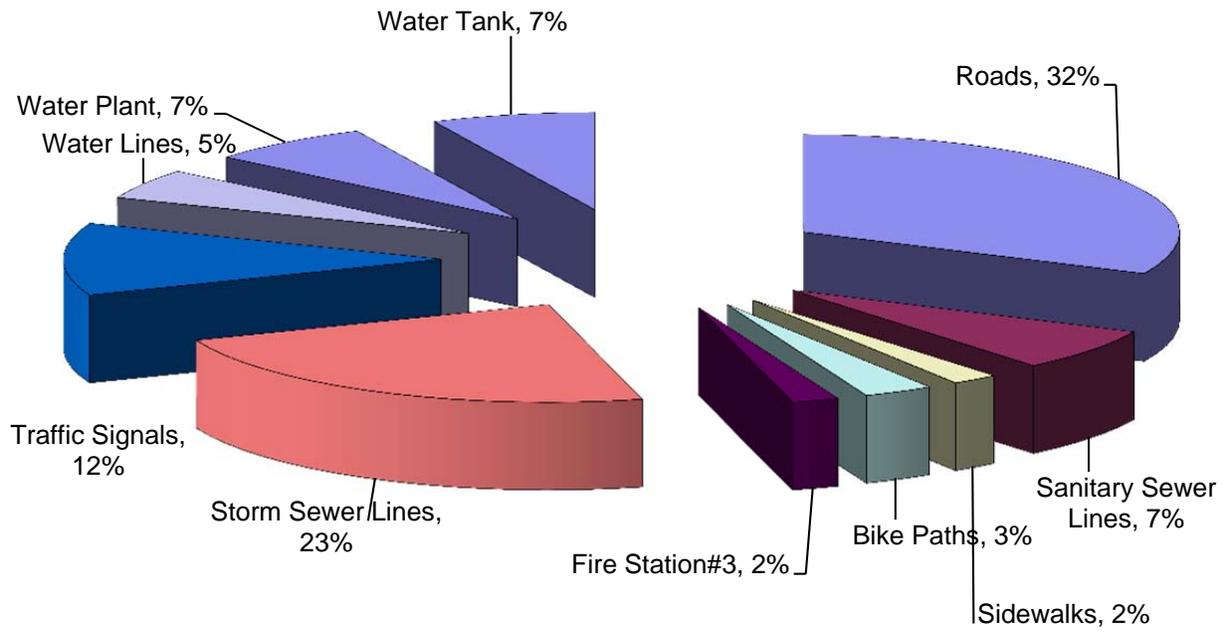
Fund Reconciliations			
	Capital Improvements Fund	CDBG Fund	
**Reconciliation			
Total Fund Infrastructure Budgeted:	\$ 1,895,694	\$ 396,191	
Less: Other Funding Sources			
Ohio Large City	\$ (400,000)		
ODSA	\$ (160,000)		
Ohio Jobs	\$ (50,000)		
CDBG Formula Grant		\$ (65,500)	
CDBG Critical Infrastructure Grant		\$ (300,000)	
CDGB Econ. Dev. RLF		\$ (30,691)	
Net Fund Infrastructure Budgeted:	<u>\$ 1,285,694</u>	<u>\$ -</u>	

A project not contained in the Mayor's proposed 2016 budget is a project to upgrade the Wooster Division of Fire's radios to MARCS compliant-radios. The project is in the range of \$250,000 to \$275,000 and will allow for interoperability between Fire and other agencies.

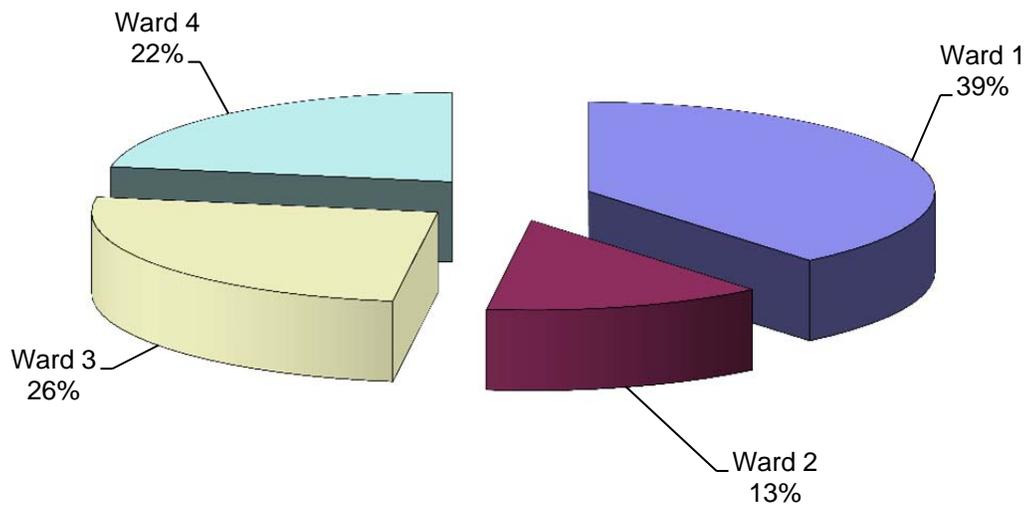
The project is not included in the budget, as there are possibilities of other funding sources, making the City's true cost unknown at this time. Currently, Chief Saley has applied for a \$250,000 Assistance to Firefighters Grant (AFG). If this grant is awarded, the City would likely have a 10% local funds match.

When both the funding status and timing of this project are known, legislation will be brought forward.

2016 Infrastructure by Category



2016 Major Infrastructure Projects by Ward



1

Budget Information

2

2016 City Budget

3

2016 City Capital Plan

4

**City Planning
2017-2021**

5

**2016 Wooster Community
Hospital Budget**

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2017-2021

		Cut from					Funding	Percentage	
		2016 Budget	2017	2018	2019	2020	2021	Source	Split
Police									
1	Police Vehicle Replacement - 2 units	\$ 86,000							
1	Police Vehicle Replacement - 3 units		\$ 130,000	\$ -				301 Capital Improvements Fund	
1	Police Vehicle Replacement - 4 units			\$ 200,000				301 Capital Improvements Fund	
1	Police Vehicle Replacement - 6 units				\$ 275,000			301 Capital Improvements Fund	
		<u>\$ 86,000</u>	<u>\$ 130,000</u>	<u>\$ 200,000</u>	<u>\$ 275,000</u>	<u>\$ -</u>	<u>\$ -</u>		
Fire									
1	Replace Medic Unit 1311 (Ambulance) - reduction	\$ 50,000						301 Capital Improvements Fund	
2	Replace Fire Engine 135	\$ 600,000						301 Capital Improvements Fund	
3	Life Pack 15 Monitor/Defibrillator	\$ 30,000						301 Capital Improvements Fund	
6	Stryker Patient Loading System for Medic Units	\$ 60,000						301 Capital Improvements Fund	
	Station Alerting System	\$ 30,000						301 Capital Improvements Fund	
1	Remount Medic 1305- Med tech Ambulance		\$200,000					301 Capital Improvements Fund	
2	Replace Command 1308- Chevy Tahoe		\$45,000					301 Capital Improvements Fund	
3	Replace Jaws of Life- Extrication Tools		\$40,000					301 Capital Improvements Fund	
1	St. 1 Renovations-			\$1,000,000				301 Capital Improvements Fund	
2	Replace Utility Truck 1313- Chevy Pick-up			\$55,000				301 Capital Improvements Fund	
1	Replace Quint 136- Seagrave				\$750,000			301 Capital Improvements Fund	
2	Replace Inspector 1310- Chevy Colorado				\$25,000			301 Capital Improvements Fund	
1	Replace Engine 137- Pierce					\$650,000.00		301 Capital Improvements Fund	
2	Replace Jaws of Life- Extrication tools					\$50,000.00		301 Capital Improvements Fund	
1	Replace Medic 1306- Horton Ambulance						\$250,000	301 Capital Improvements Fund	
		<u>\$ 770,000</u>	<u>\$ 285,000</u>	<u>\$ 1,055,000</u>	<u>\$ 775,000</u>	<u>\$ 700,000</u>	<u>\$ 250,000</u>		
Public Properties Maintenance									
3	High Lift Platform Truck	\$ 149,500						301 Capital Improvements Fund	
4	Asphalt Hot Box Trailer	\$ 40,000						301 Capital Improvements Fund	
5	Generator - PPM Building	\$ 85,000						301 Capital Improvements Fund	
1	10 Ton Dual Axel Dumptruck		\$ 155,000					301 Capital Improvements Fund	
2	4x4 Backhoe/Front Loader		\$ 92,500					301 Capital Improvements Fund	
3	Mechanical Street Sweeper		\$ 226,000					507 Storm Sewer Fund	
1	Office Expansion			\$ 125,000				301 Capital Improvements Fund	
2	Line Paint Truck			\$ 185,500				301 Capital Improvements Fund	
3	4x4 Backhoe/Front Loader			\$ 92,500				301 Capital Improvements Fund	
		<u>\$ 274,500</u>	<u>\$ 226,000</u>	<u>\$ 403,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		
Engineering									
	Paving: Sandalwood and Ramblewood Estates	\$ 400,000						301 Capital Improvements Fund	
	Paving: E Bowman (Palmer to bridge)	\$ 300,000						301 Capital Improvements Fund	
	Paving: Winter (Cleveland to Beall)	\$ 175,000						301 Capital Improvements Fund	

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2017-2021

	Cut from						Funding Source	Percentage Split
	2016 Budget	2017	2018	2019	2020	2021		
Paving: West Henry (Walnut to Market)	\$ 70,000						301 Capital Improvements Fund	
Paving: Old Airport Road	\$ 200,000						301 Capital Improvements Fund	
Paving: Kurtz	\$ 60,000						301 Capital Improvements Fund	
Paving: Wayne (Palmer to Diller)	\$ 75,000						301 Capital Improvements Fund	
SR 585 Widening	\$ 375,000						301 Capital Improvements Fund	
Downtown Streetscape (Project reduced)	\$ 598,000						301 Capital Improvements Fund	
Miscellaneous Streets - Milling and Filling (Project reduced)	\$ 100,000						301 Capital Improvements Fund	
Bridge Painting	\$ 135,000						301 Capital Improvements Fund	
OARDC Crosswalks and Signal Replacements	\$ 180,000						301 Capital Improvements Fund	
Concrete Repairs - Fire Station #3 (Project reduced)	\$ 100,000						301 Capital Improvements Fund	
Restroom - Christmas Run Park	\$ 100,000						301 Capital Improvements Fund	
Milltown Water Tank Painting (Construction portion reduced)	\$ 125,000						501 Water Fund	
Water Plant Stripper Tower Painting and Media	\$ 75,000						501 Water Fund	
Water Treatment Plant Drive (Project reduced)	\$ 25,000						501 Water Fund	
Oakley Waterline Replacement	\$ 700,000						501 Water Fund	
Replace 2004 Ford Van (Inspection Vehicle)		\$ 17,500					301 Capital Improvements Fund	50.00%
		\$ 8,750					501 Water Fund	25.00%
		\$ 8,750					502 Sanitary Sewer Fund	25.00%
total Replace 2004 Ford Van		\$ 35,000						
Replace 2005 Ford F150 (Inspection Vehicle)			\$ 17,500				301 Capital Improvements Fund	50.00%
			\$ 8,750				501 Water Fund	25.00%
			\$ 8,750				502 Sanitary Sewer Fund	25.00%
total Relplace 2005 Ford F150			\$ 35,000					
Ortho Photography Updates			\$ 40,000			\$ 40,000	301 Capital Improvements Fund	
	\$ 3,793,000	\$ 35,000	\$ 75,000	\$ -	\$ -	\$ 40,000		

