

ORDINANCE NO. 2018-023

AN ORDINANCE APPROPRIATING FROM VARIOUS FUNDS TO INDIVIDUAL ACCOUNTS FOR THE CURRENT EXPENSES AND OTHER EXPENDITURES FOR THE CITY OF WOOSTER FOR THE FISCAL YEAR ENDING DECEMBER 31, 2019, AND DECLARING AN EMERGENCY

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

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

SECTION 1. That to provide for the current expenses and other expenditures of the City of Wooster for the Fiscal Year ending December 31, 2019, the following appropriations (detailed copy attached hereto) are hereby authorized.

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

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

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

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

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

SECTION 3. This Council finds and declares that all formal actions concerning and relating to the adoption of this Ordinance occurred in an open meeting of this

Council or its committees, in compliance with the law.

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

1st reading 11-19-18 2nd reading 12-3-18 3rd reading 12-17-18

Passed: 12-17, 2018 Vote: 5-1

Attest: Lynne DePaulo  
Clerk of Council

Michael D. Byrd  
President of Council

Approved: Dec. 18, 2018 R. F. Brennecke  
Mayor

Introduced by: Jon Ansel

|           |   |
|-----------|---|
| <b>1</b>  | Budget Information                        |
| <b>2</b>  | 2019 City Budget                          |
| <b>3</b>  | 2019 City Capital Plan                    |
| <b>4</b>  | City Planning<br>2020 - 2024              |
| <b>5</b>  | 2019 Wooster Community<br>Hospital Budget |
| <b>6</b>  |   |
| <b>7</b>  |   |
| <b>8</b>  |   |
| <b>9</b>  |   |
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**CITY OF WOOSTER, OHIO  
MAYOR'S BUDGET DOCUMENT – PREPARED FOR WOOSTER CITY COUNCIL  
FOR THE CALENDAR YEAR 2019**

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**Has this requirement been met for 2019?**

The 2019 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 2019**

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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.

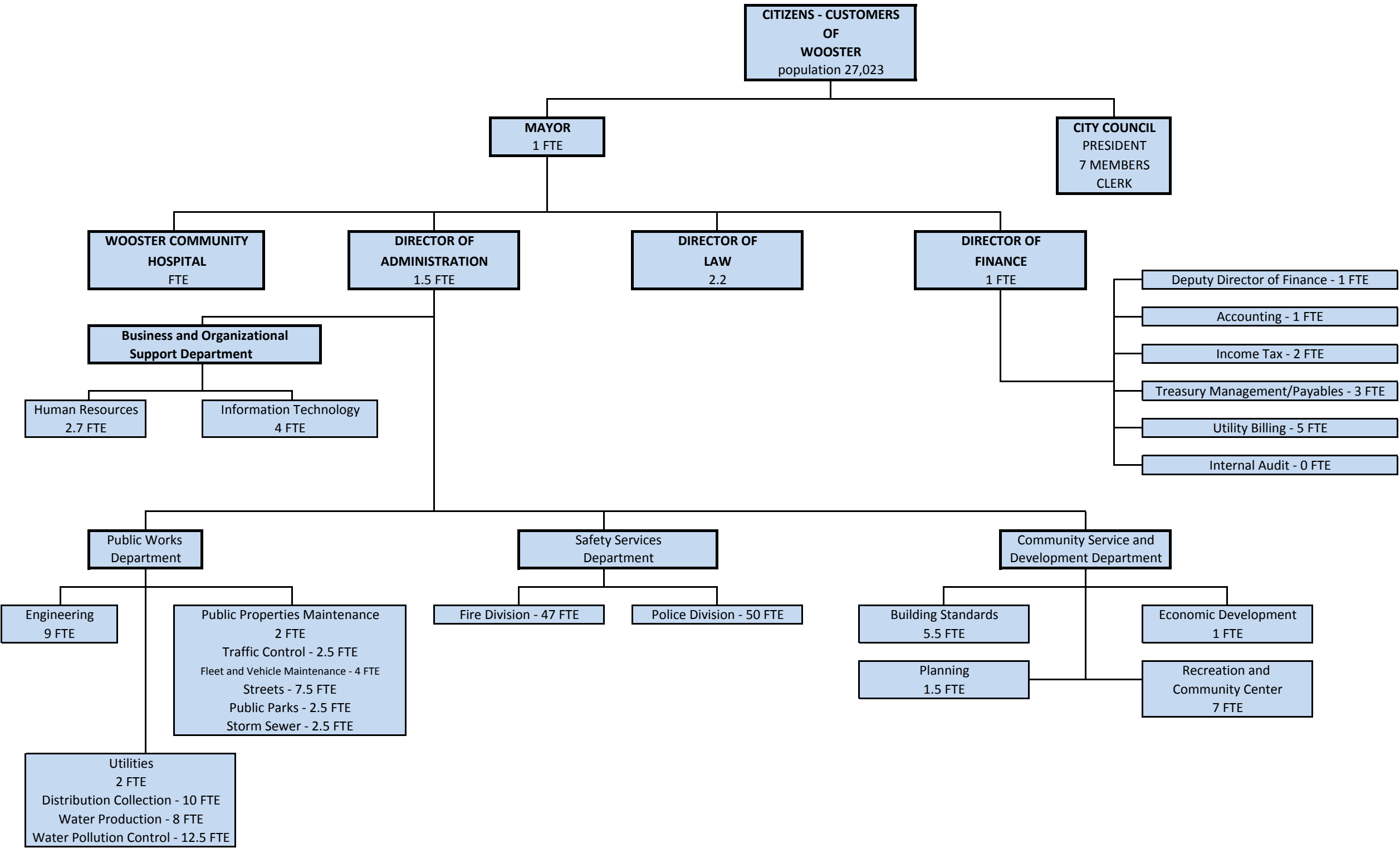
Investment Policies (summarized)

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 2019 budget has been prepared understanding that the portfolio is continuously analyzed to attain the following objectives:

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

|  |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|
| City of Wooster, Ohio                                      |              |              |              |              |              |
| General Fund   |              |              |              |              |              |
| Tax Dollars Used to Fund Capital/Infrastructure Investment |              |              |              |              |              |
|  | 2015         | 2016         | 2017         | 2018         | 2019         |
|  | Actual       | Actual       | Actual       | Forecast     | Budgeted     |
| Transfer for Capital Improvements Fund                     | \$ 3,402,100 | \$ 4,332,190 | \$ 4,092,000 | \$ 4,104,798 | \$ 4,000,000 |
| Principal Payment - City Hall Renovations                  | \$ 130,000   | \$ 130,000   | \$ 135,000   | \$ 135,000   | \$ -         |
| Principal Payment - Safety Service Center                  | \$ -         | \$ 295,000   | \$ 295,000   | \$ 300,000   | \$ 305,000   |
| Total  | \$ 3,532,100 | \$ 4,757,190 | \$ 4,522,000 | \$ 4,539,798 | \$ 4,305,000 |

**FUNCTIONAL ORGANIZATION CHART**  
**with Full-Time Equivalent (FTE) positions**



**CITY OF WOOSTER, OHIO  
FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES  
LAST TEN YEARS and 2019 PROJECTED BUDGET**

|  | 2009  | 2010   | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017    | budgeted<br>2018 | projected<br>2019 |     |
|--|-------|--------|-------|-------|-------|-------|-------|-------|---------|------------------|-------------------|-----|
| Governmental Services:                           |       |        |       |       |       |       |       |       |         |                  |                   |     |
| Safety services:                                 |       |        |       |       |       |       |       |       |         |                  |                   |     |
| Police Division                                  | 42.0  | 38.00  | 43.0  | 39.5  | 36.8  | 43.0  | 43.0  | 45.0  | 45.0    | 50.0             | 50.00             | (3) |
| Fire Division                                    | 43.0  | 42.00  | 43.0  | 42.0  | 42.0  | 45.0  | 47.0  | 46.0  | 46.0    | 46.0             | 47.00             | (2) |
| Traffic Control                                  | 4.0   | 2.00   | 2.0   | 2.0   | 2.3   | 3.1   | 2.7   | 2.7   | 2.7     | 2.7              | 2.70              |     |
| Total Safety Services                            | 89.0  | 82.00  | 88.0  | 83.5  | 81.1  | 91.1  | 92.7  | 93.7  | 93.7    | 98.7             | 99.70             |     |
| Leisure services                                 | 16.0  | 10.50  | 9.9   | 8.9   | 10.2  | 9.5   | 9.1   | 9.1   | 9.1     | 9.1              | 10.10             |     |
| Environment and development                      | 7.0   | 8.40   | 8.0   | 9.5   | 7.0   | 7.0   | 8.0   | 10.2  | 11.2    | 11.2             | 11.15             |     |
| Transportation services                          | 17.5  | 16.50  | 17.4  | 15.0  | 11.3  | 13.4  | 14.9  | 11.7  | 11.7    | 12.7             | 12.70             |     |
| Administrative services                          | 19.5  | 16.40  | 19.0  | 15.9  | 17.3  | 18.0  | 17.2  | 19.2  | 18.4    | 19.3             | 19.40             |     |
| Total Governmental Services                      | 149.0 | 133.80 | 142.3 | 132.8 | 126.9 | 139.0 | 141.9 | 143.9 | 144.1   | 151.0            | 153.05            |     |
| Business-type services (Note 2):                 |       |        |       |       |       |       |       |       |         |                  |                   |     |
| Wooster Community Hospital                       | 701.2 | 705.00 | 704.5 | 714.3 | 760.6 | 785.0 | 766.1 | 794.4 | 844.7   | 862.8            | 850.04            |     |
| Water - Treatment & Distribution                 | 20.4  | 14.00  | 13.8  | 14.1  | 18.3  | 19.4  | 16.3  | 16.8  | 17.6    | 18.3             | 17.80             | (1) |
| Water Pollution Control - Collection & Treatment | 20.1  | 13.50  | 13.3  | 16.1  | 15.9  | 16.4  | 20.8  | 22.3  | 22.0    | 22.7             | 22.75             | (1) |
| Storm Drainage - Collection                      | 5.6   | 5.30   | 5.3   | 2.5   | 3.8   | 4.2   | 5.1   | 5.3   | 5.3     | 5.3              | 5.30              | (1) |
| Total Business-type Services                     | 747.3 | 737.80 | 736.9 | 747.0 | 798.6 | 825.0 | 808.3 | 838.8 | 889.6   | 909.1            | 895.89            |     |
| TOTAL PRIMARY GOVERNMENT                         | 896.3 | 871.6  | 879.2 | 879.8 | 925.5 | 964.0 | 950.2 | 982.7 | 1,033.7 | 1,060.10         | 1,048.94          |     |

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

**Notes:**

Note 1 - Maintenance and Engineering employees are allocated to transportation services, water, water pollution control and storm drainage based on estimated time worked in that activity.

Note 2 - An additional Fire Fighter has been added to Fire.

Note 3 - FTE positions reported in 2009 - 2017 reflect actual, filled positions as of 12/31. Vacant positions remain budgeted, even when not filled.

## **BASIS OF ACCOUNTING:**

The modified accrual basis of accounting is used for budget preparation. Under the modified accrual basis of accounting, certain revenues are recognized when susceptible to accrual by being both measurable and available.

- “Measurable” means the amount of the transaction can be determined.
- “Available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.
- Expenditures are generally recorded when the related fund liability is incurred.

## **BALANCED BUDGET: DEFINITION**

There are three scenarios under which the City considers a budget to be “balanced”:

### **Scenario One: Revenues = Expenditures**

Current year revenues are equal to current year expenditures.

### **Scenario Two: Revenues > Expenditures**

Current year revenues exceed current year expenditures, resulting in a surplus.

### **Scenario Three: Revenues + Surplus Balances = Expenditures**

Previous years’ surplus balances added to current year revenues equal current year expenditures. This scenario is used for one-time or non-routine expenditures which usually fund infrastructure or large capital purchases. Such purchases will not result in on-going expenditures or legacy costs.

**For calendar year 2019, the City’s budget is balanced under the third scenario.**

## **BALANCED BUDGET SCENARIOS**

**Scenario One: Revenues = Expenditures**

**Scenario Two: Revenues > Expenditures = Surplus**

**Scenario Three: Revenues + Surplus Balances = Expenditures**



## **PROGRAM NARRATIVE 2019 BUDGET**

This narrative is organized by organizational chart structure. The activities (divisions or departments) under each heading include a mission statement, one or more 2019 objective(s) and significant changes in the personnel and operations portions of the budget. These narratives are authored by the responsible manager. The Wooster Community Hospital is not included in this program narrative.

### **Director of Administration**

#### **Service Pledge**

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

The City's administration and staff share a commitment to the City's Core Values of Stewardship, Trust and Accountability. We desire to be good stewards of the public's resources, deliver costs effective and efficient services, and make decisions that meet the desires and needs of our citizens. We continue to fully fund our capital improvements as required by our charter, completing and planning for many capital & infrastructure improvements.

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

## SAFETY FORCES

### Fire

#### ***Mission Statement:***

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

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

#### ***Executive Summary:***

2018 was a productive year for the Wooster Division of Fire. The Fire Division worked diligently to enhance the level of service to the city and the safety of the staff.

During the spring, a new collective bargaining agreement was finalized between the Wooster Firefighters Local 764 and the City Administration. The new CBA will run through 2020.

A major point of focus for the Fire Division has been continuous improvement. The Fire Division has been updating policies and procedures, operational methodologies, and utilizing data analytics to provide the highest level of service to the community with the resources provided to us.

In 2018 the Fire Division utilized grant funding from two grant programs from the Bureau of Workers' Compensation to reduce back injuries and reduce the risk of cancer. The successful grant programs allowed the Division to purchase power loaders for our Medic units and update our fire hoods and gloves with particulate blocking barriers. Both projects will help increase the safety of our staff members now and into the future.

The **GOAL** of the FY2019 budget is to continue to focus on continuous improvement and advanced training for our staff members.

FY2019 Personnel: The Fire Division will see one planned retirement in 2019, which will require the hiring of a probationary firefighter to fill the vacant position and a promotional test to fill the loss of an officer. The rapid appointment of this position is critical to ensure we can maintain our current staffing levels, reduce officer OT, and to handle the growing call volume.

The Fire Division plans to continue its goal of increasing the training levels to our staff members. This will result in additional training over-time costs for advanced training

in rope rescue, confined space rescue, fire investigations, and community risk reduction.

FY2019 Operations: To meet our FY2019 goals; the fire division's operations section will focus on two broad objectives. 1) Updated Staff Training and 2) Continuing the Accreditation Process by the Center for Public Safety Excellence. The Fire Division updated a draft Strategic Plan in 2018 and plans to bring it to the City Administration and City Council for approval. Additional work will continue with the development of our Standards of Coverage & Self-Assessment. All of which focus on continuous improvement and identifying gaps in service levels. So we can focus on them and make appropriate operational and staff corrections.

As the Fire Division continues to see a 4-5% increase in annual call volume, the fire administration will continue to utilize analytics to develop staffing & operational models that will serve the City in the most efficient and cost-effective manner. As additional growth in the City occurs, additional staff will be needed to maintain the current level of service being provided to the community.

FY2019 Capital Improvement: The focus of the FY2019 Capital Improvement plan is to replace a piece of fire apparatus that has had significant mechanical problems since its purchase. The replacement of E-136 will ensure the firefighters have equipment that is reliable and able to be utilized without confusion or delay. This plan will allow the division to safely continue the desired level of service to all response districts within the City in the most efficient and cost-effective manner.

## **Police**

Our Mission: Our mission is to provide lawful police services and develop partnerships to affirmatively promote a feeling of security and safety for every member of our community.

Members are challenged to use their insights, problem-solving and decision-making skills in every contact with the public to accomplish something that can be objectively measured and evaluated that promotes this mission. This mission gives members permission *to do* provided that what is done and how it is done satisfies six quality control standards. Performance must be accomplished in a manner that is: lawful, safe, within the capabilities of a typical employee having the necessary knowledge, skills and abilities to do it, within our existing physical and monetary resources, verifiable through documentation, and the ethical, social and "right" thing to do under circumstances at the time - even if doing it may appear contrary to existing policies, procedures and practices.

This mission requires members ask two questions of themselves on a daily basis:

1. What have I accomplished, beyond routine responsibilities, to promote my most important responsibility - our mission?

2. Under circumstances given, how has my conduct and behavior best promoted our mission (i.e., how was the situation made better)?

2019 Objective: To provide the best possible service to the community with the resources we have. Educate the public and foster relationships through community involvement and programs like our Citizen's Police Academy. We will also continue to attempt to take a proactive approach to law enforcement in our community.

Personnel: Hiring remains difficult as fewer and fewer people are looking to a career in law enforcement. Our agency's attempt to shift from a reactive policing approach to a proactive approach is difficult in the wake of hiring difficulties. Officers who were once assigned to Community Relations and the Community Impact Unit have been recalled to fill vacancies on the road. Our hope is as we proceed with hiring to get these specialized units re-staffed as soon as possible.

As we are currently down five positions, this causes a significant variance in our budget as those unfilled positions are fully budgeted each year. Without people in those positions we are spending less money but as we look to 2019 and budget for a fully staffed agency it appears that our numbers are excessively high when in reality they are not.

Wooster Community Hospital continues to see the benefits of having a full-time officer to serve in the capacity of Hospital Resource Officer. This position has been so successful that in 2016 they agreed to add a second full-time HRO. These positions increase safety and security at the hospital while providing a valuable link between our two agencies. Wooster City Schools has also funded a second School Resource Officer to provide security at Edgewood Middle School.

Operations: We will continue to scrutinize and review equipment that will increase the efficiency of the department prior to purchase. 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.

One other area of significant budget variance occurs in line 2370 contracts. This variance is a result of budgeting for new in car cameras through AXON as well as possible increased costs from the WARCOG.

## **COMMUNITY SERVICES AND DEVELOPMENT**

### Building Standards



The purpose of the budget narrative is to supplement the information provided in the budget spreadsheet by justifying how the budget cost elements are necessary to the Division's mission. Together, the budget narrative and budget spreadsheets should provide a complete financial and qualitative description that supports the mission.

**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.

**2019 Objective:**

The online tracking of backflow device testing began during 2016 and the on line cloud based permitting software came on line at the start of 2017 including: Plan reviews, issuing permits, taking payment, conducting inspections, boards and commissions, planning and zoning, engineering, special events, utilities and code enforcement, and parking permitting. During 2019 we are expecting a major upgrade to this system to address some of the software shortcomings. This should greatly improve the customer experience.

**Personnel:** With the new on line permitting system upgrade and the new property maintenance inspector starting, it will be important to continue employee training.

**Operations:** Construction activity during 2017 and 2018 continued the record levels not seen before for number of permits, value of construction, inspections and fee collection. Again in 2019 only necessary items have been budgeted and the budget reflects no increase. The code enforcement budget is reduced due to the expectation that we will not demolish as many houses as in prior years.

**Economic Development**

**Mission:** "Works to cultivate economic opportunities for Wooster's current and future businesses and residents." The Department exists to encourage and support strategic economic and community growth within the city of Wooster by focusing on the retention and expansion of local enterprises as well as assisting new business ventures that correspond with Wooster community values, interests and needs, while striving to further enhance quality of life for Wooster residents and businesses.

**2019 Objectives:** To continue on-going community and economic development efforts and projects throughout the City of Wooster by researching, applying for, and securing financial resources that are vital components to the completion of these projects. These efforts include administration of several on-going Community Development Block Grant projects, the City's Community Reinvestment Area program and Enterprise Zone program, and pursuit of unique grants for special projects, such the Wooster Bike Trail Loop, Melrose Elementary Safe Routes to Schools improvements, and Ohio Public Works Commission grants for park development (Venture Park). This office also continued coordination with the City of Wooster's economic development partners to concentrate on building closer

relationships with area to acclimate and inform city administration of current and/or anticipated future issues that employers may face with doing business in the city of Wooster.

This Department also coordinates with Wooster Growth on real estate and economic development incentive efforts, as well as the Wooster Opportunity Loan Fund. Outreach and education on economic development matters remains a key goal, with this office providing economic impact analyses of various real estate development proposals, both those of the City of Wooster and those proposed by private developers, to aid in decision-making on projects and policies.

The Office also hosts the Wooster Fair Housing Program, assembling the educational, outreach, and referral services required by CDBG participation and working to help affirm equal opportunities in housing choice and fair real estate business practices. Working in collaboration with stakeholders, this office also creates outreach tools, provides information to area firms and prospective firms on City programs and business climate, and develops procedures to improve marketing of Wooster to potential new businesses and markets.

This office also provides oversight for the Community Housing Impact and Preservation Program, which secures and administers funds on behalf of the Wooster, Orville, Wayne County CHIP Partnership (with Wayne Metropolitan Housing Authority) in order to repair older homes for needy families and stabilize neighborhoods.

**Operations:** To serve the businesses, entrepreneurs, and residents through the economic and community development efforts of the City of Wooster by providing a professional resource for all aspects related to the betterment of Wooster's business community.

### **Planning and Zoning**

**Mission:** The mission of the Planning and Zoning Division is to guide the use of land, growth, and development in the City of Wooster through the implementation of adopted codes, policies and plans. The division strives to promote a vibrant, attractive and prosperous community through cooperation and coordination with elected officials, appointed boards and commissions, city departments, citizens, and developers.

**2018 Goals Accomplished:**

- Completed an update to the City of Wooster Planning and Zoning Code with the assistance of Compass Point Planning.
- Worked with the Building Standards Division to expand the use of ViewPoint Cloud within the Development Department and to other City Departments.

**Staffing Changes:** No staff changes are anticipated for the division in 2019.

**Operation Notes:** No operational changes are anticipated for the division in 2019.

#### 2019 Goals:

- Complete the creation of bylaws for the Board of Building and Zoning Appeals, Design and Review Board, and Planning Commission.
- Work with the Building Standards Division to refine regulations, signage and permitting for downtown public parking lots with the use of ViewPoint Cloud.

### **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!

#### 2019 Objective:

- Provide additional access to and educate the public on online membership & reservations.
- Increase & deliver innovative and flexible programming to meet the changing needs of the community.
- Use creative forms of publicity and take advantage of the many available free advertising resources. Continue to work on internal cooperation between City departments to conserve resources. Promote and continue to establish partnerships with outside organizations to increase efficiency and reduce expenses. Increase presence of social media.
- Continue to find innovative ways to increase use of space available and reduce expenses.

Personnel: No additions.

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

### **Pools**

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

#### 2019 Objective:

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

Personnel: The City will be seeking to contract with the YMCA to schedule staff and manage daily operations of the pools in 2019. Continue to work with the YMCA to reduce expenses and deliver quality aquatic programs for our community. City employees and contractors will still provide maintenance as has been done in the past.

Operations: Days of operation may change slightly in 2019 for Christmas Run Pool and Knights Field Sprayground. 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 December 31<sup>st</sup>.

## **Business and Organizational Support**

### **Human Resources**

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.

#### **2018 Goals Accomplished:**

- Enrolled in the Industry Specific Safety Program for 2018 to receive Workers Compensation discounts and additional safety training. Completed an on-line assessment, attended the Ohio Safety Congress training, PPM attended Tree Work Essentials training in December 2018.
- Completed a HazMat Inventory review and logs updated in March 2018.
- All employees completed Workplace Violence Training in November 2018.
- Employee Handbook updated, communicated and distributed to all employees in December 2018.
- Updated several HR policies to ensure City of Wooster compliance including drug testing procedures, military pay procedures and POP document update.
- Completed manual entry of new HR system and audited data in preparation for go-live in early 2019.
- Implemented mandatory direct deposit for all employees in August 2018 in preparation of new HR/Payroll system.
- Completed compliance training including FMLA, Employee Evaluations, for new managers and supervisors.

#### **2019 Objectives:**

- Complete “go live” in new HR system and determine HR best practices and utilize the system to reduce manual processes in 2019.
- Complete training for all employees regarding Unconscious Biases in 2019.
- Coordinate with Broker to complete an RFP for all lines of insurance coverage for City of Wooster in 2019.
- Serve as the HR representation for the Wooster Ashland Regional Council of Government to create and implement all new HR processes including but not limited to; compensation, benefits, recruiting, policies/procedures, workers compensation, employee relations, etc.
- Continue to monitor federal, state and local legal changes and remain in compliance.

### **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.

*2019 Objective:* Increase network storage by adding addition hard drive shelves to our existing SANs. Transition traditional workstation antivirus software to new next generation endpoint protection systems that provide antivirus, anti-malware, and overall workstation security using new AI technology.

*Personnel:* Staffing levels have remained the same since 2010 when the division took a 20% decrease from the VSP. Increase cross-training efforts to reduce skill specialization that frequently has a negative impact on our ability to provide timely internal support services.

*Operations:* Continued focus on achieving 99.999% uptime of all mission-critical systems and providing support services to our end users within accepted service level agreements.

## **PUBLIC WORKS**

### **Engineering**

**Mission:** Our mission in the City of Wooster, Division of Engineering is to serve the public by providing professional engineering services for safe, quality and sustainable infrastructure and development. This is accomplished as we plan, advise, administer, oversee implementation of and document all public works improvements and subdivision development with the aim of providing these services cost effectively and timely while protecting the public health, safety and welfare. Success is measured by the stewardship of the public funds and public trust.

#### **2019 Objectives & Goals:**

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

Wooster Growth Corp, Wayne Economic Development Council, Main Street Wooster, College of Wooster, OARDC & ATI, Wooster City Schools and the Wooster Area Chamber of Commerce.

6. Provide engineering support and consulting services to other City departments and divisions.

7. To continue to review, analyze and improve Engineering Division operations and methods for quality, efficiency and cost effectiveness.

### **Operations Initiatives:**

1. Personnel Costs: The Engineering Division continues to have an increased workload due to the increased level of management needed for complying with ODOT funded projects and Ohio EPA's requirements for storm water management. It will be necessary in the near future to hire another inspector to alleviate the backlog. We have hired an outside inspector the last four construction seasons to help with the workload and we expect it will be necessary to do the same in 2019. We will again utilize at least two interns during the summer.

2. Operations Costs: O&M costs have been reduced for 2019 based on the historical spending trend. All employees' computers have been updated in the past four years and our other office equipment is in good condition with the copier in its last year of a lease. 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 2018.

3. Capital Costs: Capital requests include completion of a water model and purchase of a new copier towards the end of the year.

### **Infrastructure Initiatives:**

We will continue to vigorously pursue outside funding from ODOT, OPWC and OEPA to offset the high costs of infrastructure improvements.

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

## **Public Properties Maintenance**

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

Maintenance (Streets):

*2019 Objective:* To continue our goal of improving the City's infrastructure that includes streets and sidewalks by assessing the condition of the asset and forming a planned maintenance/repair work order. The methods used for Snow and Ice Control Operations will continue to improve.

*Personnel:* No changes anticipated in 2019.

*Operational Goals:* Improving the conditions of our roadways will continue be on the forefront of our focus in 2019. Begin to chip seal some of the unimproved streets that the existing pavement can be prolonged a least 5 years before they will be in need of resurfacing. Concrete repairs on many alleys will begin in 2019 as well. Like in 2017 and 2018 we will continue resurfacing various streets throughout the City that score lowest on the PCI rating that our budget allows. PPM will also continue working with the Engineering Division in coordinating projects and maintenance issues as they arise. We'll continue enhancing services through improved procedures for snow and ice control. New to our snow and ice control operations will be the pre-wetting of salt. On two of our trucks a liquid de-icing agent will be applied when the salt is being applied to the roadway. Using this method of treatment we anticipate a 30% reduction of salt on these trucks. Roadside mowing will continue as part of our normal operation.

#### Maintenance (Storm Drainage):

*2019 Objective:* To provide leaf collection that is timely and efficient. Continue to repair/replace the storm sewer infrastructure like inlets and storm pipe. Our annual inlet and pipe cleaning will be conducted. Two citywide street sweepings – one each Spring and Fall – along with many others downtown throughout the year.

*Personnel:* No changes anticipated in 2019.

*Operational Goals:* Minimize the amount of overtime needed to perform two cycles of leaf collection and other maintenance issues throughout the City.

#### Traffic

*2019 Objective:* Continue to replace traffic signage and deficient equipment throughout the City to meet current MUTCD Standards. To rebuild deficient intersections based on engineering assessments of intersections. Update our traffic detection system to better allow traffic patterns and to improve the flow of traffic.

*Personnel:* Provide training, coursework and hands-on experience a 0.5 FTE employee will be designated to Traffic but no additional staff added in 2019.

*Operational Goals:* To focus on sign replacements based on the MasterMind software system. Maintain detailed record keeping of the changes to the in-field signage installation that is essential for PPM to properly maintain. Maximize our use of the new communication modems that have been installed and train to use them concurrently with our Tactics program. We will also be focusing on the efficiency of our department to be able to provide better service and maintenance in a timely manner.

## Parks & Shade Tree

*2019 Objective:* Improve the overall aesthetics of each of our parks throughout the City. By focusing on preventative maintenance issues before they become immediate response type issues will drastically decrease the amount of call in complaints/concerns that come in each week. We will also focus attention to safety issues like installing more PIP around swings, slide, etc. Shade tree will continue to use contractors for the larger removal and maintenance projects. Downtown flowers and planting beds along with our varied landscape features citywide will be managed through Shade Tree and its contractors.

*Personnel:* Add Park Supervisor (1.0 FTE) in 2019.

*Operational Goals:* Our goal is to improve the timeliness of our routine maintenance that our citizens will come to appreciate even more in our wonderful parks. Having an additional employee designated to our parks would greatly enhance the overall aesthetics and ensure timeliness by contractors performing contract work agreements.

## Garage

*2019 Objective:* We will continue to look at new ways to meet the rising need of maintenance on the City's fleet and equipment.

*Personnel:* No changes anticipated in 2019.

*Operational Goals:* With the new Garage Service Worker filled in September of 2018 we are anticipating making significant strides of improvements completing work orders much faster throughout 2019.

## **Utilities**

The Wooster Water Utilities Division, 2018 recipient of the Utility of the Future Today Award, will strive to improve reliability, asset management and efficiency in 2019.

The Water Treatment Plant (WTP) will focus on smaller non-capital maintenance projects in the upcoming year. Refurbishment of chemical pumps, painting the chlorine room and continued development of plant standard operating procedures will highlight projects in 2019. One of the four high duty pumps will also be rebuilt after 21 continuous years of service. The addition of a variable frequency drive to the S-2 Production Well will allow for better control of raw water flow into the plant and the ability to reduce excessive pressure in the influent line that is causing premature wear of the pump volutes, bearings and shaft. The WTP is planning to paint the finished water clearwells that store up to 1.5 million gallons of drinking water in 2019.



The Distribution/Collection/Meters (D&C&M) subdivision will continue to selectively replace transmitter units, and meters as needed, in order to maintain the replacement cycle of every 15 years. D&C&M crews plan to shift some of the focus that has previously been on the distribution system (water loss) to spend more time on the collection system (I&I).

The Water Resource Recovery Facility will continue to focus on utilizing excess capacity in the ADS and generate additional revenues through third party waste tipping fees with the added incentive to produce electricity to be used at both treatment plants. Other priorities will be refurbishing pumps, mixers and other process equipment along with expanding the City's solids handling capabilities through additional storage and sludge dewatering. The septage receiving station is also an area that is being evaluated to improve its equipment and the ability to monitor incoming loads.

As always, professional development and training (with an emphasis on safety) with our staff will continue across the entire Division to ensure the future of reliable service to our industrial, commercial and residential customers.

# GLOSSARY

**Account:** A record of public funds showing receipts, disbursements, and the balance.

**Accounting Basis:** The rules that determine recognition of income, expense, assets, liabilities and equity (cash basis and accrual basis are the most widely known). The City of Wooster employs the accrual basis of accounting.

**Accrual Accounting:** A generally accepted accounting method where revenue is recognized when earned and expenses when incurred. These revenues and expenses are recorded at the end of an accounting period even if cash has not been received or paid.

**Amortization:** Spreading out the cost of an intangible asset or debt over the useful life of the asset.

**Appropriation:** An expenditure authorization granted by the City Council to incur obligations for specific purposes. Appropriations are usually limited by amount, purpose and time.

**Approved Budget:** The budget as formally adopted by City Council with legal appropriations for the upcoming fiscal year.

**Balanced budget:** A budget in which expenditures are funded by revenues and/or reserves.

**Budget:** A policy setting document that outlines a financial plan for a time period that matches all planned revenues with expenditures for various municipal services. The City of Wooster budgets for one calendar year period at a time.

**Budget Transfer:** An administrative measure to move budget resources from one budget account or project account to another.

**Comprehensive Annual Financial Report (CAFR):** The official annual financial report of the City. It includes financial statements prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information, extensive introductory material and illustrative information about the city.

**Capital Asset:** A long-term tangible piece of property, owned and used for public purpose. For the City's purposes, capital assets must cost \$10,000 or more and have an estimated useful life of two (2) years or more. Buildings, land, equipment and infrastructure are examples of capital assets.

**Capital Outlay:** Expenditures that result in the acquisition of or addition to capital assets.

**Capital Projects:** Projects for the purchase or construction of capital assets.

**Community Development Block Grant (CDBG):** A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide-range of eligible activities. The CDBG program encourages more broadly conceived community development projects, and expanded housing opportunities for people living in low and moderate-income households.

**Charges for Service:** Fees charged for various government operations that are based on a cost recovery model, specifically in enterprise funds. Examples include refuse collection, water and sanitary sewer use as well as storm sewer fees.

**Capital Improvement Plan:** The budget document presents proposed capital expenditures for the current period. Also included is the Capital Improvement Plan, which outlines five-year projections for equipment and 10-year infrastructure plans, which documents proposed expenditures by fund for future capital needs.

**Contractual Service:** Service provided by an outside entity that is mutually agreed upon between the City and the service provider, documented in a legal agreement.

**Debt Service:** The annual payment of principal and interest on the city's indebtedness.

**Deficit:** The excess of expenditures or expenses over revenues during a single budget year. The excess of an entity's or fund's liabilities over its assets (see Fund Balance).

**Depreciation:** The portion of a capital asset's value which is charged as an expense during a particular period for reporting purposes in proprietary funds. The capital outlay, rather than the periodic depreciation expense, is recorded under the modified accrual basis of budgeting and accounting.

**Encumbrance:** An obligation against appropriated funds in the form of a purchase order, contract, salary commitment or other reservation of available funds.

**Enterprise Fund:** A separate fund used to account for operations financed and operated similar to private business enterprises. Enterprise fund expenses, including the cost of depreciation and the cost of providing services, are to be financed or recovered primarily through user charges. The City's enterprise funds are the Water Fund, Water Pollution Control Fund, Storm Drainage Fund and the Refuse Fund. Financial activity of the Wooster Community Hospital is also reported as an enterprise fund.

**Expenditure:** Payment made to secure a good or service.

**Fiduciary Funds:** Funds used to account for resources held for the benefit of parties outside the city.

**Financial Policy:** The City's policy in respect to fund balance, budgeting and investing, as related to the provision of City services, programs and capital investment.

**Fines and Forfeitures:** Revenue received by the City from court fines, forfeitures, and parking fines.

**Fiscal Year (FY):** A 12-month period the annual operating budget applies to. At the end of the period, the City determines its financial position and results of its operations. The City's fiscal year is a calendar year, January 1 – December 31.

**Fringe Benefits:** A non-salary component of the Personal Services appropriation level, which is included in total compensation of City employees. Some benefits are legally required, such as Medicare. Other benefits, such as health insurance, are not legally mandated.

**Full-Time Equivalent (FTE):** The percentage of a full-time position, typically based upon 2,080 worked per year. Outside of the Fire Division, full-time position scheduled for 2,080 annual hours is equal to one (1) FTE. A position that has been budgeted to work less than full-time will work the number of hours which equate to that budgeted FTE amount; for example, a half FTE (0.5) budgeted position can work 40 hours a week for six months, or 20 hours a week for one year.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances, and revenues and expenditures/expenses.

**Fund Balances:** In the context of the City's budget discussions, fund balance refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures not appropriated by City Council and has not been designated for other uses.

**General Fund:** The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

**Generally Accepted Accounting Principles (GAAP):** The common set of accounting principles, standards, and procedures that are used to complete financial statements.

**General Obligation Bonds:** Bonds pledging the full faith and credit of the City.

**Goal:** A long-range desirable development attained by time phased objectives and designed to carry out a strategy.

**Governmental Funds:** Funds used to account for tax-supported activities. The City uses four different types of governmental funds: the general fund, special revenue funds, debt service funds and capital project funds. Government funds are reported using the current financial resources and the modified accrual basis of accounting.

**Grant:** A non-repayable fund disbursed by one party (grant makers), generally a government department, corporation, foundation or trust, to a recipient, for a specific project or purpose. There is typically an application process to qualify and be approved for a grant.

**Insurance:** A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, motor accident. The premiums are calculated so that, on average, they are sufficient to pay compensation for the policyholders who will make a claim together with a margin to cover administration cost and profit. In effect, insurance spreads the

risk so that the loss by policyholder is compensated at the expense of all those who insure against it.

**Internal Service Funds:** Funds accounting for the financing of goods and services supplied to other funds of the City and other governmental units on a cost-reimbursement basis. The City has two Internal Service Funds: the Garage Fund and the Employee Benefits Fund.

**Maintenance:** The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset to provide normal services and achieve its optimal life.

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

**Net assets:** Total assets minus total liabilities of an individual or entity.

**One-time:** a nonrecurring revenue or expenditure within the current fiscal year.

**Operating Budget:** An Operating Budget is the annual financial plan of operating expenditures encompassing all the fund types within the City. It is the approved means by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

**Operations and Maintenance (O&M):** An appropriation level within the budget that includes expenditures for supplies, contracted services, and equipment maintenance.

**Operating Revenues and Expenditures:** Operating revenues and expenditures result from providing regularly scheduled services.

**Ordinance:** A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the City.

**Personnel Services:** Compensation for direct labor of persons in the employment of the city and/or salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. The personnel services account group also includes fringe benefits paid for employees. Personnel Services is an appropriation level recognized by the City.

**Proposed Budget:** The budget formally submitted by the Mayor to City Council for its consideration and approval.

**Proprietary Fund:** A fund that accounts for operations similar to those in the private sector. This includes the enterprise funds and internal service funds. The focus is on determination of net income, financial position and changes in financial position.

**Real Property Taxes:** Revenue derived from the tax assessed on residential, commercial or industrial property.

**Revenue:** The yield from various sources of income such as taxes the City collects and receives into the treasury for public use.

**Service:** The on-going sequence of specific tasks and activities representing a continuous and distinct benefit provided to internal and external customers.

