



FIRST QUARTER 2019 FINANCIAL REPORT

Andrei Dordea
Finance Director

2018 OPERATIONS Update

Joel Montgomery
Director of Administration

May 6, 2019



CORE VALUES

MANAGEMENT Humble

ACCOUNTABILITY

TRUST
SAFETY

Truthful

Professional

Role Model

servant

RESPECT

Student

INTEGRITY

HONESTY

LEADERSHIP

Trustworthy

Meets Needs of Others

CONTINUOUS IMPROVEMENT

COMMUNICATION

STEWARDSHIP

SERVING WOOSTER WITH
STEWARDSHIP & INTEGRITY

ORGANIZATIONAL GOALS

PUBLIC SERVICE

- Financial Responsibility
- Work Force
- Planning & Zoning
- Building Standards

PUBLIC SAFETY

- Fire
- Police

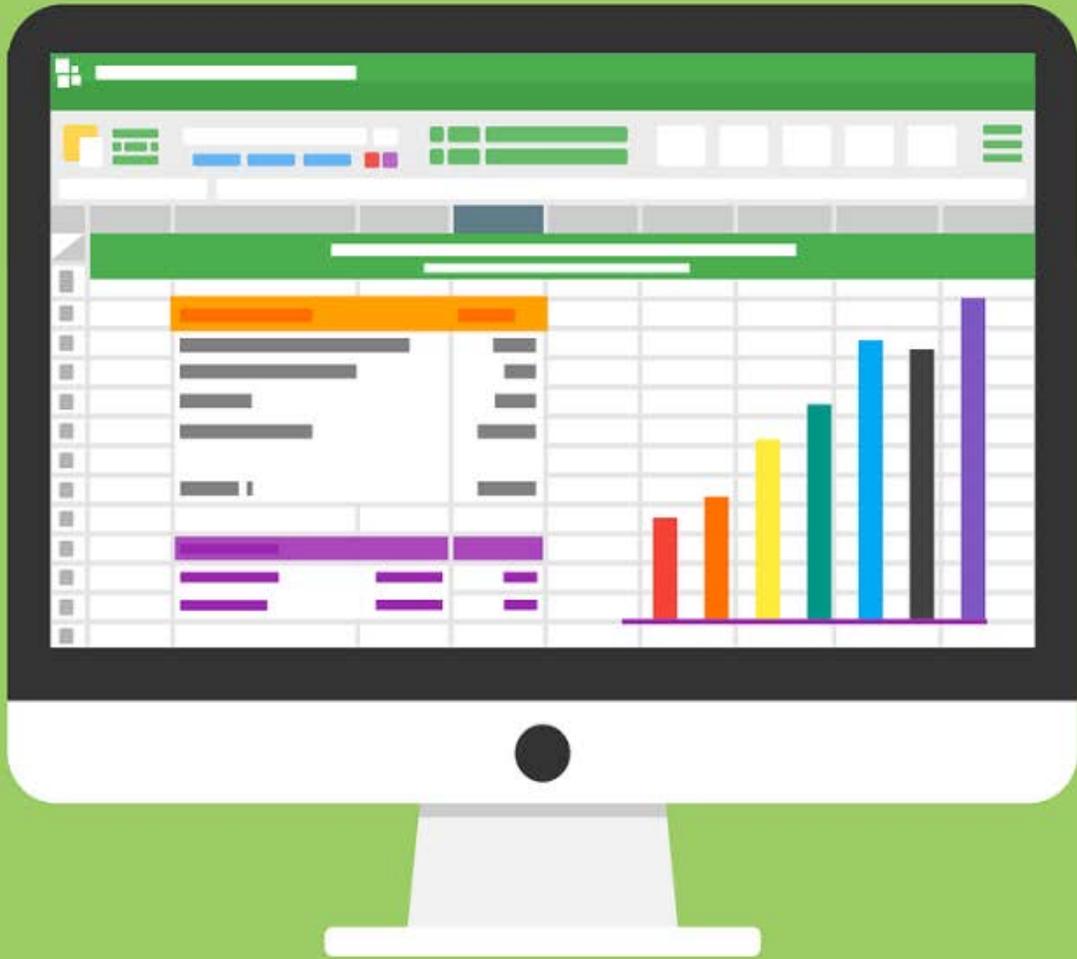
ECONOMIC DEVELOPMENT

QUALITY OF LIFE

PUBLIC INFRASTRUCTURE

- PPM
- Engineering
- Utilities

PUBLIC PARTICIPATION



City of Wooster 1st Quarter Finance Report 2019

City of Wooster, Ohio
Activity Measures
For the Three Months Ended March 31, 2019

Income Tax Receipts (net of refunds)	Prior YTD	Current YTD	% Change
Individual	\$ 202,988	\$ 319,408	57.4%
Net Profit	269,966	1,082,940	301.1%
Withholding	<u>3,739,060</u>	<u>3,826,301</u>	2.3%
Total	\$ 4,212,014	\$ 5,228,649	24.1%

Other Measures	Prior YTD	Current YTD	% Change
Building Permit Valuations	\$ 31,709,863	\$ 35,262,735	11.2%
Lodging Tax Collected	\$ 51,952	\$ 52,262	0.6%
Water Billed in Gallons	182,303,000	190,394,000	4.4%

Unemployment Rates	Prior YTD	Current YTD
Wooster	3.4%	3.2%
Wayne County	3.6%	3.2%
Ohio [Seasonally Adjusted]	4.5%	4.4%
U.S. [Seasonally Adjusted]	4.1%	3.9%