Building and Planning

Replace Dodge Truck - Inspector vehicle			\$ 30,000				301 Capital Improvements Fund	
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Recreation/Community Center/ Pools

1 Digital Sign at Community Center	\$ 27,000						301 Capital Improvements Fund	
1 Replace Boiler at Freedlander Pool		\$ 15,000					301 Capital Improvements Fund	
1 Replace Perimeter Fence at Freedlander Pool		\$ 17,000					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	
1 Replace all out building roofs at Freedlander Pool						\$ 15,000	301 Capital Improvements Fund	
1 Replace Soccer Concession Stand Roof (metal)						\$ 10,000	301 Capital Improvements Fund	
1 Freedlander Pool Painting						\$ 45,000	301 Capital Improvements Fund	
	\$ 27,000	\$ 52,000	\$ 80,000	\$ 150,000	\$ 25,000	\$ 70,000		

City of Wooster, Ohio
Planned Equipment Budget Requested
For the years 2017-2021

	Cut from 2016 Budget	2017	2018	2019	2020	2021	Funding Source	Percentage Split
Utilities								
Water Pollution Control								
Replace/repair smaller capital equipment (pumps, blowers, etc.)	\$	30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	502 Sanitary Sewer Fund	
Replace Lab Van			\$ 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	\$ 60,000	\$ 60,000	\$ 30,000	\$ 60,000		
Water Treatment								
Replace/repair smaller capital equipment (pumps, blowers, etc.)	\$	30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	501 Water Fund	
SCADA Upgrade	\$	30,000					501 Water Fund	
Replace Chevrolet 1500 Pick-Up			\$ 30,000				501 Water Fund	
Paint clarifiers and piping inside plant					\$ 60,000		501 Water Fund	
	\$ -	\$ 60,000	\$ 60,000	\$ 30,000	\$ 90,000	\$ 30,000		
Distribution and Collection								
2 Building - Meters/Distribution/Collection (project reduced)	\$	200,000					501 Water Fund	50.00%
	\$	200,000					502 Sanitary Sewer Fund	50.00%
total Building - Meters/Distribution/Collection	\$	400,000						
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				
Jetter/Vac Truck				\$ 225,000			501 Water Fund	50.00%
				\$ 225,000			502 Sanitary Sewer Fund	50.00%
total Jetter/Vac Truck				\$ 450,000				
	\$ 400,000	\$ -	\$ -	\$ 485,000	\$ -	\$ -		
Totals by Fund (memorandum only)								
	\$ 3,939,500	\$ 732,000	\$ 1,825,500	\$ 1,200,000	\$ 725,000	\$ 360,000	301 Capital Improvements Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	101 SCM&R	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	102 State Highway Fund	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	103 Permissive Tax	
	\$ 1,125,000	\$ 68,750	\$ 68,750	\$ 272,500	\$ 90,000	\$ 30,000	501 Water Fund	
	\$ 200,000	\$ 38,750	\$ 68,750	\$ 302,500	\$ 30,000	\$ 60,000	502 Sewer Fund	
	\$ -	\$ 226,000	\$ -	\$ -	\$ -	\$ -	507 Storm Sewer Fund	
	\$ 5,264,500	\$ 1,065,500	\$ 1,963,000	\$ 1,775,000	\$ 845,000	\$ 450,000		

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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 2016 column do not reconcile to the appropriation requests presented in sections two (2) and three (3) of this budget document.

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																		
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR											COMMENTS	
						2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Future		
Ongoing	ENGR.	Sidewalk Improvements	\$ 800,000	Capital Imp.	\$ 800,000	\$ 75,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Sidewalk Replacement Program	\$ 775,000	Capital Imp.	\$ 775,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
Ongoing	ENGR.	Miscellaneous	\$ 500,000	Capital Imp.	\$ 500,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Ongoing	ENGR.	Miscellaneous	\$ 460,000	Permissive Tax	\$ 460,000	\$ 10,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Ongoing	ENGR.	Traffic Signal Improvements	\$ 3,000,000	SCMR	\$ 3,000,000	\$ 300,000		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
Ongoing	ENGR.	Traffic Studies			\$ 200,000		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
In Progress	ENGR.	Akron Rd. - Highland Park to Gateway Dr.	\$ 3,576,029	Engineering	Capital Imp.	\$ 250,000												ODOT Small Cities Grant
					Permissive Tax	\$ 119,990												
					Water	\$ 30,000												
					Storm	\$ 15,000												
					Sanitary	\$ 15,000												
					Assessments	\$ 104,349												
				Eng & R/W	State Highway	\$ 216,900												
				Small Cities	Federal	\$ 2,599,288												
				TE	Federal	\$ 225,501												
In Progress	ENGR.	Safe Routes To Schools Sidewalks	\$ 325,000	Engineering	Capital Imp.	\$ 50,000	\$ 50,000.00											ODOT Grant
				SRTS	Other	\$ 255,000	\$ 255,000.00											
					Assessments	\$ 20,000	\$ 20,000.00											
						\$ 325,000												
Completed	ENGR.	Crabapple & Point of View	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000											
Completed		Minerva	\$ 40,000	General	Capital Imp.	\$ 40,000	\$ 40,000											
In Progress		E. Bowman and Long	\$ 600,000	General	Capital Imp.	\$ 600,000	\$ 600,000											
Completed		Highland Park	\$ 30,000	General	Capital Imp.	\$ 30,000	\$ 30,000											
In Progress		Vinton Woods & Tanglewood	\$ 150,000	General	Capital Imp.	\$ 150,000	\$ 150,000											
Completed		Pittsburg /Liberty (Bever to eastern Corp Line)	\$ 85,000		Capital Imp.	\$ 85,000	\$ 85,000											
			\$ 340,000		ODOT Large City	\$ 340,000	\$ 340,000											
Completed		Palmer (Pittsburgh to Bowman)	\$ 25,000		Capital Imp.	\$ 25,000	\$ 25,000											
			\$ 100,000		ODOT Large City	\$ 100,000	\$ 100,000											
In Progress	ENGR.	Akron Road (Bridge to Long Road)	\$ 300,000		Capital Imp.	\$ 60,000	\$ 60,000											ODOT Grant
					State Highway	\$ 240,000	\$ 240,000											
						\$ 300,000												
Completed	ENGR.	Geyer's Chapel Rd Reconstruction	\$ 315,000		Capital Imp.	\$ -												ODOT Grant
					State Highway	\$ 315,000	\$ 315,000											
						\$ 315,000												
In Progress	ENGR.	Oldman Road Connector Trail	\$ 180,000		Capital Imp.	\$ 36,000	\$ 36,000											ODOT Grant
					TE	\$ 144,000	\$ 144,000											
						\$ 180,000												
In Progress	ENGR.	Wooster Gateway Projects	\$ 260,000	Engineering	Capital Imp.	\$ 10,000	\$ 10,000											
				Const. Cost	Capital Imp.	\$ 250,000	\$ 250,000											
						\$ 260,000												
In Progress	ENGR.	E. Pine Street	\$ 350,000		Capital Imp.	\$ 310,000	\$ 310,000											
					Assessments	\$ 40,000	\$ 40,000											
						\$ 350,000												
	ENGR.	Sandalwood and Ramblewood Estates	\$ 100,000	General	Capital Imp.	\$ 100,000	\$ 100,000											
	ENGR.	S. Market and N. Market	\$ 900,000		Permissive Tax	\$ 400,000	\$ 400,000											
					Capital Imp.	\$ 100,000	\$ 100,000											
		Spruce and Madison			ODOT Large City	\$ 400,000	\$ 400,000											
		Mechanicsburg Road (Bowman to Highland)				\$ 900,000												
	ENGR.	ODOT Roundabout	\$ 210,000	Right of Way	Capital Imp.	\$ 10,000	\$ 10,000											
				Const. Cost	Capital Imp.	\$ 200,000	\$ 200,000											
						\$ 210,000												
	ENGR.	Akron Road Industrial Drive	\$ 395,000	Engineering	Capital Imp.	\$ 30,000	\$ 30,000											
				Const. Cost	ODSA	\$ 160,000	\$ 160,000											
				Const. Cost	Ohio Jobs	\$ 50,000	\$ 50,000											
				Const. Cost	Capital Imp.	\$ 155,000	\$ 155,000											
						\$ 395,000												
	ENGR.	Downtown Streetscape	\$ 7,032,000	Engineering	Capital Imp.	\$ 582,000	\$ 32,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 100,000							
					Capital Imp.	\$ 6,450,000	\$ 180,000	\$ 1,620,000	\$ 1,800,000	\$ 1,900,000	\$ 950,000							
						\$ 7,032,000												
	ENGR.	North Street Traffic Signals	\$ 727,000	Engineering	Capital Imp.	\$ 75,000	\$ 75,000											CDBG Grants
					Capital Imp.	\$ 250,000	\$ 250,000											
					CDBG Formula	\$ 102,000	\$ 102,000											
					CDBG Critical Infr.	\$ 300,000	\$ 300,000											
						\$ 727,000												

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																							
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR										Future	COMMENTS						
						2015	2016	2017	2018	2019	2020	2021	2022	2023	2024								
	ENGR.	Bike Path Phase 1	\$ 1,050,000	Engineering Right of Way	Capital Imp. \$ 100,000 Capital Imp. \$ 200,000 TE \$ 715,000 Capital Imp. \$ 35,000 \$ 1,050,000	\$ 100,000		\$ 200,000			\$ 715,000						ODOT Grant						
	ENGR.	Misc. Mill/Fill	\$ 50,000		Capital Imp. \$ 50,000			\$ 50,000															
	ENGR.	Concrete Repairs Fire Station #3	\$ 100,000		Capital Imp. \$ 100,000			\$ 100,000															
	ENGR.	Burbank Rd. - Highland to Oldman	\$ 1,995,000	Engineering Right of Way	In-house Permissive Tax \$ 75,000 Water \$ 450,000 Sanitary \$ 45,000 Storm \$ 225,000 OPWC \$ 500,000 Assessments \$ 200,000 Capital \$ 500,000 \$ 1,995,000			\$ 75,000			\$ 450,000	\$ 45,000	\$ 225,000	\$ 500,000	\$ 200,000	\$ 500,000							
	ENGR.	Burbank, Friendsville, Highland, Milltown	\$ 309,000 \$ 381,000		SCMR \$ 309,000 ODOT Large City \$ 381,000						\$ 309,000	\$ 381,000											
	ENGR.	W. Highland Ave.	\$ 1,035,000	Engineering Right of Way	Capital Imp. \$ 150,000 Capital Imp. \$ 50,000 Water \$ 50,000 Sanitary \$ 40,000 Storm \$ 160,000 Assessments \$ 155,000 Capital Imp. \$ 430,000 \$ 1,035,000			\$ 150,000	\$ 50,000		\$ 50,000	\$ 40,000	\$ 160,000	\$ 155,000	\$ 430,000								
	ENGR.	Oldman/Oak Hill Roundabout	\$ 1,750,000	Engineering	Permissive Tax \$ 150,000 Capital Imp. \$ 1,600,000 \$ 1,750,000				\$ 150,000			\$ 1,600,000											
	ENGR.	Palmer - Bowman to Wayne	\$ 1,574,000	Engineering Right of Way	Capital Imp. \$ 116,000 Capital Imp. \$ 50,000 Water \$ 375,000 Sanitary \$ 7,000 Storm \$ 226,000 25% Assessments \$ 225,000 Capital Imp. \$ 575,000 \$ 1,574,000							\$ 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. \$ 131,000 Permissive Tax \$ 120,000 Water \$ 11,000 Sanitary \$ 8,000 Storm \$ 484,000 75% Assessments \$ 879,000 Permissive Tax \$ 294,000 \$ 1,927,000							\$ 131,000	\$ 120,000	\$ 11,000	\$ 8,000	\$ 484,000	\$ 879,000	\$ 294,000					
	ENGR.	Cleveland Rd - SR 83 to Smithville Western	\$ 1,169,000	Engineering Right of Way	State Highway \$ 175,000 State Highway \$ 150,000 Water \$ 15,000 Storm \$ 550,000 Assessments \$ 279,000 \$ 1,169,000								\$ 175,000	\$ 150,000		\$ 15,000	\$ 550,000	\$ 279,000	ODOT planning 2-lane resurfacing in FY 2008				
	ENGR.	University - Gausche to Palmer	\$ 607,000	Engineering Right of Way	Capital Imp. \$ 44,000 Capital Imp. \$ 25,000 Water \$ 105,000 Sanitary \$ 12,000 Storm \$ 88,000 75% Assessments \$ 183,000 Capital Imp. \$ 150,000 \$ 607,000										\$ 44,000	\$ 25,000	\$ 105,000	\$ 12,000	\$ 88,000	\$ 183,000	\$ 150,000		
	ENGR.	Cleveland - Highland Ave. Intersection	\$ 47,000	Engineering Right of Way	Permissive Tax \$ 20,000 Permissive Tax \$ 7,000 Water \$ 5,000 Sanitary \$ - Storm \$ 15,000 \$ 47,000													\$ 20,000	\$ 7,000	\$ 5,000	\$ -	\$ 15,000	After W/L Project
	ENGR.	Burbank Rd. - Riffel to Smithville Western	\$ 208,000	Engineering	State Highway \$ 100,000 Storm \$ 7,000 Assessments \$ 101,000 \$ 208,000									\$ 100,000			\$ 7,000	\$ 101,000					
	ENGR.	Riffel - Friendsville to Cleveland	\$ 880,000	Engineering	SCMR \$ 107,000 Water \$ 182,000 Storm \$ 355,000 Assessments \$ 236,000 \$ 880,000											\$ 107,000	\$ 182,000	\$ 355,000	\$ 236,000				
	ENGR.	W. Milltown Road	\$ 884,000	Engineering	Capital Imp. \$ 150,000 Water \$ 10,000 Sanitary \$ 6,000									\$ 150,000			\$ 10,000	\$ 6,000					