**Special Revenue Fund:** An account established to collect money that must be used for a specific purpose, the existence of which enhance transparency and accountability. The City uses multiple Special Revenue funds including: Street Construction Maintenance and Repair, State Highway, Permissive Tax, Enforcement and Education, Mandatory Drug Fines, Community Development Block Grant (CDBG), Economic Development, Law Enforcement Trust, Police Pension, Fire Pension, Federal Equitable Sharing, CDBG CHIP Home Revolving Loan, Economic/Downtown Loan, Shade Tree, Law Enforcement Professional Training, Lillian Long Estate, Recreation Supplement and Christmas Run Park Restoration.

**Strategic Planning:** The continuous and systematic process whereby guiding members of the City make decisions about its future, and develop procedures and operations to achieve future objectives.

**Surplus:** The excess of an entity's or fund's assets over its liabilities (see also fund balance). The excess of revenues and fund balance over expenditures or expenses.

**Tax Base:** All forms of income which are taxable under the City's jurisdiction.

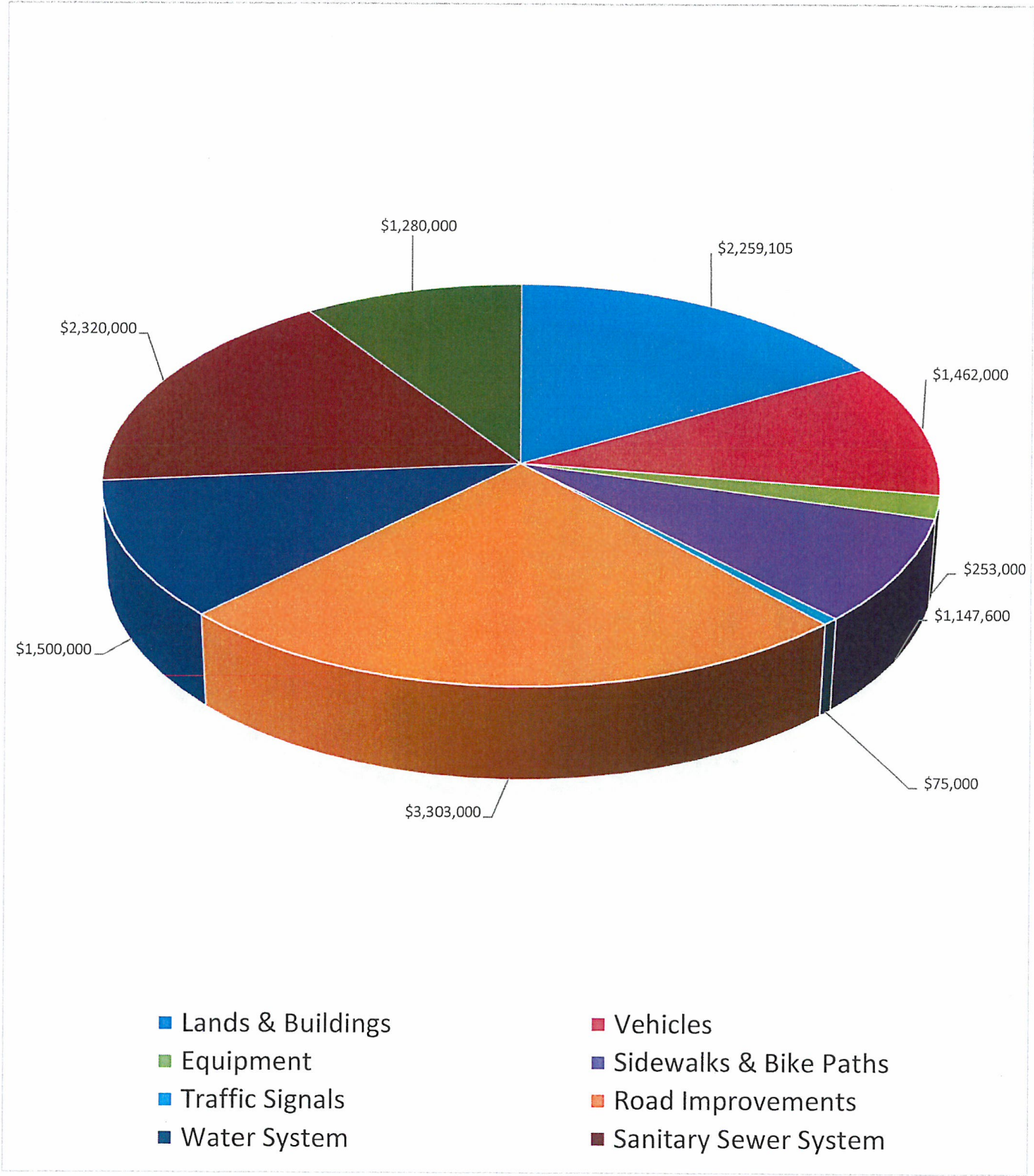
**Vision:** An objective statement that describes an entity's most desirable future. An organization's vision employs the skills, knowledge, innovation and foresight of management and the workforce to communicate effectively the desired future state.

**Working Capital:** Current assets minus current liabilities. Working capital measures how much in liquid assets an entity has available to build its business or activity.

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

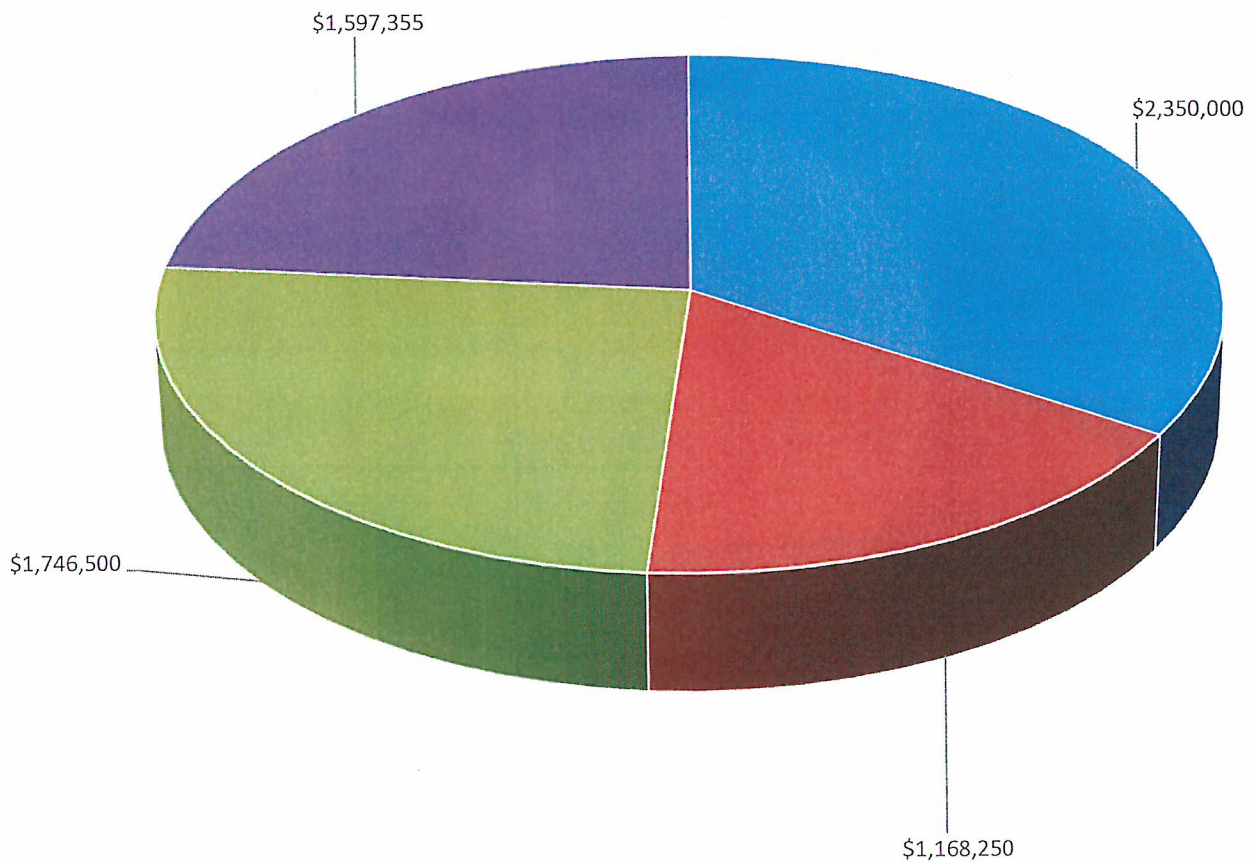
| Fund Title                                | Description  | Major Revenue Sources  | Major Services Provided  |
|---|--|--|--|
| General                                   | The City's general operating fund used to account for all financial resources except those required to be accounted for in another fund. | <ul style="list-style-type: none"> <li>* Income Tax</li> <li>* Property Tax</li> <li>* Emergency Medical Services</li> <li>* State Revenues</li> </ul> | <ul style="list-style-type: none"> <li>* Public Safety</li> <li>* General Government</li> <li>* Road Maintenance</li> <li>* Parks &amp; Recreation</li> </ul>      |
| Street Construction, Maintenance & Repair | Used to account for gasoline taxes and vehicle registration fees use for maintenance of City streets.                                    | <ul style="list-style-type: none"> <li>* Gasoline Tax</li> <li>* Vehicle Registration Fees</li> </ul>  | <ul style="list-style-type: none"> <li>* Street Repair</li> <li>* Snow &amp; Ice Removal</li> <li>* Street Cleaning</li> <li>* Traffic Signals</li> </ul>          |
| Capital Improvements                      | Used to account for capital projects and equipment financed by general fund revenues.  | <ul style="list-style-type: none"> <li>* Transfers from General Fund</li> <li>* Grants</li> <li>* Debt Proceeds</li> </ul>                             | <ul style="list-style-type: none"> <li>* Road Construction</li> <li>* Road Resurfacing</li> <li>* Vehicle Purchases</li> <li>* Equipment Purchases</li> </ul>      |
| Water                                     | Used to account for the operations and capital purchases of the City's water treatment plant   | <ul style="list-style-type: none"> <li>* Sales of Water</li> <li>* Investment Income</li> <li>* Grants</li> <li>* Debt Proceeds</li> </ul>             | <ul style="list-style-type: none"> <li>* Purification of Water</li> <li>* Maintenance of Water Lines</li> <li>* Utility Billing</li> </ul>                         |
| Water Pollution Control                   | Used to account for the operations and capital purchases of the City's water pollution control plant.                                    | <ul style="list-style-type: none"> <li>* Treatment of Sewage</li> <li>* Investment Income</li> <li>* Grants</li> <li>* Debt Proceeds</li> </ul>        | <ul style="list-style-type: none"> <li>* Treatment of wastewater</li> <li>* Maintenance of Sewer Lines</li> <li>* Utility Billing</li> </ul>                       |
| Wooster Community Hospital Operating      | Used to account for the operations of the Wooster Community Hospital and related healthcare activities.                                  | <ul style="list-style-type: none"> <li>* Patient Revenue</li> </ul>  | <ul style="list-style-type: none"> <li>* Inpatient Services</li> <li>* Outpatient Services</li> <li>* Emergency Room</li> <li>* Rehabilitation Services</li> </ul> |
| Wooster Community Hospital Plant          | Used to account for the construction of Hospital facilities and the acquisition of capital equipment.                                    | <ul style="list-style-type: none"> <li>* Transfers from Hospital Operating Fund</li> <li>* Investment Income</li> </ul>                                | <ul style="list-style-type: none"> <li>* Facility Construction</li> <li>* Medical Equipment</li> </ul>   |
| Storm Drainage                            | Used to account for managing storm drainage runoff within the City.  | <ul style="list-style-type: none"> <li>* Charges for Services</li> </ul>   | <ul style="list-style-type: none"> <li>* Construction and Maintenance of Storm Sewers.</li> </ul>  |
| Employee Benefits                         | Used to account for the medical and prescription drug benefits for City employees on a self-insured basis.                               | <ul style="list-style-type: none"> <li>* Department Charges</li> <li>* Employee Contributions</li> </ul>   | <ul style="list-style-type: none"> <li>* Medical Benefits</li> <li>* Prescription Drugs</li> </ul>   |

City of Wooster  
2019 Capital Investment





# City of Wooster 2019 Infrastructure Investment by Ward



■ Ward 1 ■ Ward 2 ■ Ward 3 ■ Ward 4

City of Wooster  
Outstanding Loan and Bond Debt by Issue [2019 - 2023]

|   | 1/1/2019    | 1/1/2020    | 1/1/2021    | 1/1/2022    | 1/1/2023    |
|---|-------------|-------------|-------------|-------------|-------------|
|   | Principal   | Principal   | Principal   | Principal   | Principal   |
|   | Amount      | Amount      | Amount      | Amount      | Amount      |
| DEBT  | Outstanding | Outstanding | Outstanding | Outstanding | Outstanding |
| 1995 Madisonburg  | 94,100      | 48,300      | -           | -           | -           |
| 1995 Water Waterlines   | 100,900     | 51,700      | -           | -           | -           |
| 2003 Storm Mulberry Street Storm Sewer                          | 11,972      | 9,578       | 7,183       | 4,789       | 2,394       |
| 2005 Sewer WWTP Improvements Construction                       | 5,810,711   | 5,193,110   | 4,558,910   | 3,907,663   | 3,238,912   |
| 2005 Sewer WWTP Improvements Equipment                          | 1,694,152   | 1,229,453   | 749,529     | 253,881     | -           |
| 2007 E Milltown Rd Reconstruction Phase 2                       | 42,472      | 30,337      | 18,202      | 6,067       | -           |
| 2007 Storm Grant, Clark, Walnut Storm Sewer                     | 74,700      | 66,400      | 58,100      | 49,800      | 41,500      |
| 2007 Street Imp. Bonds E. Milltown Phase 2                      | 167,833     | 129,056     | 87,855      | 44,836      | -           |
| 2007 Street Imp. Bonds E. Milltown Phase 2                      | 109,167     | 83,944      | 57,145      | 29,164      | -           |
| 2009 Sewer Larwill Street Sewer Separation                      | 46,852      | 44,673      | 42,494      | 40,314      | 38,135      |
| 2009 Storm Larwill Street Sewer Separation                      | 104,283     | 99,433      | 94,582      | 89,732      | 84,882      |
| 2009 Water Cleveland and Portage Road Waterline                 | 38,255      | 31,879      | 25,503      | 19,127      | 12,752      |
| 2009 Water Mindy Lane/Mechanicsburg and Buckeye Booster Station | 569,760     | 520,941     | 470,469     | 418,286     | 364,335     |
| 2009 Water Tank and Booster Station                             | 951,724     | 874,742     | 795,151     | 712,863     | 627,788     |
| 2010 Beall Avenue Reconstruction                                | 705,662     | 656,866     | 606,194     | 553,644     | 499,218     |
| 2010 Beall Avenue Reconstruction                                | 459,408     | 427,641     | 394,651     | 360,440     | 325,007     |
| 2010 Sewer Biotower and Sewer Line for Frito-Lay                | 2,026,040   | 1,781,319   | 1,529,202   | 1,269,463   | 1,001,875   |
| 2010 Sewer Refund 2003 Beall Avenue Sewer Line                  | 244,930     | 227,993     | 210,405     | 192,165     | 173,275     |
| 2010 Water Intermediate Water Tank                              | 298,393     | 284,514     | 270,636     | 256,757     | 242,878     |
| 2010 Water Refund 2003 Beall Avenue Waterline                   | 470,000     | 437,500     | 403,750     | 368,750     | 332,500     |
| 2010 Water Refund 2003 Waterlines                               | 1,665,000   | 1,550,000   | 1,430,000   | 1,305,000   | 1,180,000   |
| 2010 Water Secondary Transmission Line                          | 157,829     | 145,964     | 133,656     | 120,888     | 107,643     |
| 2010 Water Waterline  | 249,435     | 231,114     | 212,027     | 192,142     | 171,425     |
| 2012 Water Burbank Road Waterline                               | 350,000     | 325,000     | 300,000     | 275,000     | 250,000     |
| 2013 Storm Market and Spruce Sewer Separation                   | 145,217     | 135,536     | 125,855     | 116,173     | 106,492     |
| 2014 Sewer Spink Street North Sewer Line                        | 108,333     | 104,167     | 100,000     | 95,833      | 91,667      |
| 2014 Sewer Wet Stream Improvements                              | 3,690,000   | 3,555,000   | 3,415,000   | 3,275,000   | 3,130,000   |
| 2014 Sewer WWTP Wet Stream Improvements [Final 2/16/17]         | 678,159     | 654,364     | 630,569     | 606,774     | 582,979     |
| 2014 Storm Spink Street North Storm Sewer                       | 325,000     | 312,500     | 300,000     | 287,500     | 275,000     |
| 2014 Water Tower and Pump Station                               | 2,500,000   | 2,360,000   | 2,215,000   | 2,070,000   | 1,920,000   |
| 2015 Safety Center Bonds Improvement Bonds                      | 6,110,000   | 5,805,000   | 5,500,000   | 5,190,000   | 4,875,000   |
| 2018 Sanitary Sewage System Improvement Bonds                   | 4,585,000   | 4,385,000   | 4,180,000   | 3,975,000   | 3,765,000   |
| TOTAL   | 34,585,287  | 31,793,024  | 28,922,067  | 26,087,054  | 23,440,657  |

City of Wooster  
Outstanding Loan and Bond Debt by Fund [2019 -2023]

| <b><u>Fund</u></b> | <b><u>1/1/2019</u></b> | <b><u>1/1/2020</u></b> | <b><u>1/1/2021</u></b> | <b><u>1/1/2022</u></b> | <b><u>1/1/2023</u></b> |
|--------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| General Fund       | 6,110,000              | 5,805,000              | 5,500,000              | 5,190,000              | 4,875,000              |
| SCMR               | 705,662                | 656,866                | 606,194                | 553,644                | 499,218                |
| State Highway      | -                      | -                      | -                      | -                      | -                      |
| Permissive Tax     | 210,305                | 159,392                | 106,057                | 50,904                 | -                      |
| Special Assessment | 662,676                | 559,885                | 451,797                | 389,604                | 325,007                |
| Water              | 7,351,296              | 6,813,355              | 6,256,191              | 5,738,813              | 5,209,321              |
| Sewer              | 18,884,177             | 17,175,079             | 15,416,108             | 13,616,095             | 12,021,842             |
| Storm              | <u>661,172</u>         | <u>623,446</u>         | <u>585,720</u>         | <u>547,994</u>         | <u>510,268</u>         |
| Total Principal    | 34,585,287             | 31,793,024             | 28,922,067             | 26,087,054             | 23,440,657             |

|           |   |
|-----------|---|
| <b>1</b>  | Budget Information                        |
| <b>2</b>  | 2019 City Budget                          |
| <b>3</b>  | 2019 City Capital Plan                    |
| <b>4</b>  | City Planning<br>2020 - 2024              |
| <b>5</b>  | 2019 Wooster Community<br>Hospital Budget |
| <b>6</b>  |   |
| <b>7</b>  |   |
| <b>8</b>  |   |
| <b>9</b>  |   |
| <b>10</b> |   |

## Table of Contents 2019 City Budget

| Title   | Page |
|---|------|
| Certificate of the Total Amount from All Sources Available for Expenditures, and Balances | 2-2  |
| General Fund Budgetary Information  | 2-5  |
| <br><b>Schedules of Revenues, Expenditures and<br/>Changes in Fund Balances</b>           |      |
| General Fund  | 2-6  |
| Street Construction, Maintenance and Repair Fund  | 2-10 |
| State Highway Fund  | 2-12 |
| Permissive Tax Fund   | 2-14 |
| Enforcement and Education Fund  | 2-16 |
| Mandatory Drug Fines Fund   | 2-18 |
| Community Development Block Grant Fund  | 2-20 |
| Economic Development Fund   | 2-22 |
| Law Enforcement Trust Fund  | 2-24 |
| Police Pension Fund   | 2-26 |
| Fire Pension Fund   | 2-28 |
| Federal Equitable Sharing Fund  | 2-30 |
| CDBG Chip Home Revolving Loan Fund  | 2-32 |
| CDBG Economic Development Loan Fund   | 2-34 |
| Law Enforcement Training Fund   | 2-36 |
| Recreation Supplement Fund  | 2-38 |
| Christmas Run Park Restoration Fund   | 2-40 |
| Debt Service Fund   | 2-42 |
| Capital Improvements Fund   | 2-44 |
| Economic Development Capital Improvement Fund   | 2-46 |
| Water Fund  | 2-48 |
| Water Pollution Control Fund  | 2-50 |
| Storm Drainage Fund   | 2-52 |
| Refuse Collection Fund  | 2-54 |
| Municipal Garage Fund   | 2-56 |
| Employee Benefits Fund  | 2-58 |
| Investment Fund   | 2-60 |
| Water Capital Fund  | 2-62 |
| Sewer Capital Fund  | 2-64 |



Ordinance No. 2018-023  
Exhibit - A  
CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES  
Office of Auditor, Wayne County, Ohio  
Wooster, Ohio 44691

|   | Cash Balance | Projected   | Projected    | Projected    | Projected    | Projected  | Projected                   |               | Projected               |                     | Projected                |
|---|--------------|-------------|--------------|--------------|--------------|------------|-----------------------------|---------------|-------------------------|---------------------|--------------------------|
|   | as of        | Revenues    | Expenditures | Cash Balance | Encumbrances | Advances   | Carryover Balance           | Projected     | Total Amount            |                     | Amount                   |
| FUND TYPE/CLASSIFICATIONS                           | 31-Dec-17    | 2018        | 2018         | 31-Dec-18    | 31-Dec-18    | not Repaid | Available for Appropriation | Revenues 2019 | Available plus Balances | Appropriations 2019 | Avail. Less 2019 Approp. |
| GOVERNMENTAL FUND TYPE                              |              |             |              |              |              |            |                             |               |                         |                     |                          |
| General Fund  | 15,544,607   | 25,634,250  | 25,716,329   | 15,462,528   | 2,648,000    | 0          | 12,814,528                  | 25,787,701    | 38,602,229              | 26,820,292          | 11,781,937               |
| Special Revenue Funds                               | 923,991      | 2,564,114   | 2,509,233    | 978,872      | 152,598      | 0          | 826,274                     | 2,614,598     | 3,440,872               | 3,097,403           | 343,469                  |
| Debt Service Funds                                  | 1,145,277    | 172,800     | 188,000      | 1,130,077    | 0            | 0          | 1,130,077                   | 149,000       | 1,279,077               | 582,000             | 697,077                  |
| Capital Projects Funds                              | 4,477,513    | 5,252,594   | 4,196,101    | 5,534,006    | 4,777,010    | 0          | 756,996                     | 6,927,355     | 7,684,351               | 7,659,892           | 24,460                   |
| PROPRIETARY FUND TYPE                               |              |             |              |              |              |            |                             |               |                         |                     |                          |
| Enterprise Funds                                    | 85,644,687   | 177,878,381 | 172,319,056  | 91,204,013   | 6,008,826    | 0          | 85,195,187                  | 178,435,395   | 263,630,582             | 187,984,029         | 75,646,553               |
| Internal Service Funds                              | 1,012,615    | 4,774,398   | 4,611,163    | 1,175,850    | 217,700      | 0          | 958,150                     | 4,860,000     | 5,818,150               | 5,118,288           | 699,862                  |
| FIDUCIARY FUND TYPE                                 |              |             |              |              |              |            |                             |               |                         |                     |                          |
| Trust and Agency Funds                              | 1,167,019    | 0           | 0            | 1,167,019    | 0            | 0          | 1,167,019                   | 0             | 1,167,019               | 0                   | 1,167,019                |
| TOTAL ALL FUNDS                                     | 109,915,709  | 216,276,537 | 209,539,882  | 116,652,364  | 13,804,134   | 0          | 102,848,230                 | 218,774,049   | 321,622,280             | 231,261,903         | 90,360,377               |
| FUND CLASSIFICATION/NAME-SCC                        |              |             |              |              |              |            |                             |               |                         |                     |                          |
| GOVERNMENTAL FUND TYPES                             |              |             |              |              |              |            |                             |               |                         |                     |                          |
| General Fund - 001                                  | 15,544,607   | 25,634,250  | 25,716,329   | 15,462,528   | 2,648,000    | -          | 12,814,528                  | 25,787,701    | 38,602,229              | 26,820,292          | 11,781,937               |
| SPECIAL REVENUE FUNDS                               |              |             |              |              |              |            |                             |               |                         |                     |                          |
| Street Construction Maintenance & Repair Fund - 101 | 16,748       | 1,094,373   | 928,302      | 182,819      | 127,688      | -          | 55,131                      | 1,012,000     | 1,067,131               | 1,053,867           | 13,264                   |
| State Highway Fund - 102                            | 214,587      | 83,272      | 101,235      | 196,624      | 8,660        | -          | 187,964                     | 83,000        | 270,964                 | 143,500             | 127,464                  |
| Permissive Tax Fund - 103                           | 176,630      | 256,000     | 327,117      | 105,513      | 2,250        | -          | 103,263                     | 276,000       | 379,263                 | 377,252             | 2,011                    |
| Enforcement and Education Fund - 104                | 68,530       | 3,262       | -            | 71,792       | -            | -          | 71,792                      | 3,500         | 75,292                  | 70,000              | 5,292                    |
| Mandatory Drug Fines Fund - 105                     | 37,411       | 10,650      | 8,500        | 39,561       | -            | -          | 39,561                      | 10,900        | 50,461                  | 45,000              | 5,461                    |
| Community Development Block Grant Fund - 107        | 89,047       | 647,152     | 647,152      | 89,047       | -            | -          | 89,047                      | 738,489       | 827,536                 | 682,548             | 144,988                  |
| Economic Development Fund - 108                     | 77,583       | 132,000     | 132,000      | 77,583       | 14,000       | -          | 63,583                      | 159,900       | 223,483                 | 222,910             | 573                      |
| Law Enforcement Trust Fund - 110                    | 67,151       | 8,980       | 16,700       | 59,431       | -            | -          | 59,431                      | 1,500         | 60,931                  | 50,000              | 10,931                   |
| Police Pension Fund - 111                           | 21,477       | 166,896     | 162,579      | 25,794       | -            | -          | 25,794                      | 163,549       | 189,344                 | 170,000             | 19,344                   |
| Fire Pension Fund - 112                             | 22,963       | 157,511     | 162,579      | 17,895       | -            | -          | 17,895                      | 163,549       | 181,444                 | 170,000             | 11,444                   |
| Federal Equitable Sharing Fund - 113                | 14,254       | 362         | -            | 14,616       | -            | -          | 14,616                      | 361           | 14,977                  | 14,000              | 977                      |
| CDBG Chip Home RLF Fund - 115                       | 67,387       | 3,036       | 14,553       | 55,870       | -            | -          | 55,870                      | 1,200         | 57,070                  | 56,000              | 1,070                    |
| CDBG Economic Development Loan Fund - 508           | 7,420        | 95          | 5,016        | 2,499        | -            | -          | 2,499                       | 50            | 2,549                   | 2,499               | 50.00                    |
| Law Enforcement Training Fund - 703                 | 3,980        | -           | -            | 3,980        | -            | -          | 3,980                       | -             | 3,980                   | 3,980               | -                        |
| Recreation Supplement Fund - 706                    | 7,183        | -           | -            | 7,183        | -            | -          | 7,183                       | -             | 7,183                   | 7,183               | -                        |
| Christmas Run Park Restoration - 715                | 31,639       | 525         | 3,500        | 28,664       | -            | -          | 28,664                      | 600           | 29,264                  | 28,664              | 600                      |
| TOTAL SPECIAL REVENUE FUNDS                         | 923,991      | 2,564,114   | 2,509,233    | 978,872      | 152,598      | -          | 826,274                     | 2,614,598     | 3,440,872               | 3,097,403           | 343,469                  |
| DEBT SERVICE FUNDS                                  |              |             |              |              |              |            |                             |               |                         |                     |                          |
| Debt Service Fund - 401                             | 1,145,277    | 172,800     | 188,000      | 1,130,077    | -            | -          | 1,130,077                   | 149,000       | 1,279,077               | 582,000             | 697,077                  |
| TOTAL DEBT SERVICE                                  | 1,145,277    | 172,800     | 188,000      | 1,130,077    | -            | -          | 1,130,077                   | 149,000       | 1,279,077               | 582,000             | 697,077                  |



## CERTIFICATE OF THE TOTAL AMOUNT FROM ALL SOURCES AVAILABLE FOR EXPENDITURES AND BALANCES

Office of Auditor, Wayne County, Ohio

Wooster, Ohio 44691

|  | Cash Balance | Projected   | Projected    | Projected    | Projected    | Projected  | Projected                   | Projected     | Projected               | Projected      | Projected                |
|--|--------------|-------------|--------------|--------------|--------------|------------|-----------------------------|---------------|-------------------------|----------------|--------------------------|
|  | as of        | Revenues    | Expenditures | Cash Balance | Encumbrances | Advances   | Carryover Balance           | Projected     | Total Amount            | Appropriations | Amount                   |
| FUND TYPE/CLASSIFICATIONS                            | 31-Dec-17    | 2018        | 2018         | 31-Dec-18    | 31-Dec-18    | not Repaid | Available for Appropriation | Revenues 2019 | Available plus Balances | 2019           | Avail. Less 2019 Approp. |
| Capital Project Funds                                |              |             |              |              |              |            |                             |               |                         |                |                          |
| Capital Improvements Fund - 301                      | 4,458,327    | 5,252,594   | 4,196,101    | 5,514,820    | 4,777,010    | -          | 737,810                     | 6,927,355     | 7,665,165               | 7,640,705      | 24,460                   |
| Economic Development Capital Improvements Fund - 302 | 19,187       | -           | -            | 19,187       | -            | -          | 19,187                      | -             | 19,187                  | 19,187         | -                        |
| TOTAL CAPITAL PROJECTS                               | 4,477,513    | 5,252,594   | 4,196,101    | 5,534,006    | 4,777,010    | -          | 756,996                     | 6,927,355     | 7,684,351               | 7,659,892      | 24,460                   |
| TOTAL GOVERNMENTAL FUNDS                             | 22,091,388   | 33,623,758  | 32,609,663   | 23,105,483   | 7,577,608    | -          | 15,527,875                  | 35,478,654    | 51,006,529              | 38,159,586     | 12,846,943               |
| PROPRIETARY FUND TYPE                                |              |             |              |              |              |            |                             |               |                         |                |                          |
| Enterprise Funds                                     |              |             |              |              |              |            |                             |               |                         |                |                          |
| Water Fund - 501                                     | 2,177,017    | 5,846,944   | 6,144,657    | 1,879,304    | 734,000      | -          | 1,145,304                   | 6,194,000     | 7,339,304               | 7,237,282      | 102,022                  |
| Water Pollution Control Fund - 502                   | 3,370,010    | 12,326,028  | 13,030,868   | 2,665,170    | 428,700      | -          | 2,236,470                   | 7,933,200     | 10,169,670              | 9,654,482      | 515,188                  |
| Wooster Community Hospital Fund - 503                | 11,356,384   | 143,000,000 | 139,820,632  | 14,535,752   | 2,800,040    | -          | 11,735,712                  | 149,136,367   | 160,872,079             | 152,707,379    | 8,164,700                |
| Wooster Community Hospital Plant Fund - 504          | 64,670,900   | 13,285,000  | 9,200,000    | 68,755,900   | 1,866,386    | -          | 66,889,514                  | 11,800,718    | 78,690,232              | 12,595,000     | 66,095,232               |
| Wooster Community Hospital Beaverson EMS Fund - 505  | 252,245      | 5,725       | 52,000       | 205,970      | -            | -          | 205,970                     | 103,000       | 308,970                 | 308,052        | 918                      |
| Wooster Community Hospital Endowment Fund - 506      | 707,221      | 72,980      | 60,000       | 720,201      | -            | -          | 720,201                     | 90,600        | 810,701                 | 809,027        | 1,674                    |
| Storm Drainage Fund - 507                            | 2,228,762    | 1,783,735   | 2,580,899    | 1,431,598    | 69,700       | -          | 1,361,898                   | 1,586,350     | 2,948,248               | 2,589,750      | 358,498                  |
| Wooster Community Hospital Bevington Fund - 510      | 55           | 1           | -            | 57           | -            | -          | 57                          | -             | 57                      | 57             | -                        |
| Water Capital Fund - 511                             | -            | 148,800     | -            | 148,800      | -            | -          | 148,800                     | 178,560       | 327,360                 | 300,000        | 27,360                   |
| Sewer Capital Fund - 512                             | -            | 168,000     | -            | 168,000      | -            | -          | 168,000                     | 201,600       | 369,600                 | 300,000        | 69,600                   |
| Refuse Collection Fund - 514                         | 882,093      | 1,241,168   | 1,430,000    | 693,261      | 110,000      | -          | 583,261                     | 1,211,100     | 1,794,361               | 1,483,000      | 311,361                  |
| TOTAL ENTERPRISE FUNDS                               | 85,644,687   | 177,878,381 | 172,319,056  | 91,204,013   | 6,008,826    | -          | 85,195,187                  | 178,435,395   | 263,630,582             | 187,984,029    | 75,646,553               |
| INTERNAL SERVICE FUNDS                               |              |             |              |              |              |            |                             |               |                         |                |                          |
| Garage Fund - 601                                    | 1,120        | 616,297     | 611,163      | 6,254        | 87,700       | -          | (81,446)                    | 800,000       | 718,554                 | 718,288        | 266                      |
| Employee Benefits Fund - 602                         | 1,011,494    | 4,158,101   | 4,000,000    | 1,169,595    | 130,000      | -          | 1,039,595                   | 4,060,000     | 5,099,595               | 4,400,000      | 699,595                  |
| Investment Fund - 720                                | -            | -           | -            | -            | -            | -          | -                           | -             | -                       | -              | -                        |
| TOTAL INTERNAL SERVICE FUNDS                         | 1,012,615    | 4,774,398   | 4,611,163    | 1,175,850    | 217,700      | -          | 958,150                     | 4,860,000     | 5,818,150               | 5,118,288      | 699,862                  |
| TOTAL PROPRIETARY FUNDS                              | 86,657,302   | 182,652,779 | 176,930,219  | 92,379,862   | 6,226,526    | -          | 86,153,336                  | 183,295,395   | 269,448,731             | 193,102,317    | 76,346,415               |
| FIDUCIARY FUND TYPE                                  |              |             |              |              |              |            |                             |               |                         |                |                          |
| AGENCY FUNDS   |              |             |              |              |              |            |                             |               |                         |                |                          |
| Guarantee Deposit Fund - 702                         | 201,638      | -           | -            | 201,638      | -            | -          | 201,638                     | -             | 201,638                 | -              | 201,638                  |
| Clearing Fund - 705                                  | 72,043       | -           | -            | 72,043       | -            | -          | 72,043                      | -             | 72,043                  | -              | 72,043                   |
| Wooster Growth Corporation Fund - 719                | 808,977      | -           | -            | 808,977      | -            | -          | 808,977                     | -             | 808,977                 | -              | 808,977                  |
| Wooster-Ashland Regional Council of Govts - 725      | 84,360       | -           | -            | 84,360       | -            | -          | 84,360                      | -             | 84,360                  | -              | 84,360                   |
| TOTAL AGENCY FUNDS                                   | 1,167,019    | -           | -            | 1,167,019    | -            | -          | 1,167,019                   | -             | 1,167,019               | -              | 1,167,019                |
| TRUST FUNDS (PPT)                                    |              |             |              |              |              |            |                             |               |                         |                |                          |
| Lillian Long Estate Fund - 704                       | -            | -           | -            | -            | -            | -          | -                           | -             | -                       | -              | -                        |
| TOTAL TRUST FUNDS                                    | -            | -           | -            | -            | -            | -          | -                           | -             | -                       | -              | -                        |
| TOTAL FIDUCIARY FUNDS                                | 1,167,019    | -           | -            | 1,167,019    | -            | -          | 1,167,019                   | -             | 1,167,019               | -              | 1,167,019                |
| TOTAL ALL FUNDS                                      | 109,915,709  | 216,276,537 | 209,539,882  | 116,652,364  | 13,804,134   | -          | 102,848,230                 | 218,774,049   | 321,622,280             | 231,261,903    | 90,360,377               |