Sales Tax	Jan & Feb 2018	Jan & Feb 2019	% Change
Wayne County Sales Tax	\$ 1,909,003	\$ 2,044,172	7.1%



FINANCE



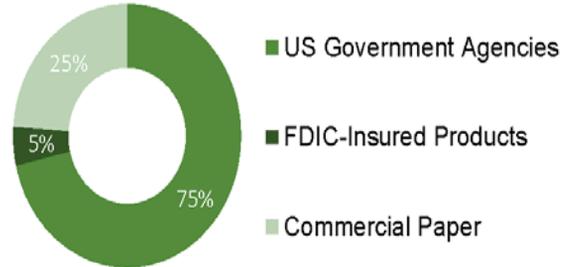
PORTFOLIO REVIEW

City of Wooster portfolio as of 3/31/2019

Your Portfolio

Cash	\$12,972,392
Securities	\$94,850,262
Total Portfolio	\$107,822,653

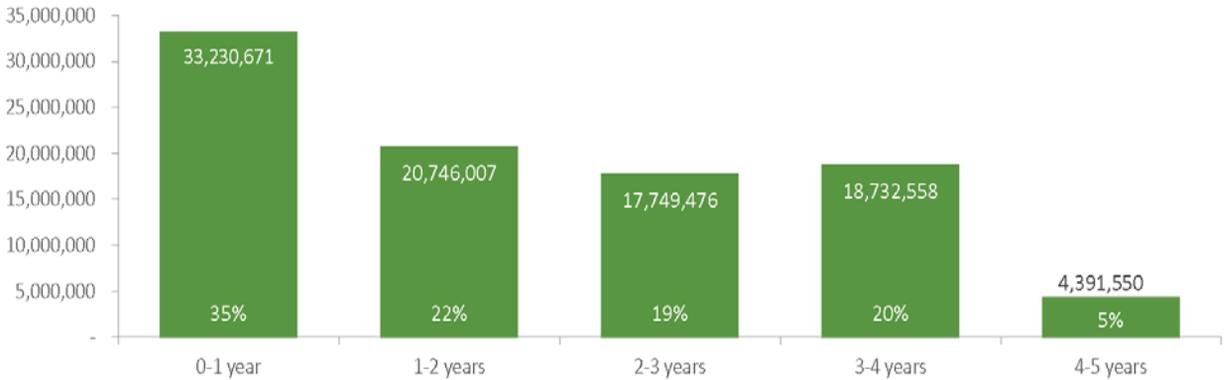
Your Asset Allocation



Your Securities

Weighted Average Maturity	1.84 years
Weighted Average Yield	2.10%
Estimated Annual Interest Income	\$1,991,855

Your Maturity Distribution



Yield and Interest Income information is annualized. All yield information is shown gross of any advisory and custody fees and is based on yield to maturity at cost. Past performance is not a guarantee of future results.



City of Wooster, Ohio
General Fund
Revenues and Expenditures
For the Three Months Ended March 31, 2019

Revenues :	YTD Actual	2019 Budget	% of Budget Received/Spent	% over/under Budget
Taxes	\$ 6,230,376	\$ 20,540,970	30.3%	5.3%
Intergovernmental	158,888	897,031	17.7%	-7.3%
Charges for services	317,828	1,407,600	22.6%	-2.4%
Grants	4,150	4,000	103.8%	78.8%
Fines, licenses, permits	167,659	738,000	22.7%	-2.3%
Interfund services provided	450,000	1,800,000	25.0%	0.0%
Interest Income	133,954	350,000	38.3%	13.3%
Miscellaneous	38,760	50,100	77.4%	52.4%
Total Revenues	7,501,615	25,787,701	29.1%	4.1%
Expenditures (By Program and Appropriation) :				
Personal Services	2,905,843	11,783,288	24.7%	-0.3%
Operations and Maintenance	359,752	1,976,083	18.2%	-6.8%
Interfund	47,000	188,000	25.0%	0.0%
Debt Service	117,500	470,000	25.0%	0.0%
Total Safety services	3,430,095	14,417,371	23.8%	-1.2%
Operations and Maintenance	66,410	133,000	49.9%	24.9%
Total Health and social services	66,410	133,000	49.9%	24.9%
Personal Services	160,419	657,247	24.4%	-0.6%
Operations and Maintenance	176,531	1,140,894	15.5%	-9.5%
Interfund	7,000	28,000	25.0%	0.0%
Total Leisure services	343,949	1,826,141	18.8%	-6.2%
Personal Services	191,428	845,106	22.7%	-2.3%
Operations and Maintenance	84,461	253,548	33.3%	8.3%
Interfund	1,250	5,000	25.0%	0.0%
Total Environment & development	277,138	1,103,654	25.1%	0.1%
Personal Services	205,190	761,660	26.9%	1.9%
Operations and Maintenance	66,395	318,864	20.8%	-4.2%
Interfund	-	-		
Total Transportation services	271,585	1,080,524	25.1%	0.1%
Personal Services	578,140	2,775,154	20.8%	-4.2%
Operations and Maintenance	373,604	1,615,979	23.1%	-1.9%
Interfund	2,150	5,548	38.7%	13.7%
Debt Service	-	-		
Total Administrative services	953,893	4,396,681	21.7%	-3.3%
Transfers Out (Capital Improvements Fund)	1,000,000	4,000,000	25.0%	0.0%
Total Expenditures	6,343,071	26,957,371	23.5%	-1.5%
Excess revenues over(under) expenditures	\$ 1,158,544	\$ (1,169,670)		