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STREETS																		
PRIORITY	DIVISION	DESCRIPTION	TOTAL COST	FUNDING SOURCE	10-YEAR AMOUNT	CURRENT YEAR										Future	COMMENTS	
						2015	2016	2017	2018	2019	2020	2021	2022	2023	2024			
				Storm	\$ 125,000												\$ 125,000	
				Assessments	\$ 140,000												\$ 140,000	
				Capital Imp.	\$ 453,000												\$ 453,000	
					\$ 884,000													
	ENGR.	Oldman - Oak to Mechanicsburg	#REF!	Engineering	\$ 112,000										\$ 112,000			
				Right of Way	\$ 50,000											\$ 50,000		
				Water	\$ 215,000												\$ 215,000	
				Sanitary	\$ 32,000												\$ 32,000	
				Storm	\$ 370,500												\$ 370,500	
				Assessments	\$ 249,000												\$ 249,000	
				SCMR	\$ 629,500												\$ 629,500	
	ENGR.	SR 83 - Addtl Turn Lane Friendsville to Milltown		Engineering	\$ 20,000												\$ 20,000	Pending ODOT Safety Study
				Right of Way	\$ 10,000												\$ 10,000	
				Sanitary	\$ -												\$ -	
				Storm	\$ 67,000												\$ 67,000	
					\$ 97,000													
	ENGR.	(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					\$ 37,596,029	\$ 7,416,029	\$ 3,034,000	\$ 5,100,000	\$ 3,470,000	\$ 5,055,000	\$ 1,620,000	\$ 686,000	\$ 2,279,000	\$ 2,783,000	\$ 941,000	\$ 5,212,000		
* Monies already expended.																		
Funding Sources																		
				Water	\$ 30,000	\$ -	\$ 450,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 375,000	\$ 11,000	\$ -	\$ 532,000			
				Sanitary	\$ 15,000	\$ -	\$ 45,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 7,000	\$ 8,000	\$ -	\$ 50,000			
				Storm	\$ 15,000	\$ -	\$ 225,000	\$ -	\$ 160,000	\$ -	\$ -	\$ 226,000	\$ 484,000	\$ -	\$ 1,577,500			
				Capital Imp.	\$ 2,326,000	\$ 1,527,000	\$ 2,120,000	\$ 2,235,000	\$ 4,280,000	\$ 1,250,000	\$ 316,000	\$ 956,000	\$ 350,000	\$ 244,000	\$ 828,000			
				Permissive Tax	\$ 129,990	\$ 475,000	\$ 50,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 170,000	\$ 344,000	\$ 70,000	\$ 57,000				
				SCMR	\$ 300,000	\$ -	\$ 609,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 412,000	\$ 457,000	\$ 929,500				
				ODOT Large City	\$ 440,000	\$ 400,000	\$ 381,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				Assessments	\$ 164,349	\$ -	\$ 200,000	\$ -	\$ 155,000	\$ -	\$ -	\$ 225,000	\$ 879,000	\$ -	\$ 1,188,000			
				State Highway	\$ 771,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ 150,000	\$ 30,000				
				OPWC	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				Other	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				Federal	\$ 2,824,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total					\$ 7,272,029	\$ 2,402,000	\$ 4,580,000	\$ 2,735,000	\$ 5,035,000	\$ 1,600,000	\$ 666,000	\$ 1,884,000	\$ 2,752,000	\$ 921,000	\$ 4,660,000			

CITY OF WOOSTER															
10-YEAR INFRASTRUCTURE STRATEGIC PLAN															
WATER															
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Ongoing	ENGR.	Water Line Replacements		\$ 8,900,000	\$ 50,000	\$ 50,000	\$ 300,000	\$ 100,000	\$ 100,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 300,000	
Ongoing	ENGR.	Replace 2" Waterlines Foster, Bechtel, Troyer	Construction	\$ 200,000		\$ 100,000	\$ 100,000								
In Progress	ENGR.	Water Tank North High Area	Engineering	\$ -											
			Acquisition	\$ -											
			Permits	\$ -											
			Utilities	\$ -											
			Geotech	\$ -											
			Inspection	\$ 20,000	\$ 20,000										
			Construction	\$ 3,100,000	\$ 3,100,000										WCH Loan; Complete prior to Daisy
Complete	ENGR.	Daisy Site Water Extension	Construction	\$ 50,000	\$ 50,000										CDBG
				\$ 400,000	\$ 400,000										
Complete	ENGR.	Norman Pl. W/L	Construction	\$ 100,000	\$ 100,000										
In Progress	ENGR.	Melrose Booster Sta. - North High Area	Construction	\$ 350,000	\$ 350,000										Complete prior to Daisy
In Progress	ENGR.	Main Distribution Line Through Christmas Run Park	Construction	\$ 750,000	\$ 750,000										OPWC
				\$ 400,000	\$ 400,000										
In Progress	ENGR.	Sherman, Ihrig W/L	Construction	\$ 350,000	\$ 350,000										
In Progress	ENGR.	WCH Water Tank Demolition	Construction	\$ 75,000	\$ 75,000										
1	WTP	Milltown Water Tank Painting	Construction	\$ 375,000		\$ 375,000									
			Inspection	\$ 20,000		\$ 20,000									
2	ENGR.	Bever/North/Alley Waterlines	Construction	\$ 75,000		\$ 75,000									
3	ENGR.	Northview Dr. W/L Replacement	Construction	\$ 150,000		\$ 150,000									
4	ENGR.	North Well Field Check Valve Replacement	Construction	\$ 200,000		\$ 200,000									
5	WTP	Water Plant Stripper Tower Painting & Media	Construction	\$ 200,000		\$ 200,000									
6	WTP	WTP Drive- Reclaim, chip&seal, concrete fill station	Construction	\$ 75,000		\$ 75,000									
7	ENGR.	Oakley W/L Replacement	Construction	\$ 700,000			\$ 700,000								
8	ENGR.	Burbank Transmission W/L	Construction	\$ 500,000			\$ 500,000								
9	ENGR.	McKinley Waterline Replacement	Construction	\$ 450,000			\$ 450,000								
10	ENGR.	Impala, Imperial, Skylark, Victoria	Construction	\$ 750,000			\$ 750,000								
11	ENGR.	Keifer, Winter, Barbara	Construction	\$ 850,000			\$ 850,000								
12	ENGR.	Gasche, Thorne, Winter	Construction	\$ 750,000			\$ 750,000								
13	ENGR.	Robinhood, Friar Tuck, Little John W/L	Construction	\$ 750,000			\$ 750,000								
14	ENGR.	Lincoln Avenue W/L (Nold to Bowman)	Construction	\$ 250,000				\$ 250,000							
15	ENGR.	West Wayne W/L (CC Culvert to Christmas Run)	Construction	\$ 250,000				\$ 250,000							
16	WTP	WTP Filter Addition	Engineering	\$ 50,000			\$ 50,000								
			Construction	\$ 1,500,000				\$ 1,500,000							
17	ENGR.	Chemical Addition at S-1	Construction	\$ 100,000								\$ 100,000			
18	ENGR.	Bloomington W/L	Construction	\$ 130,000								\$ 130,000			
19	WTP	City-wide Water Meter Replacement	Construction	\$ 4,000,000									\$ 4,000,000		
20	ENGR.	Palmer (Bowman to Wayne)	Construction	\$ 375,000										\$ 375,000	
21	ENGR.	Pine Street (Bever to College)	Construction	\$ 100,000										\$ 100,000	
22	ENGR.	Back Orrville Road Water Line Looping	Construction	\$ 250,000										\$ 250,000	

CITY OF WOOSTER															
10-YEAR INFRASTRUCTURE STRATEGIC PLAN															
WATER															
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
23	ENGR.	Grant Street - Park to Quinby	Construction	\$ 300,000										\$ 300,000	
24	ENGR.	Madison Booster Station Improvements	Engineering	\$ 25,000										\$ 25,000	
			Construction	\$ 100,000										\$ 100,000	
26	ENGR.	Stibbs Replacement Buckeye to Beall													
27	ENGR.	Prairie Lane Water Line (WTP to Timken Road)	Engineering	\$ 30,000										\$ 30,000	
			Permits	\$ 6,000										\$ 6,000	
			Construction	\$ 290,000										\$ 290,000	
28	ENGR.	750,000 Gallon WTP Clearwell Addition	Construction												
29	ENGR.	West Wayne W/L (.Christmas Run to Quinby)		\$ 250,000										\$ 250,000	
30	ENGR.	E. Highland Ave. W/L (Portage to curve)		\$ 200,000										\$ 200,000	
31	ENGR.	Forest Drive - Foster to Henrietta (2")		\$ 150,000										\$ 150,000	
32	ENGR.	Woodcrest Waterline Replacement		\$ 300,000										\$ 300,000	
33	ENGR.	Robinson/Biohio W/L loop		\$ 200,000										\$ 200,000	
SHEET TOTAL				\$ 29,396,000	\$ 5,645,000	\$ 1,245,000	\$ 2,050,000	\$ 1,700,000	\$ 1,650,000	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,230,000	\$ 6,876,000	
TOTAL FROM STREETS				\$ 30,000	\$ -	\$ 450,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 375,000	\$ 11,000	\$ -	
SUBTOTAL				\$ 5,675,000	\$ 1,245,000	\$ 2,500,000	\$ 1,700,000	\$ 1,700,000	\$ 4,000,000	\$ 2,000,000	\$ 2,375,000	\$ 2,241,000	\$ 6,876,000		
GRANT FUNDS				\$ -	\$ -	\$ 100,000	\$ -								
GRAND TOTAL WATER FUND				\$ 30,212,000	\$ 5,675,000	\$ 1,245,000	\$ 2,400,000	\$ 1,700,000	\$ 1,700,000	\$ 4,000,000	\$ 2,000,000	\$ 2,375,000	\$ 2,241,000	\$ 6,876,000	