## General Fund Program Key

### 100 - SAFETY

- 211101 POLICE
- 212109 FIRE
- 231102 TRAFFIC CONTROL
- 280102 STREET LIGHTING

### 200 - HEALTH

- 270210 HEALTH DEPARTMENT

### 300 - LEISURE

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

### 400 - ENVIRONMENT & DEVELOPMENT

- 222401 ZONING
- 233409 BUILDING STANDARDS
- 251401 SHADE TREE PROGRAM
- 280402 DEVELOPMENT

### 600 - TRANSPORTATION

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

### 700 - ADMINISTRATION

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



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

***GENERAL FUND** – This fund is used to account for all financial resources of the City except those required to be accounted for in another fund. The General Fund generates a majority of its revenue from taxes.*

|  | General Fund                |                             |                             |                             |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|  | 2015                        | 2016                        | 2017                        | 2018                        |
|  | Actual                      | Actual                      | Actual                      | Forecast                    |
| <b>Revenues :</b>                                |                             |                             |                             |                             |
| Taxes  | \$ 18,544,312               | \$ 19,845,837               | \$ 20,130,199               | \$ 20,322,474               |
| Intergovernmental                                | 1,136,616                   | 885,566                     | 739,769                     | 728,815                     |
| Charges for services                             | 1,342,621                   | 1,399,118                   | 1,505,957                   | 1,457,250                   |
| Fines, licenses, permits                         | 692,411                     | 899,921                     | 706,687                     | 630,500                     |
| Interfund services provided                      | 1,880,182                   | 1,859,242                   | 1,704,978                   | 1,800,000                   |
| Interest income                                  | 49,121                      | 80,372                      | 107,410                     | 330,000                     |
| Miscellaneous                                    | 150,283                     | 135,532                     | 320,125                     | 365,211                     |
| Total Revenues                                   | <u>23,795,545</u>           | <u>25,105,586</u>           | <u>25,215,125</u>           | <u>25,634,250</u>           |
| <b>Expenditures :</b>                            |                             |                             |                             |                             |
| Safety services                                  | 10,993,667                  | 12,762,966                  | 12,608,566                  | 13,108,346                  |
| Health and social services                       | 132,300                     | 126,241                     | 128,756                     | 128,000                     |
| Leisure services                                 | 1,587,360                   | 1,705,918                   | 1,831,445                   | 1,893,579                   |
| Environment & development                        | 1,051,847                   | 898,668                     | 1,027,726                   | 966,034                     |
| Transportation services                          | 743,698                     | 708,901                     | 861,615                     | 1,247,357                   |
| Administrative services                          | 3,770,067                   | 3,826,413                   | 3,836,195                   | 4,263,517                   |
| Total Expenditures                               | <u>18,278,940</u>           | <u>20,029,107</u>           | <u>20,294,303</u>           | <u>21,606,833</u>           |
| <b>Excess revenues over (under) expenditures</b> | 5,516,606                   | 5,076,479                   | 4,920,822                   | 4,027,417                   |
| Transfers in                                     | 0                           | 0                           | 0                           | 0                           |
| Transfers out [To capital fund]                  | <u>(3,402,100)</u>          | <u>(4,322,190)</u>          | <u>(4,092,000)</u>          | <u>(4,104,798)</u>          |
| <b>Net change in fund balance**</b>              | 2,114,506                   | 754,289                     | 828,822                     | (77,381)                    |
| <b>** Positive number added to savings</b>       |                             |                             |                             |                             |
| <b>** Negative number deducted from savings</b>  |                             |                             |                             |                             |
| Fund balance at beginning of year                | <u>12,681,050</u>           | <u>14,795,556</u>           | <u>15,549,845</u>           | <u>16,378,667</u>           |
| Fund balance at end of year                      | \$ <u><u>14,795,556</u></u> | \$ <u><u>15,549,845</u></u> | \$ <u><u>16,378,667</u></u> | \$ <u><u>16,301,286</u></u> |

|   |             |
|---|-------------|
| Cash balance beginning of year              | 15,544,607  |
| Cash balance end of year                    | 15,467,226  |
| Encumbrances                                | (2,650,000) |
| Cash available                              | 12,817,226  |
| Cost per day (Expenditures)                 | 59,197      |
| Days-in-cash                                | 217         |
| Cost per day (Expenditures + Transfers out) | 70,443      |
| Days-in-cash                                | 182         |

| General Fund                |                             |                             |                          |                          |                          |
|-----------------------------|-----------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|
| 2018                        | 2019                        | 2020                        | 2021                     | 2022                     | 2023                     |
| Budgeted                    | Budgeted                    | Projected                   | Projected                | Projected                | Projected                |
| \$ 20,626,006               | \$ 20,746,040               | \$ 21,057,231               | 21,373,089               | 21,693,685               | 22,019,091               |
| 730,732                     | 691,961                     | 698,881                     | 740,000                  | 742,000                  | 745,000                  |
| 1,459,500                   | 1,481,500                   | 1,503,723                   | 1,526,278                | 1,549,173                | 1,572,410                |
| 665,660                     | 632,000                     | 641,480                     | 651,102                  | 660,869                  | 670,782                  |
| 1,850,000                   | 1,800,000                   | 1,827,000                   | 1,854,405                | 1,882,221                | 1,910,454                |
| 210,000                     | 350,000                     | 357,000                     | 364,140                  | 371,423                  | 378,851                  |
| 102,285                     | 86,200                      | 100,000                     | 100,000                  | 100,000                  | 100,000                  |
| <u>25,644,183</u>           | <u>25,787,701</u>           | <u>26,185,314</u>           | <u>26,609,015</u>        | <u>26,999,371</u>        | <u>27,396,588</u>        |
| 14,268,893                  | 14,419,981                  | 13,671,219                  | 14,046,714               | 14,433,015               | 14,835,439               |
| 128,000                     | 133,000                     | 135,660                     | 138,373                  | 141,141                  | 143,963                  |
| 1,876,683                   | 1,802,600                   | 1,845,518                   | 1,889,500                | 1,934,573                | 1,980,767                |
| 1,085,556                   | 1,091,334                   | 1,124,074                   | 1,157,796                | 1,192,530                | 1,228,306                |
| 1,150,088                   | 1,083,959                   | 1,113,289                   | 1,143,435                | 1,174,421                | 1,206,270                |
| 4,619,098                   | 4,289,418                   | 4,379,053                   | 4,491,928                | 4,607,820                | 4,726,812                |
| <u>23,128,318</u>           | <u>22,820,292</u>           | <u>22,268,812</u>           | <u>22,867,747</u>        | <u>23,483,500</u>        | <u>24,121,557</u>        |
| 2,515,865                   | 2,967,409                   | 3,916,501                   | 3,741,268                | 3,515,871                | 3,275,031                |
| 0                           | 0                           | 0                           |                          |                          |                          |
| <u>(4,000,000)</u>          | <u>(4,000,000)</u>          | <u>(4,000,000)</u>          | <u>(4,000,000)</u>       | <u>(4,000,000)</u>       | <u>(4,000,000)</u>       |
| (1,484,135)                 | (1,032,591)                 | (83,499)                    | (258,732)                | (484,129)                | (724,969)                |
| 16,489,698                  | 16,301,286                  | 15,268,695                  | 15,185,196               | 14,926,464               | 14,442,334               |
| \$ <u><u>15,005,563</u></u> | \$ <u><u>15,268,695</u></u> | \$ <u><u>15,185,196</u></u> | <u><u>14,926,464</u></u> | <u><u>14,442,334</u></u> | <u><u>13,717,365</u></u> |

|             |             |             |             |             |             |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 15,492,227  | 15,467,226  | 14,434,635  | 14,351,137  | 14,092,405  | 13,608,275  |
| 11,887,486  | 14,434,635  | 14,351,137  | 14,092,405  | 13,608,275  | 12,883,306  |
| (2,575,000) | (2,650,000) | (2,729,500) | (2,811,385) | (2,895,727) | (2,982,598) |
| 9,312,486   | 11,784,635  | 11,621,637  | 11,281,020  | 10,712,549  | 9,900,707   |
| 63,365      | 62,521      | 61,010      | 62,651      | 64,338      | 66,086      |
| 147         | 188         | 190         | 180         | 167         | 150         |
| 74,324      | 73,480      | 71,969      | 73,610      | 75,297      | 77,045      |
| 125         | 160         | 161         | 153         | 142         | 129         |

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                               |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 2015<br>Actual       | 2016<br>Actual       | 2017<br>Actual       | 2018<br>Forecast     |
| <b>Expenditures :</b>                      |                      |                      |                      |                      |
| Personnel Services                         | \$ 8,993,377         | \$ 9,533,583         | \$ 10,182,329        | \$ 10,659,336        |
| Operations and Maintenance                 | 1,846,285            | 2,578,007            | 1,818,909            | 1,824,500            |
| Interfund                                  | 154,006              | 174,065              | 135,918              | 154,000              |
| Debt Service                               | 0                    | 477,310              | 471,410              | 470,510              |
| <b>Total Safety services</b>               | <u>10,993,667</u>    | <u>12,762,966</u>    | <u>12,608,566</u>    | <u>13,108,346</u>    |
| Operations and Maintenance                 | 132,300              | 126,241              | 128,756              | 128,000              |
| <b>Total Health and social services</b>    | <u>132,300</u>       | <u>126,241</u>       | <u>128,756</u>       | <u>128,000</u>       |
| Personnel Services                         | 639,164              | 716,651              | 793,808              | 818,022              |
| Operations and Maintenance                 | 931,778              | 957,221              | 1,015,039            | 1,040,215            |
| Interfund                                  | 16,418               | 32,046               | 22,598               | 35,342               |
| <b>Total Leisure services</b>              | <u>1,587,360</u>     | <u>1,705,918</u>     | <u>1,831,445</u>     | <u>1,893,579</u>     |
| Personnel Services                         | 698,378              | 717,776              | 775,559              | 773,330              |
| Operations and Maintenance                 | 348,591              | 178,684              | 250,223              | 184,469              |
| Interfund                                  | 4,878                | 2,208                | 1,944                | 8,235                |
| <b>Total Environment &amp; development</b> | <u>1,051,847</u>     | <u>898,668</u>       | <u>1,027,726</u>     | <u>966,034</u>       |
| Personnel Services                         | 588,371              | 605,888              | 705,533              | 734,157              |
| Operations and Maintenance                 | 155,327              | 103,013              | 111,772              | 403,200              |
| Interfund                                  | 0                    | 0                    | 44,310               | 110,000              |
| <b>Total Transportation services</b>       | <u>743,698</u>       | <u>708,901</u>       | <u>861,615</u>       | <u>1,247,357</u>     |
| Personnel Services                         | 2,156,818            | 2,332,996            | 2,360,598            | 2,450,234            |
| Operations and Maintenance                 | 1,468,965            | 1,352,775            | 1,330,418            | 1,666,283            |
| Interfund                                  | 1,671                | 629                  | 3,091                | 8,287                |
| Debt Service                               | 142,613              | 140,013              | 142,088              | 138,713              |
| <b>Total Administrative services</b>       | <u>3,770,067</u>     | <u>3,826,413</u>     | <u>3,836,195</u>     | <u>4,263,517</u>     |
| <b>Total Expenditures</b>                  | <u>\$ 18,278,940</u> | <u>\$ 20,029,107</u> | <u>\$ 20,294,303</u> | <u>\$ 21,606,833</u> |

| General Fund      |                      |                      |                      |                      |                      |
|-------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2018<br>Budgeted  | 2019<br>Budgeted     | 2020<br>Forecasted   | 2021<br>Forecasted   | 2022<br>Forecasted   | 2023<br>Forecasted   |
| 11,673,310        | \$ 11,864,596        | \$ 11,079,116        | \$ 11,411,490        | \$ 11,753,834        | \$ 12,106,449        |
| 1,942,830         | 1,925,385            | 1,963,893            | 2,003,171            | 2,043,234            | 2,084,099            |
| 181,753           | 160,000              | 164,800              | 169,744              | 174,836              | 180,081              |
| 471,000           | 470,000              | 463,410              | 462,310              | 461,110              | 464,810              |
| <u>14,268,893</u> | <u>14,419,981</u>    | <u>13,671,219</u>    | <u>14,046,714</u>    | <u>14,433,015</u>    | <u>14,835,439</u>    |
| 128,000           | 133,000              | 135,660              | 138,373              | 141,141              | 143,963              |
| <u>128,000</u>    | <u>133,000</u>       | <u>135,660</u>       | <u>138,373</u>       | <u>141,141</u>       | <u>143,963</u>       |
| 767,437           | 658,568              | 678,325              | 698,675              | 719,635              | 741,224              |
| 1,073,200         | 1,116,032            | 1,138,353            | 1,161,120            | 1,184,342            | 1,208,029            |
| 36,046            | 28,000               | 28,840               | 29,705               | 30,596               | 31,514               |
| <u>1,876,683</u>  | <u>1,802,600</u>     | <u>1,845,518</u>     | <u>1,889,500</u>     | <u>1,934,573</u>     | <u>1,980,767</u>     |
| 816,503           | 845,106              | 870,459              | 896,573              | 923,470              | 951,174              |
| 264,922           | 241,228              | 248,465              | 255,919              | 263,596              | 271,504              |
| 4,131             | 5,000                | 5,150                | 5,305                | 5,464                | 5,628                |
| <u>1,085,556</u>  | <u>1,091,334</u>     | <u>1,124,074</u>     | <u>1,157,796</u>     | <u>1,192,530</u>     | <u>1,228,306</u>     |
| 703,446           | 765,095              | 788,048              | 811,689              | 836,040              | 861,121              |
| 335,750           | 318,864              | 325,241              | 331,746              | 338,381              | 345,149              |
| 110,892           | 0                    | 0                    | 0                    | 0                    | 0                    |
| <u>1,150,088</u>  | <u>1,083,959</u>     | <u>1,113,289</u>     | <u>1,143,435</u>     | <u>1,174,421</u>     | <u>1,206,270</u>     |
| 2,750,957         | 2,814,081            | 2,523,741            | 2,599,453            | 2,677,437            | 2,757,760            |
| 1,720,097         | 1,469,789            | 1,849,597            | 1,886,589            | 1,924,321            | 1,962,807            |
| 9,044             | 5,548                | 5,714                | 5,886                | 6,062                | 6,244                |
| 139,000           | 0                    | 0                    | 0                    | 0                    | 0                    |
| <u>4,619,098</u>  | <u>4,289,418</u>     | <u>4,379,053</u>     | <u>4,491,928</u>     | <u>4,607,820</u>     | <u>4,726,812</u>     |
| <u>23,128,318</u> | <u>\$ 22,820,292</u> | <u>\$ 22,268,812</u> | <u>\$ 22,867,747</u> | <u>\$ 23,483,500</u> | <u>\$ 24,121,557</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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

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

|                                   | Street Construction, Maintenance and Repair Fund |                   |                   |                   |
|-----------------------------------|--|-------------------|-------------------|-------------------|
|                                   | 2015<br>Actual                                   | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Forecast  |
| <b>Revenues :</b>                 |  |                   |                   |                   |
| Intergovernmental                 | \$ 1,103,385                                     | \$ 1,041,186      | \$ 972,471        | \$ 987,200        |
| Interest income                   | 2,795  | 2,728             | 2,420             | 4,800             |
| Miscellaneous                     | <u>107,016</u>                                   | <u>106,454</u>    | <u>43,361</u>     | <u>102,373</u>    |
| Total Revenues                    | <u>1,213,196</u>                                 | <u>1,150,368</u>  | <u>1,018,252</u>  | <u>1,094,373</u>  |
| <b>Expenditures :</b>             |  |                   |                   |                   |
| Personal Services                 | 422  | 1,486             | -                 | -                 |
| Operations and Maintenance        | 917,134  | 948,252           | 796,225           | 637,251           |
| Capital Outlay                    | 53,590   | -                 | 241,031           | 16,791            |
| Interfund                         | 218,973  | 201,126           | 218,678           | 184,260           |
| Debt Service                      | <u>90,024</u>                                    | <u>90,686</u>     | <u>89,278</u>     | <u>90,000</u>     |
| Total Expenditures                | <u>1,280,144</u>                                 | <u>1,241,550</u>  | <u>1,345,212</u>  | <u>928,302</u>    |
| <b>Net change in fund balance</b> | (66,948)   | (91,182)          | (326,960)         | 166,071           |
| Fund balance at beginning of year | <u>703,136</u>                                   | <u>636,189</u>    | <u>545,007</u>    | <u>545,007</u>    |
| Fund balance at end of year       | <u>\$ 636,189</u>                                | <u>\$ 545,007</u> | <u>\$ 218,047</u> | <u>\$ 711,078</u> |

| Street Construction, Maintenance and Repair Fund |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted                                 | 2019<br>Budgeted  | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 995,000                                       | \$ 983,000        | \$ 983,000        | \$ 983,000        | \$ 983,000        | \$ 983,000        |
| 5,000  | 4,000             | 2,000             | 2,000             | 2,000             | 2,000             |
| <u>33,000</u>                                    | <u>25,000</u>     | <u>25,000</u>     | <u>25,000</u>     | <u>25,000</u>     | <u>25,000</u>     |
| <u>1,033,000</u>                                 | <u>1,012,000</u>  | <u>1,010,000</u>  | <u>1,010,000</u>  | <u>1,010,000</u>  | <u>1,010,000</u>  |
| 1,303  | 1,304             | 1,343             | 1,383             | 1,425             | 1,468             |
| 736,198  | 978,663           | 600,000           | 600,000           | 600,000           | 600,000           |
| -  | -                 | 189,000           | 188,500           | 205,000           | 205,000           |
| 187,638  | 900               | 100,000           | 100,000           | 100,000           | 100,000           |
| <u>90,000</u>                                    | <u>73,000</u>     | <u>72,570</u>     | <u>72,926</u>     | <u>73,227</u>     | <u>71,594</u>     |
| <u>1,015,139</u>                                 | <u>1,053,867</u>  | <u>962,913</u>    | <u>962,810</u>    | <u>979,651</u>    | <u>978,061</u>    |
| 17,861   | (41,867)          | 47,087            | 47,190            | 30,349            | 31,939            |
| <u>479,165</u>                                   | <u>711,078</u>    | <u>669,211</u>    | <u>716,298</u>    | <u>763,489</u>    | <u>793,837</u>    |
| <u>\$ 497,026</u>                                | <u>\$ 669,211</u> | <u>\$ 716,298</u> | <u>\$ 763,489</u> | <u>\$ 793,837</u> | <u>\$ 825,776</u> |

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

**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 |                |                |                   |
|-----------------------------------|--------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual     | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                    |                |                |                   |
| Intergovernmental                 | \$ 89,464          | \$ 84,421      | \$ 81,122      | \$ 78,272         |
| Interest income                   | 2,244              | 1,442          | 1,635          | 5,000             |
| Miscellaneous                     | 0                  | 0              | 2,622          | 0                 |
| Total Revenues                    | 91,708             | 85,863         | 85,379         | 83,272            |
| <b>Expenditures :</b>             |                    |                |                |                   |
| Operations and Maintenance        | 160,252            | 72,101         | 115,654        | 100,375           |
| Capital Outlay                    | 146,586            | 0              | 0              | 0                 |
| Debt Service                      | 858                | 2,573          | 1,715          | 860               |
| Total Expenditures                | 307,695            | 74,674         | 117,369        | 101,235           |
| <b>Net change in fund balance</b> | (215,988)          | 11,189         | (31,991)       | (17,963)          |
| Fund balance at beginning of year | 479,457            | 263,469        | 274,658        | 242,668           |
| Fund balance at end of year       | \$ 263,469         | \$ 274,658     | \$ 242,668     | \$ 224,705        |

| State Highway Fund |                  |                   |                   |                   |                   |
|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted   | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 85,000          | \$ 80,000        | \$ 81,600         | 83,232            | 84,897            | 86,595            |
| 3,000              | 3,000            | 3,000             | 3,000             | 3,000             | 3,000             |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 88,000             | 83,000           | 84,600            | 86,232            | 87,897            | 89,595            |
| 143,500            | 143,500          | 85,000            | 87,000            | 88,000            | 88,000            |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 860                | 0                | 0                 | 0                 | 0                 | 0                 |
| 144,360            | 143,500          | 85,000            | 87,000            | 88,000            | 88,000            |
| (56,360)           | (60,500)         | (400)             | (768)             | (103)             | 1,595             |
| 242,109            | 224,705          | 164,205           | 163,805           | 163,037           | 162,933           |
| \$ 185,749         | \$ 164,205       | \$ 163,805        | \$ 163,037        | \$ 162,933        | \$ 164,528        |

CITY OF WOOSTER, OHIO  
PERMISSIVE TAX FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED AND BUDGETED,  
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 |                   |                   |                   |
|-----------------------------------|---------------------|-------------------|-------------------|-------------------|
|                                   | 2015<br>Actual      | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Projected |
| <b>Revenues :</b>                 |                     |                   |                   |                   |
| Taxes                             | \$ 177,927          | \$ 178,976        | \$ 173,074        | \$ 175,000        |
| Intergovernmental                 | 120,467             | 105,224           | 118,665           | 75,000            |
| Interest income                   | 2,382               | 2,424             | 5,179             | 6,000             |
| Miscellaneous                     | 749                 | 160               | 0                 | 0                 |
| Total Revenues                    | <u>301,525</u>      | <u>286,784</u>    | <u>296,918</u>    | <u>256,000</u>    |
| <b>Expenditures :</b>             |                     |                   |                   |                   |
| Personal Services                 | 422                 | 0                 | 0                 | 0                 |
| Operations and Maintenance        | 13,752              | 25,811            | 8,623             | 2,417             |
| Capital Outlay                    | 120,910             | 547,450           | 391,041           | 241,000           |
| Debt Service                      | 25,724              | 37,389            | 36,860            | 83,700            |
| Total Expenditures                | <u>160,808</u>      | <u>610,650</u>    | <u>436,524</u>    | <u>327,117</u>    |
| <b>Net change in fund balance</b> | 140,718             | (323,866)         | (139,606)         | (71,117)          |
| Fund balance at beginning of year | <u>478,847</u>      | <u>619,565</u>    | <u>295,699</u>    | <u>295,699</u>    |
| Fund balance at end of year       | <u>\$ 619,565</u>   | <u>\$ 295,699</u> | <u>\$ 156,092</u> | <u>\$ 224,582</u> |

| Permissive Tax Fund |                   |                   |                   |                   |                   |
|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted    | 2019<br>Budgeted  | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 168,000          | \$ 170,000        | \$ 170,850        | \$ 171,704        | \$ 172,563        | \$ 173,426        |
| 100,000             | 100,000           | 100,500           | 101,003           | 101,508           | 102,015           |
| 6,000               | 6,000             | 6,000             | 6,100             | 6,150             | 6,250             |
| 0                   | 0                 | 0                 | 0                 | 0                 | 0                 |
| <u>274,000</u>      | <u>276,000</u>    | <u>277,350</u>    | <u>278,807</u>    | <u>280,220</u>    | <u>281,691</u>    |
| 1,303               | 1,304             | 25,000            | 25,750            | 26,523            | 27,318            |
| 16,438              | 66,448            | 20,000            | 20,000            | 20,000            | 20,000            |
| 200,000             | 250,000           | 150,000           | 150,000           | 150,000           | 185,000           |
| 83,700              | 59,500            | 59,621            | 59,432            | 30,087            | 0                 |
| <u>301,441</u>      | <u>377,252</u>    | <u>254,621</u>    | <u>255,182</u>    | <u>226,610</u>    | <u>232,318</u>    |
| (27,441)            | (101,252)         | 22,729            | 23,625            | 53,611            | 49,372            |
| <u>281,906</u>      | <u>224,582</u>    | <u>123,330</u>    | <u>146,059</u>    | <u>169,684</u>    | <u>223,295</u>    |
| <u>\$ 254,465</u>   | <u>\$ 123,330</u> | <u>\$ 146,059</u> | <u>\$ 169,684</u> | <u>\$ 223,295</u> | <u>\$ 272,667</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 AND BUDGETED,  
 NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

***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 |                |                |                   |
|-----------------------------------|--------------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual                 | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                                |                |                |                   |
| Fines, licenses, permits          | \$ 2,911                       | \$ 2,099       | \$ 4,772       | \$ 1,612          |
| Interest Income                   | 311                            | 346            | 465            | 1,650             |
| Total Revenues                    | 3,222                          | 2,445          | 5,237          | 3,262             |
| <b>Expenditures :</b>             |                                |                |                |                   |
| Operations and Maintenance        | 0                              | 0              | 0              | 0                 |
| Total Expenditures                | 0                              | 0              | 0              | 0                 |
| <b>Net change in fund balance</b> | 3,222                          | 2,445          | 5,237          | 3,262             |
| Fund balance at beginning of year | 57,435                         | 60,658         | 63,103         | 68,340            |
| Fund balance at end of year       | \$ 60,658                      | \$ 63,103      | \$ 68,340      | \$ 71,602         |

|  | Enforcement and Education Fund |                  |                   |                   |                   |                   |
|--|--------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
|  | 2018<br>Budgeted               | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
|  | \$ 3,000                       | \$ 2,000         | \$ 2,000          | \$ 2,000          | \$ 2,000          | \$ 2,000          |
|  | 750                            | 1,500            | 1,500             | 1,500             | 1,500             | 1,500             |
|  | 3,750                          | 3,500            | 3,500             | 3,500             | 3,500             | 3,500             |
|  | 70,000                         | 70,000           | 8,602             | 3,500             | 3,500             | 3,500             |
|  | 70,000                         | 70,000           | 8,602             | 3,500             | 3,500             | 3,500             |
|  | (66,250)                       | (66,500)         | (5,102)           | 0                 | 0                 | 0                 |
|  | 69,700                         | 71,602           | 5,102             | 0                 | 0                 | 0                 |
|  | \$ 3,450                       | \$ 5,102         | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

CITY OF WOOSTER, OHIO  
MANDATORY DRUG FINES FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED AND BUDGETED,  
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 |                |                |                   |
|-----------------------------------|---------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual            | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                           |                |                |                   |
| Fines, licenses, permits          | \$ 10,469                 | \$ 7,002       | \$ 9,530       | \$ 9,750          |
| Interest Income                   | 181                       | 161            | 244            | 900               |
| Total Revenues                    | 10,651                    | 7,163          | 9,774          | 10,650            |
| <b>Expenditures :</b>             |                           |                |                |                   |
| Operations and Maintenance        | 17,573                    | 6,402          | 1,308          | 8,500             |
| Total Expenditures                | 17,573                    | 6,402          | 1,308          | 8,500             |
| <b>Net change in fund balance</b> | (6,922)                   | 761            | 8,466          | 2,150             |
| Fund balance at beginning of year | 34,492                    | 27,570         | 28,330         | 36,796            |
| Fund balance at end of year       | \$ 27,570                 | \$ 28,330      | \$ 36,796      | \$ 38,946         |

| Mandatory Drug Fines Fund |                  |                   |                   |                   |                   |
|---------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted          | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 10,000                 | \$ 10,000        | \$ 10,000         | \$ 10,000         | \$ 10,000         | \$ 10,000         |
| 353                       | 900              | 900               | 900               | 900               | 900               |
| 10,353                    | 10,900           | 10,900            | 10,900            | 10,900            | 10,900            |
| 50,000                    | 45,000           | 10,000            | 10,000            | 10,000            | 10,000            |
| 50,000                    | 45,000           | 10,000            | 10,000            | 10,000            | 10,000            |
| (39,647)                  | (34,100)         | 900               | 900               | 900               | 900               |
| 40,825                    | 38,946           | 4,846             | 5,746             | 6,646             | 7,546             |
| \$ 1,178                  | \$ 4,846         | \$ 5,746          | \$ 6,646          | \$ 7,546          | \$ 8,446          |



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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

**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  
a administrative costs associated with those projects.

|                                   | Community Development Block Grant Fund |              |             |             |
|-----------------------------------|--|--------------|-------------|-------------|
|                                   | 2015                                   | 2016         | 2017        | 2018        |
|                                   | Actual                                 | Actual       | Actual      | Projected   |
| Revenues :                        |  |              |             |             |
| Intergovernmental                 | \$ 1,040,389                           | \$ 417,843   | \$ 440,235  | \$ 647,152  |
| Miscellaneous                     | 0                                      | 0            | 4,527       |             |
| Total Revenues                    | 1,040,389                              | 417,843      | 444,762     | 647,152     |
| Expenditures :                    |  |              |             |             |
| Operations and Maintenance        | 616,938                                | 408,641      | 11,800      | 324,941     |
| Capital Outlay                    | 560,775                                | 0            | 369,956     | 322,211     |
| Interfund                         | 0                                      | 0            | 0           | 0           |
| Total Expenditures                | 1,177,713                              | 408,641      | 381,756     | 647,152     |
| Net change in fund balance        | (137,324)                              | 9,202        | 63,006      | 0           |
| Fund balance at beginning of year | 9,175                                  | (128,149)    | (118,947)   | (55,941)    |
| Fund balance at end of year       | \$ (128,149)                           | \$ (118,947) | \$ (55,941) | \$ (55,941) |

| Community Development Block Grant Fund |            |           |           |           |           |
|--|------------|-----------|-----------|-----------|-----------|
| 2018                                   | 2019       | 2020      | 2021      | 2022      | 2023      |
| Budgeted                               | Budgeted   | Projected | Projected | Projected | Projected |
| \$ 1,329,700                           | \$ 738,489 | \$ 0      | \$ 0      | \$ 0      | \$ 0      |
| 0                                      | 0          | 0         | 0         | 0         | 0         |
| 1,329,700                              | 738,489    | 0         | 0         | 0         | 0         |
| 962,500                                | 682,548    | 0         | 0         | 0         | 0         |
| 0                                      | 0          | 0         | 0         | 0         | 0         |
| 0                                      | 0          | 0         | 0         | 0         | 0         |
| 962,500                                | 682,548    | 0         | 0         | 0         | 0         |
| 367,200                                | 55,941     | 0         | 0         | 0         | 0         |
| (107,447)                              | (55,941)   | 0         | 0         | 0         | 0         |
| \$ 259,753                             | \$ 0       | \$ 0      | \$ 0      | \$ 0      | \$ 0      |

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

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

|                                    | Economic Development Fund |                   |                   |                   |
|------------------------------------|---------------------------|-------------------|-------------------|-------------------|
|                                    | 2015<br>Actual            | 2016<br>Actual    | 2017<br>Actual    | 2018<br>Projected |
| <b>Revenues :</b>                  |                           |                   |                   |                   |
| Taxes                              | \$ 129,619                | \$ 131,507        | \$ 133,403        | \$ 130,000        |
| Interest Income                    | 962                       | 435               | 544               | 2,000             |
| Miscellaneous                      | <u>0</u>                  | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| Total Revenues                     | <u>130,581</u>            | <u>131,942</u>    | <u>133,947</u>    | <u>132,000</u>    |
| <b>Expenditures :</b>              |                           |                   |                   |                   |
| Personal Services                  | 0                         | 0                 | 0                 | 0                 |
| Operations and Maintenance         | <u>120,002</u>            | <u>134,485</u>    | <u>132,965</u>    | <u>132,000</u>    |
| Total Expenditures                 | <u>120,002</u>            | <u>134,485</u>    | <u>132,965</u>    | <u>132,000</u>    |
| <b>Excess revenues over(under)</b> |                           |                   |                   |                   |
| <b>expenditures</b>                | 10,578                    | (2,543)           | 982               | 0                 |
| Transfers In                       | <u>0</u>                  | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| <b>Net change in fund balance</b>  | 10,578                    | (2,543)           | 982               | 0                 |
| Fund balance at beginning of year  | <u>124,029</u>            | <u>134,607</u>    | <u>132,065</u>    | <u>133,046</u>    |
| Fund balance at end of year        | <u>\$ 134,607</u>         | <u>\$ 132,065</u> | <u>\$ 133,046</u> | <u>\$ 133,046</u> |

| Economic Development Fund |                  |                   |                   |                   |                   |
|---------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted          | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 133,540                | \$ 159,000       | \$ 190,871        | \$ 191,825        | \$ 192,784        | \$ 193,748        |
| 850                       | 900              | 1,000             | 1,000             | 1,000             | 1,000             |
| <u>0</u>                  | <u>0</u>         | <u>0</u>          | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| <u>134,390</u>            | <u>159,900</u>   | <u>191,871</u>    | <u>192,825</u>    | <u>193,784</u>    | <u>194,748</u>    |
| 0                         | 0                | 0                 |                   |                   |                   |
| 0                         | 0                |                   |                   |                   |                   |
| <u>0</u>                  | <u>0</u>         | <u>0</u>          | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| (65,610)                  | (63,010)         | 0                 | 0                 | 0                 | 0                 |
| <u>0</u>                  | <u>0</u>         | <u>0</u>          | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| (65,610)                  | (63,010)         | 0                 | 0                 | 0                 | 0                 |
| <u>129,364</u>            | <u>133,046</u>   | <u>70,036</u>     | <u>70,036</u>     | <u>70,036</u>     | <u>70,036</u>     |
| <u>\$ 63,754</u>          | <u>\$ 70,036</u> | <u>\$ 70,036</u>  | <u>\$ 70,036</u>  | <u>\$ 70,036</u>  | <u>\$ 70,036</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 AND BUDGETED,  
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 |                |                |                   |
|-----------------------------------|----------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual             | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                            |                |                |                   |
| Intergovernmental                 | \$ 0                       | \$ 0           | \$ 26,944      | \$ 0              |
| Fines                             | 0                          | 0              | 62,980         | 0                 |
| Interest Income                   | 961                        | 512            | 632            | 1,700             |
| Miscellaneous                     | 121                        | 0              | 1,161          | 7,280             |
| Total Revenues                    | 1,082                      | 512            | 91,717         | 8,980             |
| <b>Expenditures :</b>             |                            |                |                |                   |
| Operations and Maintenance        | 101,780                    | 35,925         | 82,368         | 20,675            |
| Total Expenditures                | 101,780                    | 35,925         | 82,368         | 20,675            |
| <b>Net change in fund balance</b> | (100,698)                  | (35,413)       | 9,349          | (11,695)          |
| Fund balance at beginning of year | 193,580                    | 92,882         | 57,469         | 66,818            |
| Fund balance at end of year       | \$ 92,882                  | \$ 57,469      | \$ 66,818      | \$ 55,123         |

| Law Enforcement Trust Fund |                  |                   |                   |                   |                   |
|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted           | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0                       | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 0                          | 0                | 0                 | 0                 | 0                 | 0                 |
| 600                        | 1,500            | 300               | 0                 | 0                 | 0                 |
| 0                          | 0                | 0                 | 0                 | 0                 | 0                 |
| 600                        | 1,500            | 300               | 0                 | 0                 | 0                 |
| 65,000                     | 50,000           | 6,923             | 0                 | 0                 | 0                 |
| 65,000                     | 50,000           | 6,923             | 0                 | 0                 | 0                 |
| (64,400)                   | (48,500)         | (6,623)           | 0                 | 0                 | 0                 |
| 67,486                     | 55,123           | 6,623             | 0                 | 0                 | 0                 |
| \$ 3,086                   | \$ 6,623         | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

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

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

|                                   | Police Pension Fund |                |                |                   |
|-----------------------------------|---------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual      | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                     |                |                |                   |
| Taxes                             | \$ 140,823          | \$ 142,050     | \$ 141,275     | \$ 147,443        |
| Intergovernmental                 | 20,743              | 16,720         | 16,767         | 17,454            |
| Interest Income                   | 173                 | 477            | 529            | 2,000             |
| Total Revenues                    | 161,740             | 159,247        | 158,571        | 166,896           |
| <b>Expenditures :</b>             |                     |                |                |                   |
| Personal Services                 | 197,000             | 152,000        | 159,600        | 160,000           |
| Operations and Maintenance        | 2,609               | 2,529          | 2,397          | 2,579             |
| Total Expenditures                | 199,609             | 154,529        | 161,997        | 162,579           |
| <b>Net change in fund balance</b> | (37,869)            | 4,718          | (3,426)        | 4,317             |
| Fund balance at beginning of year | 58,020              | 20,151         | 24,869         | 21,442            |
| Fund balance at end of year       | \$ 20,151           | \$ 24,869      | \$ 21,442      | \$ 25,759         |

| Police Pension Fund |                  |                   |                   |                   |                   |
|---------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted    | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 137,995          | \$ 145,485       | \$ 146,212        | \$ 146,943        | \$ 147,678        | \$ 148,416        |
| 16,204              | 17,064           | 17,150            | 17,235            | 17,322            | 17,408            |
| 600                 | 1,000            | 1,000             | 1,000             | 1,000             | 1,000             |
| 154,799             | 163,549          | 164,362           | 165,179           | 166,000           | 166,825           |
| 160,000             | 167,000          | 167,000           | 167,000           | 167,000           | 165,000           |
| 3,000               | 3,000            | 3,000             | 3,000             | 3,100             | 3,100             |
| 163,000             | 170,000          | 170,000           | 170,000           | 170,100           | 168,100           |
| (8,201)             | (6,451)          | (5,638)           | (4,821)           | (4,100)           | (1,275)           |
| 21,839              | 25,759           | 19,309            | 13,671            | 8,849             | 4,749             |
| \$ 13,638           | \$ 19,309        | \$ 13,671         | \$ 8,849          | \$ 4,749          | \$ 3,474          |

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

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

|                                   | Fire Pension Fund |                |                |                   |
|-----------------------------------|-------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual    | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                   |                |                |                   |
| Taxes                             | \$ 140,823        | \$ 142,050     | \$ 141,275     | \$ 147,443        |
| Intergovernmental                 | 20,633            | 16,720         | 16,767         | 17,454            |
| Interest Income                   | 711               | 367            | 491            | 2,000             |
| Total Revenues                    | 162,168           | 159,137        | 158,533        | 166,896           |
| <b>Expenditures :</b>             |                   |                |                |                   |
| Personal Services                 | 180,000           | 157,000        | 159,600        | 160,000           |
| Operations and Maintenance        | 2,609             | 2,529          | 2,397          | 2,579             |
| Total Expenditures                | 182,609           | 159,529        | 161,997        | 162,579           |
| <b>Net change in fund balance</b> | (20,442)          | (392)          | (3,464)        | 4,317             |
| Fund balance at beginning of year | 46,819            | 26,377         | 25,985         | 22,521            |
| Fund balance at end of year       | \$ 26,377         | \$ 25,985      | \$ 22,521      | \$ 26,838         |

| Fire Pension Fund |                  |                   |                   |                   |                    |
|-------------------|------------------|-------------------|-------------------|-------------------|--------------------|
| 2018<br>Budgeted  | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Forecasted |
| \$ 137,695        | \$ 145,485       | \$ 146,212        | \$ 146,943        | \$ 147,678        | \$ 148,416         |
| 16,204            | 17,064           | 17,150            | 17,235            | 17,322            | 17,408             |
| 900               | 1,000            | 1,000             | 1,000             | 1,000             | 1,000              |
| 154,799           | 163,549          | 164,362           | 165,179           | 166,000           | 166,825            |
| 160,000           | 167,000          | 167,000           | 167,000           | 167,000           | 165,000            |
| 3,000             | 3,000            | 3,000             | 3,000             | 3,100             | 3,100              |
| 163,000           | 170,000          | 170,000           | 170,000           | 170,100           | 168,100            |
| (8,201)           | (6,451)          | (5,638)           | (4,821)           | (4,100)           | (1,275)            |
| 21,890            | 26,838           | 20,387            | 14,749            | 9,928             | 5,827              |
| \$ 13,689         | \$ 20,387        | \$ 14,749         | \$ 9,928          | \$ 5,827          | \$ 4,552           |

CITY OF WOOSTER, OHIO  
FEDERAL EQUITABLE SHARING FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED AND BUDGETED,  
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 |                |                |                   |
|-----------------------------------|--------------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual                 | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                                |                |                |                   |
| Intergovernmental                 | \$ 0                           | \$ 0           | \$ 0           | \$ 0              |
| Interest Income                   | 81                             | 67             | 84             | 362               |
| Total Revenues                    | 81                             | 67             | 84             | 362               |
| Expenditures :                    |                                |                |                |                   |
| Operations and Maintenance        | 0                              | 0              | 0              | 0                 |
| Total Expenditures                | 0                              | 0              | 0              | 0                 |
| Net change in fund balance        | 81                             | 67             | 84             | 362               |
| Fund balance at beginning of year | 13,945                         | 14,026         | 14,093         | 14,177            |
| Fund balance at end of year       | \$ 14,026                      | \$ 14,093      | \$ 14,177      | \$ 14,538         |

| Federal Equitable Sharing Fund |                  |                   |                   |                   |                    |
|--------------------------------|------------------|-------------------|-------------------|-------------------|--------------------|
| 2018<br>Budgeted               | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Forecasted |
| \$ 0                           | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0               |
| 135                            | 361              | 10                | 8                 | 7                 | 6                  |
| 135                            | 361              | 10                | 8                 | 7                 | 6                  |
| 14,000                         | 14,000           | 250               | 250               | 250               | 180                |
| 14,000                         | 14,000           | 250               | 250               | 250               | 180                |
| (13,865)                       | (13,639)         | (240)             | (242)             | (243)             | (174)              |
| 14,223                         | 14,538           | 899               | 659               | 417               | 174                |
| \$ 358                         | \$ 899           | \$ 659            | \$ 417            | \$ 174            | \$ 0               |