City of Wooster, Ohio
 Street Construction Maintenance Repair Fund
 State Highway Fund
 and Permissive Tax Fund Combined
 Revenues and Expenditures
 For the Three Months Ended March 31, 2019

	Actual	2019	% of	% Over/ Under
	YTD	Budget	Budget	Budget
Revenues :				
Taxes	\$ 42,605	\$ 170,000	25.1%	0.1%
Intergovernmental	292,795	1,163,000	25.2%	0.2%
Interest Income	5,328	13,000	41.0%	16.0%
Miscellaneous	27,399	25,000	109.6%	84.6%
Total Revenues	368,127	1,371,000	26.9%	1.9%
Expenditures (By Program) :				
Personal Services	-	2,608		
Operations and Maintenance	332,536	1,207,728	27.5%	2.5%
Interfund services used	450	1,800	25.0%	0.0%
Total Operating Expenditures	332,986	1,212,136	27.5%	2.5%
Capital and Debt Expenditures				
Capital Outlay	-	250,000		
Debt Service	33,125	132,500		
Total Capital and Debt Expenditures	33,125	382,500		
Total Expenditures	366,111	1,594,636	23.0%	-2.0%
Excess revenues over(under) expenditures	\$ 2,017	\$ (223,636)		



City of Wooster, Ohio
Water Fund
Revenues and Expenditures
For the Three Months Ended March 31, 2019

	Actual YTD	2019 Budget	% of Budget	% Over/ Under Budget
Revenues :				
Intergovernmental	\$ 104,765	\$ -		
Charges for services	1,518,158	5,726,000	26.5%	1.5%
Fines, licenses, permits	3,503	13,000	26.9%	1.9%
Interfund	75,000	300,000	25.0%	0.0%
Interest Income	28,591	65,000	44.0%	19.0%
Miscellaneous	18,174	90,000	20.2%	-4.8%
Debt Proceeds	-	-		
Total Revenues	1,748,191	6,194,000	28.2%	3.2%
Expenditures (By Program) :				
Personal Services	494,833	2,223,610	22.3%	-2.7%
Operations and Maintenance	340,625	2,734,038	12.5%	-12.5%
Interfund services used	52,250	209,000	25.0%	0.0%
Total Operating Expenditures	887,708	5,166,648	17.2%	-7.8%
Capital and Debt Expenditures				
Capital Outlay	468,729	2,866,482	16.4%	-8.6%
Debt Service	189,350	757,400	25.0%	0.0%
Total Capital and Debt Expenditures	658,079	3,623,882	18.2%	-6.8%
Total Expenditures	1,545,787	8,790,530	17.6%	-7.4%
Excess revenues over(under) expenditures	\$ 202,404	\$ (2,596,530)		



City of Wooster, Ohio
 Water Pollution Control Fund
 Revenues and Expenditures
 For the Three Months Ended March 31, 2019

	Actual YTD	2019 Budget	% of Budget	% Over/ Under Budget
Revenues :				
Charges for services	2,008,525	7,510,000	26.7%	1.7%
Fines, licenses, permits	3,804	18,200	20.9%	-4.1%
Interfund	75,000	300,000	25.0%	0.0%
Interest Income	42,514	95,000	44.8%	19.8%
Miscellaneous	950	10,000	9.5%	-15.5%
Debt Proceeds	-	-		
Total Revenues	2,130,793	7,933,200	26.9%	1.9%
Expenditures (By Program) :				
Personal Services	372,929	1,400,450	26.6%	1.6%
Operations and Maintenance	327,925	2,201,282	14.9%	-10.1%
Interfund services used	331,625	1,326,500	25.0%	0.0%
Total Operating Expenditures	1,032,479	4,928,232	21.0%	-4.0%
Capital and Debt Expenditures				
Capital Outlay	673,979	3,212,854	21.0%	-4.0%
Debt Service	551,150	2,204,600	25.0%	0.0%
Total Capital and Debt Expenditures	1,225,129	5,417,454	22.6%	-2.4%
 Total Expenditures	 2,257,608	 10,345,686	 21.8%	 -3.2%
 Excess revenues over(under) expenditures	 \$ (126,815)	 \$ (2,412,486)		



City of Wooster, Ohio
Storm Drainage Fund
Revenues and Expenditures
For the Three Months Ended March 31, 2019

	Actual YTD	2019 Budget	% of Budget	% Over/ Under Budget
Revenues :				
Charges for services	\$ 385,509	\$ 1,533,500	25.1%	0.1%
Fines, licenses, permits	625	2,850	21.9%	-3.1%
Interest Income	18,505	50,000	37.0%	12.0%
Miscellaneous	-	-		
Total Revenues	404,639	1,586,350	25.5%	0.5%
Expenditures (By Program) :				
Personal Services	87,004	553,237	15.7%	-9.3%
Operations and Maintenance	14,236	307,013	4.6%	-20.4%
Interfund services used	60,375	241,500	25.0%	0.0%
Total Operating Expenditures	161,615	1,101,750	14.7%	-10.3%
Capital and Debt Expenditures				
Capital Outlay	-	1,607,599	0.0%	-25.0%
Debt Service	9,500	38,000	25.0%	0.0%
Total Capital and Debt Expenditures	9,500	1,645,599	0.6%	-24.4%
Total Expenditures	171,115	2,747,349	6.2%	-18.8%
Excess revenues over(under) expenditures	\$ 233,524	\$ (1,160,999)		



City of Wooster, Ohio
 Refuse Fund
 Revenues and Expenditures
 For the Three Months Ended March 31, 2019