CITY OF WOOSTER															
10-YEAR INFRASTRUCTURE STRATEGIC PLAN															
SANITARY SEWER															
PRIORITY	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	CURRENT YEAR										COMMENTS
					2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
ONGOING	ENGR	Sanitary Sewer Misc.		\$ 1,750,000	\$ 100,000	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
ONGOING	ENGR	Sanitary Sewer Lining Projects		\$ 300,000		\$ 100,000	\$ 200,000								
ONGOING	ENGR & WRRF	CSO Abatement Projects		\$ 1,875,000	\$ 50,000	\$ 25,000	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
COMPLETE	ENGR	Catherine		\$ 75,000	\$ 75,000										
IN PROGRESS	ENGR	WRRF Improvements		\$ 4,000,000	\$ 4,000,000										
COMPLETE	ENGR	Daisy Sewer Extension		\$ 170,000	\$ 170,000										
				\$ 100,000	\$ 100,000										CDBG
COMPLETE	ENGR	Melrose Interceptor Rehabilitation		\$ 360,000	\$ 360,000										
IN PROGRESS	ENGR	E. Pine Street		\$ 100,000	\$ 100,000										
1	ENGR & WRRF	Walmart Lift Station Upgrade	Engineering	\$ 50,000		\$ 50,000									
				\$ 400,000			\$ 400,000								
2	ENGR	Stibbs (west of Gasche)		\$ 100,000		\$ 100,000									
3	ENGR	Prospect		\$ 75,000		\$ 75,000									
4	ENGR	Spink St. Area** (South of Bowman)		\$ 125,000			\$ 125,000								23% Sanitary Separation, 77% Storm
5	ENGR	Gasche St** (South of Nold)		\$ 95,000			\$ 95,000								
6	ENGR & WRRF	Henry Street Lift Station Replacement		\$ 350,000			\$ 350,000								
7	ENGR	W. Liberty St. Area		\$ 330,000				\$ 330,000							
8	ENGR	Mechanicsburg Rd - Bell & Howell		\$ 200,000				\$ 200,000							
9	ENGR	Western Trunk Sewer (Fairgrounds & Santmyer) (Fairgrounds, Santmyer, ODOT Garage)		\$ 300,000				\$ 300,000							
10	ENGR	Nupp Drive Lift Station Upgrades		\$ 300,000						\$ 300,000					
11	ENGR	Lab Electrical Upgrade		\$ 185,000							\$ 35,000	\$ 150,000			
12	WRRF	CSO Regulators		\$ 150,000								\$ 150,000			
13	WRRF	CSO Disinfection		\$ 100,000								\$ 100,000			
14	ENGR	Oak Hill Sewer - Highland to Oldman	Engineering Construction	\$ 25,000 \$ 240,000								\$ 25,000 \$ 240,000			
15	ENGR & WRRF	Cleveland Road North Lift Sta. Repl.		\$ 250,000									\$ 250,000		
16	ENGR & WRRF	Secondary Interceptor Sewer (Bever Swirl to WPCP)	Construction	\$ 1,000,000										\$ 1,000,000	
17	ENGR	Wayne Ave. Sewer Extension (Christmas Run to Thoreau)	Construction	\$ 50,000										\$ 50,000	
18	ENGR	Geyers Chapel Sewer Extension (South of Long Road)	Construction	\$ 300,000										\$ 300,000	
19	ENGR	Miller Lakes Sewer Rehab/Replacement	Construction	\$ 100,000										\$ 100,000	
20	ENGR	Brookside Sewer Improvements (Christmas Run to 2001 Brookside)	Construction	\$ 50,000										\$ 50,000	
	WRRF	Design Lagoon #2		\$ -											
	WRRF	Lagoon #2 Rehab		\$ -											

CITY OF WOOSTER 10-YEAR INFRASTRUCTURE STRATEGIC PLAN STORM SEWER															
															CURRENT YEAR
PRIORITY/ STATUS	DIVISION	DESCRIPTION	ITEM	10-YEAR AMOUNT	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	COMMENTS
Ongoing	ENGR	NPDES Stormwater Permit Program (OEPA)		\$ 105,000	\$ 30,000	\$ 30,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	EPA Mandate for 5 years
Ongoing	ENGR	Storm Sewer Replacements		\$ 3,650,000	\$ 50,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
Complete	ENGR	Miller Blvd Culvert Replacement	Construction	\$ 25,000	\$ 25,000										
Complete	ENGR	Geyers Chapel Road (North) Culvert Replacement	Construction	\$ 15,000	\$ 15,000										
Complete	ENGR	Cedar Lane Culvert Replacement	Construction	\$ 15,000	\$ 15,000										
In Progress	ENGR	Silver Rd Culvert Replacement	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR	Mechanicsburg Rd Culvert Replacement	Construction	\$ 75,000	\$ 75,000										
In Progress	ENGR	Miller Blvd Ditch Enclosure	Construction	\$ 50,000	\$ 50,000										
In Progress	ENGR	Melrose Dr Culvert Replacement	Construction	\$ 25,000	\$ 25,000										
1	ENGR	Dix Expressway Culvert Replacement/Lining	Construction	\$ 450,000	\$ 450,000										
2	ENGR	Oakley Road Culvert Replacement	Construction	\$ 250,000	\$ 250,000										
3	ENGR	Oakley Pond Cleanout	Construction	\$ 200,000	\$ 200,000										
4	ENGR	Madison Avenue Storm Sewer	Construction	\$ 100,000	\$ 100,000										
5	ENGR	Holmes Blvd Storm Sewer	Construction	\$ 75,000	\$ 75,000										
6	ENGR	Silver Road Culvert Replacement	Construction	\$ 50,000	\$ 50,000										
7	ENGR	Miller Blvd. Ditch Storm Sewer	Construction	\$ 50,000	\$ 50,000										
8	ENGR	Lemar Storm Sewer Replacement	Construction	\$ 85,000		\$ 85,000									
9	ENGR	Cleveland Road Storm Sewer (by Valvoline)	Construction	\$ 150,000		\$ 150,000									
10	ENGR	Bucholz Drive Storm Sewers	Construction	\$ 100,000		\$ 100,000									
11	ENGR	Wayne Avenue Culvert Replacement	Construction	\$ 150,000		\$ 150,000									
12	ENGR	Bowman Street Culvert Rehabilitation	Construction	\$ 50,000		\$ 50,000									
13	ENGR	Bever Street Storm Sewer - Bowman to University	Construction	\$ 300,000		\$ 300,000									
14	ENGR	Cedar Lane Stream Stabilization	Construction	\$ 65,000		\$ 65,000									
15	ENGR	Spink St.** (South of Bowman)	Construction	\$ 300,000			\$ 300,000								23% Sanitary Separation, 77% Storm
16	ENGR	Gasche St.** (South of Nold)	Construction	\$ 300,000			\$ 300,000								23% Sanitary Separation, 77% Storm
17	ENGR	Sherwood Hills Allot. Storm Sewer Replacements	Construction	\$ 160,000			\$ 160,000								
18	ENGR	Gasche to Barbara Storm Replacement (Along Fence Line)	Construction	\$ 20,000			\$ 20,000								
19	ENGR	Schellin Park Stream Rip-rap Replacement	Construction	\$ 103,000			\$ 103,000								
SHEET TOTAL				\$ 6,993,000	\$ 360,000	\$ 1,405,000	\$ 1,110,000	\$ 965,000	\$ 628,000	\$ 505,000					
TOTAL FROM STREETS				\$ 15,000	\$ -	\$ 225,000	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ 226,000	\$ 484,000	\$ -	
SUBTOTAL STATE -ODOT				\$ 375,000	\$ 1,405,000	\$ 1,335,000	\$ 965,000	\$ 788,000	\$ 505,000	\$ 505,000	\$ 731,000	\$ 989,000	\$ 505,000		
GRAND TOTAL STORM SEWER FUND				\$ 8,103,000	\$ 375,000	\$ 1,405,000	\$ 1,335,000	\$ 965,000	\$ 788,000	\$ 505,000	\$ 505,000	\$ 731,000	\$ 989,000	\$ 505,000	

1

Budget Information

2

2016 City Budget

3

2016 City Capital Plan

4

**City Planning
2017-2021**

5

**2016 Wooster Community
Hospital Budget**

Plotting Our Course To The Future



ESSAY

UNE CARTE RÉDIGÉE

Contenant

LES PARTIES CONNUES

GLOBE TERRESTRE.

DE M. LE COMTE DE MAUREPAS

des Ordres du Roy/Ministre et Secretaire

Par N. BALLE, Ingénieur ordinaire de la Marine.

2016 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, 2016

	Actual <u>'13</u>	Actual <u>'14</u>	Projected <u>'15</u>	Budget <u>'16</u>
<u>SERVICE DEMAND</u>				
1 Acute Inpatient Admissions	5,408	5,452	5,343	5,412
2 Inpatient Rehab Admissions	196	234	219	223
3 Transitional Care Admissions	288	403	457	457
4 Total Admissions	5,892	6,089	6,019	6,092
5 % Occupancy (125 Open Beds '10 -'12, 147 '13)	39.8%	47.6%	46.2%	46.7%
6 Acute Inpatient Patient Days	15,029	15,613	14,960	15,153
7 Inpatient Rehab Patient Days	2,349	2,897	2,940	2,985
8 Transitional Care Patient Days	3,966	7,006	6,895	6,895
9 Total Patient Days	21,344	25,516	24,795	25,033
10 Observation Days	2,449	2,436	2,399	2,444
11 Births	1,114	1,066	1,156	1,168
12 Acute Average Length Of Stay	2.78	2.86	2.80	2.80
13 Inpatient Rehab Average Length Of Stay	11.98	12.38	13.42	13.39
14 Transitional Care Average Length Of Stay	13.77	17.38	15.09	15.09
15 Total Average Length Of Stay	3.62	4.19	4.12	4.11
16 Average Daily Census	58	70	68	68
17 Surgical Cases:				
18 Inpatient - including c-sections	1,411	1,323	1,376	1,437
19 Outpatient	2,877	3,005	3,284	3,467
20 Total	4,288	4,328	4,660	4,904
21 Emergency Room Visits	32,272	33,416	35,143	36,197
22 Home Health Admissions	935	792	903	948
23 Total Outpatient Registrations	113,500	116,003	127,649	133,256
24 Adjusted Patient Days	59,012	66,403	68,755	70,242
<u>ASSUMPTIONS</u>				
25 FTEs (including HH & Contract)	761	778	802	820
26 Manhours Per Patient Day	74.13	63.46	67.30	68.12
27 FTEs/Occupied Bed	13.01	11.14	11.81	11.99
28 Manhours Per APD	26.81	24.38	24.27	24.28
29 FTEs/Adjusted Patient Day	4.70	4.28	4.26	4.26
30 Salary Increase	09/08/13 All 3.0%	n/a No Increase	03/08/15 All 2.0%	01/10/16 All 2.0%
31 Est'd Budget Year Impact	\$386,513	\$0	\$719,772	\$908,104
32 Dates of Rate Increase	01-Jan-13	01-Jan-14	01-Jan-15	01-Jan-16
33 Rate Increase Percentage	5%	5%	5%	5%
34 Income from Operations	7,197,778	8,894,950	10,000,794	11,049,138
35 Non-Operating Income	184,627	403,254	552,816	671,078
36 Non-Operating Expenses	(5,258,000)	(5,980,000)	(6,111,333)	(6,600,000)
37 Net Income	2,124,405	3,318,204	4,442,277	5,120,216
38 EBIDA	9,392,325	10,771,735	11,832,322	12,525,356
39 Operating Cash Margin %	13.5%	14.4%	14.4%	14.4%
40 Operating Margin	6.7%	7.8%	8.3%	8.6%