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 AND BUDGETED,  
 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 |                |                |                   |
|-----------------------------------|------------------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual                     | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                                    |                |                |                   |
| Intergovernmental                 | \$ 23,224                          | \$ 15,047      | \$ 21,477      | \$ 1,547          |
| Interest Income                   | 139                                | 265            | 443            | 1,489             |
| Total Revenues                    | 23,363                             | 15,312         | 21,920         | 3,036             |
| <b>Expenditures :</b>             |                                    |                |                |                   |
| Operations and Maintenance        | 0                                  | 17,297         | 615            | 14,553            |
| Capital Outlay                    | 0                                  | 0              | 0              | 0                 |
| Total Expenditures                | 0                                  | 17,297         | 615            | 14,553            |
| <b>Net change in fund balance</b> | 23,363                             | (1,985)        | 21,305         | (11,517)          |
| Fund balance at beginning of year | 23,941                             | 47,304         | 45,319         | 66,625            |
| Fund balance at end of year       | \$ 47,304                          | \$ 45,319      | \$ 66,625      | \$ 55,108         |

|  | CDBG Chip Home Revolving Loan Fund |                  |                   |                   |                   |                   |
|--|------------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
|  | 2018<br>Budgeted                   | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
|  | \$ 0                               | \$ 0             | \$ 5,000          | \$ 5,000          | \$ 5,000          | \$ 5,000          |
|  | 600                                | 1,200            | 50                | 50                | 50                | 50                |
|  | 600                                | 1,200            | 5,050             | 5,050             | 5,050             | 5,050             |
|  | 62,391                             | 56,000           | 5,000             | 5,000             | 5,000             | 5,000             |
|  | 0                                  | 0                |                   |                   |                   |                   |
|  | 62,391                             | 56,000           | 5,000             | 5,000             | 5,000             | 5,000             |
|  | (61,791)                           | (54,800)         | 50                | 50                | 50                | 50                |
|  | 67,656                             | 55,108           | 308               | 358               | 408               | 458               |
|  | \$ 5,865                           | \$ 308           | \$ 358            | \$ 408            | \$ 458            | \$ 508            |

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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

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

|                                    | Economic Development Loans Fund |                |                |                   |
|------------------------------------|---------------------------------|----------------|----------------|-------------------|
|                                    | 2015<br>Actual                  | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                  |                                 |                |                |                   |
| Charges for services               | \$ 0                            | \$ 0           | \$ 0           | \$ 0              |
| Interest income                    | 161                             | 173            | 120            | 95                |
| Total Revenues                     | 161                             | 173            | 120            | 95                |
| <b>Expenditures :</b>              |                                 |                |                |                   |
| Operations and Maintenance         | 0                               | 0              | 0              | 0                 |
| Capital Outlay                     | 0                               | 0              | 25,806         | 5,016             |
| Total Expenditures                 | 0                               | 0              | 25,806         | 5,016             |
| <b>Excess revenues over(under)</b> |                                 |                |                |                   |
| <b>expenditures</b>                | 161                             | 173            | (25,686)       | (4,921)           |
| Proceeds from debt issue           | 0                               | 0              | 0              | 0                 |
| <b>Net change in fund balance</b>  | 161                             | 173            | (25,686)       | (4,921)           |
| Fund balance at beginning of year  | 53,013                          | 53,174         | 53,347         | 27,661            |
| Fund balance at end of year        | \$ 53,174                       | \$ 53,347      | \$ 27,661      | \$ 22,740         |

| Economic Development Loans Fund |                  |                   |                   |                   |                   |
|---------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted                | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0                            | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 2                               | 50               | 30                | 30                | 30                | 30                |
| 2                               | 50               | 30                | 30                | 30                | 30                |
| 0                               | 0                | 0                 | 0                 | 0                 | 0                 |
| 5,298                           | 2,499            | 30                | 30                | 30                | 30                |
| 5,298                           | 2,499            | 30                | 30                | 30                | 30                |
| (5,296)                         | (2,449)          | 0                 | 0                 | 0                 | 0                 |
| 0                               | 0                | 0                 | 0                 | 0                 | 0                 |
| (5,296)                         | (2,449)          | 0                 | 0                 | 0                 | 0                 |
| 27,741                          | 22,740           | 20,291            | 20,291            | 20,291            | 20,291            |
| \$ 22,445                       | \$ 20,291        | \$ 20,291         | \$ 20,291         | \$ 20,291         | \$ 20,291         |



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

**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 |                |                |                   |
|--|-------------------------------|----------------|----------------|-------------------|
|  | 2015<br>Actual                | 2016<br>Actual | 2017<br>Actual | 2018<br>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              | 0              | 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          |

| Law Enforcement Training Fund |                  |                   |                   |                   |                   |
|-------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted              | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0                          | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 0                             | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                             | 0                | 0                 | 0                 | 0                 | 0                 |
| 3,980                         | 3,980            | 0                 | 0                 | 0                 | 0                 |
| 3,980                         | 3,980            | 0                 | 0                 | 0                 | 0                 |
| (3,980)                       | (3,980)          | 0                 | 0                 | 0                 | 0                 |
| (3,980)                       | (3,980)          | 0                 | 0                 | 0                 | 0                 |
| 3,980                         | 3,980            | 0                 | 0                 | 0                 | 0                 |
| \$ 0                          | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

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

**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 |                |                |                   |
|-----------------------------------|----------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual             | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                            |                |                |                   |
| Interest Income                   | \$ 0                       | \$ 0           | \$ 0           | \$ 0              |
| Miscellaneous                     | 0                          | 0              | 0              | 0                 |
| Total Revenues                    | 0                          | 0              | 0              | 0                 |
| Expenditures :                    |                            |                |                |                   |
| Operations and Maintenance        | 0                          | 0              | 0              | 0                 |
| Total Expenditures                | 0                          | 0              | 0              | 0                 |
| Net change in fund balance        | 0                          | 0              | 0              | 0                 |
| Fund balance at beginning of year | 7,183                      | 7,183          | 7,183          | 7,183             |
| Fund balance at end of year       | \$ 7,183                   | \$ 7,183       | \$ 7,183       | \$ 7,183          |

| Recreation Supplement Fund |                  |                   |                   |                   |                   |
|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted           | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0                       | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 0                          | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                          | 0                | 0                 | 0                 | 0                 | 0                 |
| 7,183                      | 7,183            | 0                 | 0                 | 0                 | 0                 |
| 7,183                      | 7,183            | 0                 | 0                 | 0                 | 0                 |
| (7,183)                    | (7,183)          | 0                 | 0                 | 0                 | 0                 |
| 7,183                      | 7,183            | 0                 | 0                 | 0                 | 0                 |
| \$ 0                       | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

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

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

|                                   | Christmas Run Park Restoration Fund |                |                |                   |
|-----------------------------------|-------------------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual                      | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                                     |                |                |                   |
| Interest Income                   | \$ 153                              | 171            | 223            | 525               |
| Miscellaneous                     | 0                                   | 4,515          | 0              | 0                 |
| Total Revenues                    | 153                                 | 4,685          | 223            | 525               |
| <b>Expenditures :</b>             |                                     |                |                |                   |
| Operations and Maintenance        | 0                                   | 2,000          | 0              | 3,500             |
| Total Expenditures                | 0                                   | 2,000          | 0              | 3,500             |
| <b>Net change in fund balance</b> | 153                                 | 2,685          | 223            | (2,975)           |
| Fund balance at beginning of year | 28,522                              | 28,675         | 31,360         | 31,582            |
| Fund balance at end of year       | \$ 28,675                           | \$ 31,360      | \$ 31,582      | \$ 28,607         |

| Christmas Run Park Restoration Fund |                  |                   |                   |                   |                   |
|-------------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted                    | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 400                              | \$ 600           | \$ 0              | 0                 | 0                 | 0                 |
| 0                                   | 0                | 0                 | 0                 | 0                 | 0                 |
| 400                                 | 600              | 0                 | 0                 | 0                 | 0                 |
| 33,700                              | 28,664           | 543               | 0                 | 0                 | 0                 |
| 33,700                              | 28,664           | 543               | 0                 | 0                 | 0                 |
| (33,300)                            | (28,064)         | (543)             | 0                 | 0                 | 0                 |
| 33,298                              | 28,607           | 543               | 0                 | 0                 | 0                 |
| \$ (2)                              | \$ 543           | \$ 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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

**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 |                |                |                   |
|--|-------------------|----------------|----------------|-------------------|
|  | 2015<br>Actual    | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                      |                   |                |                |                   |
| Special Assessments                    | \$ 203,300        | \$ 199,891     | \$ 198,398     | \$ 100,000        |
| Interest Income                        | 4,260             | 6,312          | 7,225          | 25,000            |
| Total Revenues                         | 207,560           | 206,203        | 205,623        | 125,000           |
| <b>Expenditures :</b>                  |                   |                |                |                   |
| Operations and Maintenance             | 3,148             | 2,962          | 2,356          | 4,000             |
| Debt Service                           | 434,044           | 202,678        | 189,518        | 184,000           |
| Total Expenditures                     | 437,193           | 205,640        | 191,874        | 188,000           |
| <b>Net change in fund balance</b>      | (229,632)         | 562            | 13,749         | (63,000)          |
| Proceeds from Debt Issuance            | 88,253            | 0              | 0              | 47,800            |
| Transfers out                          | 0                 | (41,400)       | 0              | 0                 |
| Fund cash balance at beginning of year | 1,306,480         | 1,165,101      | 1,124,263      | 1,138,012         |
| Fund cash balance at end of year       | \$ 1,165,101      | \$ 1,124,263   | \$ 1,138,012   | \$ 1,122,812      |

| Debt Service Fund |                  |                   |                   |                   |                   |
|-------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted  | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 150,000        | \$ 129,000       | \$ 130,000        | \$ 130,000        | \$ 130,000        | \$ 130,000        |
| 13,000            | 20,000           | 1,000             | 1,000             | 1,000             | 1,000             |
| 163,000           | 149,000          | 131,000           | 131,000           | 131,000           | 131,000           |
| 4,000             | 3,000            | 4,100             | 4,200             | 4,300             | 4,400             |
| 542,200           | 579,000          | 350,000           | 350,000           | 350,000           | 175,000           |
| 546,200           | 582,000          | 354,100           | 354,200           | 354,300           | 179,400           |
| (383,200)         | (433,000)        | (223,100)         | (223,200)         | (223,300)         | (48,400)          |
| 0                 | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                 | 0                | 0                 | 0                 | 0                 | 0                 |
| 1,159,764         | 1,122,812        | 776,564           | 553,464           | 330,264           | 106,964           |
| \$ 776,564        | \$ 689,812       | \$ 553,464        | \$ 330,264        | \$ 106,964        | \$ 58,564         |

CITY OF WOOSTER, OHIO  
CAPITAL IMPROVEMENTS FUND  
SCHEDULE OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCES  
PREVIOUS THREE YEARS ACTUAL, CURRENT YEAR PROJECTED AND BUDGETED,  
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 |                     |                     |                     |
|------------------------------------|---------------------------|---------------------|---------------------|---------------------|
|                                    | 2015<br>Actual            | 2016<br>Actual      | 2017<br>Actual      | 2018<br>Projected   |
| <b>Revenues :</b>                  |                           |                     |                     |                     |
| Intergovernmental                  | \$ 1,934,753              | \$ 1,268,209        | \$ 1,314,091        | \$ 609,000          |
| Special Assessments                | 1,506                     | 53,900              | 149,405             | 121,543             |
| Interest Income                    | 2,875                     | 45,280              | 41,714              | 100,000             |
| Miscellaneous                      | <u>477,327</u>            | <u>74,534</u>       | <u>73,065</u>       | <u>225,950</u>      |
| Total Revenues                     | <u>2,416,461</u>          | <u>1,441,923</u>    | <u>1,578,275</u>    | <u>1,056,493</u>    |
| <b>Expenditures :</b>              |                           |                     |                     |                     |
| Personal Services                  | 0                         | 0                   | 0                   | 0                   |
| Operations and Maintenance         | 0                         | 0                   | 0                   | 0                   |
| Interfund                          | 0                         | 0                   | 0                   | 0                   |
| Capital Outlay                     | <u>5,415,054</u>          | <u>6,547,216</u>    | <u>9,158,056</u>    | <u>4,196,101</u>    |
| Total Expenditures                 | <u>5,415,054</u>          | <u>6,547,216</u>    | <u>9,158,056</u>    | <u>4,196,101</u>    |
| <b>Excess revenues over(under)</b> |                           |                     |                     |                     |
| <b>expenditures</b>                | (2,998,593)               | (5,105,293)         | (7,579,781)         | (3,139,608)         |
| Proceeds from debt issue           | 7,000,000                 | 0                   | 0                   | 0                   |
| Transfers in                       | <u>3,402,100</u>          | <u>4,322,190</u>    | <u>4,092,000</u>    | <u>4,100,000</u>    |
| <b>Net change in fund balance</b>  | 7,403,507                 | (783,103)           | (3,487,781)         | 960,392             |
| Fund balance at beginning of year  | <u>1,167,266</u>          | <u>8,570,773</u>    | <u>7,787,670</u>    | <u>4,299,890</u>    |
| Fund balance at end of year        | <u>\$ 8,570,773</u>       | <u>\$ 7,787,670</u> | <u>\$ 4,299,890</u> | <u>\$ 5,260,281</u> |

|  | Capital Improvements Fund |                     |                     |                     |                     |                     |
|--|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | 2018<br>Budgeted          | 2019<br>Budgeted    | 2020<br>Projected   | 2021<br>Projected   | 2022<br>Projected   | 2023<br>Projected   |
|  | \$ 1,245,000              | \$ 2,847,355        | \$ 400,000          | \$ 400,000          | \$ 400,000          | \$ 400,000          |
|  | 0                         | 0                   | 0                   | 0                   | 0                   | 0                   |
|  | 50,000                    | 80,000              | 50,000              | 50,000              | 50,000              | 50,000              |
|  | <u>0</u>                  | <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            |
|  | <u>1,295,000</u>          | <u>2,927,355</u>    | <u>450,000</u>      | <u>450,000</u>      | <u>450,000</u>      | <u>450,000</u>      |
|  | 0                         | 0                   | 0                   | 0                   | 0                   | 0                   |
|  | 0                         | 0                   | 0                   | 0                   | 0                   | 0                   |
|  | 0                         | 0                   | 0                   | 0                   | 0                   | 0                   |
|  | <u>5,883,000</u>          | <u>7,640,705</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    |
|  | <u>5,883,000</u>          | <u>7,640,705</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    | <u>4,400,000</u>    |
|  | (4,588,000)               | (4,713,350)         | (3,950,000)         | (3,950,000)         | (3,950,000)         | (3,950,000)         |
|  | 0                         | 0                   | 0                   | 0                   | 0                   | 0                   |
|  | <u>4,000,000</u>          | <u>4,000,000</u>    | <u>4,000,000</u>    | <u>4,000,000</u>    | <u>4,000,000</u>    | <u>4,000,000</u>    |
|  | (588,000)                 | (713,350)           | 50,000              | 50,000              | 50,000              | 50,000              |
|  | <u>4,257,927</u>          | <u>5,260,281</u>    | <u>4,546,931</u>    | <u>4,596,931</u>    | <u>4,646,931</u>    | <u>4,696,931</u>    |
|  | <u>\$ 3,669,927</u>       | <u>\$ 4,546,931</u> | <u>\$ 4,596,931</u> | <u>\$ 4,646,931</u> | <u>\$ 4,696,931</u> | <u>\$ 4,746,931</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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

**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 |                |                |                   |
|-----------------------------------|---|----------------|----------------|-------------------|
|                                   | 2015<br>Actual                                | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |   |                |                |                   |
| Interest Income                   | \$ 0  | \$ 0           | \$ 0           | \$ 0              |
| Total Revenues                    | 0   | 0              | 0              | 0                 |
| Expenditures :                    |   |                |                |                   |
| Operations and Maintenance        | 0   | 0              | 0              | 0                 |
| Total Expenditures                | 0   | 0              | 0              | 0                 |
| Net change in fund balance        | 0   | 0              | 0              | 0                 |
| Fund balance at beginning of year | 19,187  | 19,187         | 19,187         | 19,187            |
| Fund balance at end of year       | \$ 19,187                                     | \$ 19,187      | \$ 19,187      | \$ 19,187         |

| Economic Development Capital Improvement Fund |                  |                   |                   |                   |                   |
|---|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted                              | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0  | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 0   | 0                | 0                 | 0                 | 0                 | 0                 |
| 19,187  | 19,187           | 0                 | 0                 | 0                 | 0                 |
| 19,187  | 19,187           | 0                 | 0                 | 0                 | 0                 |
| (19,187)                                      | (19,187)         | 0                 | 0                 | 0                 | 0                 |
| 19,187  | 19,187           | 0                 | 0                 | 0                 | 0                 |
| \$ 0  | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

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

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

|                                    | Water Fund          |                     |                     |                     |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
|                                    | 2015<br>Actual      | 2016<br>Actual      | 2017<br>Actual      | 2018<br>Projected   |
| <b>Revenues :</b>                  |                     |                     |                     |                     |
| Charges for services               | \$ 5,275,088        | \$ 5,370,318        | \$ 5,374,928        | \$ 5,594,252        |
| Intergovernmental                  | 203,163             | 195,477             | 118,143             | 45,554              |
| Fines, licenses, permits           | 24,346              | 15,847              | 13,766              | 17,161              |
| Interest income                    | 29,718              | 19,457              | 19,265              | 60,000              |
| Miscellaneous                      | 121,453             | 151,007             | 123,365             | 129,977             |
| Total Revenues                     | <u>5,653,768</u>    | <u>5,752,106</u>    | <u>5,649,467</u>    | <u>5,846,944</u>    |
| <b>Expenditures :</b>              |                     |                     |                     |                     |
| Personal Services                  | 1,911,260           | 1,890,523           | 1,875,299           | 1,795,125           |
| Operations and Maintenance         | 2,395,597           | 1,778,254           | 1,721,793           | 1,724,963           |
| Capital Outlay                     | 3,467,448           | 1,830,740           | 1,445,097           | 1,658,597           |
| Interfund Services Used            | 203,538             | 207,148             | 65,179              | 202,572             |
| Debt Service                       | 750,052             | 756,769             | 746,677             | 763,400             |
| Total Expenditures                 | <u>8,727,895</u>    | <u>6,463,434</u>    | <u>5,854,045</u>    | <u>6,144,657</u>    |
| <b>Excess revenues over(under)</b> |                     |                     |                     |                     |
| <b>expenditures</b>                | (3,074,127)         | (711,328)           | (204,578)           | (297,713)           |
| Transfers In                       | 928,095             | 41,400              | 0                   | 0                   |
| Proceeds from debt issue           | <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            |
| <b>Net change in fund balance</b>  | (2,146,032)         | (669,928)           | (204,578)           | (297,713)           |
| Fund Balance at beginning of year  | <u>5,923,578</u>    | <u>3,777,546</u>    | <u>3,107,618</u>    | <u>2,903,040</u>    |
| Fund Balance at end of year        | <u>\$ 3,777,546</u> | <u>\$ 3,107,618</u> | <u>\$ 2,903,040</u> | <u>\$ 2,605,327</u> |

| Water Fund          |                     |                     |                     |                     |                     |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2018<br>Budgeted    | 2019<br>Budgeted    | 2020<br>Projected   | 2021<br>Projected   | 2022<br>Projected   | 2023<br>Projected   |
| \$ 5,380,000        | \$ 5,726,000        | \$ 5,869,150        | \$ 6,015,879        | \$ 6,166,276        | \$ 6,320,433        |
| 463,000             | 0                   | 0                   | 0                   | 0                   |                     |
| 23,300              | 13,000              | 16,000              | 16,000              | 16,000              | 16,000              |
| 30,000              | 65,000              | 65,000              | 65,000              | 65,000              | 65,000              |
| 92,000              | 90,000              | 90,000              | 90,000              | 90,000              | 90,000              |
| <u>5,988,300</u>    | <u>5,894,000</u>    | <u>6,040,150</u>    | <u>6,186,879</u>    | <u>6,337,276</u>    | <u>6,491,433</u>    |
| 2,150,378           | 2,223,610           | 1,902,833           | 1,997,974           | 2,097,873           | 2,202,766           |
| 2,589,942           | 2,275,272           | 1,828,461           | 1,874,172           | 1,921,027           | 1,969,052           |
| 1,945,000           | 1,772,000           | 1,250,000           | 1,250,000           | 1,250,000           | 1,250,000           |
| 24,439              | 209,000             | 207,636             | 212,827             | 218,148             | 223,602             |
| 763,400             | 757,400             | 760,611             | 704,676             | 703,226             | 700,013             |
| <u>7,473,159</u>    | <u>7,237,282</u>    | <u>5,949,541</u>    | <u>6,039,649</u>    | <u>6,190,273</u>    | <u>6,345,434</u>    |
| (1,704,859)         | (1,343,282)         | 90,609              | 147,229             | 147,003             | 145,999             |
| 0                   | 300,000             | 175,000             | 175,000             | 175,000             | 175,000             |
| <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            | <u>0</u>            |
| (1,704,859)         | (1,043,282)         | 265,609             | 322,229             | 322,003             | 320,999             |
| <u>3,149,655</u>    | <u>2,605,327</u>    | <u>1,562,045</u>    | <u>1,827,654</u>    | <u>2,149,884</u>    | <u>2,471,886</u>    |
| <u>\$ 1,444,796</u> | <u>\$ 1,562,045</u> | <u>\$ 1,827,654</u> | <u>\$ 2,149,884</u> | <u>\$ 2,471,886</u> | <u>\$ 2,792,886</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 AND BUDGETED,  
NEXT YEAR BUDGETED, FOUR FUTURE YEARS PROJECTED

**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 |                |                |                   |
|---|------------------------------|----------------|----------------|-------------------|
|   | 2015<br>Actual               | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                               |                              |                |                |                   |
| Intergovernmental                               | \$ 500,000                   | \$ 0           | \$ 20,000      | \$ 79,900         |
| Charges for services                            | 6,362,951                    | 6,279,126      | 6,513,201      | 6,984,450         |
| Fines, licenses, permits                        | 26,342                       | 18,389         | 17,401         | 18,645            |
| Interest income                                 | 31,342                       | 32,050         | 66,579         | 97,000            |
| Miscellaneous                                   | 2,308,613                    | 119,540        | 36,113         | 58,033            |
| Total Revenues                                  | 9,229,248                    | 6,449,105      | 6,653,294      | 7,238,028         |
| <b>Expenditures :</b>                           |                              |                |                |                   |
| Personal Services                               | 1,265,687                    | 1,527,509      | 1,521,987      | 1,571,603         |
| Operations and Maintenance                      | 2,219,117                    | 1,299,340      | 1,741,627      | 1,541,509         |
| Capital Outlay                                  | 3,485,652                    | 2,135,344      | 5,484,234      | 1,858,775         |
| Interfund Services Used                         | 1,330,678                    | 1,305,782      | 1,288,088      | 1,317,649         |
| Debt Service                                    | 1,605,504                    | 1,736,298      | 1,889,674      | 6,741,332         |
| Total Expenditures                              | 9,906,638                    | 8,004,273      | 11,925,610     | 13,030,868        |
| <b>Excess revenues over(under) expenditures</b> | (677,389)                    | (1,555,168)    | (5,272,316)    | (5,792,840)       |
| Transfers In                                    | 0                            | 0              | 0              | 0                 |
| Proceeds from debt issue                        | 135,461                      | 549,833        | 4,428,691      | 4,800,000         |
| <b>Net change in fund balance</b>               | (541,929)                    | (1,005,335)    | (843,626)      | (992,840)         |
| Fund balance at beginning of year               | 5,975,954                    | 5,434,026      | 4,428,691      | 3,585,065         |
| Fund balances at end of year                    | \$ 5,434,026                 | \$ 4,428,691   | \$ 3,585,065   | \$ 2,592,225      |

| Water Pollution Control Fund |                  |                   |                   |                   |                   |
|------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted             | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 20,000                    | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |
| 6,425,500                    | 7,507,000        | 7,694,675         | 7,887,042         | 8,084,218         | 8,084,218         |
| 23,800                       | 18,700           | 25,000            | 25,000            | 25,000            | 25,000            |
| 50,000                       | 95,000           | 25,000            | 25,000            | 25,000            | 25,000            |
| 12,500                       | 12,500           | 40,000            | 40,000            | 40,000            | 400,000           |
| 6,531,800                    | 7,633,200        | 7,784,675         | 7,977,042         | 8,174,218         | 8,534,218         |
| 1,685,896                    | 1,400,450        | 1,456,468         | 1,514,727         | 1,575,316         | 1,638,328         |
| 1,937,922                    | 2,075,932        | 1,580,047         | 1,619,548         | 1,660,037         | 1,701,538         |
| 1,142,000                    | 2,647,000        | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         |
| 1,335,524                    | 1,326,500        | 1,350,590         | 1,384,355         | 1,418,964         | 1,454,438         |
| 6,657,500                    | 2,204,600        | 2,208,630         | 2,203,063         | 1,947,460         | 1,685,004         |
| 12,758,842                   | 9,654,482        | 7,595,734         | 7,721,692         | 7,601,776         | 7,479,308         |
| (6,227,042)                  | (2,021,282)      | 188,941           | 255,349           | 572,442           | 1,054,910         |
| 0                            | 300,000          | 200,000           | 200,000           | 200,000           | 200,000           |
| 4,500,000                    | 0                | 0                 | 0                 | 0                 | 0                 |
| (1,727,042)                  | (1,721,282)      | 388,941           | 455,349           | 772,442           | 1,254,910         |
| 4,372,470                    | 2,592,225        | 870,943           | 1,259,884         | 1,715,233         | 2,487,675         |
| \$ 2,645,428                 | \$ 870,943       | \$ 1,259,884      | \$ 1,715,233      | \$ 2,487,675      | \$ 3,742,585      |



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

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

|   | Storm Drainage Fund |                |                |                   |
|---|---------------------|----------------|----------------|-------------------|
|   | 2015<br>Actual      | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                               |                     |                |                |                   |
| Charges for services                            | \$ 1,489,461        | \$ 1,509,181   | \$ 1,510,446   | \$ 1,534,275      |
| Intergovernmental                               | 0                   | 0              | 42,311         | 179,545           |
| Fines, licenses, permits                        | 3,580               | 3,872          | 3,630          | 2,850             |
| Interest income                                 | 10,064              | 14,187         | 18,612         | 61,000            |
| Miscellaneous                                   | 2,178               | 1,974          | 5,069          | 6,065             |
| Total Revenues                                  | 1,505,283           | 1,529,214      | 1,580,068      | 1,783,735         |
| <b>Expenditures :</b>                           |                     |                |                |                   |
| Personal Services                               | 267,135             | 301,288        | 349,351        | 309,729           |
| Operations and Maintenance                      | 173,704             | 231,729        | 212,877        | 109,600           |
| Capital Outlay                                  | 34,482              | 518,667        | 594,350        | 1,692,048         |
| Interfund Services Used                         | 217,579             | 262,560        | 277,350        | 272,222           |
| Debt Service                                    | 183,363             | 223,089        | 195,738        | 197,300           |
| Total Expenditures                              | 876,263             | 1,537,333      | 1,629,666      | 2,580,899         |
| <b>Excess revenues over(under) expenditures</b> | 629,020             | (8,119)        | (49,598)       | (797,164)         |
| Proceeds from debt issue                        | 0                   | 0              | 0              | 0                 |
| <b>Net change in fund balance</b>               | 629,020             | (8,119)        | (49,598)       | (797,164)         |
| Fund balance at beginning of year               | 1,711,821           | 2,340,841      | 2,332,722      | 2,283,124         |
| Fund balance at end of year                     | \$ 2,340,841        | \$ 2,332,722   | \$ 2,283,124   | \$ 1,485,960      |

| Storm Drainage Fund |                  |                   |                   |                   |                   |
|---------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted    | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 1,514,400        | \$ 1,533,500     | \$ 1,533,500      | \$ 1,533,500      | \$ 1,533,500      | \$ 1,533,500      |
| 51,119              | 0                | 0                 | 0                 | 0                 | 0                 |
| 3,500               | 2,850            | 3,500             | 3,000             | 3,000             | 3,000             |
| 25,000              | 50,000           | 50,000            | 50,000            | 50,000            | 50,000            |
| 0                   | 0                | 0                 | 0                 | 0                 | 0                 |
| 1,594,019           | 1,586,350        | 1,587,000         | 1,586,500         | 1,586,500         | 1,586,500         |
| 443,341             | 553,237          | 454,425           | 465,785           | 477,430           | 489,366           |
| 305,638             | 307,013          | 313,279           | 321,111           | 329,139           | 337,367           |
| 1,270,000           | 1,450,000        | 500,000           | 500,000           | 500,000           | 500,000           |
| 293,570             | 241,500          | 247,538           | 253,726           | 260,069           | 266,571           |
| 197,300             | 38,000           | 37,726            | 37,726            | 37,726            | 37,726            |
| 2,509,849           | 2,589,750        | 1,552,967         | 1,578,348         | 1,604,363         | 1,631,029         |
| (915,830)           | (1,003,400)      | 34,033            | 8,152             | (17,863)          | (44,529)          |
| 0                   | 0                | 0                 | 0                 | 0                 | 0                 |
| (915,830)           | (1,003,400)      | 34,033            | 8,152             | (17,863)          | (44,529)          |
| 2,873,304           | 1,485,960        | 482,560           | 516,593           | 524,745           | 506,882           |
| \$ 1,957,474        | \$ 482,560       | \$ 516,593        | \$ 524,745        | \$ 506,882        | \$ 462,352        |

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

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

|                                   | Refuse Collection Fund |                |                |                   |
|-----------------------------------|------------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual         | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| <b>Revenues :</b>                 |                        |                |                |                   |
| Intergovernmental                 | \$ 65,613              | \$ 81,378      | \$ 79,135      | \$ 60,368         |
| Charges for services              | 1,388,727              | 1,274,671      | 1,264,091      | 1,156,300         |
| Fines, licenses, permits          | 5,948                  | 4,790          | 4,750          | 4,500             |
| Interest income                   | 5,176                  | 5,849          | 6,968          | 20,000            |
| Miscellaneous                     | 0                      | 0              | 0              | 0                 |
| Total Revenues                    | 1,465,464              | 1,366,688      | 1,354,943      | 1,241,168         |
| <b>Expenditures :</b>             |                        |                |                |                   |
| Operations and Maintenance        | 1,348,127              | 1,148,775      | 1,259,402      | 130,000           |
| Interfund Services Used           | 127,299                | 118,775        | 120,513        | 130,000           |
| Total Expenditures                | 1,475,426              | 1,267,550      | 1,379,915      | 260,000           |
| <b>Net change in fund balance</b> | (9,962)                | 99,138         | (24,972)       | 981,168           |
| Fund balance at beginning of year | 851,575                | 841,613        | 940,751        | 915,780           |
| Fund balance at end of year       | \$ 841,613             | \$ 940,751     | \$ 915,780     | \$ 1,896,948      |

| Refuse Collection Fund |                  |                   |                   |                   |                   |
|------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted       | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 59,000              | \$ 60,000        | \$ 50,000         | \$ 50,000         | \$ 50,000         | \$ 50,000         |
| 1,272,000              | 1,131,600        | 1,154,232         | 1,188,859         | 1,212,636         | 1,236,889         |
| 5,000                  | 4,500            | 5,000             | 5,000             | 5,000             | 5,000             |
| 10,000                 | 15,000           | 10,000            | 10,000            | 10,000            | 10,000            |
| 0                      | 0                | 0                 | 0                 | 0                 | 0                 |
| 1,346,000              | 1,211,100        | 1,219,232         | 1,253,859         | 1,277,636         | 1,301,889         |
| 1,350,000              | 1,350,000        | 1,383,750         | 1,418,344         | 1,453,802         | 1,490,147         |
| 120,000                | 133,000          | 136,325           | 139,733           | 143,226           | 146,807           |
| 1,470,000              | 1,483,000        | 1,520,075         | 1,558,077         | 1,597,029         | 1,636,955         |
| (124,000)              | (271,900)        | (300,843)         | (304,218)         | (319,393)         | (335,066)         |
| 822,776                | 1,896,948        | 1,625,048         | 1,324,205         | 1,019,987         | 700,594           |
| \$ 698,776             | \$ 1,625,048     | \$ 1,324,205      | \$ 1,019,987      | \$ 700,594        | \$ 365,528        |

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

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

|                                   | Municipal Garage Fund |                |                |                   |
|-----------------------------------|-----------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual        | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                       |                |                |                   |
| Interfund                         | \$ 467,640            | \$ 517,948     | \$ 545,230     | \$ 615,000        |
| Miscellaneous                     | 434                   | 130            | 4,192          | 1,297             |
| Total Revenues                    | 468,074               | 518,079        | 549,421        | 616,297           |
| Expenditures :                    |                       |                |                |                   |
| Personal Services                 | 301,061               | 297,015        | 322,289        | 361,918           |
| Operations and Maintenance        | 188,105               | 201,414        | 253,266        | 249,245           |
| Interfund                         | 0                     | 0              | 0              | 0                 |
| Total Expenditures                | 489,166               | 498,429        | 575,555        | 611,163           |
| Net change in fund balance        | (21,092)              | 19,650         | (26,134)       | 5,134             |
| Fund balance at beginning of year | 144                   | (20,948)       | (1,298)        | (27,432)          |
| Fund balance at end of year       | \$ (20,948)           | \$ (1,298)     | \$ (27,432)    | \$ (22,298)       |

| Municipal Garage Fund |                  |                   |                   |                   |                   |
|-----------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted      | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 703,000            | \$ 800,000       | \$ 820,000        | \$ 840,500        | \$ 865,715        | \$ 891,686        |
| 0                     | 0                | 0                 | 0                 | 0                 | 0                 |
| 703,000               | 800,000          | 820,000           | 840,500           | 865,715           | 891,686           |
| 452,894               | 447,088          | 464,972           | 478,921           | 493,288           | 508,087           |
| 251,200               | 271,200          | 279,336           | 286,319           | 293,477           | 300,814           |
| 0                     | 0                | 0                 | 0                 | 0                 | 0                 |
| 704,094               | 718,288          | 744,308           | 765,240           | 786,766           | 808,901           |
| (1,094)               | 81,712           | 75,692            | 75,260            | 78,949            | 82,785            |
| 2,080                 | (22,298)         | 59,414            | 135,106           | 210,366           | 289,316           |
| \$ 986                | \$ 59,414        | \$ 135,106        | \$ 210,366        | \$ 289,316        | \$ 372,101        |

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

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

|                                   | Employee Benefits Fund   |                          |                            |                            |
|-----------------------------------|--------------------------|--------------------------|----------------------------|----------------------------|
|                                   | 2015<br>Actual           | 2016<br>Actual           | 2017<br>Actual             | 2018<br>Projected          |
| <b>Revenues :</b>                 |                          |                          |                            |                            |
| Interfund                         | \$ 2,605,689             | \$ 2,878,675             | \$ 3,402,739               | \$ 3,751,901               |
| Miscellaneous                     | <u>207,688</u>           | <u>315,762</u>           | <u>324,677</u>             | <u>406,200</u>             |
| Total Revenues                    | <u>2,813,377</u>         | <u>3,194,437</u>         | <u>3,727,416</u>           | <u>4,158,101</u>           |
| <b>Expenditures :</b>             |                          |                          |                            |                            |
| Personal Services                 | <u>2,808,427</u>         | <u>3,092,875</u>         | <u>3,114,143</u>           | <u>4,000,000</u>           |
| Total Expenditures                | <u>2,808,427</u>         | <u>3,092,875</u>         | <u>3,114,143</u>           | <u>4,000,000</u>           |
| <b>Net change in fund balance</b> | 4,950                    | 101,562                  | 613,273                    | 158,101                    |
| Fund balance at beginning of year | <u>291,710</u>           | <u>296,660</u>           | <u>398,222</u>             | <u>1,011,495</u>           |
| Fund balance at end of year       | <u><u>\$ 296,660</u></u> | <u><u>\$ 398,222</u></u> | <u><u>\$ 1,011,495</u></u> | <u><u>\$ 1,169,596</u></u> |

| Employee Benefits Fund   |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 2018<br>Budgeted         | 2019<br>Budgeted         | 2020<br>Projected        | 2021<br>Projected        | 2022<br>Projected        | 2023<br>Projected        |
| \$ 3,722,000             | \$ 3,700,000             | \$ 3,885,000             | \$ 4,137,525             | \$ 4,406,464             | \$ 4,692,884             |
| <u>320,000</u>           | <u>360,000</u>           | <u>360,000</u>           | <u>363,600</u>           | <u>367,236</u>           | <u>370,908</u>           |
| <u>4,042,000</u>         | <u>4,060,000</u>         | <u>4,245,000</u>         | <u>4,501,125</u>         | <u>4,773,700</u>         | <u>5,063,793</u>         |
| <u>4,330,000</u>         | <u>4,400,000</u>         | <u>4,338,400</u>         | <u>4,555,320</u>         | <u>4,783,086</u>         | <u>5,022,240</u>         |
| <u>4,330,000</u>         | <u>4,400,000</u>         | <u>4,338,400</u>         | <u>4,555,320</u>         | <u>4,783,086</u>         | <u>5,022,240</u>         |
| (288,000)                | (340,000)                | (93,400)                 | (54,195)                 | (9,386)                  | 41,552                   |
| <u>521,729</u>           | <u>1,169,596</u>         | <u>829,596</u>           | <u>736,196</u>           | <u>682,001</u>           | <u>672,615</u>           |
| <u><u>\$ 233,729</u></u> | <u><u>\$ 829,596</u></u> | <u><u>\$ 736,196</u></u> | <u><u>\$ 682,001</u></u> | <u><u>\$ 672,615</u></u> | <u><u>\$ 714,167</u></u> |

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

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

|                                   | Investment Fund |                |                |                   |
|-----------------------------------|-----------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual  | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                 |                |                |                   |
| Interest Income                   | \$ 48,018       | \$ 61,273      | \$ 66,516      | \$ 80,000         |
| Miscellaneous                     | 0               | 0              | 0              | 0                 |
| Total Revenues                    | 48,018          | 61,273         | 66,516         | 80,000            |
| Expenditures :                    |                 |                |                |                   |
| Operations and Maintenance        | 48,018          | 61,273         | 67,887         | 78,000            |
| Total Expenditures                | 48,018          | 61,273         | 67,887         | 78,000            |
| Net change in fund balance        | 0               | 0              | (1,371)        | 2,000             |
| Fund balance at beginning of year | 0               | 0              | 0              | (1,371)           |
| Fund balance at end of year       | \$ 0            | \$ 0           | \$ (1,371)     | \$ 629            |

| Investment Fund  |                  |                   |                   |                   |                   |
|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 80,000        | \$ 100,000       | \$ 100,000        | \$ 100,000        | \$ 100,000        | \$ 100,000        |
| 0                | 0                | 0                 | 0                 | 0                 | 0                 |
| 80,000           | 100,000          | 100,000           | 100,000           | 100,000           | 100,000           |
| 80,000           | 100,000          | 100,000           | 100,000           | 100,000           | 100,000           |
| 0                | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                | 0                | 0                 | 0                 | 0                 | 0                 |
| \$ 0             | \$ 0             | \$ 0              | \$ 0              | \$ 0              | \$ 0              |