	Actual YTD	2019 Budget	% of Budget	% Over/ Under Budget
Revenues :				
Intergovernmental	\$ 20,749	\$ 60,000	34.6%	9.6%
Charges for services	282,646	1,131,600	25.0%	0.0%
Fines, licenses, permits	833	4,500	18.5%	-6.5%
Interest Income	9,632	15,000	64.2%	39.2%
Miscellaneous	-	-		
Total Revenues	313,860	1,211,100	25.9%	0.9%
Expenditures (By Program) :				
Personal Services	-	-		
Operations and Maintenance	446,219	1,911,200	23.3%	-1.7%
Interfund services used	22,167	133,000	16.7%	-8.3%
Total Operating Expenditures	468,386	2,044,200	22.9%	-2.1%
Capital and Debt Expenditures				
Capital Outlay	-	-		
Debt Service	-	-		
Total Capital and Debt Expenditures	-	-		
 Total Expenditures	 468,386	 2,044,200	 22.9%	 -2.1%
 Excess revenues over(under) expenditures	 \$ (154,526)	 \$ (833,100)		





STAFFING LEVELS AND CITY COMPARISON

2018 Total Turnover		
	Per Year %	Total
Involuntary	1 %	2
Voluntary	5 %	10
Total	6 %	12

*calculation based upon 186 FTE's

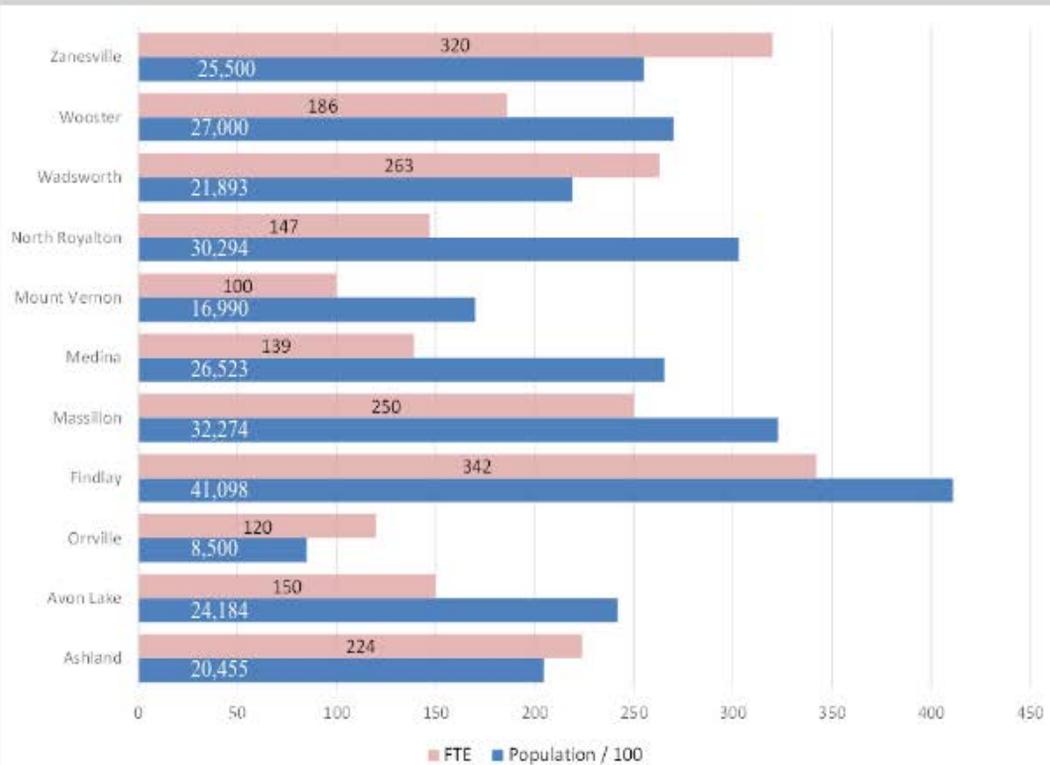
Voluntary turnover is 61.5% less than the National Average* of 13%.

**Average provided by SHRM & HR Today*

Wooster FTE Trend



City Comparison: FTE & Population



FTE's per 1000 of population over the years

2009



2013



20%



2018



6.8%



Planning & Zoning



Andrew Dutton - P&Z Mgr.

DOWNTOWN PARKING

Following a 2017 parking study, a more flexible permit parking program was instituted. Permitting is now done using ViewPoint Cloud providing access to permits and applications 24/7. An updated parking study was conducted in the summer of 2018 which indicated the changes to downtown parking were effective and beneficial.



2019 APPROVED DEVELOPMENT PROJECTS

- Western Reserve Group
- Wayne County Fairgrounds
- Holiday Inn Express & Event Center

2019 SUBMISSIONS

- Menards
- Meijers

Zoning Violations

Signs	31
Recreation Vehicle/Trailer	13
Parking on Lawn	35
Zoning Cert. Required	21
Accessory Structure	5
Nuisance	4
Parking Lot Surface	3
Other	6
TOTAL	118

↓
28%

Decrease from 2017

Table 1: Planning and Zoning Applications 2018

Month	Zoning Certificates	Sign Permits	Minor Subdivisions	Building & Zoning Appeals	Design & Review	Planning Commission	Total
January	4	8	0	4	3	4	23
February	11	1	2	4	4	1	23
March	20	6	1	3	1	5	36
April	20	11	2	3	4	3	43
May	40	8	1	3	1	1	54
June	20	8	0	4	8	3	43
July	25	5	2	5	5	2	44
August	27	6	3	3	2	4	45
September	26	4	1	7	1	2	41
October	19	8	3	0	3	1	34
November	10	5	6	3	2	2	28
December	8	5	1	3	3	1	21
2018 Applications*	230	75	22	42	37	29	435
2018 Fees	\$6,475	\$7,655	\$500	\$4,100	\$0	\$3,050	\$21,780
2017 Applications	229	100	35	56	41	25	493
2017 Fees	\$7,085	\$7,200	\$875	\$5,800	\$0	\$2,550	\$23,510

*Some applications were heard at multiple meetings



BUILDING STANDARDS DIVISION

Tim Monea – BSD Mgr.