**WOOSTER COMMUNITY HOSPITAL
2016 BUDGET VOLUME ASSUMPTIONS**

Inpatient

- Med/Surg - Peds - PCU	2.0% Increase	30.3
- ICU	6.4% Decrease	3.6
- Women's Pavilion	1.0% Increase	7.5
- Inpatient Rehab	1.5% Increase	8.2
- Transitional Care Unit	Flat	<u>18.8</u>
Total Adult & Pediatric Patient Days		<u>68.4</u>
- Nursery	1.0% Increase	<u>6.6</u>
Total Patient Days		<u>75.0</u>
* Inpatient Surgery Cases	4.4% Increase	1,437
Outpatient Surgery Cases	5.6% Increase	3,467
Emergency Visits	3.0% Increase	36,197

* Includes C-Sections

Outpatient

Increase/(Decrease) Activity

Outreach Lab	10%
Home Health	5%
Private Duty	5%
Infusion Services	50%
Ambulatory Care	6%
Wound Clinic	2%
Retail Pharmacy	1%
Nutritional Services	2%
Sleep Center	3%
* Ultrasound	1%
Radiology-Healthpoint	3%
Radiology	2%
Cardiac Rehab	3%
Cardiovascular	1%
CT Scan	2%
Eagle Pass Lab	2%
* Breast Imaging	-1%
PET	15%
Physician Phlebotomist	10%
Pulmonary/ Neurology	1%
Laboratory	2%
Milltown Lab	-5%

* Includes Hospital & HealthPoint

Remaining Activities - same level as 2015

Endoscopy/Medical Outpatient
 Bone Densitometry
 Health & Wellness
 MRI
 Nuclear Medicine
 Occupational Therapy
 Physical Therapy
 Radiology-Milltown
 Speech Therapy
 Special Procedures

WOOSTER COMMUNITY HOSPITAL
CURRENT YEAR COMPARED TO BUDGET

	PROJECTED 2015	BUDGET 2016	INCREASE/ (DECREASE)
1 ROUTINE INPATIENT SERVICES	21,202,970	22,397,155	1,194,185
2 ANCILLARY INPATIENT SERVICES	57,344,009	63,388,605	6,044,596
3 TOTAL INPATIENT REVENUE	<u>78,546,979</u>	<u>85,785,760</u>	7,238,781
4 OUTPATIENT SERVICES	139,260,021	154,927,656	15,667,635
5 GROSS PATIENT REVENUE	<u>217,807,000</u>	<u>240,713,416</u>	22,906,416
REVENUE DEDUCTIONS			
6 CONTRACTUAL DEDUCTIONS	97,441,884	111,570,424	14,128,540
7 CHARITY DEDUCTIONS	347,613	384,499	36,886
8 OTHER DEDUCTIONS	192,915	213,203	20,288
9 BAD DEBT	5,485,419	6,014,889	529,470
10 TOTAL REVENUE DEDUCTIONS	<u>103,467,831</u>	<u>118,183,015</u>	14,715,184
11 NET PATIENT REVENUE	114,339,169	122,530,401	8,191,232
12 OTHER REVENUE	6,188,187	6,027,915	(160,272)
13 TOTAL NET REVENUE	<u>120,527,356</u>	<u>128,558,316</u>	8,030,960
OPERATING EXPENSES			
14 SALARIES AND WAGES	43,780,591	46,313,327	2,532,736
15 BENEFITS	15,356,685	16,196,916	840,231
16 FEES-PHYSICIANS	100,000	100,000	0
17 FEES-OTHER	10,652,293	10,756,486	104,193
18 SUPPLIES	24,710,001	28,403,220	3,693,219
19 UTILITIES	1,876,007	1,908,118	32,111
20 REPAIRS & MAINTENANCE	3,659,928	3,907,993	248,065
21 LEASES AND RENTALS	1,331,064	770,654	(560,410)
22 TAXES, INSURANCE & RISK MANAGEMENT	887,217	930,655	43,438
23 OTHER EXPENSE	782,731	816,669	33,938
24 TOTAL OPERATING EXPENSES	<u>103,136,517</u>	<u>110,104,038</u>	6,967,521
25 DEPRECIATION	7,390,045	7,405,140	15,095
26 TOTAL OPERATING COSTS	<u>110,526,562</u>	<u>117,509,178</u>	6,982,616
27 OPERATING INCOME	10,000,794	11,049,138	1,048,344
NON-OPERATING INCOME & EXPENSES			
28 INTEREST INCOME-OPERATING	61,219	89,338	28,119
29 INTEREST INCOME-PLANT	491,597	581,740	90,143
30 OTHER EXPENSE	(6,111,333)	(6,600,000)	488,667
31 TOTAL NON-OPERATING INCOME	<u>(5,558,517)</u>	<u>(5,928,922)</u>	(370,405)
32 NET INCOME	<u>4,442,277</u>	<u>5,120,216</u>	677,939

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2015 PROJECTED	2016 BUDGET
1 SALARIES & WAGES		
2 SALARIES & WAGES	43,280,551	45,740,215
3 GAIN SHARING EXPENSE	500,040	573,112
4 TOTAL SALARIES & WAGES	<u>43,780,591</u>	<u>46,313,327</u>
5 BENEFITS		
6 PERS	5,963,040	6,362,846
7 WORKER'S COMPENSATION	294,646	342,732
8 MEDICARE	592,748	627,829
9 QHR	123,016	129,359
10 UNEMPLOYMENT	9,782	9,982
11 HEALTH & DENTAL INSURANCE	8,035,763	8,354,699
12 LIFE INSURANCE	22,705	25,325
13 DISABILITY INSURANCE	206,512	212,524
14 EDUCATIONAL ASSISTANCE	66,384	89,532
15 EMPLOYEE HEALTH	4,041	4,041
16 EMPLOYEE RELATIONS	38,048	38,047
17 TOTAL BENEFITS	<u>15,356,685</u>	<u>16,196,916</u>
18 PHYSICIAN CONSULTING	100,000	100,000
19 FEES-OTHER		
20 CONSULTING	56,230	62,185
21 ADVERTISING	299,947	306,846
22 AUDITING	37,780	37,000
23 MANAGEMENT FEES-QUORUM	375,919	384,303
24 LEGAL FEES	83,695	85,118
25 PURCHASED SECURITY	214,237	231,296
26 OUTSIDE SERVICES	9,479,972	9,541,749
27 COMPLIANCE	104,513	107,989
28 TOTAL FEES-OTHER	<u>10,652,293</u>	<u>10,756,486</u>
29 SUPPLIES		
30 OFFICE SUPPLIES	58,106	60,788
31 COPIER SUPPLIES	12,544	13,072
32 CHARGEABLE SUPPLIES	7,839,653	8,611,792
33 DIRECT DEPT SUPPLIES	3,766,340	3,864,754
34 CONTRAST MEDIA	359,437	367,501
35 PRINTING FORMS	4,301	5,626
36 OXYGEN & OTHER SUPPLIES	16,647	16,897
37 DRUGS	4,653,625	4,802,541
38 CHEMOTHERAPY	4,192,982	6,579,507

WOOSTER COMMUNITY HOSPITAL
EXPENSES BY CATEGORY

	2015 PROJECTED	2016 BUDGET
39 SUPPLIES - CONTINUED		
40 RETAIL PHARMACY	2,327,884	2,520,461
41 FOOD	302,838	318,734
42 UNIFORM REPLACEMENT	7,331	12,028
43 MINOR EQUIPMENT	392,410	448,663
44 BLOOD PROCESSING	680,938	682,680
45 FREIGHT	94,965	98,176
46 TOTAL SUPPLIES	<u>24,710,001</u>	<u>28,403,220</u>
47 UTILITIES		
48 ELECTRICITY	1,222,555	1,247,006
49 FUEL	325,099	331,417
50 WATER	104,260	105,100
51 SEWER	85,598	86,100
52 TELEPHONE	138,495	138,495
53 TOTAL UTILITIES	<u>1,876,007</u>	<u>1,908,118</u>
54 REPAIRS AND MAINTENANCE		
55 REPAIR AND MAINTENANCE	368,436	375,202
56 MAINTENANCE CONTRACTS	3,272,892	3,513,875
57 TRUCK EXPENSE	18,600	18,916
58 TOTAL REPAIRS & MAINTENANCE	<u>3,659,928</u>	<u>3,907,993</u>
59 LEASE/RENTAL	1,331,064	770,654
60 TAXES & INSURANCE		
61 PROPERTY & LIABILITY & RISK MNGT	638,766	682,204
62 REAL ESTATE & FRANCHISE BED TAXES	248,451	248,451
63 TOTAL TAXES & INSURANCE	<u>887,217</u>	<u>930,655</u>
64 OTHER EXPENSES		
65 EDUCATION & TRAVEL	411,762	437,392
66 DUES AND SUBSCRIPTIONS	252,397	269,953
67 POSTAGE	54,468	52,468
68 SCHOLARSHIPS	64,104	56,856
69 TOTAL OTHER EXPENSE	<u>782,731</u>	<u>816,669</u>
70 SUBTOTAL OPERATING EXPENSES W/O DEPR.	<u>103,136,517</u>	<u>110,104,038</u>
71 DEPRECIATION	<u>7,390,045</u>	<u>7,405,140</u>
72 TOTAL OPERATING EXPENSE	<u>110,526,562</u>	<u>117,509,178</u>
73 NON-OPERATING OTHER EXPENSE	6,111,333	6,600,000
74 TOTAL EXPENSES	<u>116,637,895</u>	<u>124,109,178</u>

EXPLANATION OF INCREASES/DECREASES 2016 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Patient Revenue</u>	
<u>Routine Inpatient Services:</u> In addition to the proposed 5% price increase, we are predicting an increase in inpatient volume due to Interventional Cardiology and Surgery.	1,194,185
<u>Ancillary Inpatient Services:</u> In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase due to Interventional Cardiology and Surgery. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs.	6,044,596
<u>Total Inpatient Revenue</u>	7,238,781
<u>Outpatient Revenue:</u> 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.	15,667,635
<u>Total Patient Revenue:</u>	22,906,416
<u>Revenue Deductions:</u>	
<u>Contractual allowances:</u> The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2016 Final Rules, the increase in the Franchise Fee and the continuation of a shift in payer mix.	14,128,540
<u>Charity Deductions:</u> Increase corresponds to recent trends that are the result of the State Of Ohio expanding Medicaid.	36,886
<u>Other Deductions:</u> Increase corresponds to changes in patient revenue due to price and volume increases.	20,288
<u>Bad Debt</u> Increase corresponds to changes in patient revenue due to price and volume increases.	529,470
<u>Total Revenue Deductions:</u>	14,715,184
<u>Net Patient Revenue:</u>	8,191,232
<u>Other Revenue:</u> Decrease is due to a projected loss for the Special Care Nursery/ACH and Meaningful Use dollars as 2015 is the last year for Medicare Meaningful Use. This decrease is partially offset by Retail Pharmacy & Private Duty.	(160,272)
<u>Total Net Revenue:</u>	8,030,960