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

**WATER CAPITAL** - This fund is used to account for a capital charge in the City's rate structure  
for water services to be used for repairs, replacements, and upgrades to the water system's capital and infrastructure.

|                                   | Water Capital Fund |                |                |                   |
|-----------------------------------|--------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual     | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                    |                |                |                   |
| Charges for services              | \$ 0               | \$ 0           | \$ 0           | \$ 148,800        |
| Miscellaneous                     | 0                  | 0              | 0              | 0                 |
| Total Revenues                    | 0                  | 0              | 0              | 148,800           |
| Expenditures :                    |                    |                |                |                   |
| Capital Outlay                    | 0                  | 0              | 0              | 0                 |
| Total Expenditures                | 0                  | 0              | 0              | 0                 |
| Excess revenues over(under)       |                    |                |                |                   |
| expenditures                      | 0                  | 0              | 0              | 148,800           |
| Transfers Out                     | 0                  | 0              | 0              | 0                 |
| Proceeds from debt issue          | 0                  | 0              | 0              | 0                 |
| Net change in fund balance        | 0                  | 0              | 0              | 148,800           |
| Fund Balance at beginning of year | 0                  | 0              | 0              | 0                 |
| Fund Balance at end of year       | \$ 0               | \$ 0           | \$ 0           | \$ 148,800        |

| Water Capital Fund |                  |                   |                   |                   |                   |
|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted   | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0               | \$ 178,560       | \$ 178,560        | \$ 178,560        | \$ 178,560        | \$ 178,560        |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 178,560          | 178,560           | 178,560           | 178,560           | 178,560           |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 178,560          | 178,560           | 178,560           | 178,560           | 178,560           |
| 0                  | (300,000)        | (180,000)         | (180,000)         | (180,000)         | (180,000)         |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | (121,440)        | (1,440)           | (1,440)           | (1,440)           | (1,440)           |
| 0                  | 148,800          | 27,360            | 25,920            | 24,480            | 23,040            |
| \$ 0               | \$ 27,360        | \$ 25,920         | \$ 24,480         | \$ 23,040         | \$ 21,600         |

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

**SEWER CAPITAL** - This fund is used to account for a capital charge in the City's rate structure  
for sewer services to be used for repairs, replacements, and upgrades to the sewer system's capital and infrastructure.

|                                   | Sewer Capital Fund |                |                |                   |
|-----------------------------------|--------------------|----------------|----------------|-------------------|
|                                   | 2015<br>Actual     | 2016<br>Actual | 2017<br>Actual | 2018<br>Projected |
| Revenues :                        |                    |                |                |                   |
| Charges for services              | \$ 0               | \$ 0           | \$ 0           | \$ 168,000        |
| Miscellaneous                     | 0                  | 0              | 0              | 0                 |
| Total Revenues                    | 0                  | 0              | 0              | 168,000           |
| Expenditures :                    |                    |                |                |                   |
| Capital Outlay                    | 0                  | 0              | 0              | 0                 |
| Total Expenditures                | 0                  | 0              | 0              | 0                 |
| Excess revenues over(under)       |                    |                |                |                   |
| expenditures                      | 0                  | 0              | 0              | 168,000           |
| Transfers Out                     | 0                  | 0              | 0              | 0                 |
| Proceeds from debt issue          | 0                  | 0              | 0              | 0                 |
| Net change in fund balance        | 0                  | 0              | 0              | 168,000           |
| Fund Balance at beginning of year | 0                  | 0              | 0              | 0                 |
| Fund Balance at end of year       | \$ 0               | \$ 0           | \$ 0           | \$ 168,000        |

| Sewer Capital Fund |                  |                   |                   |                   |                   |
|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| 2018<br>Budgeted   | 2019<br>Budgeted | 2020<br>Projected | 2021<br>Projected | 2022<br>Projected | 2023<br>Projected |
| \$ 0               | \$ 201,600       | \$ 201,600        | \$ 201,600        | \$ 201,600        | \$ 201,600        |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 201,600          | 201,600           | 201,600           | 201,600           | 201,600           |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | 201,600          | 201,600           | 201,600           | 201,600           | 201,600           |
| 0                  | (300,000)        | (225,000)         | (225,000)         | (215,000)         | (205,000)         |
| 0                  | 0                | 0                 | 0                 | 0                 | 0                 |
| 0                  | (98,400)         | (23,400)          | (23,400)          | (13,400)          | (3,400)           |
| 0                  | 168,000          | 69,600            | 46,200            | 22,800            | 9,400             |
| \$ 0               | \$ 69,600        | \$ 46,200         | \$ 22,800         | \$ 9,400          | \$ 6,000          |

|    |   |
|----|---|
| 1  | Budget Information                        |
| 2  | 2019 City Budget                          |
| 3  | 2019 City Capital Plan                    |
| 4  | City Planning<br>2020 - 2024              |
| 5  | 2019 Wooster Community<br>Hospital Budget |
| 6  |   |
| 7  |   |
| 8  |   |
| 9  |   |
| 10 |   |



**City of Wooster, Ohio**  
**Capital Budget Summary**  
**For the year 2019**

| CAPITAL<br>EQUIPMENT | CAPITAL<br>INFRASTRUCTURE | TOTALS |
|----------------------|---------------------------|--------|
|----------------------|---------------------------|--------|

**FUND LEVEL SUMMARY**

| FUND |  |                     |                      |                      |
|------|--|---------------------|----------------------|----------------------|
| 301  | Capital Improvements Fund                  | \$ 1,346,000        | \$ 6,294,705         | \$ 7,640,705         |
| 101  | Street Construction Maintenance and Repair | \$ -                | \$ -                 | \$ -                 |
| 103  | Permissive Tax Fund                        | \$ -                | \$ 250,000           | \$ 250,000           |
| 107  | CDBG Critical Infrastructure/Allocation    | \$ -                | \$ -                 | \$ -                 |
| 501  | Water Fund                                 | \$ 272,000          | \$ 1,500,000         | \$ 1,772,000         |
| 502  | Sanitary Sewer Fund                        | \$ 327,000          | \$ 2,320,000         | \$ 2,647,000         |
| 507  | Storm Sewer Fund                           | \$ 170,000          | \$ 1,280,000         | \$ 1,450,000         |
| 115  | CDBG CHIP Home RLF                         | \$ -                | \$ -                 | \$ -                 |
| 601  | Garage                                     | \$ -                | \$ -                 | \$ -                 |
|      |  | <u>\$ 2,115,000</u> | <u>\$ 11,644,705</u> | <u>\$ 13,759,705</u> |
|      | Less: Grant Reimbursements                 | -                   | (2,587,355)          | (2,587,355)          |
|      |  | <u>\$ 2,115,000</u> | <u>\$ 9,057,350</u>  | <u>\$ 11,172,350</u> |

**COST CENTER LEVEL SUMMARY**

| FUND | COST<br>CENTER |  |                     |                      |
|------|----------------|--|---------------------|----------------------|
| 301  | 580702         | Capital Improvements                       | \$ 1,346,000        | \$ 6,294,705         |
| 101  | 334602         | Street Construction Maintenance and Repair | \$ -                | \$ -                 |
| 103  | 334604         | Permissive Tax                             | \$ -                | \$ 250,000           |
| 501  | 742504         | Water Treatment Plant                      | \$ 112,000          | \$ 300,000           |
| 501  | 734510         | Water Lines - Engineering                  | \$ -                | \$ 1,200,000         |
| 501  | 742502         | Water Line Maintenance (Distribution)      | \$ 160,000          | \$ -                 |
| 502  | 743514         | Water Pollution Control Plant              | \$ 277,000          | \$ 1,445,000         |
| 502  | 734501         | Sewer Lines - Engineering                  | \$ -                | \$ 875,000           |
| 502  | 743502         | Sewer Line Maintenance (Collection)        | \$ 50,000           | \$ -                 |
| 507  | 731500         | Storm Water Maintenance                    | \$ -                | \$ -                 |
| 507  | 731502         | Storm Drainage - Maintenance               | \$ 170,000          | \$ -                 |
| 507  | 734502         | Storm Sewer - Engineering                  | \$ -                | \$ 1,280,000         |
| 115  | 270402         | CDBG CHIP Home RLF                         | \$ -                | \$ -                 |
|      |                |  | <u>\$ 2,115,000</u> | <u>\$ 11,644,705</u> |
|      |                |  |                     | <u>\$ 13,759,705</u> |

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year 2019

| Priority  | Description                           | New?<br>Replace? | Budget<br>Requested | Funding<br>Source             | General<br>Ledger | Job<br>Ledger | Percentage<br>Split |
|---|---------------------------------------|------------------|---------------------|-------------------------------|-------------------|---------------|---------------------|
| <u>DEPARTMENT/DIVISION</u>                            |                                       |                  |                     |                               |                   |               |                     |
| <b>Safety</b>   |                                       |                  |                     |                               |                   |               |                     |
| <b>Fire</b>   |                                       |                  |                     |                               |                   |               |                     |
| 1   | Replace Fire Engine 136               | Replacement      | \$ 840,000          | 301 Capital Improvements Fund | 580702            |               |                     |
| 1   | Replace one (1) Power Cot             | Replacement      | \$ 21,000           | 301 Capital Improvements Fund | 580702            |               |                     |
|   | <b>Total Cost</b>                     |                  | <b>\$ 861,000</b>   |                               |                   |               |                     |
| <b>Police</b>   |                                       |                  |                     |                               |                   |               |                     |
| 1   | Replace Three (3) Police Vehicles     | Replacement      | \$ 150,000          | 301 Capital Improvements Fund | 580702            |               |                     |
| <b>Community Service &amp; Development Department</b> |                                       |                  |                     |                               |                   |               |                     |
| <b>Recreation/ Pools/Community Center</b>             |                                       |                  |                     |                               |                   |               |                     |
| 1   | Repair damage to Christmas Run Pool   | Repair           | \$ 200,000          | 301 Capital Improvements Fund | 580702            |               |                     |
| <b>Public Works Department</b>                        |                                       |                  |                     |                               |                   |               |                     |
| <b>Public Properties Maintenance</b>                  |                                       |                  |                     |                               |                   |               |                     |
| 1   | 10 Ton Single Axel Dump Truck         |                  | \$ 170,000          | 507 Storm Sewer Fund          | 731502            |               |                     |
| 1   | Office Area Improvements and Security |                  | \$ 65,000           | 301 Capital Improvements Fund | 580702            |               |                     |
| 2   | Security Gates with Openers           |                  | \$ 20,000           | 301 Capital Improvements Fund | 580702            |               |                     |
| 3   | Crew Truck with Service Box           |                  | \$ 50,000           | 301 Capital Improvements Fund | 580702            |               |                     |
|   | <b>Total Cost</b>                     |                  | <b>\$ 305,000</b>   |                               |                   |               |                     |

City of Wooster, Ohio  
Proposed Capital Equipment Budget  
For the year 2019

| Priority  | Description                                       | New?<br>Replace? | Budget<br>Requested | Funding<br>Source       | General<br>Ledger | Job<br>Ledger | Percentage<br>Split |
|---|---|------------------|---------------------|-------------------------|-------------------|---------------|---------------------|
| DEPARTMENT/DIVISION                                 |   |                  |                     |                         |                   |               |                     |
| Utilities Divisions                                 |   |                  |                     |                         |                   |               |                     |
| Water Pollution Control Plant                       |   |                  |                     |                         |                   |               |                     |
|   | Rebuild Cogen Engine (top end)                    |                  | \$ 40,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Rebuild Cogen Engine (complete)                   |                  | \$ 100,000          | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Replace Digester Mixers (replace one annually)    |                  | \$ 12,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Refurbish Influent Pumps (refurbish one annually) |                  | \$ 30,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Replace Lab Van                                   |                  | \$ 30,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Replace Pickup Truck                              |                  | \$ 35,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | Miscellaneous Capital (as needed)                 |                  | \$ 30,000           | 502 Sanitary Sewer Fund | 743514            |               |                     |
|   | <b>Total Cost</b>                                 |                  | <b>\$ 277,000</b>   |                         |                   |               |                     |
| Water Treatment Plant                               |   |                  |                     |                         |                   |               |                     |
| 1   | High Duty Service Pump Refurbishment              | Refurbish        | \$ 30,000           | 501 Water Fund          | 742504            |               |                     |
| 2   | Add Variable Speed Drive to S-2 Well              |                  | \$ 20,000           | 501 Water Fund          | 742504            |               |                     |
| 3   | Replace 2001 Chevrolet Pickup Truck               | Replace          | \$ 32,000           | 501 Water Fund          | 742504            |               |                     |
| 4   | Replace Miscellaneous Capital                     | As needed        | \$ 30,000           | 501 Water Fund          | 742504            |               |                     |
|   | <b>Total Cost</b>                                 |                  | <b>\$ 112,000</b>   |                         |                   |               |                     |
| Distribution and Collection                         |   |                  |                     |                         |                   |               |                     |
|   | Replace Valve-Turning Truck                       |                  | \$ 110,000          | 501 Water Fund          | 742502            |               | 100.00%             |
|   | Replace Heavy Duty Pickup Truck                   |                  | \$ 22,500           | 501 Water Fund          | 742502            |               | 50.00%              |
|   |   |                  | \$ 22,500           | 502 Sewer Fund          | 743502            |               | 50.00%              |
|   |   |                  | \$ 45,000           |                         |                   |               |                     |
|   | Shop Lighting Replacement                         |                  | \$ 12,500           | 501 Water Fund          | 742502            |               | 50.00%              |
|   |   |                  | \$ 12,500           | 502 Sewer Fund          | 743502            |               | 50.00%              |
|   |   |                  | \$ 25,000           |                         |                   |               |                     |
|   | Repair/Replace Capital Items                      |                  | \$ 15,000           | 501 Water Fund          | 742502            |               | 50.00%              |
|   |   |                  | \$ 15,000           | 502 Sewer Fund          | 743502            |               | 50.00%              |
|   |   |                  | \$ 30,000           |                         |                   |               |                     |
|   | <b>Total Cost</b>                                 |                  | <b>\$ 210,000</b>   |                         |                   |               |                     |
| <b>TOTAL ALL CAPITAL REQUESTS - MEMORANDUM ONLY</b> |   |                  | <b>\$ 2,115,000</b> |                         |                   |               |                     |

City of Wooster, Ohio  
 Proposed Capital Equipment Budget  
 For the year 2019

|          |             | New?     | Budget    | Funding | General | Job    | Percentage |
|----------|-------------|----------|-----------|---------|---------|--------|------------|
| Priority | Description | Replace? | Requested | Source  | Ledger  | Ledger | Split      |

DEPARTMENT/DIVISION

|                    |
|--------------------|
| FUND LEVEL SUMMARY |
|--------------------|

|                           |                     |
|---------------------------|---------------------|
| Capital Improvements Fund | \$ 1,346,000        |
| Water Fund                | \$ 272,000          |
| Sanitary Sewer Fund       | \$ 327,000          |
| Storm Sewer Fund          | \$ 170,000          |
| Garage Fund               | \$ -                |
|                           | <u>\$ 2,115,000</u> |

|                           |
|---------------------------|
| COST CENTER LEVEL SUMMARY |
|---------------------------|

|                                       |              |                     |     |                      |
|---------------------------------------|--------------|---------------------|-----|----------------------|
| Capital Improvements                  | 580702 -3360 | \$ 1,346,000        | 301 | Capital Improvements |
| Water Lines - Engineering             | 734510 -3360 | \$ -                | 501 | Water                |
| Water Treatment Plant                 | 742504 -3360 | \$ 112,000          | 501 | Water                |
| Water Line Maintenance (Distribution) | 742502 -3360 | \$ 160,000          | 501 | Water                |
| Sewer Lines - Engineering             | 734501 -3360 | \$ -                | 502 | Sanitary Sewer       |
| Sewer Line Maintenance (Collection)   | 743502 -3360 | \$ 50,000           | 502 | Sanitary Sewer       |
| Water Pollution Control Plant         | 743514 -3360 | \$ 277,000          | 502 | Sanitary Sewer       |
| Storm Sewer Maintenance               | 731502 -3360 | \$ 170,000          | 507 | Storm Sewer          |
| Garage                                | 831801 -3360 | \$ -                | 601 | Garage               |
|                                       |              | <u>\$ 2,115,000</u> |     |                      |

City of Wooster, Ohio  
Budgeted Capital Infrastructure Projects  
For the year 2019

| MEMO ONLY | Division    | Project Description  | Revenue Notations   | Project Notations | Budget Requested | Funding Source           | General Ledger |
|-----------|-------------|--|---------------------|-------------------|------------------|--------------------------|----------------|
| TOTAL     | Engineering | Fairgrounds Infrastructure - Res. 2018-059                 | Gen. Fund Trans.    |                   | \$ 30,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Sidewalk Improvements                                      | Gen. Fund Trans.    |                   | \$ 50,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Sidewalk Replacement                                       | Gen. Fund Trans.    |                   | \$ 50,000        | 301 Capital Improvements | 580702         |
| TOTAL     | PPM         | Paving: Resurface Various Streets                          |                     |                   | \$ 150,000.00    | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Miscellaneous  | Gen. Fund Trans.    |                   | \$ 50,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Traffic Studies  | Gen. Fund Trans.    |                   | \$ 20,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Downtown Streetscape - South Side of Liberty & S Market    | Gen. Fund Trans.    |                   | \$ 1,000,000     | 301 Capital Improvements | 580702         |
|           | Engineering | Bike Path - Phase 2  |                     |                   |                  |                          |                |
|           |             | Right of Way Acquisition                                   | Gen. Fund Trans.    | Engineering       | \$ 100,000       | 301 Capital Improvements | 580702         |
|           |             |  | TE Grant            | Engineering       | \$ 717,600       | 301 Capital Improvements | 580702         |
|           |             |  | Gen. Fund Trans.    | Engineering       | \$ 200,000       | 301 Capital Improvements | 580702         |
| TOTAL     |             |  |                     |                   | \$ 1,017,600     |                          |                |
|           | Engineering | Clear Creek Park   |                     |                   |                  |                          |                |
|           |             | Engineering  | Cap Improve Fund    | Engineering       | \$ 42,350        | 301 Capital Improvements | 580702         |
|           |             |  | ODNR                | Engineering       | \$ 300,000       | 301 Capital Improvements | 580702         |
|           |             |  | Nature Works        | Engineering       | \$ 79,157        | 301 Capital Improvements | 580702         |
|           |             |  | OPWC                | Engineering       | \$ 437,598       | 301 Capital Improvements | 580702         |
| TOTAL     |             |  |                     |                   | \$ 859,105       |                          |                |
|           | Engineering | Paving: Wayne Avenue (Oak Hill to Quinby)                  | Gen. Fund Trans.    |                   | \$ 200,000.00    | 301 Capital Improvements | 580702         |
|           |             | Spink Street (Liberty to Bowman)                           | Gen. Fund Trans.    |                   | \$ 125,000.00    | 301 Capital Improvements | 580702         |
|           |             | Nold Avenue (Beall to Palmer)                              | Gen. Fund Trans.    |                   | \$ 175,000.00    | 301 Capital Improvements | 580702         |
|           |             | High Street  | Gen. Fund Trans.    |                   | \$ 65,000.00     | 301 Capital Improvements | 580702         |
|           |             | Walnut (South to Larwill)                                  | Gen. Fund Trans.    |                   | \$ 100,000.00    | 301 Capital Improvements | 580702         |
|           |             | Henry (Grant to Walnut)                                    | Gen. Fund Trans.    |                   | \$ 25,000.00     | 301 Capital Improvements | 580702         |
|           |             | South (Grant to Market)                                    | Gen. Fund Trans.    |                   | \$ 65,000.00     | 301 Capital Improvements | 580702         |
|           |             | Vanover Street   | Gen. Fund Trans.    |                   | \$ 60,000.00     | 301 Capital Improvements | 580702         |
|           |             | Columbus (Liberty to Saybolt)                              | Gen. Fund Trans.    |                   | \$ 65,000.00     | 301 Capital Improvements | 580702         |
|           |             | Cedar Lane   | Gen. Fund Trans.    |                   | \$ 65,000.00     | 301 Capital Improvements | 580702         |
|           |             | Brentwood Drive  | Gen. Fund Trans.    |                   | \$ 100,000.00    | 301 Capital Improvements | 580702         |
|           |             | Locust Court   | Gen. Fund Trans.    |                   | \$ 45,000.00     | 301 Capital Improvements | 580702         |
| TOTAL     |             |  |                     |                   | \$ 1,090,000.00  |                          |                |
| TOTAL     | Engineering | Beall Avenue (Blooming/Cleveland), Cleveland (High/SR 83)  | Permissive Tax Fund |                   | \$ 175,000       | 103 Permissive Tax Fund  | 334604         |
|           |             |  | Gen. Fund Trans.    |                   | \$ 175,000       | 301 Capital Improvements | 580702         |
|           | Engineering | Bever (Bowman/Point), Wayne (Bever/Beall)                  | ODOT Large City     |                   | \$ 428,000       | 301 Capital Improvements | 580702         |
|           |             |  | Permissive Tax      |                   | \$ 75,000        | 103 Permissive Tax       | 334604         |
| TOTAL     |             |  |                     |                   | \$ 853,000       |                          |                |
| TOTAL     | Engineering | Woodcrest Drive Concrete Repairs                           | Gen. Fund Trans.    |                   | \$ 65,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | ODOT SR 585 Resurfacing (Schaeffler Way to Geyer's Chapel) | Gen. Fund Trans.    |                   | \$ 20,000        | 301 Capital Improvements | 580702         |
|           | Engineering | Daisy Way Extension  |                     |                   |                  |                          |                |

City of Wooster, Ohio  
 Budgeted Capital Infrastructure Projects  
 For the year 2019

| MEMO ONLY | Division    | Project Description  | Revenue Notations | Project Notations | Budget Requested | Funding Source           | General Ledger |
|-----------|-------------|--|-------------------|-------------------|------------------|--------------------------|----------------|
|           |             | Engineering  | Cap Improve Fund  | Engineering       | \$ 375,000       | 301 Capital Improvements | 580702         |
|           |             |  | Assessments       | Engineering       | \$ 375,000       | 301 Capital Improvements | 580702         |
|           |             |  | Jobs Ohio         | Engineering       | \$ 250,000       | 301 Capital Improvements | 580702         |
| TOTAL     |             |  |                   |                   | \$ 1,000,000     |                          |                |
| TOTAL     | PPM         | North Buckeye Parking Lot  | Gen. Fund Trans.  |                   | \$ 45,000        | 301 Capital Improvements | 580702         |
| TOTAL     | PPM         | South Buckeye Parking Lot  | Gen. Fund Trans.  |                   | \$ 45,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | South Street Signal Replacement  | Gen. Fund Trans.  |                   | \$ 75,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | West Highland Avenue   | Gen. Fund Trans.  |                   | \$ 75,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Sunset Lane - Right of Way   | Gen. Fund Trans.  |                   | \$ 50,000        | 301 Capital Improvements | 580702         |
| TOTAL     | Engineering | Water Line Replacements  |                   |                   | \$ 50,000        | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Replace 2" Waterlines<br>(2017: Bechtel, Troyer, Spring, Diller, Forest, Curry, South Buckeye) |                   |                   | \$ 50,000        | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Water Model  |                   | Engineering       | \$ 50,000        | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Holmes/Caldwell Waterline Replacement  |                   | Construction      | \$ 250,000       | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Woodcrest Waterline Replacement  |                   | Construction      | \$ 200,000       | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Clear well Painting (Tank #1 & #2)   |                   | Construction      | \$ 250,000       | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | WTP Clarifier Painting (Both)  |                   | Construction      | \$ 250,000       | 501 Water Fund           | 742504         |
| TOTAL     | Engineering | Bulk Water Electronics   |                   | Construction      | \$ 50,000        | 501 Water Fund           | 742504         |
| TOTAL     | Engineering | OARDC Tank Painting  |                   | Construction      | \$ 350,000       | 501 Water Fund           | 734510         |
| TOTAL     | Engineering | Sanitary Sewer Misc  |                   |                   | \$ 100,000       | 502 Sanitary Sewer Fund  | 734501         |
| TOTAL     | Engineering | Sanitary Sewer Lining Projects   |                   |                   | \$ 200,000       | 502 Sanitary Sewer Fund  | 734501         |
| TOTAL     | Engineering | ADS Improvements   |                   |                   | \$ 250,000       | 502 Sanitary Sewer Fund  | 734501         |
| TOTAL     | Engineering | Stibbs (West of Gasche)  |                   |                   | \$ 100,000       | 502 Sanitary Sewer Fund  | 734501         |
| TOTAL     | Engineering | Prospect   |                   |                   | \$ 75,000        | 502 Sanitary Sewer Fund  | 734501         |
|           | Engineering | Septage Receiving Upgrade  |                   | Engineering       | \$ 10,000        | 502 Sanitary Sewer Fund  | 743514         |
| TOTAL     |             |  |                   | Construction      | \$ 75,000        | 502 Sanitary Sewer Fund  | 743514         |
|           |             |  |                   |                   | \$ 85,000        |                          |                |
|           | Engineering | Influent Chamber Improvements  |                   | Engineering       | \$ 15,000        | 502 Sanitary Sewer Fund  | 743514         |
| TOTAL     |             |  |                   | Construction      | \$ 100,000       | 502 Sanitary Sewer Fund  | 743514         |
|           |             |  |                   |                   | \$ 115,000       |                          |                |
|           | Engineering | SDF Roofing Cover  |                   | Engineering       | \$ 20,000        | 502 Sanitary Sewer Fund  | 743514         |

City of Wooster, Ohio  
 Budgeted Capital Infrastructure Projects  
 For the year 2019

| MEMO ONLY | Division    | Project Description  | Revenue Notations | Project Notations | Budget Requested | Funding Source          | General Ledger |
|-----------|-------------|--|-------------------|-------------------|------------------|-------------------------|----------------|
|           |             |  |                   | Construction      | \$ 200,000       | 502 Sanitary Sewer Fund | 743514         |
| TOTAL     |             |  |                   |                   | \$ 220,000       |                         |                |
|           | Engineering | Sludge Storage & Dewatering                                  |                   | Engineering       | \$ 25,000        | 502 Sanitary Sewer Fund | 743514         |
|           |             |  |                   | Construction      | \$ 1,000,000     | 502 Sanitary Sewer Fund | 743514         |
| TOTAL     |             |  |                   |                   | \$ 1,025,000     |                         |                |
| TOTAL     | Engineering | Biotower Refurbishing  |                   |                   | \$ 100,000       | 502 Sanitary Sewer Fund | 734501         |
| TOTAL     | Engineering | Walmart Gravity Sewer  |                   |                   | \$ 50,000        | 502 Sanitary Sewer Fund | 734501         |
| TOTAL     | Engineering | NPDES Storm Water Permit Program (OEPA)                      |                   | Engineering       | \$ 100,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Storm Sewer Replacements                                     |                   | Engineering       | \$ 200,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Lemar Storm Sewer Replacement                                |                   | Construction      | \$ 350,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Palmer Street Culvert Replacement                            |                   | Construction      | \$ 150,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Gasche to Barbara Storm Sewer Replacement (along fence line) |                   | Construction      | \$ 30,000        | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Chestnut Court Storm Sewer                                   |                   | Construction      | \$ 250,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     | Engineering | Friar Tuck Storm Sewer Replacements                          |                   | Construction      | \$ 200,000       | 507 Storm Sewer Fund    | 734502         |
| TOTAL     |             | <b>TOTAL ALL INFRASTRUCTURE REQUESTS - MEMORANDUM ONLY</b>   |                   |                   | \$ 11,644,705    |                         |                |

City of Wooster, Ohio  
 Budgeted Capital Infrastructure Projects  
 For the year 2019

| MEMO ONLY | Division | Project Description | Revenue Notations | Project Notations | Budget Requested | Funding Source | General Ledger |
|-----------|----------|---------------------|-------------------|-------------------|------------------|----------------|----------------|
|-----------|----------|---------------------|-------------------|-------------------|------------------|----------------|----------------|

**FUND LEVEL SUMMARY**

|                   |   |    |                   |  |
|-------------------|---|----|-------------------|--|
| See Below Recon** | Capital Improvements Fund                       | \$ | 6,294,705         |  |
|                   | Street Construction Maintenance and Repair Fund | \$ | -                 |  |
|                   | Permissive Tax Fund                             | \$ | 250,000           |  |
| See Below Recon** | CDBG Fund                                       | \$ | -                 |  |
|                   | Water Fund                                      | \$ | 1,500,000         |  |
|                   | Sanitary Sewer Fund                             | \$ | 2,320,000         |  |
|                   | Storm Sewer Fund                                | \$ | 1,280,000         |  |
|                   | CDBG CHIP Home RLF                              | \$ | -                 |  |
|                   |   | \$ | <u>11,644,705</u> |  |

**COST CENTER LEVEL SUMMARY**

|                   |  |              |    |                   |     |                      |
|-------------------|--|--------------|----|-------------------|-----|----------------------|
|                   | Capital Improvements                     | 580702 -3360 | \$ | 6,294,705         | 301 | Capital Improvements |
|                   | Street Construction Maintenance & Repair | 331602 -3360 | \$ | -                 | 101 | SCM&R                |
|                   | Street Construction Maintenance & Repair | 334602 -3360 | \$ | -                 | 101 | SCM&R                |
|                   | Permissive Tax - Street Maintenance      | 334604 -3360 | \$ | 250,000           | 103 | Permissive Tax       |
| See Below Recon** | CDBG Critical Infrastructure/Allocation  | 380404 -3360 | \$ | -                 | 107 | CDBG                 |
|                   | Water Lines                              | 734510 -3360 | \$ | 1,200,000         | 501 | Water                |
|                   | Water Treatment Plant                    | 742504 -3360 | \$ | 300,000           | 501 | Water                |
|                   | Sewer Lines - Engineering                | 734501 -3360 | \$ | 875,000           | 502 | Sanitary Sewer       |
|                   | Water Pollution Control Plant            | 743514 -3360 | \$ | 1,445,000         | 502 | Sanitary Sewer       |
|                   | Storm Sewer - Engineering                | 734502 -3360 | \$ | 1,280,000         | 507 | Storm Drainage       |
| See Below Recon** | CDBG CHIP Home RLF                       | 270402 -3360 | \$ | -                 | 115 | CDBG CHIP Home RLF   |
|                   |  |              | \$ | <u>11,644,705</u> |     |                      |

**Fund Reconciliations**

|                                     |                           |
|-------------------------------------|---------------------------|
|                                     | Capital Improvements Fund |
| **Reconciliation                    |                           |
| Total Fund Infrastructure Budgeted: | \$ 6,294,705              |
| Less: Other Funding Sources         |                           |
| ODOT Large City                     | \$ (428,000)              |
| Jobs Ohio                           | \$ (250,000)              |
| OPWC                                | \$ (437,598)              |
| ODNR                                | \$ (300,000)              |
| Nature Works                        | \$ (79,157)               |
| Transportation Enhancement Grant    | \$ (717,600)              |
| Assessments                         | \$ (375,000)              |
| Net Fund Infrastructure Budgeted:   | <u>\$ 3,707,350</u>       |



|    |   |
|----|---|
| 1  | Budget Information                        |
| 2  | 2019 City Budget                          |
| 3  | 2019 City Capital Plan                    |
| 4  | City Planning<br>2020 - 2024              |
| 5  | 2019 Wooster Community<br>Hospital Budget |
| 6  |   |
| 7  |   |
| 8  |   |
| 9  |   |
| 10 |   |

**City of Wooster, Ohio**  
**Planned Equipment Budget Requested**  
**For the years 2020-2024**

|   | Cut from<br>2019 Budget | 2020       | 2021         | 2022         | 2023       | 2024       | Funding<br>Source             | Percentage<br>Split |
|---|-------------------------|------------|--------------|--------------|------------|------------|-------------------------------|---------------------|
| <b>Police</b>                               |                         |            |              |              |            |            |                               |                     |
| 1 Detective Vehicle Replacement - 1 unit    | \$ 50,000               |            |              |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Police Vehicle Replacement - 4 units      |                         | \$ 200,000 | \$ -         |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Police Vehicle Replacement - 4 units      |                         |            | \$ 210,000   |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Police Vehicle Replacement - 5 units      |                         |            |              | \$ 270,000   |            |            | 301 Capital Improvements Fund |                     |
| 1 Police Vehicle Replacement - 4 units      |                         |            |              |              | \$ 230,000 |            | 301 Capital Improvements Fund |                     |
| 1 Police Vehicle Replacement - 4 units      |                         |            |              |              |            | \$ 240,000 | 301 Capital Improvements Fund |                     |
|   | \$ 50,000               | \$ 200,000 | \$ 210,000   | \$ 270,000   | \$ 230,000 | \$ 240,000 |                               |                     |
| <b>Fire</b>                                 |                         |            |              |              |            |            |                               |                     |
| 1 Replace Medic 1306 - Horton Ambulance     |                         | \$ 260,000 |              |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Replace Jaws of Life - Extrication tools  |                         | \$ 50,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Replace Zoll Auto Pulse (x4)              |                         | \$ 45,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Station #1 Renovations                    |                         |            | \$ 2,000,000 |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Replace Ladder Truck                      |                         |            |              | \$ 1,750,000 |            |            | 301 Capital Improvements Fund |                     |
| 1 Replace Medic 1307 - Horton Ambulance     |                         |            |              |              | \$ 275,000 |            | 301 Capital Improvements Fund |                     |
| 2 Replace Chevy Tahoe - U1 -> B1            |                         |            |              |              | \$ 49,000  |            | 301 Capital Improvements Fund |                     |
| 2 Replace three hydraulic cots              |                         |            |              |              | \$ 80,000  |            | 301 Capital Improvements Fund |                     |
| 1 Replace Chevy Colorado - U4               |                         |            |              |              |            | \$ 35,000  | 301 Capital Improvements Fund |                     |
| 2 Replace Engine 137 - Pierce               |                         |            |              |              |            | \$ 600,000 | 301 Capital Improvements Fund |                     |
|   | \$ -                    | \$ 355,000 | \$ 2,000,000 | \$ 1,750,000 | \$ 404,000 | \$ 635,000 |                               |                     |
| <b>Public Properties Maintenance</b>        |                         |            |              |              |            |            |                               |                     |
| 1 Two (2) Leaf Machines                     |                         | \$ 80,000  |              |              |            |            | 507 Storm Sewer Fund          |                     |
| 1 Resurface PPM Building Main Parking Lot   |                         | \$ 80,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Freedlander Main Parking Lot Resurfaced   |                         | \$ 75,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 2 10 Ton Single Axel Dump Truck             | \$ 170,000              |            |              |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Front End Wheel Loader                    |                         | \$ 200,000 |              |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Knights Field Parking Lot Resurfaced      |                         | \$ 10,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 3 Schellin Parking Lot Resurfaced           |                         | \$ 15,000  |              |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Two (2) Leaf Machines                     |                         |            | \$ 80,000    |              |            |            | 507 Storm Sewer Fund          |                     |
| 1 Drives & Parking Lot Remainder Resurfaced |                         |            | \$ 50,000    |              |            |            | 301 Capital Improvements Fund |                     |
| 1 Oak Hill Pond Dredging and Improvements   |                         |            | \$ 15,000    |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Crew Cab Truck with Service Box           |                         |            | \$ 50,000    |              |            |            | 101 SCM&R                     |                     |
| 2 West Storage Shed Parking Lot Resurfaced  |                         |            | \$ 20,000    |              |            |            | 301 Capital Improvements Fund |                     |
| 2 Christmas Run Pool Parking Lot Resurfaced |                         |            | \$ 35,000    |              |            |            | 301 Capital Improvements Fund |                     |
| 3 10 Ton Dual Axel Dump Truck               |                         |            | \$ 175,000   |              |            |            | 301 Capital Improvements Fund |                     |
| 1 10 Ton Dual Axel Dump Truck               |                         |            |              | \$ 175,000   |            |            | 101 SCM&R                     |                     |
| 1 Garage Door Replacements                  |                         |            |              | \$ 180,000   |            |            | 301 Capital Improvements Fund |                     |
| 1 Oak Hill Parking Lot Pavement             |                         |            |              | \$ 55,000    |            |            | 301 Capital Improvements Fund |                     |
| 2 Skid Steer                                |                         |            |              | \$ 50,000    |            |            | 301 Capital Improvements Fund |                     |
| 3 4x4 Backhoe/Front Loader                  |                         |            |              | \$ 95,000    |            |            | 301 Capital Improvements Fund |                     |
| 1 10 Ton Dual Axel Dump Truck               |                         |            |              |              | \$ 175,000 |            | 101 SCM&R                     |                     |
| 2 Crew Cab Truck with Service Box           |                         |            |              |              | \$ 50,000  |            | 301 Capital Improvements Fund |                     |

**City of Wooster, Ohio**  
**Planned Equipment Budget Requested**  
**For the years 2020-2024**

|   |                           | Cut from    |            |            |            |            | Funding    | Percentage |
|---|---------------------------|-------------|------------|------------|------------|------------|------------|------------|
|   |                           | 2019 Budget | 2020       | 2021       | 2022       | 2023       | 2024       | Source     |
| 1 | Resurface Various Streets | \$ 170,000  | \$ 610,000 | \$ 575,000 | \$ 705,000 | \$ 375,000 | \$ 150,000 | 101 SCM&R  |

**Building Standards**

|   |   |           |      |  |  |  |  |                               |
|---|---|-----------|------|--|--|--|--|-------------------------------|
| 1 | Replace Inspector Vehicle (2008 Chevy Colorado) | \$ 30,000 | \$ - |  |  |  |  | 301 Capital Improvements Fund |
|---|---|-----------|------|--|--|--|--|-------------------------------|