TOP 9 PROJECTS

1. LuK addition
2. Bell Store remodel
3. Baker Properties Warehouse
4. CSB - New bank
5. OneEighty - Residential Facility
6. Aldi
7. GOJO - Roof & deck replacement
8. College of Wooster - Armington Hall
9. West View Living - Wellness Center & Skilled Nursing



2600

2018 Inspections

65,000

Inspections since 1997



1406

2018 Permits Issued

25,000

Permits Issued last 21 years



1000

Property Maintenance and Zoning Inspections

316

Violations



2018 Value of Construction

\$87,748,179

21 Years Value of Construction is over ONE BILLION Dollars

\$1,185,804,148

Most Common Violations

Code Enforcement was down 60% due to the loss of a property maintenance inspector



- Weeds > 12"
- Rubbish
- Paint Issues
- Vehicle Issues/Parking
- Sign Violations
- Misc.



Single Family Housing



30%



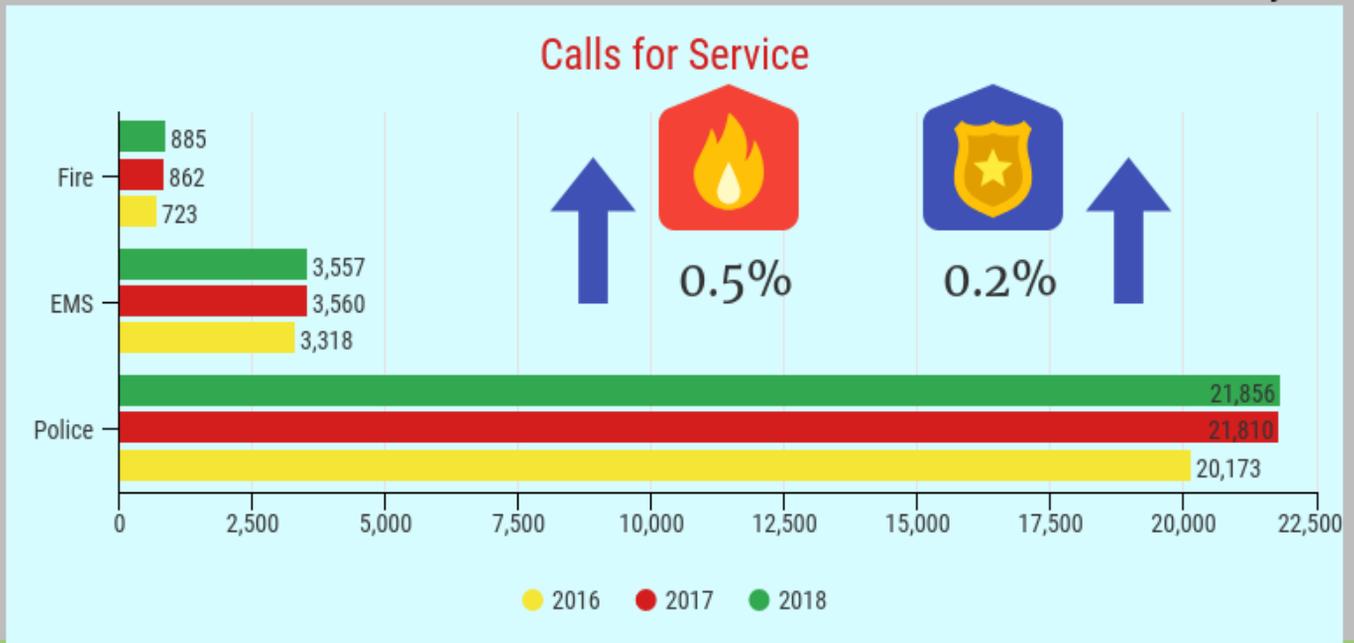
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Homes demolished by the City or by order