EXPLANATION OF INCREASES/DECREASES 2016 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Operating Expenses:</u>	
<u>Salaries & Wages:</u>	2,532,736
Increase is due to a projected 2.0% wage increase effective January 10, 2016 and anticipated step increases in 2016 which together are estimated to result in an overall 3.20% increase. Gainsharing is budgeted at 5.0% of the projected operating margin.	
<u>Benefits:</u>	840,231
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 2016. No material rebate from BWC was assumed for 2016	
<u>Fees Physician:</u>	0
Will remain the same for 2016	
<u>Fees Other:</u>	104,193
Increase is mainly due to impact of relocating the autoclave for medical waste removal during construction of the hospital addition; IOP/PHP; and additional outsourcing of abstraction with Q-Centrix.	
<u>Supplies:</u>	3,693,219
Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.	
<u>Utilities:</u>	32,111
Increase in cost is primarily due to inflation.	
<u>Repairs & Maintenance:</u>	248,065
Increase is mainly due to IT system maintenance.	
<u>Leases & Rentals:</u>	(560,410)
Decrease is primarily due to the end of the lease term of the Robotic System in Surgery and the Vista analyzer in the Laboratory.	
<u>Taxes & Insurance:</u>	43,438
Increase is due to inflation in Property & Liability Insurance and Risk expense.	
<u>Other Expenses:</u>	33,938
Increase is mainly due to education & travel and dues and subscriptions.	
<u>Depreciation:</u>	15,095
The increase is due to PP&E that will be fully depreciated in 2015 offset by 2015 construction projects and new capital items purchased in 2015 with a full year depreciation starting in 2016 and new 2016 capital purchases.	
<u>Total Operating Costs:</u>	6,982,616
<u>Operating Income:</u>	1,048,344

EXPLANATION OF INCREASES/DECREASES
2016 BUDGET COMPARED TO CURRENT YEAR

	Increase (Decrease)
<u>Non-Operating Income Expenses:</u>	
<u>Interest Income - Operating Fund</u>	28,119
Increase is due to an anticipated increase in the rate of return on the Operating Fund cash balance.	
<u>Interest Income - Plant Fund</u>	90,143
Increase is due to an anticipated increase in the rate of return on the Plant Fund cash balance.	
<u>Other Expenses:</u>	488,667
This account is used to transfer funds to the Wooster Community Hospital Foundation for ongoing recruitment, transportation program and required support of physician employment model.	
<u>Net Income:</u>	677,939

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2016

NET PATIENT SERVICE REVENUE: \$122,530,401

DIRECT PATIENT CARE EXPENSE:

IV THERAPY	465,460
INFUSION SERVICES	7,212,225
WOUND CENTER	938,412
FLOAT	91,170
PCU	3,231,512
MED/SURG-1	1,991,420
MED/SURG-3	2,921,441
ICU	1,840,470
WOMEN'S PAVILION	4,792,751
SCN- AKRON CHILDRENS COLLABORATION	14,480
INPATIENT REHAB	1,402,285
SURGERY	10,364,642
AMBULATORY CARE / P.A.C.U.	1,355,709
ANESTHESIA	572,633
ENDOSCOPY	739,643
MEDICAL SUPPLIES EXPENSE	1,474
EMERGENCY DEPARTMENT	4,067,020
SANE NURSE PROGRAM	39,965
LABORATORY	5,701,375
MILLTOWN LABORATORY	122,448
EAGLE PASS LAB STATION	139,142
PHYSICIAN PHLEBOTOMY SERVICES	147,469
LABORATORY OUTREACH	109,139
HEALTHPOINT BONE DENSITOMETRY	40,867
RADIOLOGY	1,743,722
MILLTOWN RADIOLOGY	119,457
HEALTHPOINT RADIOLOGY	116,801
ULTRASOUND	346,550
HEALTHPOINT ULTRASOUND	147,553
NUCLEAR MEDICINE	554,643
CAT SCAN	924,541
HEALTHPOINT BREAST HEALTH CENTER	222,603
BREAST IMAGING HOSPITAL	71,172
MRI	654,291
PET/CT	183,328
PHARMACY	7,013,112
SLEEP LAB	466,239
PULMONARY/NEUROLOGY	2,227,610
PHYSICAL THERAPY OUTPATIENT	1,807,886
PHYSICAL THERAPY ACUTE	284,901
PHYSICAL THERAPY REHAB	236,097
PHYSICAL THERAPY TCU	323,529

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2016

DIRECT PATIENT CARE EXPENSE - CONTINUED:

SPEECH THERAPY OUTPATIENT	185,291
SPEECH THERAPY ACUTE	97,607
SPEECH THERAPY REHAB	70,872
SPEECH THERAPY TCU	101,893
OCCUPATIONAL THERAPY OUTPATIENT	336,909
OCCUPATIONAL THERAPY ACUTE	272,026
OCCUPATIONAL THERAPY REHAB	226,843
OCCUPATIONAL THERAPY TCU	364,480
CARDIAC REHAB	192,516
CARDIOVASCULAR	1,074,497
SPECIAL PROCEDURES	2,149,380
INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY	453,088
NUTRITIONAL SERVICES	442,872
HOME HEALTH	2,546,140
TRANSITIONAL CARE UNIT	2,054,379
QUALITY MANAGEMENT	1,684,684
	78,000,664

DIRECT PATIENT CARE CONTRIBUTION MARGIN	44,529,737
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OTHER OPERATING REVENUE:	6,027,915
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OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

ED-EMS	94,729
TRANSPORT TEAM	8,949
AMERICAN HEART CLASSES	36,199
RETAIL PHARMACY	2,822,657
HEALTHPOINT HEALTH & WELLNESS	887,326
PRIVATE DUTY	899,082
PHYSICIAN PRACTICE MANAGEMENT	(148,530)
MILLTOWN PROFESSIONAL BUILDING	425,515
ON CAMPUS MEDICAL OFFICE BUILDING	203,691
EAGLE PASS BUILDING	63,749
HEALTHPOINT BUILDING	809,960
	6,103,327

OTHER OPERATIONS CONTRIBUTION MARGIN	(75,412)
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OVERHEAD & SUPPORT SERVICE EXPENSES:

NURSING ADMINISTRATION	838,385
EDUCATION & PRACTICE	492,044
STERILE PROCESSING	675,070
PATIENT NAVIGATOR/ONCOLOGY	144,681

COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2016

OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

HEALTH INFORMATION MANAGEMENT	1,642,591
FOOD SERVICE	1,478,415
PLANT OPERATIONS	6,636,836
MAINTENANCE	640,280
MILLTOWN MAINTENANCE	20,589
HEALTHPOINT MAINTENANCE	22,507
ENVIRONMENTAL SERVICES	2,464,400
ACCOUNTING	667,676
CREDIT AND COLLECTION	944,517
REGISTRATION	1,215,302
ED REGISTRATION	294,341
PATIENT FINANCIAL SERVICES	1,720,607
COMMUNICATIONS	323,021
TELECOMMUNICATIONS	302,344
INFORMATION SYSTEMS	3,776,328
CORPORATE CARE OF WOOSTER	142,364
COMMUNITY CARE NETWORK/ACO	337,703
EMPLOYEE HEALTH	101,263
ADMINISTRATION	4,743,403
HUMAN RESOURCES	909,668
RETURN TO WORK	32,499
MEDICAL STAFF SERVICES	148,269
MATERIALS MANAGEMENT	589,229
MARKETING/TRANSPORTATION	712,098
VOLUNTEER SERVICES	96,162
INSURANCE	612,718
GAIN SHARING	573,112
LEGAL & TREASURY ALLOCATION	72,000
PROPERTY 708 WINTER STREET	9,087
PROPERTY 720 WINTER STREET	8,198
FRIENDSVILLE ROAD PROPERTY	8,679
1734 GASCHE STREET	3,524
1710 GASCHE STREET	5,277
	33,405,187
OPERATING MARGIN:	11,049,138
INVESTMENT INCOME	671,078
WCH FOUNDATION	(6,600,000)
	(5,928,922)
NET INCOME	5,120,216

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

	2015 THRU 10/31/15				2016 BUDGETED FTES			
	WORKED FTES	PAID FTES	CONTRACT FTES	TOTAL PAID FTES	WORKED FTES	PAID FTES	CONTRACT FTES	TOTAL PAID FTES
NURSING SERVICES - SHELLY HUFF								
NURSING ADMINISTRATION	7.48	8.46	0.00	8.46	7.32	8.28	0.00	8.28
EDUCATION & PRACTICE	2.73	3.15	0.00	3.15	2.60	3.00	0.00	3.00
PT NAV/ONCOLOGY	2.29	2.63	0.00	2.63	1.57	1.80	0.00	1.80
IV THERAPY	3.03	3.57	0.00	3.57	3.16	3.73	0.00	3.73
INFUSION SERVICES	3.55	3.84	0.76	4.60	4.93	5.34	0.76	6.10
MED/SURG FLOAT	0.20	1.13	0.00	1.13	0.16	0.90	0.00	0.90
PCU	33.30	37.19	0.00	37.19	33.01	36.86	0.00	36.86
MED/SURG - 1	15.36	18.92	0.00	18.92	18.36	22.61	0.00	22.61
MED/SURG - 3	33.41	36.23	0.00	36.23	29.90	32.42	0.00	32.42
ICU	16.12	18.59	0.00	18.59	15.55	17.93	0.00	17.93
WOMEN'S PAVILION	42.24	47.21	0.00	47.21	40.78	45.57	0.00	45.57
SCN AKRON CHILDRENS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INPATIENT REHAB	14.69	16.38	0.00	16.38	14.66	16.35	0.00	16.35
SURGERY	25.18	29.13	0.50	29.63	26.55	30.72	0.00	30.72
AMBULATORY CARE/PACU	11.48	12.72	0.00	12.72	11.63	12.88	0.00	12.88
ENDOSCOPY	4.92	5.34	0.06	5.40	4.85	5.26	0.06	5.32
STERILE PROCESSING	7.82	9.00	0.00	9.00	8.07	9.29	0.00	9.29
AMERICAN HEART	0.12	0.12	0.00	0.12	0.10	0.10	0.00	0.10
EMERGENCY DEPARTMENT	37.54	42.06	0.00	42.06	39.02	43.72	0.00	43.72
SANE NURSE	0.22	0.22	0.00	0.22	0.17	0.17	0.00	0.17
EMERGENCY - EMS	0.93	1.02	0.00	1.02	0.91	1.00	0.00	1.00
TRANSPORT TEAM	0.06	0.06	0.00	0.06	0.03	0.03	0.00	0.03
PHARMACY	15.42	17.40	0.00	17.40	15.39	17.36	0.00	17.36
RETAIL PHARMACY	2.31	2.63	0.00	2.63	2.70	3.08	0.00	3.08
CARDIAC REHAB	2.04	2.16	0.00	2.16	2.02	2.13	0.00	2.13
CARDIOVASCULAR	7.22	8.58	0.00	8.58	7.42	8.81	0.00	8.81
SPECIAL PROCEDURES	3.75	4.18	0.00	4.18	6.10	6.80	0.00	6.80
HOME HEALTH	24.93	27.71	0.00	27.71	24.93	27.71	0.00	27.71
PRIVATE DUTY	1.58	1.73	23.24	24.97	1.50	1.65	23.24	24.89
TRANSITIONAL CARE UNIT	24.09	26.01	0.00	26.01	23.84	25.74	0.00	25.74
TOTAL NURSING SERVICES FTES	344.01	387.37	24.56	411.93	347.22	391.24	24.06	415.30