**Engineering**

|   |              |           |           |           |      |      |  |                               |
|---|--------------|-----------|-----------|-----------|------|------|--|-------------------------------|
| Traffic Signal Improvements                               | \$ 200,000   |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Downtown Streetscape - South Side of Liberty & S Market   | \$ 400,000   |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Paving:   |              |           |           |           |      |      |  |                               |
| Lemar Drive   | \$ 85,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Sycamore Lane   | \$ 45,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Wayne Avenue (Palmer to Diller)                           | \$ 45,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Woodlake Trail  | \$ 75,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Deerfield Drive   | \$ 50,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Riffel Road - West of SR 83                               | \$ 85,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Ca Replace 2004 Ford Van (Inspection Vehicle)             | \$ 50,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Prospect Street   | \$ 45,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Maiden Lane   | \$ 35,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Hancock Street  | \$ 45,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| West Highland Avenue                                      | \$ 25,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Sunset Lane - Right of Way                                | \$ 25,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Beall Avenue (Blooming/Cleveland), Cleveland (High/SR 83) | \$ 150,000   |           |           |           |      |      |  | 101 SCM&R                     |
| Bever (Bowman/Point), Wayne (Bever/Beall)                 | \$ 25,000    |           |           |           |      |      |  | 103 Permissive Tax            |
| South Street Parking Lot                                  | \$ 110,000   |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Replace 2" Waterlines                                     | \$ 50,000    |           |           |           |      |      |  | 501 Water Fund                |
| Keiffer Waterline Replacement (Beall to Gasche)           | \$ 300,000   |           |           |           |      |      |  | 501 Water Fund                |
| Clear well Painting (Tank #1 & #2)                        | \$ 300,000   |           |           |           |      |      |  | 501 Water Fund                |
| Replace Copier  | \$ 12,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Ortho Photography Updates                                 | \$ 25,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
| Replace Scanner   | \$ 15,000    |           |           |           |      |      |  | 301 Capital Improvements Fund |
|   | \$ 2,145,000 | \$ 12,000 | \$ 25,000 | \$ 15,000 | \$ - | \$ - |  |                               |

**Recreation/Community Center/Pool**

|   |                                      |           |           |            |            |  |  |                               |
|---|--------------------------------------|-----------|-----------|------------|------------|--|--|-------------------------------|
| 1 | Replace HVAC at Community Center     | \$ 45,000 |           |            |            |  |  | 301 Capital Improvements Fund |
| 2 | Replace Boiler at Freedlander Pool   | \$ 25,000 |           |            |            |  |  | 301 Capital Improvements Fund |
| 1 | Paint Freedlander Pool               |           | \$ 45,000 |            |            |  |  | 301 Capital Improvements Fund |
| 2 | Replace Vehicle                      |           | \$ 30,000 |            |            |  |  | 301 Capital Improvements Fund |
| 1 | Replace Roof at Community Center     |           |           | \$ 55,000  |            |  |  | 301 Capital Improvements Fund |
| 2 | Replace Wading Pool at Freedlander   |           |           | \$ 150,000 |            |  |  | 301 Capital Improvements Fund |
| 1 | Replace Filter Room at Christmas Run |           |           |            | \$ 300,000 |  |  | 301 Capital Improvements Fund |
| 1 | Christmas Run Pool Painting          |           |           |            | \$ 40,000  |  |  | 301 Capital Improvements Fund |

City of Wooster, Ohio  
Planned Equipment Budget Requested  
For the years 2020-2024

|   |   | Cut from            |                     |                     |                     |                     |                     |  | Funding                       | Percentage |
|---|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|-------------------------------|------------|
|   |   | 2019 Budget         | 2020                | 2021                | 2022                | 2023                | 2024                |  | Source                        | Split      |
| 2                                       | Replace Soccer Concession Stand Roof (metal)        |                     |                     |                     |                     | \$ 15,000           |                     |  | 301 Capital Improvements Fund |            |
| 1                                       | Replace Wading Pool at Christmas Run                |                     |                     |                     |                     |                     | \$ 150,000          |  | 301 Capital Improvements Fund |            |
|   |   | \$ -                | \$ 70,000           | \$ 75,000           | \$ 205,000          | \$ 355,000          | \$ 150,000          |  |                               |            |
| <b>Utilities</b>                        |   |                     |                     |                     |                     |                     |                     |  |                               |            |
| <b>Water Pollution Control</b>          |   |                     |                     |                     |                     |                     |                     |  |                               |            |
|   | Refurbish Influent Pumps (1 per year)               |                     | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           |  | 502 Sanitary Sewer Fund       |            |
|   | Rebuild Cogen Engine (Top End)                      |                     |                     | \$ 40,000           |                     | \$ 40,000           |                     |  | 502 Sanitary Sewer Fund       |            |
|   | Rebuild Cogen Engine (Complete)                     |                     |                     |                     | \$ 100,000          |                     |                     |  | 502 Sanitary Sewer Fund       |            |
|   | Replace digester membrane (3) (every 8 to 10 years) |                     |                     |                     |                     | \$ 150,000          |                     |  | 502 Sanitary Sewer Fund       |            |
|   | Replace Digester Mixers (1 per year)                |                     |                     | \$ 12,000           |                     | \$ 12,000           |                     |  | 502 Sanitary Sewer Fund       |            |
|   | Miscellaneous Capital                               |                     | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           |  | 502 Sanitary Sewer Fund       |            |
|   |   | \$ -                | \$ 60,000           | \$ 112,000          | \$ 160,000          | \$ 262,000          | \$ 60,000           |  |                               |            |
| <b>Water Treatment</b>                  |   |                     |                     |                     |                     |                     |                     |  |                               |            |
|   | Rebuild Vertical Turbin Pumps (3)                   |                     | \$ 30,000           | \$ 30,000           | \$ 30,000           |                     |                     |  | 501 Water Fund                |            |
|   | Refurbish Bulk Water Station                        |                     | \$ 50,000           |                     |                     |                     |                     |  | 501 Water Fund                |            |
|   | Miscellaneous Capital                               |                     | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           |  | 501 Water Fund                |            |
|   |   | \$ -                | \$ 110,000          | \$ 60,000           | \$ 60,000           | \$ 30,000           | \$ 30,000           |  |                               |            |
| <b>Distribution and Collection</b>      |   |                     |                     |                     |                     |                     |                     |  |                               |            |
|   | Replace Back Hoe                                    |                     |                     |                     | 42,500              |                     |                     |  | 501 Water Fund                | 50.00%     |
|   |   |                     |                     |                     | <u>42,500</u>       |                     |                     |  | 502 Sanitary Sewer Fund       | 50.00%     |
|   | Total Replace Back Hoe                              |                     |                     |                     | 85,000              |                     |                     |  |                               |            |
|   | Repair/Replace Capital Items                        |                     | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           |  | 501 Water Fund                | 50.00%     |
|   |   |                     | <u>\$ 15,000</u>    | <u>\$ 15,000</u>    | <u>\$ 15,000</u>    | <u>\$ 15,000</u>    | <u>\$ 15,000</u>    |  | 502 Sanitary Sewer Fund       | 50.00%     |
|   | Total Repair/Replace Capital Items                  |                     | <u>\$ 30,000</u>    | <u>\$ 30,000</u>    | <u>\$ 30,000</u>    | <u>\$ 30,000</u>    | <u>\$ 30,000</u>    |  |                               |            |
|   |   | \$ -                | \$ 30,000           | \$ 30,000           | \$ 115,000          | \$ 30,000           | \$ 30,000           |  |                               |            |
| <b>Totals by Fund (memorandum only)</b> |   |                     |                     |                     |                     |                     |                     |  |                               |            |
|   |   | \$ 1,540,000        | \$ 1,047,000        | \$ 2,605,000        | \$ 2,620,000        | \$ 1,039,000        | \$ 1,025,000        |  | 301 Capital Improvements Fund |            |
|   |   | \$ 150,000          | \$ 150,000          | \$ 200,000          | \$ 325,000          | \$ 325,000          | \$ 150,000          |  | 101 SCM&R                     |            |
|   |   | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                |  | 102 State Highway Fund        |            |
|   |   | \$ 25,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                |  | 103 Permissive Tax            |            |
|   |   | \$ 650,000          | \$ 125,000          | \$ 75,000           | \$ 117,500          | \$ 45,000           | \$ 45,000           |  | 501 Water Fund                |            |
|   |   | \$ -                | \$ 75,000           | \$ 127,000          | \$ 217,500          | \$ 277,000          | \$ 75,000           |  | 502 Sewer Fund                |            |
|   |   | \$ -                | \$ 80,000           | \$ 80,000           | \$ -                | \$ -                | \$ -                |  | 507 Storm Sewer Fund          |            |
|   |   | <u>\$ 2,365,000</u> | <u>\$ 1,477,000</u> | <u>\$ 3,087,000</u> | <u>\$ 3,280,000</u> | <u>\$ 1,686,000</u> | <u>\$ 1,295,000</u> |  |                               |            |

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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 2019 column do not reconcile to the appropriation requests presented in sections two (2) and three (3) of this budget document.



Final 2019\_Infrastructure Strategic Plan 10 24 2018, Streets

Final 2019 Infrastructure Strategic Plan 10 24 2018, Streets



Prepared by Roger Kobilarcsik, Division of EngineeringPrepared by Roger Kobilarcsik, Division of Engineering



| CITY OF WOOSTER<br>10-YEAR INFRASTRUCTURE STRATEGIC PLAN<br>STREETS |          |   |               |              |                   |                   |                 |              |                             |
|---|----------|---|---------------|--------------|-------------------|-------------------|-----------------|--------------|-----------------------------|
| PRIORITY  | DIVISION | DESCRIPTION   | TOTAL<br>COST |              | FUNDING<br>SOURCE | 10-YEAR<br>AMOUNT | CURRENT<br>YEAR |              |                             |
|   |          |   |               |              |                   |                   | 2018            | 2019         | 2020                        |
|   |          |   |               |              | OPWC              | \$ 500,000        |                 |              |                             |
|   |          |   |               |              | Capital Imp.      | \$ 1,250,000      |                 |              |                             |
|   |          |   |               |              |                   | \$ 2,870,000      |                 |              |                             |
| \$ 150,000  | ENGR.    | Armstrong Drive   | \$ 150,000    | General      | Capital Imp.      | \$ 150,000        |                 |              |                             |
| \$ 215,000  |          | Wedgewood Way   | \$ 65,000     | General      | Capital Imp.      | \$ 65,000         |                 |              |                             |
| \$ 290,000  |          | Hickory Lane  | \$ 75,000     | General      | Capital Imp.      | \$ 75,000         |                 |              |                             |
| \$ 340,000  |          | Vine Street   | \$ 50,000     | General      | Capital Imp.      | \$ 50,000         |                 |              |                             |
| \$ 375,000  |          | Mulberry Street   | \$ 35,000     | General      | Capital Imp.      | \$ 35,000         |                 |              |                             |
| \$ 395,000  |          | Leroy Ct.   | \$ 20,000     | General      | Capital Imp.      | \$ 20,000         |                 |              |                             |
| \$ 435,000  |          | Chestnut Street   | \$ 40,000     | General      | Capital Imp.      | \$ 40,000         |                 |              |                             |
| \$ 465,000  |          | Ohio Street   | \$ 30,000     | General      | Capital Imp.      | \$ 30,000         |                 |              |                             |
| \$ 550,000  |          | Branstetter Road  | \$ 85,000     | General      | Capital Imp.      | \$ 85,000         |                 |              |                             |
| \$ 700,000  |          | Venture Blvd.   | \$ 150,000    | General      | Capital Imp.      | \$ 150,000        |                 |              |                             |
| \$ 950,000  |          | Microsurfacing Misc.  | \$ 250,000    | General      | Capital Imp.      | \$ 250,000        |                 |              |                             |
|   | ENGR.    | Grant, Henry, W. Smithville-Western, South Bowman (Liberty to Quinby) | \$ 440,000    |              | SCMR              | \$ 440,000        |                 |              |                             |
|   |          |   | \$ 428,000    |              | ODOT Large City   | \$ 428,000        |                 |              |                             |
|   | ENGR.    | Oak Hill/Milltown Intersection (City and County)                      | \$ 200,000    | Engineering  | Capital Imp.      | \$ 150,000        |                 |              |                             |
|   |          |   |               | Right of Way | Capital Imp.      | \$ 100,000        |                 |              |                             |
|   |          |   |               |              | Wayne County OPWC | \$ 450,000        |                 |              | Wayne County's Contribution |
|   |          |   |               |              | Capital Imp.      | \$ 250,000        |                 |              |                             |
|   |          |   |               |              |                   | \$ 200,000        |                 |              |                             |
|   |          |   |               |              |                   | \$ 1,150,000      |                 |              |                             |
| \$ 50,000   | ENGR.    | Eastern Avenue  | \$ 50,000     | General      | Capital Imp.      | \$ 50,000         |                 |              |                             |
| \$ 190,000  |          | Rebecca Street  | \$ 140,000    | General      | Capital Imp.      | \$ 140,000        |                 |              |                             |
| \$ 230,000  |          | Billiar Street  | \$ 40,000     | General      | Capital Imp.      | \$ 40,000         |                 |              |                             |
| \$ 270,000  |          | Theodore Street   | \$ 40,000     | General      | Capital Imp.      | \$ 40,000         |                 |              |                             |
| \$ 410,000  |          | Rebecca Street  | \$ 140,000    | General      | Capital Imp.      | \$ 140,000        |                 |              |                             |
| \$ 535,000  |          | Winkler Drive   | \$ 125,000    | General      | Capital Imp.      | \$ 125,000        |                 |              |                             |
| \$ 620,000  |          | Blair Blvd.   | \$ 85,000     | General      | Capital Imp.      | \$ 85,000         |                 |              |                             |
| \$ 665,000  |          | Elm Drive   | \$ 45,000     | General      | Capital Imp.      | \$ 45,000         |                 |              |                             |
|   | ENGR.    | Cleveland, Old Mansfield, Geyers Chapel                               | \$ 266,000    |              | SCMR              | \$ 266,000        |                 |              |                             |
|   |          |   | \$ 428,000    |              | ODOT Large City   | \$ 428,000        |                 |              |                             |
|   | ENGR.    | Palmer - Bowman to Wayne  | \$ 1,920,000  | Engineering  | Capital Imp.      | \$ 120,000        |                 |              |                             |
|   |          |   |               | Right of Way | Capital Imp.      | \$ 150,000        |                 |              |                             |
|   |          |   |               |              | Water             | \$ 250,000        |                 |              |                             |
|   |          |   |               |              | Storm             | \$ 200,000        |                 |              |                             |
|   |          |   |               |              | Assessments       | \$ 200,000        |                 |              |                             |
|   |          |   |               |              | Capital Imp.      | \$ 1,000,000      |                 |              |                             |
|   |          |   |               |              |                   | \$ 1,920,000      |                 |              |                             |
|   | ENGR.    | Akron Road Widening   | \$ 385,000    | Engineering  | Capital Imp.      | \$ 35,000         |                 |              |                             |
|   |          |   |               | Const. Cost  | Capital Imp.      | \$ 350,000        |                 |              |                             |
|   |          |   |               |              |                   | \$ 385,000        |                 |              |                             |
|   | ENGR.    | University - Gausche to Palmer  | \$ 486,000    | Engineering  | Capital Imp.      | \$ 44,000         |                 |              |                             |
|   |          |   |               |              | Water             | \$ 5,000          |                 |              |                             |
|   |          |   |               |              | Sanitary          | \$ -              |                 |              |                             |
|   |          |   |               |              | Storm             | \$ 5,000          |                 |              |                             |
|   |          |   |               |              | Water             | \$ 7,000          |                 |              |                             |
|   |          |   |               |              | Assessments       | \$ 7,000          |                 |              |                             |
|   |          |   |               |              | Water             | \$ 182,000        |                 |              |                             |
|   |          |   |               |              | Assessments       | \$ 236,000        |                 |              |                             |
|   |          |   |               |              |                   | \$ 486,000        |                 |              |                             |
|   | ENGR.    | W. Milltown Road  | \$ 824,000    | Engineering  | Capital Imp.      | \$ 150,000        |                 |              |                             |
|   |          |   |               |              | Sanitary          | \$ 6,000          |                 |              |                             |
|   |          |   |               |              | Capital Imp.      | \$ 453,000        |                 |              |                             |
|   |          |   |               |              | Water             | \$ 215,000        |                 |              |                             |
|   |          |   |               |              | Sanitary          | \$ -              |                 |              |                             |
|   |          |   |               |              |                   | \$ 824,000        |                 |              |                             |
| GRAND TOTAL   |          |   |               |              |                   | \$ 40,714,121     | \$ 7,151,416    | \$ 7,724,705 | \$ 7,328,000                |
| * Monies already expended.  |          |   |               |              |                   |                   |                 |              |                             |
|   |          |   |               |              | Water             | \$ -              | \$ -            | \$ 200,000   |                             |
|   |          |   |               |              | Sanitary          | \$ -              | \$ -            | \$ 300,000   |                             |
|   |          |   |               |              | Storm             | \$ -              | \$ -            | \$ 300,000   |                             |
|   |          |   |               |              | Capital Imp.      | \$ 4,974,200      | \$ 4,712,350    | \$ 4,625,000 |                             |
|   |          |   |               |              | Permissive Tax    | \$ 110,000        | \$ 100,000      | \$ 50,000    |                             |
|   |          |   |               |              | SCMR              | \$ 320,000        | \$ 325,000      | \$ 425,000   |                             |
|   |          |   |               |              | CDBG              | \$ -              | \$ -            | \$ 300,000   |                             |
|   |          |   |               |              | ODOT Large City   | \$ 410,000        | \$ 428,000      | \$ 428,000   |                             |
|   |          |   |               |              | Jobs Ohio         | \$ -              | \$ 250,000      | \$ -         |                             |
|   |          |   |               |              | OPWC              | \$ 120,000        | \$ 437,598      | \$ 500,000   |                             |
|   |          |   |               |              | Nature Works      | \$ -              | \$ 79,157       | \$ -         |                             |
|   |          |   |               |              | ODNR              | \$ -              | \$ 300,000      | \$ -         |                             |
|   |          |   |               |              | TE                | \$ 715,000        | \$ 717,600      | \$ -         |                             |
|   |          |   |               |              | Wayne County      | \$ 130,000        | \$ -            | \$ -         |                             |
|   |          |   |               |              | Assessments       | \$ -              | \$ 375,000      | \$ 200,000   |                             |
|   |          |   |               |              | Federal           | \$ -              | \$ -            | \$ -         |                             |
|   |          |   |               |              | Total             | \$ 6,779,200      | \$ 7,724,795    | \$ 7,328,000 |                             |

|              | 2021         | 2022       | 2023         | 2024         | 2025       | 2026         | 2027       | Future | COMMENTS                    |
|--------------|--------------|------------|--------------|--------------|------------|--------------|------------|--------|-----------------------------|
|              |              |            |              | \$ 500,000   |            |              |            |        |                             |
|              |              |            |              | \$ 1,250,000 |            |              |            |        |                             |
| \$ 150,000   |              |            |              |              |            |              |            |        |                             |
| \$ 65,000    |              |            |              |              |            |              |            |        |                             |
| \$ 75,000    |              |            |              |              |            |              |            |        |                             |
| \$ 50,000    |              |            |              |              |            |              |            |        |                             |
| \$ 35,000    |              |            |              |              |            |              |            |        |                             |
| \$ 20,000    |              |            |              |              |            |              |            |        |                             |
| \$ 40,000    |              |            |              |              |            |              |            |        |                             |
| \$ 30,000    |              |            |              |              |            |              |            |        |                             |
| \$ 85,000    |              |            |              |              |            |              |            |        |                             |
| \$ 150,000   |              |            |              |              |            |              |            |        |                             |
| \$ 250,000   |              |            |              |              |            |              |            |        |                             |
| \$ 440,000   |              |            |              |              |            |              |            |        |                             |
| \$ 428,000   |              |            |              |              |            |              |            |        |                             |
| \$ 150,000   |              |            |              |              |            |              |            |        |                             |
|              |              | \$ 100,000 |              |              |            |              |            |        |                             |
|              |              |            | \$ 450,000   |              |            |              |            |        | Wayne County's Contribution |
|              |              |            | \$ 250,000   |              |            |              |            |        |                             |
|              |              |            | \$ 200,000   |              |            |              |            |        |                             |
| \$ 50,000    |              |            |              |              |            |              |            |        |                             |
| \$ 140,000   |              |            |              |              |            |              |            |        |                             |
| \$ 40,000    |              |            |              |              |            |              |            |        |                             |
| \$ 40,000    |              |            |              |              |            |              |            |        |                             |
| \$ 140,000   |              |            |              |              |            |              |            |        |                             |
| \$ 125,000   |              |            |              |              |            |              |            |        |                             |
| \$ 85,000    |              |            |              |              |            |              |            |        |                             |
| \$ 45,000    |              |            |              |              |            |              |            |        |                             |
| \$ 266,000   |              |            |              |              |            |              |            |        |                             |
| \$ 428,000   |              |            |              |              |            |              |            |        |                             |
|              |              | \$ 120,000 |              |              |            |              |            |        |                             |
|              |              |            | \$ 150,000   |              |            |              |            |        |                             |
|              |              |            | \$ 250,000   |              |            |              |            |        |                             |
|              |              |            | \$ 200,000   |              |            |              |            |        |                             |
|              |              |            | \$ 200,000   |              |            |              |            |        |                             |
|              |              |            | \$ 1,000,000 |              |            |              |            |        |                             |
|              |              |            |              | \$ 35,000    |            |              |            |        |                             |
|              |              |            |              | \$ 350,000   |            |              |            |        |                             |
|              |              |            |              |              |            |              |            |        |                             |
|              |              |            |              |              | \$ 44,000  |              |            |        |                             |
|              |              |            |              |              |            | \$ 5,000     |            |        |                             |
|              |              |            |              |              |            | \$ -         |            |        |                             |
|              |              |            |              |              |            | \$ 7,000     |            |        |                             |
|              |              |            |              |              |            | \$ 182,000   |            |        |                             |
|              |              |            |              |              |            | \$ 236,000   |            |        |                             |
|              |              |            |              | \$ 150,000   |            |              |            |        |                             |
|              |              |            |              |              |            | \$ 6,000     |            |        |                             |
|              |              |            |              |              |            | \$ 453,000   |            |        |                             |
|              |              |            |              |              |            | \$ 215,000   |            |        |                             |
|              |              |            |              |              |            | \$ -         |            |        |                             |
| \$ 3,058,000 | \$ 5,029,000 | \$ 940,000 | \$ 5,905,000 | \$ 720,000   | \$ 614,000 | \$ 1,674,000 | \$ 570,000 |        |                             |
| \$ -         | \$ 100,000   | \$ -       | \$ 450,000   | \$ -         | \$ -       | \$ 402,000   | \$ -       |        |                             |
| \$ -         | \$ 350,000   | \$ -       | \$ 100,000   | \$ -         | \$ -       | \$ 6,000     | \$ -       |        |                             |
| \$ -         | \$ 450,000   | \$ -       | \$ 480,000   | \$ -         | \$ -       | \$ 7,000     | \$ -       |        |                             |
| \$ 2,140,000 | \$ 2,485,000 | \$ 890,000 | \$ 3,505,000 | \$ 670,000   | \$ 564,000 | \$ 973,000   | \$ 520,000 |        |                             |
| \$ 50,000    | \$ 50,000    | \$ 50,000  | \$ 50,000    | \$ 50,000    | \$ 50,000  | \$ 50,000    | \$ 50,000  |        |                             |
| \$ 440,000   | \$ 266,000   | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ 428,000   | \$ 428,000   | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ 500,000   | \$ -       | \$ 750,000   | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ 450,000   | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ 400,000   | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ 236,000 |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ -         | \$ -         | \$ -       | \$ -         | \$ -         | \$ -       | \$ -         | \$ -       |        |                             |
| \$ 3,058,000 | \$ 5,029,000 | \$ 940,000 | \$ 5,155,000 | \$ 720,000   | \$ 614,000 | \$ 1,266,000 | \$ 570,000 |        |                             |



|                        |          | CITY OF WOOSTER<br>10-YEAR INFRASTRUCTURE STRATEGIC PLAN<br>WATER                   |  |                                     |                          |              |              |
|------------------------|----------|---|--|-------------------------------------|--------------------------|--------------|--------------|
| PRIORITY/<br>STATUS    | DIVISION | DESCRIPTION   | ITEM                                   | 10-YEAR<br>AMOUNT                   | CURRENT<br>YEAR<br>2018  | 2019         |              |
| Ongoing                | ENGR.    | Water Line Replacements   |  | \$ 1,500,000                        | \$ 50,000                | \$ 50,000    | \$ 100,000   |
| Ongoing                | ENGR.    | Replace 2" Waterlines<br>Bechtel, Troyer, Spring, Diller, Forest, Curry, S. Buckeye | Construction                           | \$ 200,000                          |                          | \$ 100,000   | \$ 100,000   |
| In Progress            | ENGR.    | Oakley/Brookside W/L Replacement  | Construction<br>OPWC                   | \$ 445,000<br>\$ 300,000            | \$ 445,000<br>\$ 300,000 |              |              |
| In Progress            | ENGR.    | North High W/L Extension to Tank (Daisy)  | Construction                           | \$ 400,000                          | \$ 400,000               |              |              |
| In Progress            | ENGR.    | E. Wayne (Bever to Beall)   | Construction                           | \$ 100,000                          | \$ 100,000               |              |              |
|                        | ENGR.    | Holmes/Caldwell W/L Replacement   | Construction                           | \$ 300,000                          |                          | \$ 300,000   |              |
|                        | ENGR.    | Woodcrest W/L Replacement   | Construction                           | \$ 250,000                          |                          | \$ 250,000   |              |
|                        | ENGR.    | Keiffer W/L Replacement (Beall to Gasche)   | Construction                           | \$ 150,000                          |                          | \$ 150,000   |              |
|                        | ENGR.    | Clearwell Painting (Tank #1 & #2)   | Construction                           | \$ 550,000                          |                          | \$ 550,000   |              |
|                        | ENGR.    | WTP Clarifier Painting (Both)   | Construction                           | \$ 250,000                          |                          | \$ 250,000   |              |
|                        | ENGR.    | Bulk Water Electronics  | Construction                           | \$ 50,000                           |                          | \$ 50,000    |              |
|                        | ENGR.    | OARDC Tank Painting   | Construction                           | \$ 350,000                          |                          | \$ 350,000   |              |
|                        | ENGR.    | McKinley, Lincoln (South of Bowman)   | Construction                           | \$ 200,000                          |                          |              | \$ 200,000   |
|                        | ENGR.    | Gasche, Thorne W/L Replacement  | Construction                           | \$ 375,000                          |                          |              | \$ 375,000   |
|                        | ENGR.    | Long Road Booster Station Upgrade   | Engineering<br>Construction            | \$ 50,000<br>\$ 350,000             |                          |              | \$ 50,000    |
|                        | ENGR.    | Long Road Tank Painting   | Construction                           | \$ 400,000                          |                          |              |              |
|                        | ENGR.    | Robinhood, Friar Tuck W/L Replacement   | Construction                           | \$ 300,000                          |                          |              |              |
|                        | ENGR.    | West Wayne W/L (CC Culvert to Christmas Run)  | Construction                           | \$ 250,000                          |                          |              |              |
|                        | WTP      | WTP Filter Addition   | Engineering<br>Construction            | \$ 150,000<br>\$ 1,500,000          |                          |              |              |
|                        | ENGR.    | Madison Booster Station Upgrades  | Engineering<br>Construction            | \$ 50,000                           |                          |              |              |
|                        | ENGR.    | Chemical Addition at S-1  | Construction                           | \$ 100,000                          |                          |              |              |
|                        | ENGR.    | Bloomington W/L   | Construction                           | \$ 130,000                          |                          |              |              |
|                        | ENGR.    | Palmer (Bowman to Wayne)  | Construction                           | \$ 375,000                          |                          |              |              |
|                        | ENGR.    | Back Orrville Road Water Line Looping   | Construction                           | \$ 250,000                          |                          |              |              |
|                        | ENGR.    | Grant Street - Park to Quinby   | Construction                           | \$ 300,000                          |                          |              |              |
|                        | ENGR.    | Stibbs Replacement Buckeye to Beall   |  |                                     |                          |              |              |
|                        | ENGR.    | Prairie Lane Water Line<br>(WTP to Timken Road)                                     | Engineering<br>Permits<br>Construction | \$ 30,000<br>\$ 6,000<br>\$ 290,000 |                          |              |              |
|                        | ENGR.    | IP Tank Painting  | Construction                           | \$ 400,000                          |                          |              |              |
|                        | ENGR.    | 750,000 Gallon WTP Clearwell Addition   | Construction                           | \$ 1,500,000                        |                          |              |              |
|                        | ENGR.    | West Wayne W/L (.Christmas Run to Quinby)   |  | \$ 250,000                          |                          |              |              |
|                        | ENGR.    | E. Highland Ave. W/L (Portage to curve)   |  | \$ 200,000                          |                          |              |              |
|                        | ENGR.    | Forest Drive - Foster to Henrietta (2")   |  | \$ 150,000                          |                          |              |              |
|                        | ENGR.    | Robinson/Biohio W/L loop  |  | \$ 200,000                          |                          |              |              |
| SHEET TOTAL            |          |   |  | \$ 13,001,000                       | \$ 1,295,000             | \$ 2,050,000 | \$ 825,000   |
| TOTAL FROM STREETS     |          |   |  |                                     | \$ -                     | \$ -         | \$ 200,000   |
| SUBTOTAL               |          |   |  |                                     | \$ 1,295,000             | \$ 2,050,000 | \$ 1,025,000 |
| GRANT FUNDS            |          |   |  |                                     | \$ 300,000               |              |              |
| GRAND TOTAL WATER FUND |          |   |  | \$ 13,853,000                       | \$ 995,000               | \$ 2,050,000 | \$ 1,025,000 |

[illegible]



|             |             | CITY OF WOOSTER<br>10-YEAR INFRASTRUCTURE STRATEGIC PLAN |                          |                         |                      |                         |                         |
|-------------|-------------|--|--------------------------|-------------------------|----------------------|-------------------------|-------------------------|
|             |             | SANITARY SEWER   |                          |                         |                      |                         |                         |
| PRIORITY    | DIVISION    | DESCRIPTION  | ITEM                     | 10-YEAR AMOUNT          | CURRENT YEAR<br>2018 | 2019                    |                         |
| ONGOING     | ENGR        | Sanitary Sewer Misc.                                     |                          | \$ 1,800,000            | \$ 100,000           | \$ 100,000              | \$ 200,000              |
| ONGOING     | ENGR        | Sanitary Sewer Lining Projects                           |                          | \$ 2,450,000            | \$ 150,000           | \$ 300,000              | \$ 300,000              |
| ONGOING     | ENGR        | ADS Improvements   |                          |                         |                      | \$ 100,000              | \$ 50,000               |
| ONGOING     | ENGR & WRRF | CSO Abatement Projects                                   |                          | \$ 200,000              | \$ -                 | \$ -                    | \$ 25,000               |
| Completed   | ENGR        | Wal-Mart Lift Station Gravity Study                      | Engineering              | \$ 30,000               | \$ 30,000            |                         |                         |
| In Progress | ENGR        | W. Liberty St. Area                                      |                          | \$ 330,000              | \$ 330,000           |                         |                         |
|             | ENGR        | Stibbs (west of Gasche)                                  |                          | \$ 100,000              |                      | \$ 100,000              |                         |
|             | ENGR        | Prospect   |                          | \$ 75,000               |                      | \$ 75,000               |                         |
|             | ENGR        | Seepage Receiving Upgrade                                | Engineering Construction | \$ 10,000<br>\$ 75,000  |                      | \$ 10,000<br>\$ 75,000  |                         |
|             | ENGR        | Influent Chamber Improvements                            | Engineering Construction | \$ 15,000<br>\$ 100,000 |                      | \$ 15,000<br>\$ 100,000 |                         |
|             | ENGR        | SFD Roofing Cover  | Engineering Construction | \$ 20,000<br>\$ 200,000 |                      | \$ 20,000<br>\$ 200,000 |                         |
|             | ENGR        | Sludge Dewatering  | Engineering Construction | \$ 25,000<br>\$ 400,000 |                      | \$ 25,000<br>\$ 400,000 |                         |
|             | ENGR        | Feedstock Tank Heat Exchangers                           | Engineering Construction | \$ 20,000<br>\$ 115,000 |                      | \$ 20,000<br>\$ 115,000 |                         |
|             | ENGR        | Biotower Refurbishing                                    | Construction             | \$ 100,000              |                      | \$ 100,000              |                         |
|             | ENGR        | Heat Exchangers for Feedstock Tank                       | Engineering              | \$ 125,000              |                      | \$ 125,000              |                         |
|             | ENGR        | Wal-Mart Gravity Sewer                                   | Easements Construction   | \$ 50,000<br>\$ 850,000 |                      | \$ 50,000               | \$ 850,000              |
|             | ENGR        | Cleveland Road Lift Station Upgrades (Force main)        | Engineering Construction | \$ 25,000<br>\$ 400,000 |                      |                         | \$ 25,000               |
|             | ENGR        | Henry Street Lift Station Upgrades                       | Engineering Construction | \$ 25,000<br>\$ 350,000 |                      |                         | \$ 25,000               |
|             | ENGR        | Solids Handling Improvements                             | Engineering Construction | \$ 50,000<br>\$ 400,000 |                      |                         | \$ 50,000<br>\$ 400,000 |
|             | ENGR        | Mechanicsburg Rd - Bell & Howell                         |                          | \$ 200,000              |                      |                         | \$ 200,000              |
|             | ENGR        | Solids Handling Improvements (Press Building and Piping) | Engineering Construction | \$ 50,000<br>\$ 200,000 |                      |                         | \$ 50,000               |
|             | ENGR        | Solids Handling Improvements (Membrane replacement)      | Engineering Construction | \$ 25,000<br>\$ 120,000 |                      |                         | \$ 25,000               |
|             | ENGR        | Lab Electrical Upgrade                                   |                          | \$ 185,000              |                      |                         |                         |
|             | WRRF        | CSO Regulators   |                          | \$ 150,000              |                      |                         |                         |
|             | WRRF        | CSO Disinfection   |                          | \$ 100,000              |                      |                         |                         |
|             | ENGR        | Oak Hill Sewer - Highland to Oldman                      | Engineering Construction | \$ 25,000<br>\$ 240,000 |                      |                         |                         |
|             | ENGR & WRRF | Cleveland Road North Lift Sta. Repl.                     |                          | \$ 250,000              |                      |                         |                         |
|             | ENGR & WRRF | Secondary Interceptor Sewer (Bever Swirl to WPCP)        | Construction             | \$ 1,000,000            |                      |                         |                         |
|             | ENGR        | Wayne Ave. Sewer Extension (Christmas Run to Thoreau)    | Construction             | \$ 50,000               |                      |                         |                         |
|             | ENGR        | Geyers Chapel Sewer Extension (South of Long Road)       | Construction             | \$ 300,000              |                      |                         |                         |

[illegible]



|          |          | CITY OF WOOSTER<br>10-YEAR INFRASTRUCTURE STRATEGIC PLAN          |              |                |                      |              |              |
|----------|----------|---|--------------|----------------|----------------------|--------------|--------------|
|          |          | SANITARY SEWER  |              |                |                      |              |              |
| PRIORITY | DIVISION | DESCRIPTION   | ITEM         | 10-YEAR AMOUNT | CURRENT YEAR<br>2018 | 2019         |              |
|          | ENGR     | Miller Lakes Sewer Rehab/Replacement                              | Construction | \$ 100,000     |                      |              |              |
|          | ENGR     | Brookside Sewer Improvements<br>(Christmas Run to 2001 Brookside) | Construction | \$ 50,000      |                      |              |              |
|          | WRRF     | Design Lagoon #2  |              | \$ 50,000      |                      |              |              |
|          | WRRF     | Lagoon #2 Rehab   |              | \$ 250,000     |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          |   |              |                |                      |              |              |
|          |          | SHEET TOTAL   |              | \$ 11,935,000  | \$ 610,000           | \$ 1,930,000 | \$ 2,200,000 |
|          |          | TOTAL FROM STREETS  |              |                | \$ -                 | \$ -         | \$ 300,000   |
|          |          | GRAND TOTAL SANITARY SEWER FUND                                   |              | \$ 12,691,000  | \$ 610,000           | \$ 1,930,000 | \$ 2,500,000 |

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|                     |          | CITY OF WOOSTER<br>10-YEAR INFRASTRUCTURE STRATEGIC PLAN<br><b>STORM SEWER</b> |              |                   | CURRENT<br>YEAR |              |              |
|---------------------|----------|--|--------------|-------------------|-----------------|--------------|--------------|
| PRIORITY/<br>STATUS | DIVISION | DESCRIPTION  | ITEM         | 10-YEAR<br>AMOUNT | 2018            | 2019         | 2020         |
| Ongoing             | ENGR     | NPDES Stormwater Permit Program (OEPA)   |              | \$ 175,000        | \$ 30,000       | \$ 100,000   | \$ 10,000    |
| Ongoing             | ENGR     | Storm Sewer Replacements   |              | \$ 3,650,000      | \$ 50,000       | \$ 200,000   | \$ 200,000   |
| Completed           | ENGR     | Melrose Dr Culvert Replacement   | Construction | \$ 50,000         | \$ 50,000       |              |              |
| Completed           | ENGR     | Spink St.** (South of Bowman)  | Construction | \$ 430,000        | \$ 430,000      |              |              |
| Completed           | ENGR     | Gasche St.** (South of Nold)   | Construction | \$ 285,000        | \$ 285,000      |              |              |
| Completed           | ENGR     | W. Wayne Avenue Culvert Replacement  | Construction | \$ 150,000        | \$ 150,000      |              |              |
| In Progress         | ENGR     | E. University Storm Sewer (Quinby to Bever)                                    | Construction | \$ 250,000        | \$ 250,000      |              |              |
|                     | ENGR     | Lemar Storm Sewer Replacement  | Construction | \$ 350,000        |                 | \$ 350,000   |              |
|                     | ENGR     | Palmer Street Culvert Replacement  | Construction | \$ 150,000        |                 | \$ 150,000   |              |
|                     | ENGR     | Gasche to Barbara Storm Replacement<br>(Along Fence Line)                      | Construction | \$ 30,000         |                 | \$ 30,000    |              |
|                     | ENGR     | Chestnut Ct.   | Construction | \$ 250,000        |                 | \$ 250,000   |              |
|                     | ENGR     | Friar Tuck Storm Sewer Replacements  | Construction | \$ 200,000        |                 | \$ 200,000   |              |
|                     | ENGR     | Woodcrest Stream Stabilization   | Construction | \$ 200,000        |                 |              | \$ 200,000   |
|                     | ENGR     | Dix Culvert Replacements   | Construction | \$ 500,000        |                 |              | \$ 500,000   |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          |  |              |                   |                 |              |              |
|                     |          | SHEET TOTAL  |              | \$ 6,670,000      | \$ 1,245,000    | \$ 1,280,000 | \$ 910,000   |
|                     |          | TOTAL FROM STREETS   |              |                   | \$ -            | \$ -         | \$ 300,000   |
|                     |          | SUBTOTAL   |              |                   | \$ 1,245,000    | \$ 1,280,000 | \$ 1,210,000 |
|                     |          | STATE -ODOT  |              |                   |                 |              | \$ -         |
|                     |          | GRAND TOTAL STORM SEWER FUND   |              | \$ 7,827,000      | \$ 1,245,000    | \$ 1,280,000 | \$ 1,210,000 |