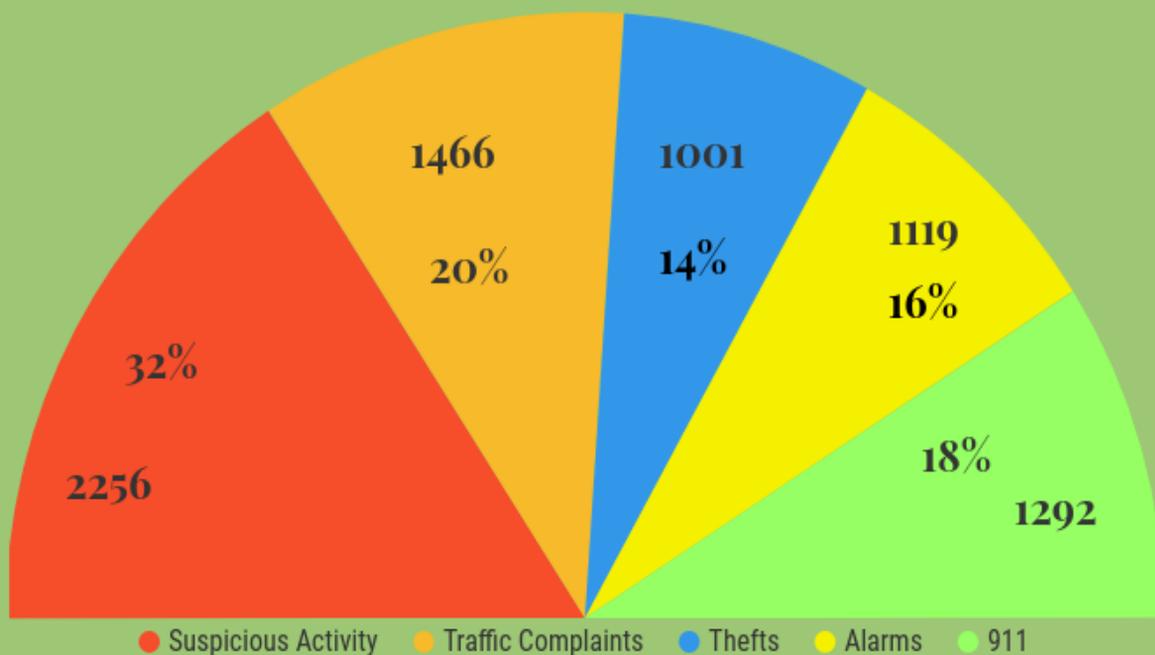
Safety Services Fire & Police

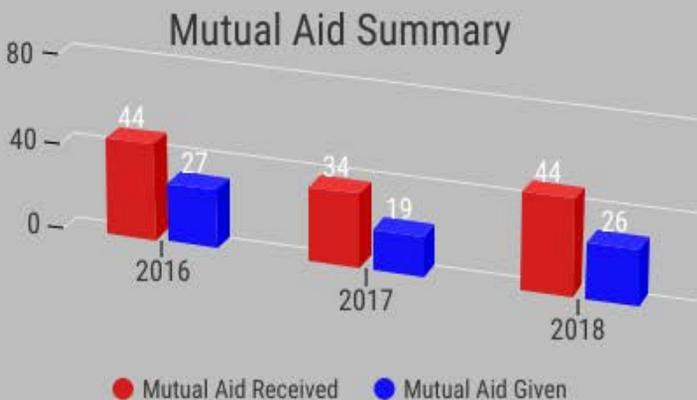
Chief Fisher - WPD

Chief Saley - Fire

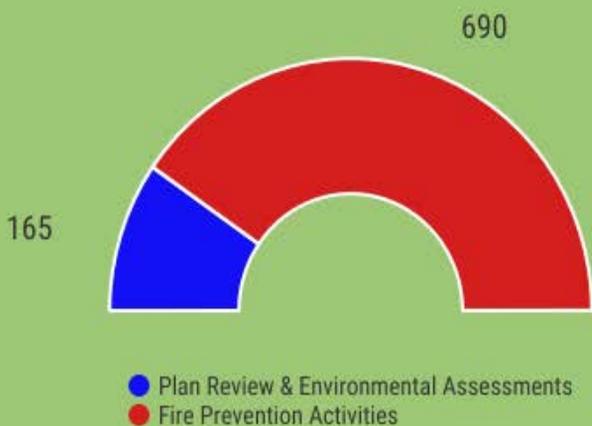


WPD Top Calls for Service





-  **437** Fire Inspections
-  **370** Fire Prevention Activities
-  **170** Trained on Fire Extinguishers
-  **682** Public Education
-  **162** People toured the Fire Stations



EMS Level of Service Summary

BLS Emergency	2,660
ALS Level I Emergency	1,029
ALS Level II Emergency	13
Other	4
Total	3,706





JOIN OUR TEAM!



Apply at WoosterOH.com/Police WE ALSO ACCEPT LATERAL APPLICATIONS

Wooster PD is actively recruiting with billboards, open houses and advertising to fill 5 open positions. This recruiting has produced 145% increase in applications.

Parking Enforcement

Complaints and violations have greatly reduced due to changes in the Downtown parking program. Patrol Officers and our Downtown Community Liaison Officer are monitoring and ticketing as needed.