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

	2015 THRU 10/31/15				2016 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	4.32	4.83	2.31	7.14	4.17	4.66	3.00	7.66
LABORATORY	34.47	37.78	0.00	37.78	30.86	33.82	0.00	33.82
MILLTOWN LABORATORY	1.34	1.44	0.00	1.44	1.95	2.10	0.00	2.10
EAGLE PASS LAB	1.12	1.53	0.00	1.53	1.41	1.93	0.00	1.93
PHYSICIAN PHLEBOTOMIST	0.00	0.00	0.00	0.00	2.27	3.10	0.00	3.10
OUTREACH LAB	0.53	0.58	0.00	0.58	1.66	1.82	0.00	1.82
HEALTHPOINT BONE DENSITOMETRY	0.49	0.57	0.00	0.57	0.45	0.52	0.00	0.52
RADIOLOGY	12.65	14.56	0.00	14.56	12.77	14.70	0.00	14.70
MILLTOWN RADIOLOGY	0.99	1.08	0.00	1.08	0.91	1.00	0.00	1.00
HEALTHPOINT RADIOLOGY	0.90	0.95	0.00	0.95	0.94	1.00	0.00	1.00
ULTRASOUND	2.24	2.43	0.00	2.43	2.26	2.46	0.00	2.46
HEALTHPOINT ULTRASOUND	0.79	0.79	0.00	0.79	0.79	0.79	0.00	0.79
NUCLEAR MEDICINE	1.71	1.94	0.00	1.94	1.70	1.93	0.00	1.93
CAT SCAN	7.11	8.05	0.00	8.05	7.16	8.10	0.00	8.10
HEALTHPOINT BREAST IMAGING	1.88	1.98	0.00	1.98	1.83	1.93	0.00	1.93
BREAST IMAGING INPATIENT	0.17	0.17	0.00	0.17	0.12	0.12	0.00	0.12
MRI	2.53	2.72	0.00	2.72	2.49	2.68	0.00	2.68
SLEEP LAB	4.35	4.49	0.00	4.49	4.33	4.47	0.00	4.47
PULMONARY/NEUROLOGY	20.89	23.80	0.00	23.80	20.50	23.35	0.00	23.35
NUTRITIONAL SERVICES	4.80	5.19	0.00	5.19	4.79	5.18	0.00	5.18
FOOD SERVICES	20.08	22.17	0.00	22.17	21.55	23.79	0.00	23.79
PLANT OPERATIONS	6.95	7.89	6.47	14.36	6.78	7.69	6.47	14.16
MAINTENANCE	8.11	9.12	0.00	9.12	8.12	9.13	0.00	9.13
MILLTOWN MAINTENANCE	0.32	0.38	0.00	0.38	0.33	0.39	0.00	0.39
HEALTHPOINT MAINTENANCE	0.32	0.38	0.00	0.38	0.33	0.39	0.00	0.39
ENVIRONMENTAL SERVICES	29.20	31.97	0.50	32.47	28.91	31.65	0.00	31.65
MILLTOWN ENVIRONMENTAL SERVICES	1.60	1.74	0.00	1.74	1.88	2.04	0.00	2.04
ON-CAMPUS ENVIRONMENTAL	0.68	0.85	0.00	0.85	0.91	1.14	0.00	1.14
HEALTHPOINT ENVIRONMENTAL SERVICES	2.82	3.36	0.00	3.36	3.51	4.18	0.00	4.18
TOTAL CLINICAL SERVICES FTEs	173.36	192.74	9.28	202.02	175.68	196.06	9.47	205.53

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

	2015 THRU 10/31/15				2016 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
CLINICAL SERVICES - WILLIAM SHERON								
HEALTHPOINT PHYSICAL THERAPY	15.62	17.36	0.00	17.36	15.19	16.88	0.00	16.88
PHYSICAL THERAPY INPATIENT ACUTE	2.35	2.60	0.00	2.60	2.39	2.64	0.00	2.64
PT INPT REHAB	2.09	2.28	0.00	2.28	2.15	2.34	0.00	2.34
PT TCU	3.10	3.42	0.00	3.42	3.13	3.45	0.00	3.45
HEALTHPOINT SPEECH THERAPY	1.62	1.77	0.00	1.77	1.59	1.74	0.00	1.74
SPEECH THERAPY INPATIENT ACUTE	0.79	0.79	0.00	0.79	0.88	0.88	0.00	0.88
SPEECH IP REHAB	0.63	0.72	0.00	0.72	0.57	0.65	0.00	0.65
SPEECH TCU	0.86	0.93	0.00	0.93	0.86	0.93	0.00	0.93
HEALTHPOINT OCCUPATIONAL THERAPY	2.56	2.86	0.00	2.86	2.56	2.86	0.00	2.86
OCCUPATIONAL THERAPY INPATIENT ACUTE	2.26	2.57	0.00	2.57	2.35	2.67	0.00	2.67
OT INPT REHAB	2.19	2.41	0.00	2.41	2.12	2.34	0.00	2.34
OT TCU	3.36	3.76	0.00	3.76	3.54	3.97	0.00	3.97
HEALTHPOINT HEALTH & WELLNESS	11.99	13.13	0.61	13.74	12.29	13.46	0.61	14.07
CORPORATE CARE OF WOOSTER	1.71	2.03	0.00	2.03	1.71	2.03	0.00	2.03
TOTAL CLINICAL SERVICES FTEs	51.14	56.63	0.61	57.24	51.34	56.84	0.61	57.45

FISCAL SERVICES - SCOTT BOYES								
HEALTH INFORMATION MANAGEMENT	12.14	13.81	0.57	14.38	13.02	14.81	0.57	15.38
GENERAL ACCOUNTING	7.19	8.43	0.00	8.43	6.86	8.05	0.00	8.05
REGISTRATION	18.67	20.75	0.00	20.75	20.42	22.70	0.00	22.70
ED REGISTRATION	5.97	6.26	0.00	6.26	5.87	6.15	0.00	6.15
PATIENT FINANCIAL SERVICES	17.60	20.06	0.00	20.06	17.58	20.03	0.00	20.03
COMMUNICATIONS	4.88	5.21	0.00	5.21	4.89	5.22	0.00	5.22
MATERIALS MANAGEMENT	5.27	5.80	0.00	5.80	5.51	6.06	0.00	6.06
TOTAL FISCAL SERVICES FTEs	71.72	80.32	0.57	80.89	74.14	83.02	0.57	83.59

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

	2015 THRU 10/31/15				2016 BUDGETED FTEs			
	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL PAID FTEs
<u>ADMINISTRATIVE SERVICES - WILLIAM SHERON</u>								
COMMUNITY CARE NETWORK/ACO	2.66	2.89	0.00	2.89	3.40	3.70	0.00	3.70
ADMINISTRATION	5.36	6.02	1.00	7.02	5.25	5.90	1.00	6.90
MARKETING	5.88	6.30	0.00	6.30	6.06	6.50	0.00	6.50
PHYSICIAN PRACTICE	0.89	1.00	0.00	1.00	0.89	1.00	0.00	1.00
TOTAL ADMINISTRATIVE SERVICES	14.79	16.21	1.00	17.21	15.61	17.10	1.00	18.10
<u>QUALITY MANAGEMENT - KATHY SIFFERLIN</u>								
OUTPATIENT PSYCHIATRIC THERAPY	0.69	0.70	0.00	0.70	4.74	4.80	0.25	5.05
QUALITY MANAGEMENT	11.73	13.05	0.00	13.05	12.94	14.40	0.00	14.40
MEDICAL STAFF SERVICES	0.91	1.00	0.00	1.00	0.91	1.00	0.00	1.00
TOTAL QUALITY MANAGEMENT FTE'S	13.33	14.75	0.00	14.75	18.59	20.20	0.25	20.45
<u>INFORMATION TECHNOLOGY - CARLA FONTE</u>								
TELECOMMUNICATIONS	0.52	0.60	0.00	0.60	0.52	0.60	0.00	0.60
INFORMATION SERVICES	10.81	12.15	0.00	12.15	11.12	12.50	0.00	12.50
TOTAL INFORMATION TECHNOLOGY FTE'S	11.33	12.75	0.00	12.75	11.64	13.10	0.00	13.10
<u>HUMAN RESOURCES - MARLON TAYLOR</u>								
EMPLOYEE HEALTH	0.62	0.64	0.00	0.64	0.78	0.80	0.00	0.80
HUMAN RESOURCES	3.18	3.72	0.00	3.72	3.42	4.00	0.00	4.00
EMPLOYEE RETRAINING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
RETURN TO WORK	0.17	0.16	0.00	0.16	0.51	0.49	0.00	0.49
VOLUNTEER SERVICES	0.90	1.00	0.00	1.00	0.90	1.00	0.00	1.00
TOTAL HUMAN RESOURCES FTEs	4.87	5.52	0.00	5.52	5.61	6.29	0.00	6.29

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

2015
 THRU 10/31/15

	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL	
				PAID FTEs	CONTRACT FTEs
TOTAL NURSING SERVICES FTEs	344.01	387.37	24.56	411.93	
TOTAL CLINICAL SERVICES FTEs	224.51	249.37	9.89	259.26	
TOTAL FISCAL SERVICES FTEs	71.72	80.32	0.57	80.89	
TOTAL ADMINISTRATIVE FTEs	14.79	16.21	1.00	17.21	
TOTAL QUALITY MANAGEMENT FTEs	13.33	14.75	0.00	14.75	
TOTAL INFORMATION TECHNOLOGY FTEs	11.33	12.75	0.00	12.75	
TOTAL HUMAN RESOURCES FTEs	4.87	5.52	0.00	5.52	
TOTAL HOSPITAL FTEs	684.55	766.29	36.02	802.31	

2016
 BUDGETED FTEs

	WORKED FTEs	PAID FTEs	CONTRACT FTEs	TOTAL	
				PAID FTEs	CONTRACT FTEs
TOTAL NURSING SERVICES FTEs	347.22	391.24	24.06	415.30	
TOTAL CLINICAL SERVICES FTEs	227.02	252.90	10.08	262.98	
TOTAL FISCAL SERVICES FTEs	74.14	83.02	0.57	83.59	
TOTAL ADMINISTRATIVE FTEs	15.61	17.10	1.00	18.10	
TOTAL QUALITY MANAGEMENT FTEs	18.59	20.20	0.25	20.45	
TOTAL INFORMATION TECHNOLOGY FTEs	11.64	13.10	0.00	13.10	
TOTAL HUMAN RESOURCES FTEs	5.61	6.29	0.00	6.29	
TOTAL HOSPITAL FTEs	699.83	783.85	35.96	819.81	

WOOSTER COMMUNITY HOSPITAL

2016 - 2020 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 9TH

2016 2017 2018

2015 Carryover Capital Items

FACILITIES

New Facility & Equipment	\$18,240,000
Special Procedures Lab Renovation and Expansion	\$1,687,000
Parking Lot Expansion - South Side & Boulevard Entrance	\$100,000
Operating Room Flooring	\$27,000
Sprinkling System in 1950 Building - Case Management	\$10,000

CATH LAB

2nd Cath Lab Equipment and Upgrade of Existing System	\$3,113,000
Hemodynamic System	\$300,000
Intra-aortic Balloon Pumps	\$48,000

INFORMATION SYSTEMS

Wireless Access Points	\$220,600
HIPAA Security	\$60,000
ED Physician Meditech Documentation Module	\$64,000
Outpatient Tracking System	\$75,000
Network & Servers	\$30,000
Interfaces	\$21,500
Mobile Registration	\$18,500

DIETARY

Cooler (Reach-In)	\$17,500
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MARKETING/TRANSPORTATION

Signage	\$30,000
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ENVIRONMENTAL SERVICES

EVS Management Software	\$9,000
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POST ANESTHESIA CARE UNIT (PACU)

Curtains and Track System	\$2,500
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TOTAL 2015 CARRYOVER

\$24,073,600

2016 - 2018 Capital Budget Itemized Request / Projections - REGULAR CAPITAL

NURSING ADMINISTRATION/EDUCATION

Defibrillators	\$25,000	\$204,000	
AED's (6)	\$8,000		
Crash Carts		\$53,500	

IV THERAPY

IV Pumps (5)	\$11,500	\$11,500	
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INFUSION SERVICES