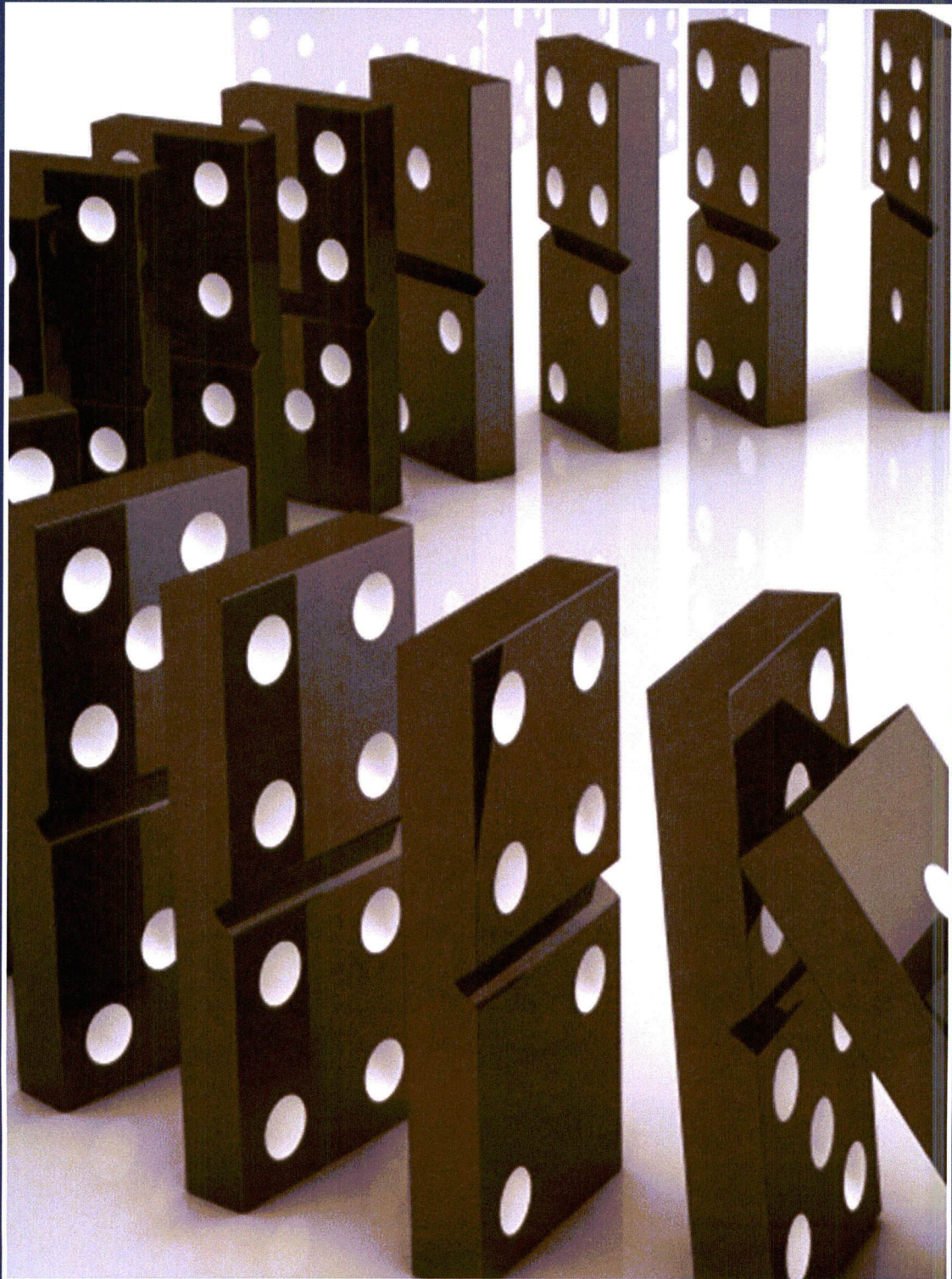
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|           |   |
|-----------|---|
| <b>1</b>  | Budget Information                        |
| <b>2</b>  | 2019 City Budget                          |
| <b>3</b>  | 2019 City Capital Plan                    |
| <b>4</b>  | City Planning<br>2020 - 2024              |
| <b>5</b>  | 2019 Wooster Community<br>Hospital Budget |
| <b>6</b>  |   |
| <b>7</b>  |   |
| <b>8</b>  |   |
| <b>9</b>  |   |
| <b>10</b> |   |



# **2019 BUDGET WORKSHOP**

**WOOSTER COMMUNITY HOSPITAL & HEALTH SYSTEM**





# **Table Of Contents**

|  | <u>Page</u> |
|--|-------------|
| Service Demand & Budget Assumptions              | 1           |
| 2019 Budget Volume Assumptions                   | 2           |
| Current Year Compared To Budget                  | 3           |
| Expenses by Category                             | 4           |
| Explanation of Increases/Decreases               | 6           |
| Comparison of Revenue and Expenses by Department | 9           |
| Budget Year Labor Data Projections               | 12          |
| 2019 Capital Budget Summary                      | 17          |
| 2019 Cash Flow Projections - Operating Fund      | 22          |
| 2019 Cash Flow Projections - Plant Fund          | 23          |
| 2019 Appropriation Request                       | 24          |



# WOOSTER COMMUNITY HOSPITAL

## SERVICE DEMAND AND BUDGET ASSUMPTIONS FOR BUDGET YEAR ENDING DECEMBER 31, 2019

|   | Actual<br>'15 | Actual<br>'16 | Actual<br>'17 | Projected<br>'18 | Budget<br>'19 |
|---|---------------|---------------|---------------|------------------|---------------|
| <b>SERVICE DEMAND</b>                       |               |               |               |                  |               |
| 1 Acute Inpatient Admissions                | 5,274         | 5,558         | 6,117         | 6,201            | 6,263         |
| 2 Inpatient Rehab Admissions                | 229           | 203           | 196           | 175              | 175           |
| 3 Transitional Care Admissions              | 459           | 467           | 457           | 431              | 439           |
| 4 Total Admissions                          | 5,962         | 6,228         | 6,770         | 6,807            | 6,877         |
| 5 % Occupancy (2019 135 Open Beds)          | 46.3%         | 50.8%         | 55.1%         | 53.4%            | 53.6%         |
| 6 Acute Inpatient Patient Days              | 14,916        | 15,577        | 17,921        | 17,476           | 17,536        |
| 7 Inpatient Rehab Patient Days              | 3,028         | 2,885         | 2,594         | 2,294            | 2,294         |
| 8 Transitional Care Patient Days            | 6,870         | 7,196         | 7,238         | 7,141            | 7,158         |
| 9 Total Patient Days                        | 24,814        | 25,658        | 27,753        | 26,911           | 26,988        |
| 10 Observation Days                         | 2,371         | 2,013         | 2,256         | 2,476            | 2,472         |
| 11 Births                                   | 1,134         | 1,151         | 1,166         | 1,346            | 1,399         |
| 12 Acute Average Length Of Stay             | 2.83          | 2.80          | 2.93          | 2.82             | 2.80          |
| 13 Inpatient Rehab Average Length Of Stay   | 13.22         | 14.21         | 13.23         | 13.11            | 13.11         |
| 14 Transitional Care Average Length Of Stay | 14.97         | 15.41         | 15.84         | 16.57            | 16.31         |
| 15 Total Average Length Of Stay             | 4.16          | 4.12          | 4.10          | 3.95             | 3.92          |
| 16 Average Daily Census                     | 68            | 70            | 76            | 74               | 74            |
| 17 Surgical Cases:                          |               |               |               |                  |               |
| 18 Inpatient - including c-sections         | 1,397         | 1,509         | 1,531         | 1,435            | 1,472         |
| 19 Outpatient                               | 3,403         | 3,439         | 3,463         | 3,635            | 3,707         |
| 20 Total                                    | 4,800         | 4,948         | 4,994         | 5,070            | 5,179         |
| 21 Emergency Room Visits                    | 34,957        | 35,056        | 34,730        | 34,376           | 34,552        |
| 22 Home Health Admissions                   | 954           | 1,104         | 1,084         | 826              | 864           |
| 23 Total Outpatient Registrations           | 128,143       | 134,425       | 135,808       | 139,845          | 140,548       |
| 24 Adjusted Patient Days                    | 68,386        | 67,749        | 69,133        | 71,476           | 72,814        |
| <b>ASSUMPTIONS</b>                          |               |               |               |                  |               |
| 25 FTEs (including HH & Contract)           | 802           | 832           | 845           | 847              | 850           |
| 26 Manhours Per Patient Day                 | 67.20         | 67.68         | 63.31         | 65.47            | 65.51         |
| 27 FTEs/Occupied Bed                        | 11.79         | 11.86         | 11.11         | 11.49            | 11.50         |
| 28 Manhours Per APD                         | 24.39         | 25.63         | 25.41         | 24.65            | 24.28         |
| 29 FTEs/Adjusted Patient Day                | 4.28          | 4.49          | 4.46          | 4.33             | 4.26          |
| 30 Across Wage Grades                       | 03/08/15      | 01/10/16      | 01/08/17      | n/a              | 01/06/19      |
| 31 Salary Increase                          | All 2.0%      | All 2.0%      | All 2.0%      | No Increase      | All 2.0%      |
| 32 Est'd Budget Year Impact                 | \$725,131     | \$908,616     | \$966,472     | \$0              | \$1,028,059   |
| 33 Dates of Rate Increase                   | 01-Jan-15     | 01-Jan-16     | 01-Jan-17     | 01-Jan-18        | 01-Jan-19     |
| 34 Rate Increase Percentage                 | 5%            | 5%            | 5%            | 5%               | 5%            |
| 35 Income from Operations                   | 11,785,482    | 13,941,518    | 11,925,983    | 13,738,157       | 13,889,404    |
| 36 Non-Operating Income                     | 489,725       | 563,333       | 656,198       | 1,405,656        | 1,561,596     |
| 37 Non-Operating Expenses                   | (6,331,000)   | (6,890,000)   | (9,065,000)   | (11,442,500)     | (12,350,000)  |
| 38 Net Income                               | 5,944,207     | 7,614,851     | 3,517,181     | 3,701,313        | 3,101,000     |
| 39 EBIDA                                    | 13,161,824    | 14,961,944    | 12,425,934    | 13,858,978       | 13,340,122    |
| 40 Operating Cash Margin %                  | 15.5%         | 16.1%         | 15.5%         | 16.6%            | 16.2%         |
| 41 Operating Margin                         | 9.6%          | 10.5%         | 8.9%          | 9.6%             | 9.3%          |

**WOOSTER COMMUNITY HOSPITAL**  
**2019 BUDGET VOLUME ASSUMPTIONS**

**Inpatient**

|                                      |               |        |
|--------------------------------------|---------------|--------|
| - Med/Surg - Peds - PCU              | Constant      | 35.1   |
| - ICU                                | Constant      | 4.4    |
| - Women's Pavilion                   | 4.0% Increase | 8.6    |
| - Inpatient Rehab                    | Constant      | 6.3    |
| - Transitional Care Unit             | Constant      | 19.6   |
| Total Adult & Pediatric Patient Days |               | 73.9   |
| - Nursery                            | 4.0% Increase | 7.2    |
| Total Patient Days                   |               | 81.1   |
| * Inpatient Surgery Cases            | 2.5% Increase | 1,472  |
| Outpatient Surgery Cases             | 2.0% Increase | 3,707  |
| Emergency Visits                     | 0.5% Increase | 34,552 |

\* Includes C-Sections

| Outpatient             | Increase/(Decrease) Activity |
|------------------------|------------------------------|
| Radiation Oncology     | 44%                          |
| Infusion Services      | 15%                          |
| Outreach Lab           | 10%                          |
| PET                    | 6%                           |
| Physician Phlebotomist | 5%                           |
| Home Health            | 5%                           |
| Breast Imaging         | 4%                           |
| Sleep Center           | 4%                           |
| Behavioral Health      | 3%                           |
| Ambulatory Care        | 2%                           |
| Cardiovascular         | 2%                           |
| Bone Densitometry      | 2%                           |
| Cardiac Rehab          | 2%                           |
| Retail Pharmacy        | 2%                           |
| Laboratory             | 2%                           |
| Wound Clinic           | 2%                           |
| Nuclear Medicine       | 1%                           |
| Nutritional Services   | 1%                           |
| Radiology-Main Campus  | 1%                           |
| Health & Wellness      | 1%                           |
| CT Scan                | 1%                           |
| Speech Therapy         | 1%                           |
| Physical Therapy       | -3%                          |
| Radiology-Milltown     | -3%                          |
| Radiology-Healthpoint  | -5%                          |
| Milltown Lab           | -6%                          |
| Medical Outpatient     | -7%                          |

**Remaining Activities - same level as 2018**

Endoscopy  
MRI  
Occupational Therapy  
Private Duty  
Pulmonary/ Neurology  
Special Procedures  
Ultrasound

**WOOSTER COMMUNITY HOSPITAL**  
**CURRENT YEAR COMPARED TO BUDGET**

|  | PROJECTED<br>2018 | BUDGET<br>2019 | INCREASE/<br>(DECREASE) |
|--|-------------------|----------------|-------------------------|
| 1 ROUTINE INPATIENT SERVICES               | 27,507,246        | 28,972,967     | 1,465,721               |
| 2 ANCILLARY INPATIENT SERVICES             | 81,937,139        | 85,981,026     | 4,043,887               |
| 3 <b>TOTAL INPATIENT REVENUE</b>           | 109,444,385       | 114,953,993    | 5,509,608               |
| 4 OUTPATIENT SERVICES                      | 183,438,541       | 195,192,287    | 11,753,746              |
| 5 <b>GROSS PATIENT REVENUE</b>             | 292,882,926       | 310,146,280    | 17,263,354              |
| <b>REVENUE DEDUCTIONS</b>                  |                   |                |                         |
| 6 CONTRACTUAL DEDUCTIONS                   | 147,178,013       | 158,387,635    | 11,209,622              |
| 7 CHARITY DEDUCTIONS                       | 522,400           | 750,244        | 227,844                 |
| 8 OTHER DEDUCTIONS                         | 206,687           | 218,870        | 12,183                  |
| 9 BAD DEBT                                 | 7,000,741         | 7,567,567      | 566,826                 |
| 10 <b>TOTAL REVENUE DEDUCTIONS</b>         | 154,907,841       | 166,924,316    | 12,016,475              |
| 11 <b>NET PATIENT REVENUE</b>              | 137,975,085       | 143,221,964    | 5,246,879               |
| 12 OTHER REVENUE                           | 5,771,040         | 5,914,403      | 143,363                 |
| 13 <b>TOTAL NET REVENUE</b>                | 143,746,125       | 149,136,367    | 5,390,242               |
| <b>OPERATING EXPENSES</b>                  |                   |                |                         |
| 14 SALARIES AND WAGES                      | 51,436,091        | 53,159,195     | 1,723,104               |
| 15 BENEFITS                                | 17,318,461        | 17,988,402     | 669,941                 |
| 16 FEES-PHYSICIANS & OTHER                 | 13,864,395        | 14,024,610     | 160,215                 |
| 17 SUPPLIES                                | 28,160,610        | 29,804,363     | 1,643,753               |
| 18 UTILITIES                               | 2,273,761         | 2,473,338      | 199,577                 |
| 19 REPAIRS & MAINTENANCE                   | 4,458,049         | 5,224,410      | 766,361                 |
| 20 LEASES AND RENTALS                      | 573,689           | 548,767        | (24,922)                |
| 21 TAXES, INSURANCE & RISK MANAGEMENT      | 1,055,258         | 1,067,340      | 12,082                  |
| 22 OTHER EXPENSE                           | 709,989           | 717,416        | 7,427                   |
| 23 <b>TOTAL OPERATING EXPENSES</b>         | 119,850,303       | 125,007,841    | 5,157,538               |
| 24 DEPRECIATION                            | 10,157,665        | 10,239,122     | 81,457                  |
| 25 <b>TOTAL OPERATING COSTS</b>            | 130,007,968       | 135,246,963    | 5,238,995               |
| 26 <b>OPERATING INCOME</b>                 | 13,738,157        | 13,889,404     | 151,247                 |
| <b>NON-OPERATING INCOME &amp; EXPENSES</b> |                   |                |                         |
| 27 INTEREST INCOME-OPERATING               | 169,703           | 162,678        | (7,025)                 |
| 28 INTEREST INCOME-PLANT                   | 1,235,953         | 1,398,918      | 162,965                 |
| 29 OTHER EXPENSE                           | (11,442,500)      | (12,350,000)   | 907,500                 |
| 30 <b>TOTAL NON-OPERATING INCOME</b>       | (10,036,844)      | (10,788,404)   | (751,560)               |
| 31 <b>NET INCOME</b>                       | 3,701,313         | 3,101,000      | (600,313)               |



**WOOSTER COMMUNITY HOSPITAL**  
**EXPENSES BY CATEGORY**

|                               | 2018<br>PROJECTED | 2019<br>BUDGET |
|-------------------------------|-------------------|----------------|
| <b>1 SALARIES &amp; WAGES</b> |                   |                |
| 2 SALARIES & WAGES            | 50,861,048        | 52,580,522     |
| 3 GAIN SHARING EXPENSE        | 575,043           | 578,673        |
| 4 TOTAL SALARIES & WAGES      | 51,436,091        | 53,159,195     |
| <b>5 BENEFITS</b>             |                   |                |
| 6 PERS                        | 7,065,776         | 7,302,433      |
| 7 WORKER'S COMPENSATION       | 23,059            | 231,174        |
| 8 MEDICARE                    | 737,485           | 756,329        |
| 9 QHR                         | 135,568           | 139,092        |
| 10 UNEMPLOYMENT               | 60,297            | 28,497         |
| 11 HEALTH & DENTAL INSURANCE  | 8,854,948         | 9,079,859      |
| 12 LIFE INSURANCE             | 27,388            | 27,394         |
| 13 DISABILITY INSURANCE       | 257,742           | 265,474        |
| 14 EDUCATIONAL ASSISTANCE     | 83,887            | 90,000         |
| 15 EMPLOYEE HEALTH            | 108               | 150            |
| 16 EMPLOYEE RELATIONS         | 72,203            | 68,000         |
| 17 TOTAL BENEFITS             | 17,318,461        | 17,988,402     |
| <b>18 FEES-OTHER</b>          |                   |                |
| 19 FEES- PHYSICIAN & OTHER    | 127,777           | 128,666        |
| 20 ADVERTISING                | 247,743           | 263,660        |
| 21 AUDITING                   | 42,031            | 43,500         |
| 22 MANAGEMENT FEES-QUORUM     | 399,591           | 411,406        |
| 23 LEGAL FEES                 | 169,322           | 75,672         |
| 24 PURCHASED SECURITY         | 292,630           | 303,508        |
| 25 OUTSIDE SERVICES           | 12,512,995        | 12,725,202     |
| 26 COMPLIANCE                 | 72,306            | 72,996         |
| 27 TOTAL FEES-OTHER           | 13,864,395        | 14,024,610     |
| <b>28 SUPPLIES</b>            |                   |                |
| 29 OFFICE SUPPLIES            | 66,038            | 67,916         |
| 30 COPIER SUPPLIES            | 10,847            | 11,141         |
| 31 CHARGEABLE SUPPLIES        | 11,671,005        | 11,750,239     |
| 32 DIRECT DEPT SUPPLIES       | 4,286,997         | 4,415,607      |
| 33 CONTRAST MEDIA             | 734,391           | 761,417        |
| 34 PRINTING FORMS             | 6,384             | 8,326          |
| 35 OXYGEN & OTHER SUPPLIES    | 25,544            | 25,570         |
| 36 DRUGS                      | 3,854,428         | 4,124,237      |
| 37 CHEMOTHERAPY               | 3,193,656         | 4,137,208      |

**WOOSTER COMMUNITY HOSPITAL**  
**EXPENSES BY CATEGORY**

|   | 2018<br>PROJECTED  | 2019<br>BUDGET     |
|---|--------------------|--------------------|
| 38 <b>SUPPLIES - CONTINUED</b>                  |                    |                    |
| 39 RETAIL PHARMACY                              | 2,428,559          | 2,631,829          |
| 40 FOOD   | 346,967            | 359,144            |
| 41 UNIFORM REPLACEMENT                          | 8,672              | 10,886             |
| 42 MINOR EQUIPMENT                              | 665,675            | 614,974            |
| 43 BLOOD PROCESSING                             | 644,025            | 668,433            |
| 44 FREIGHT                                      | 217,422            | 217,436            |
| 45 TOTAL SUPPLIES                               | <u>28,160,610</u>  | <u>29,804,363</u>  |
| 46 <b>UTILITIES</b>                             |                    |                    |
| 47 ELECTRICITY                                  | 1,475,745          | 1,619,843          |
| 48 FUEL   | 351,392            | 386,281            |
| 49 WATER  | 152,147            | 168,337            |
| 50 SEWER  | 122,263            | 135,410            |
| 51 TELEPHONE                                    | 172,214            | 163,467            |
| 52 TOTAL UTILITIES                              | <u>2,273,761</u>   | <u>2,473,338</u>   |
| 53 <b>REPAIRS AND MAINTENANCE</b>               |                    |                    |
| 54 REPAIR AND MAINTENANCE                       | 249,022            | 254,002            |
| 55 MAINTENANCE CONTRACTS                        | 4,196,273          | 4,957,399          |
| 56 TRUCK EXPENSE                                | 12,754             | 13,009             |
| 57 TOTAL REPAIRS & MAINTENANCE                  | <u>4,458,049</u>   | <u>5,224,410</u>   |
| 58 <b>LEASE/RENTAL</b>                          | 573,689            | 548,767            |
| 59 <b>TAXES &amp; INSURANCE</b>                 |                    |                    |
| 60 PROPERTY & LIABILITY & RISK MNGT             | 779,642            | 789,428            |
| 61 REAL ESTATE & FRANCHISE BED TAXES            | 275,616            | 277,912            |
| 62 TOTAL TAXES & INSURANCE                      | <u>1,055,258</u>   | <u>1,067,340</u>   |
| 63 <b>OTHER EXPENSES</b>                        |                    |                    |
| 64 EDUCATION & TRAVEL                           | 386,667            | 366,799            |
| 65 DUES AND SUBSCRIPTIONS                       | 267,477            | 286,117            |
| 66 POSTAGE                                      | 43,171             | 56,500             |
| 67 SCHOLARSHIPS                                 | 12,674             | 8,000              |
| 68 TOTAL OTHER EXPENSE                          | <u>709,989</u>     | <u>717,416</u>     |
| 69 <b>SUBTOTAL OPERATING EXPENSES W/O DEPR.</b> | <u>119,850,303</u> | <u>125,007,841</u> |
| 70 <b>DEPRECIATION</b>                          | <u>10,157,665</u>  | <u>10,239,122</u>  |
| 71 <b>TOTAL OPERATING EXPENSE</b>               | <u>130,007,968</u> | <u>135,246,963</u> |
| 72 <b>NON-OPERATING OTHER EXPENSE</b>           | 11,442,500         | 12,350,000         |
| 73 <b>TOTAL EXPENSES</b>                        | <u>141,450,468</u> | <u>147,596,963</u> |

## EXPLANATION OF INCREASES/DECREASES

### 2019 BUDGET COMPARED TO CURRENT YEAR

|  | Increase<br>(Decrease) |
|--|------------------------|
| <b><u>Patient Revenue</u></b>  |                        |
| <u>Routine Inpatient Services:</u><br>In addition to the proposed 5% price increase, we are predicting a slight increase in inpatient volume due to Women's Pavilion & Surgery.  | 1,465,721              |
| <u>Ancillary Inpatient Services:</u><br>In addition to the proposed 5% price increase, acute ancillary inpatient service volumes are also projected to increase due to Women's Pavilion & Surgery. Pharmaceutical and Medical Surgical charges directly correlate to their respective costs. | 4,043,887              |
| <b><u>Total Inpatient Revenue</u></b>  | 5,509,608              |
| <u>Outpatient Revenue:</u><br>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.   | 11,753,746             |
| <b><u>Total Patient Revenue:</u></b>   | 17,263,354             |
| <b><u>Revenue Deductions:</u></b>  |                        |
| <u>Contractual allowances:</u><br>The increase in contractual allowances is due to the increase in patient revenue. Contractual assumptions also reflect the Federal Fiscal Year 2019 Final Rules and a shift in payer mix.  | 11,209,622             |
| <u>Charity Deductions:</u><br>Increase corresponds to changes in patient revenue due to price and volume increases.  | 227,844                |
| <u>Other Deductions:</u><br>Increase corresponds to changes in patient revenue due to price and volume increases.  | 12,183                 |
| <u>Bad Debt</u><br>Increase corresponds to changes in patient revenue due to price and volume increases.   | 566,826                |
| <b><u>Total Revenue Deductions:</u></b>  | 12,016,475             |
| <b><u>Net Patient Revenue:</u></b>   | 5,246,879              |
| <u>Other Revenue:</u><br>Increase is due to a projected volume increase in Retail Pharmacy and office space rental for budgeted facility acquisition.  | 143,363                |
| <b><u>Total Net Revenue:</u></b>   | 5,390,242              |



## EXPLANATION OF INCREASES/DECREASES

### 2019 BUDGET COMPARED TO CURRENT YEAR

|  | Increase<br>(Decrease) |
|--|------------------------|
| <b><u>Operating Expenses:</u></b>  |                        |
| <u>Salaries &amp; Wages:</u><br>Increase is due to FTE's, a projected 2.0% wage increase and anticipated step increases in 2019 which together are estimated to result in an overall 3.7% increase. Gainsharing is budgeted at 4.0% of the projected operating margin.   | 1,723,104              |
| <u>Benefits:</u><br>Increase is primarily due to OPERS, Medicare, and Worker's compensation expenses. Worker's compensation, OPERS and Medicare expenses increase proportionately to the increase in salaries and wages for 2019. The hospital received a Worker's Compensation rebate in 2018 which is not being budgeted for 2019. | 669,941                |
| <u>Fees Physician &amp; Other:</u><br>Increase is due to collection expense which is based on a percent of net revenue, development fundraising, a HIPPA security assessment and a full year of medical necessity licensing fees.  | 160,215                |
| <u>Supplies:</u><br>Increase in supplies is due to anticipated increases in inpatient and outpatient volumes and inflation assumptions.  | 1,643,753              |
| <u>Utilities:</u><br>Increase in cost is primarily due to inflation and additional square footage related to budgeted facility acquisition which is partially offset by more efficient water tube boilers.   | 199,577                |
| <u>Repairs &amp; Maintenance:</u><br>Increase is primarily due to IT system maintenance and the expiration of warranties on diagnostic equipment for the Cath Lab, Imaging Services and Radiology Oncology which is partially offset by discontinuing maintenance on the Davinci robot.  | 766,361                |
| <u>Leases &amp; Rentals:</u><br>Decrease due to buyout of leased accudose machines.  | (24,922)               |
| <u>Taxes &amp; Insurance:</u><br>Increase is due to Property & Liability Insurance, projected Risk Management expenses and a slight increase in the Transitional Care Unit bed tax.  | 12,082                 |
| <u>Other Expenses:</u><br>Increase is mainly due to the projected 10% increase in Postage and Advanced Practice dues and subscriptions.  | 7,427                  |
| <u>Depreciation:</u><br>The increase is due to construction projects and new capital items purchased in 2018 that will have a full year of depreciation in 2019 and new 2019 capital purchases which is partially offset by items that will be fully depreciated in 2018.  | 81,457                 |
| <b><u>Total Operating Costs:</u></b>   | 5,238,995              |
| <b><u>Operating Income:</u></b>  | 151,247                |

**EXPLANATION OF INCREASES/DECREASES**  
**2019 BUDGET COMPARED TO CURRENT YEAR**

|   | Increase<br>(Decrease) |
|---|------------------------|
| <b><u>Non-Operating Income Expenses:</u></b>  |                        |
| <u>Interest Income - Operating Fund</u>   | (7,025)                |
| Decrease is due to an anticipated increase in the rate of return which is offset by<br>lower projected operating cash balances in 2019.   |                        |
| <u>Interest Income - Plant Fund</u>   | 162,965                |
| Increase is due to an anticipated increase in the rate of return.   |                        |
| <u>Other Expenses:</u>  | 907,500                |
| This account is used to transfer funds to the Wooster Community Hospital Foundation<br>for ongoing recruitment, transportation program and required support of physician<br>employment model. |                        |
| <b><u>Net Income:</u></b>   | (600,313)              |



## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2019

NET PATIENT SERVICE REVENUE: \$143,221,964

**DIRECT PATIENT CARE EXPENSE:**

|                                    |            |
|------------------------------------|------------|
| IV THERAPY                         | 91,319     |
| INFUSION SERVICES                  | 800,274    |
| MEDICAL OUTPATIENTS                | 137,835    |
| WOUND CENTER                       | 2,059,668  |
| FLOAT                              | 407,163    |
| PCU                                | 3,884,738  |
| MED/SURG-2                         | 2,040,107  |
| MED/SURG-3                         | 3,183,229  |
| ICU                                | 2,044,529  |
| WOMEN'S PAVILION                   | 5,543,986  |
| SCN- AKRON CHILDRENS COLLABORATION | 14,621     |
| INPATIENT REHAB                    | 1,111,092  |
| SURGERY                            | 12,269,072 |
| AMBULATORY CARE / P.A.C.U.         | 1,961,430  |
| ANESTHESIA                         | 658,422    |
| ENDOSCOPY                          | 835,410    |
| MEDICAL SUPPLIES EXPENSE           | 663        |
| EMERGENCY DEPARTMENT               | 4,154,586  |
| SANE NURSE PROGRAM                 | 65,326     |
| LABORATORY                         | 6,122,345  |
| MILLTOWN LABORATORY                | 81,798     |
| PHYSICIAN PHLEBOTOMY SERVICES      | 316,527    |
| LABORATORY OUTREACH                | 136,830    |
| WOMENS HEALTH BONE DENSITOMETRY    | 48,818     |
| RADIOLOGY                          | 1,819,992  |
| MILLTOWN RADIOLOGY                 | 97,030     |
| HEALTHPOINT RADIOLOGY              | 95,223     |
| ULTRASOUND                         | 561,182    |
| NUCLEAR MEDICINE                   | 1,061,217  |
| CAT SCAN                           | 1,275,943  |
| WOMENS BREAST HEALTH CENTER        | 444,715    |
| MRI                                | 374,093    |
| PET/CT                             | 171,149    |
| RADIATION ONCOLOGY                 | 1,376,703  |
| PHARMACY                           | 6,103,873  |
| PHARMACY ONCOLOGY                  | 5,266,429  |
| SLEEP LAB                          | 476,085    |
| PULMONARY/NEUROLOGY                | 2,520,983  |
| PHYSICAL THERAPY OUTPATIENT        | 1,944,758  |
| PHYSICAL THERAPY ACUTE             | 320,558    |
| PHYSICAL THERAPY REHAB             | 222,406    |
| PHYSICAL THERAPY TCU               | 336,184    |

## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2019

### DIRECT PATIENT CARE EXPENSE - CONTINUED:

|  |                  |
|--|------------------|
| SPEECH THERAPY OUTPATIENT                | 231,429          |
| SPEECH THERAPY ACUTE                     | 55,344           |
| SPEECH THERAPY REHAB                     | 84,431           |
| SPEECH THERAPY TCU                       | 139,029          |
| OCCUPATIONAL THERAPY OUTPATIENT          | 407,176          |
| OCCUPATIONAL THERAPY ACUTE               | 284,827          |
| OCCUPATIONAL THERAPY REHAB               | 197,428          |
| OCCUPATIONAL THERAPY TCU                 | 320,443          |
| CARDIAC REHAB                            | 230,102          |
| CARDIOVASCULAR                           | 1,082,801        |
| SPECIAL PROCEDURES                       | 4,306,944        |
| INTENSIVE OUTPATIENT PSYCHIATRIC THERAPY | 494,829          |
| NUTRITIONAL SERVICES                     | 562,493          |
| HOME HEALTH                              | 2,050,916        |
| TRANSITIONAL CARE UNIT                   | 2,297,036        |
| SOCIAL SERVICES                          | 718,703          |
| QUALITY MANAGEMENT                       | 1,890,516        |
|  | <hr/> 87,792,758 |

|   |                  |
|---|------------------|
| DIRECT PATIENT CARE CONTRIBUTION MARGIN | <hr/> 55,429,206 |
|---|------------------|

|                          |           |
|--------------------------|-----------|
| OTHER OPERATING REVENUE: | 5,914,403 |
|--------------------------|-----------|

### OTHER OPERATING SUPPORTING DEPARTMENT EXPENSES:

|                                   |                 |
|-----------------------------------|-----------------|
| ED-EMS                            | 81,867          |
| AMERICAN HEART CLASSES            | 81,226          |
| RETAIL PHARMACY                   | 2,853,806       |
| HEALTHPOINT HEALTH & WELLNESS     | 997,281         |
| PRIVATE DUTY                      | 367,227         |
| MILLTOWN PROFESSIONAL BUILDING    | 420,591         |
| ON CAMPUS MEDICAL OFFICE BUILDING | 209,090         |
| EAGLE PASS BUILDING               | 56,647          |
| HEALTHPOINT BUILDING              | 782,659         |
|                                   | <hr/> 5,850,394 |

|                                      |              |
|--------------------------------------|--------------|
| OTHER OPERATIONS CONTRIBUTION MARGIN | <hr/> 64,009 |
|--------------------------------------|--------------|

### OVERHEAD & SUPPORT SERVICE EXPENSES:

|                           |           |
|---------------------------|-----------|
| NURSING ADMINISTRATION    | 1,017,513 |
| ADVANCED PRACTICE NURSING | 587,850   |
| STERILE PROCESSING        | 795,036   |

## COMPARISON OF REVENUES AND EXPENSES BY DEPARTMENT BUDGET 2019

### OVERHEAD & SUPPORT SERVICE EXPENSES - CONTINUED:

|                               |                       |
|-------------------------------|-----------------------|
| HEALTH INFORMATION MANAGEMENT | 1,565,268             |
| FOOD SERVICE                  | 1,793,268             |
| PLANT OPERATIONS              | 9,022,706             |
| MAINTENANCE                   | 742,945               |
| MILLTOWN MAINTENANCE          | 2,493                 |
| HEALTHPOINT MAINTENANCE       | -                     |
| ENVIRONMENTAL SERVICES        | 2,901,200             |
| ACCOUNTING                    | 694,253               |
| CREDIT AND COLLECTION         | 1,087,770             |
| REGISTRATION                  | 1,482,434             |
| ED REGISTRATION               | 365,064               |
| PATIENT FINANCIAL SERVICES    | 1,817,642             |
| COMMUNICATIONS                | 346,662               |
| TELEHEALTH                    | 228,575               |
| TELECOMMUNICATIONS            | 297,119               |
| INFORMATION SYSTEMS           | 5,624,967             |
| CORPORATE CARE OF WOOSTER     | 168,738               |
| COMMUNITY CARE NETWORK/ACO    | 283,563               |
| EMPLOYEE HEALTH               | 97,098                |
| ADMINISTRATION                | 6,127,286             |
| HUMAN RESOURCES               | 1,277,519             |
| MEDICAL STAFF SERVICES        | 90,922                |
| MATERIALS MANAGEMENT          | 701,384               |
| MARKETING/TRANSPORTATION      | 856,027               |
| PHYSICIAN PRACTICE MANAGEMENT | (309,469)             |
| DEVELOPMENT                   | 325,997               |
| VOLUNTEER SERVICES            | 99,929                |
| INSURANCE                     | 678,386               |
| GAIN SHARING                  | 578,673               |
| LEGAL & TREASURY ALLOCATION   | 72,000                |
| FACILITY ACQUISITION          | 151,609               |
| PROPERTY 708 WINTER STREET    | 9,342                 |
| PROPERTY 720 WINTER STREET    | 8,955                 |
| FRIENDSVILLE ROAD PROPERTY    | 4,523                 |
| 1734 GASCHÉ STREET            | 3,524                 |
| 1710 GASCHÉ STREET            | 5,040                 |
|                               | <hr/> 41,603,811      |
| OPERATING MARGIN:             | <hr/> 13,889,404      |
| INVESTMENT INCOME             | 1,561,596             |
| WCH FOUNDATION                | (12,350,000)          |
|                               | <hr/> (10,788,404)    |
| NET INCOME                    | <hr/> <hr/> 3,101,000 |