TRAFFIC STOPS

ARRESTS



TRAFFIC CRASHES

TRAFFIC CITATIONS



Economic Development

Jonathan Millea

Enterprise Zone

One agreement actions

12 Active EZ Agreements managed in 2018

\$172,870,419 in property investment

\$193,504,826 in payroll

2,312 jobs created / retained

Community Reinvestment Area

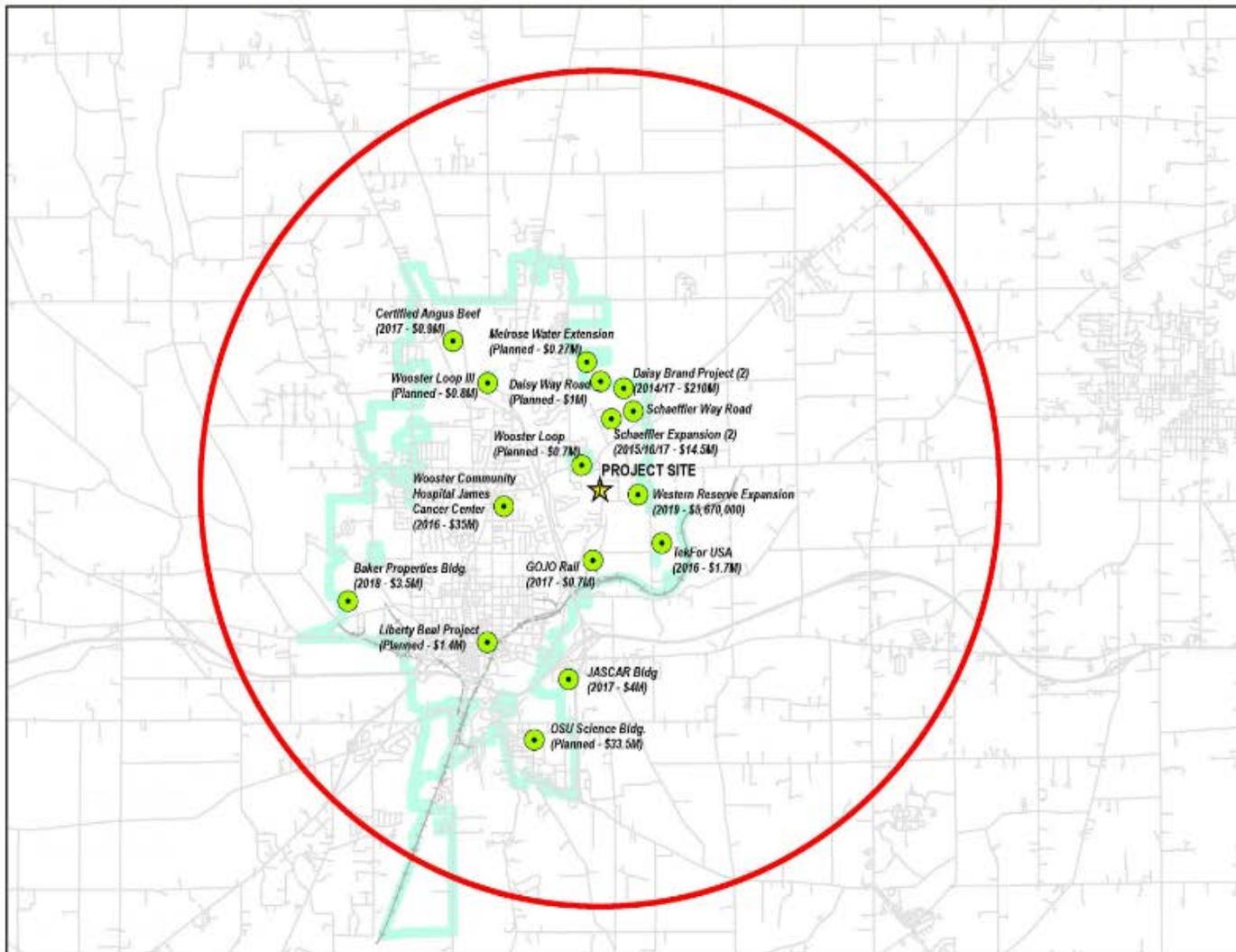
Five CRA Agreement Actions

32 Active CRA Agreements managed through 2017 with an impact of:

\$31,988,406 in property investment

\$4,047,245 in payroll

337 jobs created / retained



Recent & Planned Investment within 5 Miles of Wooster Lofts in Wooster, OH
Provided by the City of Wooster, Office of Development

Development / GIS Data
Request - Feb. 19, 2019

Community Development

- Private Business Consultations
- Fair Housing Inquiries
- Real Estate Site Studies/Reports
- Biz-Connects
- Community Development Consultations

City of Wooster

RECREATION



Jeff Battig - Mgr.

Economic Impact

\$2,100,400

Quality of Life



8%



Serving our Community



9944

Program Participants



14,558

Volunteer Hours



77,831

Attendance



53,069

Pool Attendance

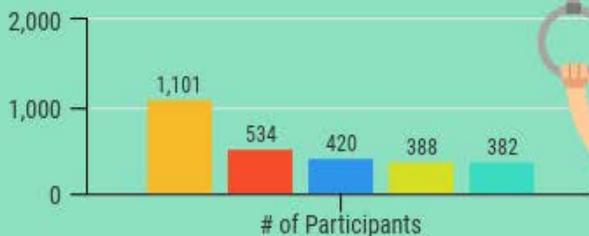


Transportation - CAWM



7 Local Providers

The Transportation Program has tripled in growth over the years



2018 2017 2016 2015 2014



Of Transports



PUBLIC PROPERTY MAINTENANCE DIVISION

42nd Anniversary recognized as
National Tree City USA

Curt Denning - PPM Mgr.

MANHOURS

475

STORM SEWER
STREET SWEEPING

272 Tons of
sweepings and
inlet debris
collected



1600

SNOW & ICE
CONTROL

38 events
6400 Tons of
Salt



3000

TREE & PARK
MAINTENANCE

800 Acres of
Park Land
4000 Shade
Trees



4300

LEAF
COLLECTION

760 Loads of
Leaves
45 Work Days



4500

FLEET
MAINTENANCE

\$467,000
Garage Work
Orders
779 Work
Orders

PARK UPGRADES



CHRISTMAS RUN PARK

- Gazebo Repurposed
- Lower Tennis Courts Resurfaced
- Parking Lot paved/resurfaced