IVAC Pumps (3)	\$10,000	\$6,500	\$6,500
Treatment Chair	\$3,500	\$7,000	
Vital Sign Monitor		\$3,500	

WOUND HEALING CENTER

Patient Bed - Bariatric	\$8,000		
Lobby Furniture		\$5,000	
Stretcher			\$5,000

PROGRESSIVE CARE UNIT

Monitor Platform Upgrade	\$51,000		
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WOOSTER COMMUNITY HOSPITAL

2016 - 2020 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 9TH

	<u>2016</u>	<u>2017</u>	<u>2018</u>
INTENSIVE CARE UNIT			
Monitor Platform Upgrade	\$68,000		
Patient Beds		\$24,000	\$24,000
MEDICAL/SURGICAL UNIT ONE			
Monitor Platform Upgrade	\$53,000		
Computer Arms in Patient Rooms		\$16,000	\$16,000
MEDICAL/SURGICAL UNIT THREE			
Monitor Platform Upgrade	\$53,000		
Vital Sign Monitor	\$2,500		
WOMEN'S PAVILION			
Hearing Screener	\$19,500		
Nitrous Oxide Demand Flow System	\$12,000		
Datascope Monitors (2)	\$14,000		
Phototherapy System	\$7,000	\$7,000	
Patient Beds		\$31,500	\$31,500
INPATIENT REHAB UNIT			
Patient Room Chairs (3)	\$8,500	\$3,000	
Patient Mover	\$7,500		
SURGERY/STERILE PROCESSING/ANESTHESIA			
Surgical Services Power Equipment	\$150,000		
Surgical Table	\$50,000		
Ankle Arthroscopy Instrumentation	\$26,000		
Glidescope	\$20,000	\$20,000	\$20,000
Knee Arthroscopy Instrumentation	\$19,000		
ACL Tray	\$15,000		
Robotic Upgrade for Endometriosis and General Surgery		\$125,000	
ERBE		\$60,000	
Ureteroscope - Short Rigid		\$20,000	
POST ANESTHESIA CARE UNIT (PACU)			
Monitor Platform Upgrade	\$82,000		
Patient Transport Cart	\$10,000	\$10,000	\$10,000
ENDOSCOPY			
Colonoscope HD	\$26,000		
Vital Sign Monitor	\$15,000	\$15,000	\$15,000
Endoscopy System Software Upgrade		\$40,000	
Upper Scope HD			\$26,000
Direct Visualization Scope System for Common Bile Duct			\$60,000
EBUS		\$150,000	
Scope Washer			\$30,000
SURGICAL DAY CARE			
Steam Sterilizer	\$95,000	\$95,000	
Hard Containers (100)	\$30,000		
Cart Washer		\$150,000	
EMERGENCY DEPARTMENT			
Patient Monitoring of ECG & Vitals Wirelessly	\$30,500		
Patient Carts (2)		\$42,000	\$42,000
LABORATORY			
Slide and Cassette Labeling plus Interface	\$50,000		
Blood Bank Refrigerator	\$12,000		
Coag Centrifuge Device	\$4,000		
Slide Coverslipper System		\$60,000	

WOOSTER COMMUNITY HOSPITAL

2016 - 2020 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 9TH

	<u>2016</u>	<u>2017</u>	<u>2018</u>
IMAGING SERVICES			
CT Scanner - 64 Slice	\$1,275,166		
Nuclear Medicine Camera	\$542,167		
Stereotactic Breast Biopsy	\$141,667		
Surgical C-Arm		\$190,000	
Radiation Cummulative Dose Tracking System		\$63,000	
Processing System for 3D CT		\$40,000	
CT Power Injector		\$25,000	
Bone Densitometry System			\$220,000
RETAIL PHARMACY			
Tube Station	\$33,000		
SLEEP LAB			
Sleep Testing Replacement System	\$110,000		
PULMONARY/NEUROLOGY			
Ventilators		\$165,000	
Pulmonary Function Testing System		\$55,000	
EKG Machine		\$30,000	\$30,000
Nerve Conduction Machine		\$28,000	\$28,000
Pulmonary Function Equipment		\$25,000	\$25,000
Transcranial Doppler		\$25,000	
Bipap Machine			\$60,000
REHAB (PT, OT, SP) & HEALTH & WELLNESS			
Lower Extremity Equipment	\$20,000	\$20,000	\$20,000
Recumbent Steppers	\$9,000		
Shuttle System	\$6,000		
Cardio Communication System	\$6,000		
Upright Exercise Bikes (2)	\$4,000		
Blood Alcohol Analyzer	\$3,000		
H&W Breakroom Renovation	\$3,000		
Elyptical System (AMT replacement parts)	\$2,000		
Locker Room Suit Spinner	\$2,000		
CARDIOVASCULAR SERVICES & CARDIAC REHAB			
Vascular Ultrasound System Upgrade	\$40,000		
Transmitter Package Upgrade	\$11,000		
EMR Interface with Meditech	\$7,500		
Cardio/Pulmonary Rehab Flooring Renovation	\$6,500		
Vascular Ultrasound System			\$200,000
Rowing Machines			\$8,000
HOME HEALTH			
PT/INR Machines	\$4,000	\$4,000	\$4,000
Meditech Home Healht Module			\$250,000
QUALITY & CASE MANAGEMENT			
Post-Discharge Call System Tracking Software	\$15,000		
Case Management Acuity Decision Support Software		\$40,000	
TRANSITIONAL CARE UNIT			
Bladder Scanner	\$15,500		
Adjustable Height Patient Beds (1)	\$7,500	\$22,000	\$22,000
Vital Sign Monitor	\$2,500		

WOOSTER COMMUNITY HOSPITAL

2016 - 2020 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 9TH

	<u>2016</u>	<u>2017</u>	<u>2018</u>
DIETARY			
Refrigerator (Pass-Thru)	\$15,500		
Signage	\$5,000		
Room Service System Phase III-cost increase on carryover	\$2,000		
Room Service System Phase III		\$70,000	
Conveyor Dishwashing System		\$36,000	
Dishwasher Hood		\$25,000	
Freezer (Reach-In)			\$12,000
PLANT OPERATIONS			
Medical O/P and OR Storage Renovation Project	\$300,000		
Parking Lot Expansion - South Side & Boulevard Entrance	\$94,000		
Johnston Control Upgrade	\$40,000		
Limestone Column Repair Outside ED	\$35,000		
Pneumatic Tube System Software Upgrade	\$32,000		
Major House Repairs	\$30,000		
Hospital Boulevard Re-Paving Project	\$30,000		
HVAC Unit at Milltown Professional Building - Suite 209	\$20,000		
Swiss Log System Upgrade	\$16,000		
Re-Insulate AHU #17	\$15,000		
Table Saw	\$15,000		
Operating Room Flooring in Rooms 1&2	\$13,000	\$13,000	
HVAC Unit at Milltown Professional Building - Suite 205	\$10,000		
Lobby Carpet Replacement in East Tower	\$10,000		
LED Lighting Project - Doctors Parking Lot	\$5,000		
LED Lighting Project - Entire Hospital		\$600,000	
Elevator Modernization Project - 3rd Phase		\$305,000	
Replace Annex Roof		\$146,000	
ARC Flash Survey		\$100,000	
Security Camera Network Upgrade		\$97,000	
Women's Pavilion Flooring Replacement		\$55,000	
Utility Vehicle		\$27,000	
HVAC Units for Wound Center		\$25,000	
708 Winter Street Home Basement Drainage Repair		\$21,000	
CAD Scanner/Printer		\$16,000	
Exterior Maintenance to 1710 Gasche House		\$15,000	
LED Lighting Project - Milltown Professional Building		\$12,000	
722 Winter Street Home Basement Drainage Repair			\$22,000
LED Lighting Project - Main Campus Center Lot			\$16,000
Hospital Entrance Re-Paving Project			\$12,000
Miscellaneous Projects	\$225,000	\$280,000	\$280,000
ENVIRONMENTAL SERVICES			
Washing System - 40lb	\$11,000		
INFORMATION SYSTEMS			
Network and Servers	\$160,000	\$140,000	
Core Switch Replacement	\$85,000		
MU Requirements	\$55,000	\$80,000	\$80,000
Patient Tracking System	\$55,000		
Mobile Registration	\$40,500		
HIPAA Security	\$30,000		
Computer Replacement	\$20,000	\$20,000	\$20,000
Interfaces	\$18,000	\$18,000	\$18,000
Core Switch Redundancy		\$150,000	
MARKETING/TRANSPORTATION			
Passenger Van	\$20,000		
Exterior Signage Additions/Upgrades	\$20,000		
Patient Engagement Software	\$5,000		
Passenger Van		\$20,000	

WOOSTER COMMUNITY HOSPITAL

2016 - 2020 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 9TH

	<u>2016</u>	<u>2017</u>	<u>2018</u>
COMMUNICATIONS			
Postage Machine	\$3,500		
CONTINGENCY EQUIPMENT	\$300,000	\$300,000	\$300,000
2015 - 2017 ITEMIZED REGULAR CAPITAL BUDGET	<u>\$4,998,500</u>	<u>\$4,462,500</u>	<u>\$1,913,000</u>

2016 - 2018 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

New Facility & Equipment	\$14,942,000		\$5,000,000
Special Procedures Lab Renovation and Expansion	\$865,000		
House	\$250,000		
2015 - 2017 STRATEGIC & FACILITY PLAN ITEMS	<u>\$16,057,000</u>	\$0	<u>\$5,000,000</u>

GRAND TOTALS - 2016 to 2018	\$45,129,100	\$4,462,500	\$6,913,000
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Year 2019	\$7,200,000
Year 2020	\$7,200,000

**2016 CASH FLOW PROJECTIONS
OPERATING FUND**

<u>Cash Balance December 31, 2015</u>	12,093,172
<u>Cash provided by Operations</u>	
Operating Income	11,049,138
Depreciation	7,405,140
Interest Income	671,078
<u>Net Cash Increase from Operating Activities</u>	19,125,356
<u>Other</u>	
Transfer to Plant Fund - Funded Depreciation	(7,405,140)
Interest Income	(671,078)
Additional Transfer to Plant Fund	(5,000,000)
Payments to WCH Foundation	(6,600,000)
<u>Cash Balance December 31, 2016</u>	11,542,310

WOOSTER COMMUNITY HOSPITAL
2016 CASH FLOW PROJECTIONS
PLANT FUND

<u>Cash Balance December 31, 2015</u>	79,132,164
<u>Transfer from Operating Fund</u>	
Funded Depreciation	7,405,140
Interest Income	671,078
Transfer from Operations	5,000,000
<u>Funds Available</u>	92,208,382
Less:	
2015 Carry forward & 2016 Capital *	(27,312,439)
<u>Cash Balance December 31, 2016</u>	64,895,943

* Represents anticipated cash outflow associated with the items included in the 2016 Capital Budget.

WOOSTER COMMUNITY HOSPITAL
2016 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 2016, the following cash payments and transfers are anticipated:

Operating Fund

2016 Operating Budget	\$117,509,178
Plus: Transfer to WCH Foundation	6,600,000
Operating Transfer to Plant Fund	\$5,000,000
Hospital Franchise Fee Assessment	\$1,722,463
Patient/Insurance Refunds	\$1,698,462
Care Assurance Assessment	\$742,657

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

2016 Capital Budget	\$45,129,100
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Restricted Funds

Endowment Fund	
Balance as of 10/31/15	\$962,492

Beaverson Fund	
Balance as of 10/31/15 Plus Anticipated Donation In 2016	\$307,949