OAK HILL PARK

- Improved Sledding Hill
- Chip/Seal Parking & Drive

FREEDLANDER PARK

- Disc Golf Course
- Interior Restrooms Painted
- Pressure Washed Pavillions

WOOSTER MEMORIAL PARK

- New Foot Bridge Installed
- Education Trail Bridge Repair

Street Maintenance - # of Miles



Over 4000
potholes were
filled in 2018
30%



Downtown Streetscape - Phase 1



Ribbon-cutting September 2018



South Alley & Car Charging Station



OPWC ODOT CDBG



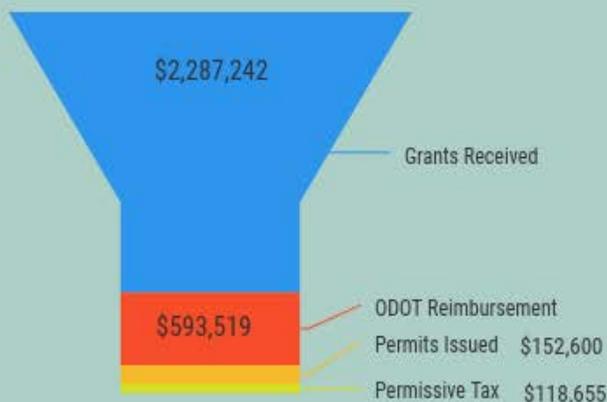
FUNDING:

The City received \$2,287,242 in grants to be used for infrastructure projects for 2018.

Upcoming 2019 Projects

- Completion of Bike Loop - Phase 1
- Water Tank and Clearwell Painting
- Sludge Storage Tank
- Paving & Resurfacing - various streets
- Electric Car Charging Stations
- Downtown Streetscape - Phase II
- Oakley/Brookside Waterline and Pavement Resurfacing
- Various Sanitary, Storm and Waterline Projects

Permit Fees & Funding - \$3,107,908



2018 Project Management



9

EMPLOYEES

Managed more than 26 projects with a construction value of near \$10M

Value of Engineering Services \$1,735,000



Public Infrastructure



Water Production Sanitary Sewer Distribution/Collection

Nate Coey - Utilities Mgr.



\$328,600 estimated savings for producing own electric

\$889,500 revenue from receiving third-party waste



National Recognition as a "Facility of the Future"

514 Water Main Valves Cycled

35 Water Main Breaks

1359 Hydrants Flushed

8.7 Miles - Sewer Mains Jetted

8.3 Miles - Sewer Mains Televised

4.54 Miles - Sewer Roots Treated





Presentations

State of the City Address

- Kiwanis
- Rotary
- City Council
- Leadership Wooster

Infrastructure Presentation

- Rotary
- City Council

Inform

- Newsletters - May & November
- Utility Bill Inserts (8)
- Social Media

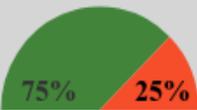


Engage

- Police Academy - 6 years - 95 graduates
- WCGLA - 3 years - 55 graduates
- Boards & Commissions - 15 B&C, 74 volunteers



FB Users



● Women ● Men

The City of Wooster
Published by Amy Hamilton (1) - April 3, 2018

UPDATE at 3:00pm 4/4/18: Croajen Road and Henry Street (just west of Columbus Road to the RR tracks) will remain CLOSED through the overnight hours. We will see if the water recedes enough to get them open tomorrow. Prairie Lane is open to Timken Road but is still CLOSED south of Timken. Please drive carefully and avoid these areas.

ROAD CLOSED

Get More Likes, Comments and Shares
Boost this post for \$10 to reach up to 5,200 people

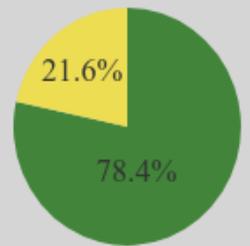
18,551 People Reached	2,075 Engagements	Boost Post
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14 Comments 248 Shares

18,551 People Reached		
519 Reactions, Comments & Shares		
135 Like	55 On Post	80 On Shares
1 Love	0 On Post	1 On Shares
45 Wow	24 On Post	21 On Shares
4 Sad	1 On Post	3 On Shares
1 Angry	0 On Post	1 On Shares
65 Comments	27 On Post	38 On Shares
268 Shares	248 On Post	20 On Shares
2,456 Post Clicks		
97 Photo Views	0 Link Clicks	2,299 Other Clicks
13 Hide Post		
0 Report as Spam		
1 Hide All Posts		
0 Unlike Page		



woosteroh.com



● New Visitor ● Returning Visitor



226 Followers

90% From NE Ohio

Most Viewed Divisions

- Recreation
- HR
- Police
- Utilities

THANK YOU!

RECENT RECOGNITIONS:



Wooster Community Hospital
Top 100 Watson Health



Top Micropolitan 2018
Site Selection Magazine



#5 Micropolitan
Policom

A graphic titled '2019 Economic Strength Rankings' showing a grid of city images and their rankings. The grid is divided into 'Metropolitan' and 'Micropolitan' categories. The rankings are: #1 Nashville, TN; #2 Seattle, WA; #3 Austin, TX; #4 San Jose, CA; #5 Napa, CA; #6 Bozeman, MT; #7 Summit Park, UT; #8 Lewisburg, PA; #9 Hood River, OR; #10 Wooster, OH. A central text box states: 'Economic Strength is the long-term tendency for an area to consistently grow in both size and quality.' The Policom Corporation logo is at the bottom right.

Rank	City	Category
01	Nashville, TN	Metropolitan
02	Seattle, WA	Metropolitan
03	Austin, TX	Metropolitan
04	San Jose, CA	Metropolitan
05	Napa, CA	Metropolitan
06	Bozeman, MT	Micropolitan
07	Summit Park, UT	Micropolitan
08	Lewisburg, PA	Micropolitan
09	Hood River, OR	Micropolitan
10	Wooster, OH	Micropolitan



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