**2019 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS**

|                                       | 2018<br>THRU 10/31/18 |               |             |               | 2019<br>BUDGETED FTEs |               |             |               |
|---------------------------------------|-----------------------|---------------|-------------|---------------|-----------------------|---------------|-------------|---------------|
|                                       | WORKED                | PAID          | CONTRACT    | TOTAL         | WORKED                | PAID          | CONTRACT    | TOTAL         |
|                                       | FTEs                  | FTEs          | FTEs        | PAID<br>FTEs  | FTEs                  | FTEs          | FTEs        | PAID<br>FTEs  |
| <b>NURSING SERVICES - SHELLY HUFF</b> |                       |               |             |               |                       |               |             |               |
| NURSING ADMINISTRATION                | 7.50                  | 8.50          | 0.00        | 8.50          | 7.07                  | 8.01          | 0.00        | 8.01          |
| EDUCATION & PRACTICE                  | 2.92                  | 3.37          | 0.00        | 3.37          | 3.21                  | 3.70          | 0.00        | 3.70          |
| INFUSION SERVICES                     | 5.32                  | 5.91          | 0.24        | 6.15          | 4.96                  | 5.51          | 0.24        | 5.75          |
| MEDICAL OUTPATIENTS                   | 1.68                  | 1.81          | 0.00        | 1.81          | 1.21                  | 1.30          | 0.00        | 1.30          |
| FLOAT NURSE                           | 1.94                  | 3.24          | 0.00        | 3.24          | 2.93                  | 4.90          | 0.00        | 4.90          |
| PCU                                   | 39.85                 | 44.45         | 0.00        | 44.45         | 38.97                 | 43.47         | 0.00        | 43.47         |
| MED/SURG - 2                          | 14.86                 | 18.78         | 0.00        | 18.78         | 14.88                 | 18.80         | 0.00        | 18.80         |
| MED/SURG - 3                          | 32.03                 | 35.18         | 0.00        | 35.18         | 31.04                 | 34.09         | 0.00        | 34.09         |
| ICU                                   | 17.71                 | 20.21         | 0.00        | 20.21         | 16.72                 | 19.08         | 0.00        | 19.08         |
| WOMEN'S PAVILION                      | 42.33                 | 47.44         | 0.00        | 47.44         | 42.96                 | 48.14         | 0.00        | 48.14         |
| SCN AKRON CHILDRENS                   | 0.00                  | 0.00          | 0.00        | 0.00          | 0.00                  | 0.00          | 0.00        | 0.00          |
| INPATIENT REHAB                       | 11.95                 | 12.91         | 0.00        | 12.91         | 11.13                 | 12.02         | 0.00        | 12.02         |
| SURGERY                               | 29.36                 | 34.11         | 0.00        | 34.11         | 28.97                 | 33.66         | 0.00        | 33.66         |
| AMBULATORY CARE/PACU                  | 14.51                 | 16.35         | 0.00        | 16.35         | 15.78                 | 17.78         | 0.00        | 17.78         |
| ENDOSCOPY                             | 4.23                  | 4.70          | 0.00        | 4.70          | 4.22                  | 4.69          | 0.00        | 4.69          |
| STERILE PROCESSING                    | 7.55                  | 8.56          | 0.00        | 8.56          | 7.57                  | 8.58          | 0.00        | 8.58          |
| AMERICAN HEART                        | 0.38                  | 0.45          | 0.00        | 0.45          | 0.51                  | 0.60          | 0.00        | 0.60          |
| EMERGENCY DEPARTMENT                  | 39.59                 | 43.34         | 0.00        | 43.34         | 37.45                 | 41.00         | 0.00        | 41.00         |
| SANE NURSE                            | 0.26                  | 0.26          | 0.00        | 0.26          | 0.29                  | 0.29          | 0.00        | 0.29          |
| EMERGENCY - EMS                       | 0.40                  | 0.45          | 0.00        | 0.45          | 0.54                  | 0.60          | 0.00        | 0.60          |
| TRANSPORT TEAM                        | 0.00                  | 0.00          | 0.00        | 0.00          | 0.00                  | 0.00          | 0.00        | 0.00          |
| PHARMACY                              | 15.41                 | 17.01         | 0.00        | 17.01         | 16.44                 | 18.15         | 0.00        | 18.15         |
| ONCOLOGY PHARMACY                     | 1.50                  | 1.62          | 0.00        | 1.62          | 1.86                  | 2.00          | 0.00        | 2.00          |
| RETAIL PHARMACY                       | 3.00                  | 3.36          | 0.00        | 3.36          | 3.35                  | 3.75          | 0.00        | 3.75          |
| CARDIAC REHAB                         | 2.39                  | 2.44          | 0.00        | 2.44          | 2.28                  | 2.32          | 0.00        | 2.32          |
| CARDIO/VASCULAR                       | 8.75                  | 9.81          | 0.00        | 9.81          | 8.31                  | 9.32          | 0.00        | 9.32          |
| SPECIAL PROCEDURES                    | 7.98                  | 8.84          | 0.00        | 8.84          | 8.03                  | 8.90          | 0.00        | 8.90          |
| HOME HEALTH                           | 17.03                 | 19.91         | 0.00        | 19.91         | 17.03                 | 19.91         | 0.00        | 19.91         |
| PRIVATE DUTY                          | 0.82                  | 1.05          | 6.51        | 7.56          | 0.78                  | 1.00          | 6.51        | 7.51          |
| TRANSITIONAL CARE UNIT                | 25.44                 | 27.30         | 0.00        | 27.30         | 25.17                 | 27.00         | 0.00        | 27.00         |
| <b>TOTAL NURSING SERVICES FTEs</b>    | <b>356.71</b>         | <b>401.36</b> | <b>6.75</b> | <b>408.11</b> | <b>353.64</b>         | <b>398.57</b> | <b>6.75</b> | <b>405.32</b> |

**2019 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS**

|  | 2018<br>THRU 10/31/18 |               |                  |                       | 2019<br>BUDGETED FTEs |               |                  |                       |
|--|-----------------------|---------------|------------------|-----------------------|-----------------------|---------------|------------------|-----------------------|
|  | WORKED<br>FTEs        | PAID<br>FTEs  | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs | WORKED<br>FTEs        | PAID<br>FTEs  | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs |
| <b>CLINICAL SERVICES - CRAIG SHERMAN</b> |                       |               |                  |                       |                       |               |                  |                       |
| WOUND CARE                               | 2.18                  | 2.44          | 6.38             | 8.82                  | 2.07                  | 2.32          | 6.38             | 8.70                  |
| LABORATORY                               | 33.43                 | 36.81         | 0.00             | 36.81                 | 30.88                 | 34.00         | 0.00             | 34.00                 |
| MILLTOWN LABORATORY                      | 0.01                  | 0.01          | 0.00             | 0.01                  | 1.40                  | 1.40          | 0.00             | 1.40                  |
| EAGLE PASS LAB                           | 0.00                  | 0.00          | 0.00             | 0.00                  | 0.00                  | 0.00          | 0.00             | 0.00                  |
| PHYSICIAN PHLEBOTOMIST                   | 4.22                  | 5.03          | 0.00             | 5.03                  | 4.80                  | 5.73          | 0.00             | 5.73                  |
| OUTREACH LAB                             | 2.22                  | 2.26          | 0.00             | 2.26                  | 2.06                  | 2.10          | 0.00             | 2.10                  |
| WSC BONE DENSITOMETRY                    | 0.48                  | 0.57          | 0.00             | 0.57                  | 0.50                  | 0.60          | 0.00             | 0.60                  |
| RADIOLOGY                                | 15.42                 | 17.44         | 0.00             | 17.44                 | 14.91                 | 16.86         | 0.00             | 16.86                 |
| MILLTOWN RADIOLOGY                       | 0.99                  | 1.20          | 0.00             | 1.20                  | 0.91                  | 1.10          | 0.00             | 1.10                  |
| HEALTHPOINT RADIOLOGY                    | 0.91                  | 0.94          | 0.00             | 0.94                  | 0.87                  | 0.90          | 0.00             | 0.90                  |
| ULTRASOUND                               | 3.90                  | 4.21          | 0.00             | 4.21                  | 4.03                  | 4.35          | 0.00             | 4.35                  |
| NUCLEAR MEDICINE                         | 1.89                  | 2.13          | 0.00             | 2.13                  | 1.88                  | 2.12          | 0.00             | 2.12                  |
| CAT SCAN                                 | 7.19                  | 8.31          | 0.00             | 8.31                  | 7.82                  | 9.04          | 0.00             | 9.04                  |
| WSC BREAST IMAGING                       | 2.18                  | 2.41          | 0.00             | 2.41                  | 2.31                  | 2.56          | 0.00             | 2.56                  |
| BREAST IMAGING INPATIENT                 | 0.08                  | 0.08          | 0.00             | 0.08                  | 0.00                  | 0.00          | 0.00             | 0.00                  |
| MRI                                      | 2.86                  | 3.10          | 0.00             | 3.10                  | 2.84                  | 3.08          | 0.00             | 3.08                  |
| RADIATION ONCOLOGY                       | 2.69                  | 2.92          | 0.00             | 2.92                  | 3.04                  | 3.30          | 0.00             | 3.30                  |
| SLEEP LAB                                | 4.19                  | 4.31          | 0.00             | 4.31                  | 4.14                  | 4.26          | 0.00             | 4.26                  |
| PULMONARY/NEUROLOGY                      | 21.65                 | 24.46         | 0.00             | 24.46                 | 21.57                 | 24.37         | 0.00             | 24.37                 |
| NUTRITIONAL SERVICES                     | 5.60                  | 6.11          | 0.00             | 6.11                  | 5.80                  | 6.33          | 0.00             | 6.33                  |
| FOOD SERVICES                            | 22.58                 | 25.27         | 0.00             | 25.27                 | 23.31                 | 26.09         | 0.00             | 26.09                 |
| PLANT OPERATIONS                         | 7.10                  | 7.76          | 6.19             | 13.95                 | 6.90                  | 7.55          | 6.19             | 13.74                 |
| MAINTENANCE                              | 7.41                  | 8.60          | 0.00             | 8.60                  | 8.42                  | 9.77          | 0.00             | 9.77                  |
| MILLTOWN MAINTENANCE                     | 0.00                  | 0.00          | 0.00             | 0.00                  | 0.00                  | 0.00          | 0.00             | 0.00                  |
| HEALTHPOINT MAINTENANCE                  | 0.00                  | 0.00          | 0.00             | 0.00                  | 0.00                  | 0.00          | 0.00             | 0.00                  |
| ENVIRONMENTAL SERVICES                   | 31.37                 | 34.74         | 1.93             | 36.67                 | 34.38                 | 38.07         | 1.93             | 40.00                 |
| MILLTOWN ENVIRONMENTAL SERVICES          | 0.92                  | 0.96          | 0.00             | 0.96                  | 2.09                  | 2.18          | 0.00             | 2.18                  |
| ON-CAMPUS ENVIRONMENTAL                  | 0.00                  | 0.00          | 0.00             | 0.00                  | 0.00                  | 3.20          | 0.00             | 3.20                  |
| HEALTHPOINT ENVIRONMENTAL SERVICES       | 2.47                  | 2.69          | 0.00             | 2.69                  | 0.00                  | 0.00          | 0.00             | 0.00                  |
| <b>TOTAL CLINICAL SERVICES FTEs</b>      | <b>183.94</b>         | <b>204.76</b> | <b>14.50</b>     | <b>219.26</b>         | <b>186.95</b>         | <b>211.28</b> | <b>14.50</b>     | <b>225.78</b>         |

**2019 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS**

|   | 2018<br>THRU 10/31/18 |              |                  |                       | 2019<br>BUDGETED FTEs |              |                  |                       |
|---|-----------------------|--------------|------------------|-----------------------|-----------------------|--------------|------------------|-----------------------|
|   | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs |
| <b>CLINICAL SERVICES - WILLIAM SHERON</b> |                       |              |                  |                       |                       |              |                  |                       |
| HEALTHPOINT PHYSICAL THERAPY              | 15.41                 | 17.37        | 0.00             | 17.37                 | 14.90                 | 16.79        | 0.00             | 16.79                 |
| PHYSICAL THERAPY INPATIENT ACUTE          | 2.40                  | 2.73         | 0.00             | 2.73                  | 2.42                  | 2.75         | 0.00             | 2.75                  |
| PT INPT REHAB                             | 1.61                  | 1.73         | 0.00             | 1.73                  | 1.69                  | 1.82         | 0.00             | 1.82                  |
| PT TCU                                    | 3.07                  | 3.43         | 0.00             | 3.43                  | 2.98                  | 3.33         | 0.00             | 3.33                  |
| HEALTHPOINT SPEECH THERAPY                | 1.67                  | 1.78         | 0.00             | 1.78                  | 1.92                  | 2.04         | 0.00             | 2.04                  |
| SPEECH THERAPY INPATIENT ACUTE            | 0.38                  | 0.38         | 0.00             | 0.38                  | 0.43                  | 0.43         | 0.00             | 0.43                  |
| SPEECH IP REHAB                           | 0.38                  | 0.60         | 0.00             | 0.60                  | 0.44                  | 0.70         | 0.00             | 0.70                  |
| SPEECH TCU                                | 1.25                  | 1.42         | 0.00             | 1.42                  | 1.10                  | 1.25         | 0.00             | 1.25                  |
| HEALTHPOINT OCCUPATIONAL THERAPY          | 3.14                  | 3.45         | 0.00             | 3.45                  | 3.18                  | 3.49         | 0.00             | 3.49                  |
| OCCUPATIONAL THERAPY INPATIENT ACUTE      | 2.29                  | 2.56         | 0.00             | 2.56                  | 2.31                  | 2.59         | 0.00             | 2.59                  |
| OT INPT REHAB                             | 1.48                  | 1.73         | 0.00             | 1.73                  | 1.56                  | 1.82         | 0.00             | 1.82                  |
| OT TCU                                    | 3.13                  | 3.32         | 0.00             | 3.32                  | 2.99                  | 3.17         | 0.00             | 3.17                  |
| HEALTHPOINT HEALTH & WELLNESS             | 11.24                 | 12.68        | 0.27             | 12.95                 | 11.76                 | 13.27        | 0.27             | 13.54                 |
| CORPORATE CARE OF WOOSTER                 | 1.92                  | 2.06         | 0.00             | 2.06                  | 2.10                  | 2.25         | 0.00             | 2.25                  |
| <b>TOTAL CLINICAL SERVICES FTEs</b>       | <b>49.37</b>          | <b>55.24</b> | <b>0.27</b>      | <b>55.51</b>          | <b>49.78</b>          | <b>55.70</b> | <b>0.27</b>      | <b>55.97</b>          |
| <b>FISCAL SERVICES - SCOTT BOYES</b>      |                       |              |                  |                       |                       |              |                  |                       |
| HEALTH INFORMATION MANAGEMENT             | 13.34                 | 14.68        | 0.75             | 15.43                 | 12.90                 | 14.20        | 0.75             | 14.95                 |
| GENERAL ACCOUNTING                        | 6.82                  | 7.71         | 0.00             | 7.71                  | 7.08                  | 8.00         | 0.00             | 8.00                  |
| REGISTRATION                              | 22.00                 | 25.45        | 0.00             | 25.45                 | 21.90                 | 25.33        | 0.00             | 25.33                 |
| ED REGISTRATION                           | 5.92                  | 6.70         | 0.00             | 6.70                  | 6.24                  | 7.07         | 0.00             | 7.07                  |
| PATIENT FINANCIAL SERVICES                | 20.35                 | 22.81        | 0.00             | 22.81                 | 20.86                 | 23.39        | 0.00             | 23.39                 |
| COMMUNICATIONS                            | 4.67                  | 5.31         | 0.00             | 5.31                  | 4.76                  | 5.41         | 0.00             | 5.41                  |
| MATERIALS MANAGEMENT                      | 4.94                  | 5.84         | 0.00             | 5.84                  | 4.76                  | 5.62         | 0.00             | 5.62                  |
| <b>TOTAL FISCAL SERVICES FTEs</b>         | <b>78.04</b>          | <b>88.50</b> | <b>0.75</b>      | <b>89.25</b>          | <b>78.50</b>          | <b>89.02</b> | <b>0.75</b>      | <b>89.77</b>          |



**2019 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS**

|   | 2018<br>THRU 10/31/18 |              |                  |                       | 2019<br>BUDGETED FTEs |              |                  |                       |
|---|-----------------------|--------------|------------------|-----------------------|-----------------------|--------------|------------------|-----------------------|
|   | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs |
| <b>ADMINISTRATIVE SERVICES - WILLIAM SHERON</b> |                       |              |                  |                       |                       |              |                  |                       |
| COMMUNITY CARE NETWORK/ACO                      | 2.87                  | 3.16         | 0.00             | 3.16                  | 2.86                  | 3.15         | 0.00             | 3.15                  |
| ADMINISTRATION                                  | 6.01                  | 6.96         | 1.00             | 7.96                  | 5.53                  | 6.40         | 1.00             | 7.40                  |
| DEVELOPMENT                                     | 0.89                  | 1.00         | 0.00             | 1.00                  | 0.89                  | 1.00         | 0.00             | 1.00                  |
| MARKETING                                       | 6.13                  | 6.67         | 0.00             | 6.67                  | 6.40                  | 6.96         | 0.00             | 6.96                  |
| PHYSICIAN PRACTICE                              | 0.98                  | 1.33         | 0.00             | 1.33                  | 0.73                  | 1.00         | 0.00             | 1.00                  |
| DISATER   | 0.43                  | 0.43         | 0.00             | 0.43                  | 0.00                  | 0.00         | 0.00             | 0.00                  |
| <b>TOTAL ADMINISTRATIVE SERVICES</b>            | <b>17.32</b>          | <b>19.55</b> | <b>1.00</b>      | <b>20.55</b>          | <b>16.42</b>          | <b>18.51</b> | <b>1.00</b>      | <b>19.51</b>          |
| <b>QUALITY MANAGEMENT - KATHY SIFFERLIN</b>     |                       |              |                  |                       |                       |              |                  |                       |
| SOCIAL SERVICES                                 | 6.41                  | 7.10         | 0.00             | 7.10                  | 7.37                  | 8.16         | 0.00             | 8.16                  |
| OUTPATIENT PSYCHIATRIC THERAPY                  | 4.41                  | 4.91         | 0.00             | 4.91                  | 4.40                  | 4.90         | 0.00             | 4.90                  |
| QUALITY MANAGEMENT                              | 11.54                 | 12.95        | 0.00             | 12.95                 | 12.86                 | 14.43        | 0.00             | 14.43                 |
| MEDICAL STAFF SERVICES                          | 0.00                  | 0.00         | 0.00             | 0.00                  | 0.00                  | 0.00         | 0.00             | 0.00                  |
| <b>TOTAL QUALITY MANAGEMENT FTE'S</b>           | <b>22.36</b>          | <b>24.96</b> | <b>0.00</b>      | <b>24.96</b>          | <b>24.63</b>          | <b>27.49</b> | <b>0.00</b>      | <b>27.49</b>          |
| <b>INFORMATION TECHNOLOGY -</b>                 |                       |              |                  |                       |                       |              |                  |                       |
| TELECOMMUNICATIONS                              | 0.55                  | 0.60         | 0.00             | 0.60                  | 0.64                  | 0.70         | 0.00             | 0.70                  |
| INFORMATION SERVICES                            | 15.48                 | 17.60        | 0.00             | 17.60                 | 17.06                 | 19.40        | 0.00             | 19.40                 |
| DIGITAL HEALTH                                  | 0.00                  | 0.00         | 0.00             | 0.00                  | 0.44                  | 0.50         | 0.00             | 0.50                  |
| <b>TOTAL INFORMATION TECHNOLOGY FTE'S</b>       | <b>16.02</b>          | <b>18.20</b> | <b>0.00</b>      | <b>18.20</b>          | <b>18.14</b>          | <b>20.60</b> | <b>0.00</b>      | <b>20.60</b>          |
| <b>HUMAN RESOURCES - MARLON TAYLOR</b>          |                       |              |                  |                       |                       |              |                  |                       |
| EMPLOYEE HEALTH                                 | 0.56                  | 0.63         | 0.00             | 0.63                  | 0.54                  | 0.60         | 0.00             | 0.60                  |
| HUMAN RESOURCES                                 | 3.17                  | 4.05         | 0.00             | 4.05                  | 3.13                  | 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                                  | 0.00                  | 0.00         | 0.00             | 0.00                  | 0.00                  | 0.00         | 0.00             | 0.00                  |
| VOLUNTEER SERVICES                              | 0.89                  | 1.02         | 0.00             | 1.02                  | 0.87                  | 1.00         | 0.00             | 1.00                  |
| <b>TOTAL HUMAN RESOURCES FTEs</b>               | <b>4.62</b>           | <b>5.70</b>  | <b>0.00</b>      | <b>5.70</b>           | <b>4.54</b>           | <b>5.60</b>  | <b>0.00</b>      | <b>5.60</b>           |

2019 SALARY BUDGET (HOSPITAL SUMMARY)  
BUDGET YEAR LABOR DATA PROJECTIONS

|                                    | 2018<br>THRU 10/31/18 |              |                  |                       | 2019<br>BUDGETED FTEs |              |                  |                       |
|------------------------------------|-----------------------|--------------|------------------|-----------------------|-----------------------|--------------|------------------|-----------------------|
|                                    | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs | WORKED<br>FTEs        | PAID<br>FTEs | CONTRACT<br>FTEs | TOTAL<br>PAID<br>FTEs |
| TOTAL NURSING SERVICES FTEs        | 356.71                | 401.36       | 6.75             | 408.11                | 353.64                | 398.57       | 6.75             | 405.32                |
| TOTAL CLINICAL SERVICES FTEs       | 233.31                | 260.00       | 14.77            | 274.77                | 236.73                | 266.98       | 14.77            | 281.75                |
| TOTAL FISCAL SERVICES FTEs         | 78.04                 | 88.50        | 0.75             | 89.25                 | 78.50                 | 89.02        | 0.75             | 89.77                 |
| TOTAL ADMINISTRATIVE FTEs          | 17.32                 | 19.55        | 1.00             | 20.55                 | 16.42                 | 18.51        | 1.00             | 19.51                 |
| TOTAL QUALITY MANAGEMENT FTE'S     | 22.36                 | 24.96        | 0.00             | 24.96                 | 24.63                 | 27.49        | 0.00             | 27.49                 |
| TOTAL INFORMATION TECHNOLOGY FTE'S | 16.02                 | 18.20        | 0.00             | 18.20                 | 18.14                 | 20.60        | 0.00             | 20.60                 |
| TOTAL HUMAN RESOURCES FTEs         | 4.62                  | 5.70         | 0.00             | 5.70                  | 4.54                  | 5.60         | 0.00             | 5.60                  |
| TOTAL HOSPITAL FTEs                | 728.38                | 818.27       | 23.27            | 841.54                | 732.59                | 826.77       | 23.27            | 850.04                |



# WOOSTER COMMUNITY HOSPITAL

2019 - 2023 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 26<sup>TH</sup>

2019

2020

2021

## 2018 CARRYOVER CAPITAL ITEMS

### EMERGENCY DEPARTMENT

|                                    |          |  |  |
|------------------------------------|----------|--|--|
| Motorized Carts with Bedscales (5) | \$90,000 |  |  |
|------------------------------------|----------|--|--|

### INFORMATION SYSTEMS

|                         |          |  |  |
|-------------------------|----------|--|--|
| Meaningful Use Rollover | \$90,500 |  |  |
| Telehealth Equipment    | \$20,500 |  |  |

### PHARMACY

|                              |           |  |  |
|------------------------------|-----------|--|--|
| Automated Med Disp. Cabinets | \$120,000 |  |  |
|------------------------------|-----------|--|--|

### PLANT OPERATIONS

|   |           |  |  |
|---|-----------|--|--|
| Renovate HealthPoint Ortho & Imaging Suite      | \$445,000 |  |  |
| Emergency Department Renovation/Expansion       | \$150,000 |  |  |
| 1950 Building Front Stoop Renovation            | \$100,000 |  |  |
| EaglePass Renovation                            | \$60,000  |  |  |
| Surgery Services Reno & Expansion Prof. Design  | \$50,000  |  |  |
| Milltown Prof Building HVAC Replacement         | \$35,000  |  |  |
| 1950 Building Air Conditioning Unit Replacement | \$30,000  |  |  |
| House Repairs                                   | \$15,000  |  |  |
| Window Blinds/Frosting for Women's Pavilion     | \$11,000  |  |  |
| Surgical Services Humidity Control Prof. Design | \$8,000   |  |  |

### REHAB SERVICES/HEALTHPOINT

|                          |          |  |  |
|--------------------------|----------|--|--|
| Core/LE Strength Machine | \$20,000 |  |  |
|--------------------------|----------|--|--|

### SLEEP CENTER

|                     |         |  |  |
|---------------------|---------|--|--|
| Disinfecting System | \$9,500 |  |  |
|---------------------|---------|--|--|

### WOMENS PAVILION

|                        |          |  |  |
|------------------------|----------|--|--|
| Labor Beds             | \$49,000 |  |  |
| Mini Telemetry Monitor | \$7,500  |  |  |

### TOTAL 2018 CARRYOVER

|  |                    |  |  |
|--|--------------------|--|--|
|  | <u>\$1,311,000</u> |  |  |
|--|--------------------|--|--|

## 2019 - 2021 Capital Budget Itemized Request/Projections - REGULAR CAPITAL

### ANESTHESIA

|  |          |             |  |
|--|----------|-------------|--|
| BIS Monitor                                | \$10,000 |             |  |
| Anesthesia System                          |          | \$1,125,000 |  |
| Anesthesia Electronic Health Record System |          | \$150,000   |  |

### CARDIAC REHAB

|                            |         |  |  |
|----------------------------|---------|--|--|
| Scottcare Software Upgrade | \$3,800 |  |  |
|----------------------------|---------|--|--|

### CARDIOVASCULAR

|   |           |           |  |
|---|-----------|-----------|--|
| Vascular Ultrasound System                    | \$242,000 |           |  |
| TEE Probe                                     | \$23,000  |           |  |
| Echo Ultrasound System                        |           | \$190,000 |  |
| Diagnostic Guidance tool for Echocardiography |           | \$70,000  |  |

# WOOSTER COMMUNITY HOSPITAL

2019 - 2023 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 26<sup>TH</sup>

|  | <u>2019</u> | <u>2020</u> | <u>2021</u> |
|--|-------------|-------------|-------------|
| <b>DIETARY</b>                                     |             |             |             |
| Nutritional Services Support System                | \$120,000   |             |             |
| Work Tables and Prep Area                          | \$25,000    |             |             |
| Induction Charger for Heated Plate Bases           | \$12,000    |             |             |
| Thermal Pellet Bases/Underliner                    | \$8,000     |             |             |
| Conveyor Dishwasher System                         |             | \$50,000    |             |
| Dishwasher Hood                                    |             | \$30,000    |             |
| Reach-In Freezer                                   |             |             | \$13,000    |
| <b>EMERGENCY DEPARTMENT</b>                        |             |             |             |
| Door Security Badge Readers                        | \$19,000    | \$20,500    |             |
| EMS Protocol Software System                       | \$11,500    |             |             |
| Nurse Call System                                  |             | \$78,000    |             |
| <b>ENDOSCOPY</b>                                   |             |             |             |
| Gastrovideoscope                                   |             | \$22,500    |             |
| Endoscope Drying Cabinet                           |             | \$4,500     |             |
| ERCP Cart  |             |             | \$5,000     |
| Bronch Cart  |             |             | \$5,000     |
| EBUS Cart  |             |             | \$5,000     |
| <b>ENVIRONMENTAL SERVICES</b>                      |             |             |             |
| Ultraviolet Disinfectant System                    | \$33,000    |             |             |
| Carpet Cleaner                                     | \$7,000     |             |             |
| <b>IMAGING SERVICES</b>                            |             |             |             |
| Surgical C- Arm                                    | \$173,500   |             |             |
| Portable X-ray Unit                                | \$166,000   |             |             |
| Ultrasound for OB/GYN                              | \$149,000   |             |             |
| Stereotactic Body Rad. Therapy Patient Positioning | \$22,000    |             |             |
| Image Exchange Portal                              | \$17,500    |             |             |
| MRI Unit   |             | \$1,200,000 |             |
| 3D Post Imaging Processing System                  |             | \$145,500   |             |
| DR Panel   |             | \$78,500    |             |
| MRI Injector                                       |             | \$51,000    |             |
| CT Biospy Unit                                     |             |             | \$675,000   |
| 3D Mammography                                     |             |             | \$349,000   |
| Ultrasound Unit                                    |             |             | \$310,000   |
| <b>INFORMATION SYSTEMS</b>                         |             |             |             |
| Phone System                                       | \$287,000   |             |             |
| Network & Servers                                  | \$257,000   | \$250,000   | \$250,000   |
| Meditech Quailty Surveillance                      | \$171,000   |             |             |
| Mobile Application for WCH Health System           | \$100,000   |             |             |
| 3D Medication Barcode Scanners                     | \$96,000    |             |             |
| HIPAA & Security 2019                              | \$82,000    |             |             |
| Telehealth Equipment                               | \$50,000    |             |             |
| Meditech Critical Care                             |             | \$77,000    |             |
| <b>INPATIENT REHAB</b>                             |             |             |             |
| Patient Call System support IP Rehab & Sleep       | \$67,500    |             |             |

# WOOSTER COMMUNITY HOSPITAL

2019 - 2023 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 26<sup>TH</sup>

|  | <u>2019</u> | <u>2020</u> | <u>2021</u> |
|--|-------------|-------------|-------------|
| <b>ICU</b>   |             |             |             |
| Abdominal Ultrasound Probe                         | \$4,000     |             |             |
| Bedside Tables                                     |             | \$4,000     |             |
| Bariatric Recliner                                 |             |             | \$5,000     |
| <b>LABORATORY</b>                                  |             |             |             |
| Hematology Analyzer                                | \$150,000   |             |             |
| Diagnostica Stago Analyzer                         | \$86,000    |             |             |
| Digital Pathology Microscope                       | \$50,000    |             |             |
| Ortho Provue Analyzer                              |             | \$150,000   |             |
| Osmometer  |             | \$15,000    |             |
| <b>MARKETING</b>                                   |             |             |             |
| Digital Sign Upgrade - Milltown Road               | \$16,000    |             |             |
| Software & Monitors for Internal Digital Marketing | \$7,000     |             |             |
| Digital Sign - Back Orrville Road                  |             | \$55,000    |             |
| Van Replacement                                    |             | \$26,000    |             |
| Van Replacement 14-Passenger                       |             |             | \$26,000    |
| <b>MED/SURG PATIENT UNITS</b>                      |             |             |             |
| Telemetry System Expansino                         | \$22,000    |             |             |
| EVS Curtains (MS3)                                 | \$7,000     |             |             |
| EVS Curtains (MS2)                                 | \$4,500     |             |             |
| <b>PATIENT ACCESS</b>                              |             |             |             |
| Lobby Furniture - Ground Floor                     | \$29,000    |             |             |
| <b>PROGRESSIVE CARE UNIT</b>                       |             |             |             |
| Patient Room Curtains                              | \$8,000     |             |             |
| <b>PHARMACY</b>                                    |             |             |             |
| Automated Med Disp. Cabinets for Emerg. Dept.      | \$60,000    |             |             |
| <b>RETAIL PHARMACY</b>                             |             |             |             |
| Retail Pharmacy Operating System                   | \$5,000     |             |             |
| <b>PLANT OPERATIONS</b>                            |             |             |             |
| Cafeteria Renovation                               | \$450,000   |             |             |
| Milltown Suite 101 Renovation                      | \$350,000   | \$300,000   |             |
| Multi-Specialty Suite Renovation                   | \$300,000   |             |             |
| Additional Ground Floor Public Restrooms           | \$150,000   |             |             |
| Vacated Ground Floor 1950 Bldg HVAC Project        | \$100,000   |             |             |
| Milltown Interior Renovation                       | \$100,000   |             |             |
| 50 Building Front Stoop Renovation                 | \$100,000   |             |             |
| Healthpoint Carpet Replacement                     | \$50,000    |             |             |
| Sprinkler System for Phone Room                    | \$30,000    |             |             |
| Milltown Prog Bldg Carport Repairs                 | \$16,000    |             |             |
| Motor Actuated Water Mixing Valve TCU              | \$7,500     |             |             |
| Mobile Dust Containment Systment (Biocart)         | \$6,500     |             |             |
| Renovation of Ground Floor Scheduling Office       | \$6,000     |             |             |
| Eagle Pass Renovation Suite B                      |             | \$350,000   |             |
| Service Elevator                                   |             | \$220,000   |             |

# WOOSTER COMMUNITY HOSPITAL

2019 - 2023 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 26<sup>TH</sup>

|   | <u>2019</u> | <u>2020</u> | <u>2021</u> |
|---|-------------|-------------|-------------|
| <b>PLANT OPERATIONS - CONTINUED</b>                 |             |             |             |
| MRI Renovation for New Unit                         |             | \$125,000   |             |
| Resurface Lot A East/West                           |             | \$117,000   |             |
| Resurface Parking Lot D                             |             | \$45,000    |             |
| Healthpoint/Milltown Parking Lot Lighting Upgrade   |             | \$40,000    |             |
| Lighting Replacement - Central Reg & WP Lobby       |             | \$21,000    |             |
| Maintenance Lift                                    |             | \$15,000    |             |
| Generator Site Deck Replacement                     |             | \$5,000     |             |
| Resurface Healthpoint/Milltown Parking Lots         |             |             | \$193,000   |
| Window Replacement 4th Floor 70's Building          |             |             | \$160,000   |
| Maintenance Garage Replacement                      |             |             | \$50,000    |
| Upgrade MACRS Radio                                 |             |             | \$50,000    |
| Sprinkler Installation Mechanical Room Ground Floor |             |             | \$20,000    |
| Auditorium Upgrades & New Folding Wall              |             |             | \$20,000    |
| Miscellaneous Projects                              | \$250,000   | \$250,000   | \$250,000   |
| <b>PULMONARY NEUROLOGY</b>                          |             |             |             |
| PFT machine upgrade of towers and network           | \$54,000    |             |             |
| Bipap System Replacements                           | \$40,000    | \$40,000    | \$40,000    |
| Transcutaneous CO2 Monitoring                       | \$15,000    |             |             |
| Ventilator  |             | \$80,000    |             |
| EEG Machine   |             | \$55,000    |             |
| EKG Machine   |             | \$36,000    | \$36,000    |
| Nerve Conduction Machine                            |             | \$30,000    |             |
| Misc Pulmonary Rehab Equipment                      |             | \$17,000    | \$17,000    |
| Pulmonary Function Testing Equipment                |             |             | \$120,000   |
| <b>RADIATION THERAPY/ONCOLOGY</b>                   |             |             |             |
| Varian Eclipse User Licenses                        | \$49,500    |             |             |
| <b>REHAB SERVICES/HEALTHPOINT</b>                   |             |             |             |
| Pediatric Harness                                   | \$5,000     |             |             |
| <b>SLEEP CENTER</b>                                 |             |             |             |
| Computer Hardware Upgrade                           | \$25,000    |             |             |
| Digital Transcutaneous PCO2 and SOO2                | \$15,000    | \$15,000    |             |
| Portable Sleep Testing Equipment                    |             | \$15,000    | \$22,500    |
| CPAP Automatic Devices                              |             | \$14,000    | \$14,000    |
| Sleep Testing Recliner                              |             | \$3,500     |             |
| <b>SPECIAL PROCEDURES LAB</b>                       |             |             |             |
| Heart Pump System                                   |             | \$150,000   |             |
| <b>STERILE PROCESSING</b>                           |             |             |             |
| Elevator System (2)                                 | 39,000      |             |             |
| Sterile Dryer                                       |             | \$11,000    |             |
| <b>SURGICAL DAY CARE</b>                            |             |             |             |
| Computer and Cart System                            |             | \$12,000    |             |
| Bladder Scanner                                     |             | \$10,000    |             |
| Patient Cart/Stretcher                              |             | \$5,000     |             |
| Water/Ice Machines                                  |             | \$4,000     |             |
| Patient Monitors                                    |             |             | \$108,000   |



# WOOSTER COMMUNITY HOSPITAL

2019 - 2023 CAPITAL REQUESTS - DRAFT SUMMARY NOVEMBER 26<sup>TH</sup>

|  | <u>2019</u>        | <u>2020</u>        | <u>2021</u>        |
|--|--------------------|--------------------|--------------------|
| <b>SURGICAL SERVICES</b>                           |                    |                    |                    |
| Total Knee Orthopedic System                       | \$1,415,000        |                    |                    |
| Vision (Laparoscopic) Towers                       | \$816,000          |                    |                    |
| ENT Navigation System                              |                    | \$123,000          |                    |
| <b>TRANSITIONAL CARE SYSTEM</b>                    |                    |                    |                    |
| Ice/Water Machine                                  | \$3,200            |                    |                    |
| <b>WOMENS PAVILION</b>                             |                    |                    |                    |
| CPN Fetal Surveillance Software Upgrade            | \$166,000          |                    |                    |
| Lenel Badge Readers                                | \$44,500           | \$18,000           |                    |
| Fetal Monitor                                      | \$42,000           |                    |                    |
| Pt. Monitors                                       | \$41,000           |                    |                    |
| Bassinets  | \$37,500           | \$34,500           |                    |
| Fetal Surveillance System (Triage)                 | \$9,500            |                    |                    |
| Fetal Monitor Carts                                | \$8,500            |                    |                    |
| GYN Stretcher                                      | \$6,000            |                    |                    |
| Newborn Physiologic Monitoring                     |                    | \$145,500          |                    |
| Labor Beds   |                    | \$37,500           |                    |
| Fetal Monitoring System                            |                    | \$8,000            | \$8,000            |
| <b>WOUND CENTER</b>                                |                    |                    |                    |
| Mobile Vital Signs System                          | \$5,000            |                    |                    |
| HBO Chamber  |                    | \$150,000          |                    |
| Patient Cart                                       |                    | \$7,500            |                    |
| <b>CONTINGENCY EQUIPMENT</b>                       | \$300,000          | \$300,000          | \$300,000          |
| <b>2019 - 2021 ITEMIZED REGULAR CAPITAL BUDGET</b> | <u>\$7,654,000</u> | <u>\$6,602,000</u> | <u>\$3,051,500</u> |

## 2019 - 2021 Capital Budget - STRATEGIC & FACILITY PLAN ITEMS

|  |                    |                    |                    |
|--|--------------------|--------------------|--------------------|
| Facility and Land Acquisition                          | \$2,980,000        |                    |                    |
| New Facility East Entrance Renovation                  | \$400,000          |                    |                    |
| Behavioral Health Renovation                           | \$250,000          |                    |                    |
| Surgical Services Renovation and Expansion             |                    | \$2,200,000        |                    |
| OP Pavilion 1st Floor Shell Space Renovation           |                    | \$825,000          |                    |
| Wound Center Renovation                                |                    | \$500,000          |                    |
| Emergency Department Expansion                         |                    |                    | \$6,000,000        |
| Birthing Center  |                    |                    | \$760,000          |
| <b>2019 - 2021 STRATEGIC &amp; FACILITY PLAN ITEMS</b> | <u>\$3,630,000</u> | <u>\$3,525,000</u> | <u>\$6,760,000</u> |

|                                 |                     |                     |                    |
|---------------------------------|---------------------|---------------------|--------------------|
| <b>GRAND TOTALS 2019 - 2021</b> | <b>\$12,595,000</b> | <b>\$10,127,000</b> | <b>\$9,811,500</b> |
|---------------------------------|---------------------|---------------------|--------------------|

|           |             |
|-----------|-------------|
| Year 2022 | \$8,500,000 |
| Year 2023 | \$8,500,000 |

**2019 CASH FLOW PROJECTIONS  
OPERATING FUND**

|  |              |
|--|--------------|
| <b>Cash Balance December 31, 2018</b>              | 6,625,296    |
| <b>Cash provided by Operations</b>                 |              |
| Operating Income                                   | 13,889,404   |
| Depreciation                                       | 10,239,122   |
| Interest Income                                    | 1,561,596    |
| <b>Net Cash Increase from Operating Activities</b> | 25,690,122   |
| <b>Other</b>                                       |              |
| Transfer to Plant Fund - Funded Depreciation       | (10,239,122) |
| Interest Income                                    | (1,561,596)  |
| Additional Transfer to Plant Fund                  | -            |
| Payments to WCH Foundation                         | (12,350,000) |
| <b>Cash Balance December 31, 2019</b>              | 8,164,700    |

# WOOSTER COMMUNITY HOSPITAL

## 2019 CASH FLOW PROJECTIONS

### PLANT FUND

|                                       |              |
|---------------------------------------|--------------|
| <u>Cash Balance December 31, 2018</u> | 66,889,514   |
| <u>Transfer from Operating Fund</u>   |              |
| Funded Depreciation                   | 10,239,122   |
| Interest Income                       | 1,561,596    |
| Transfer from Operations              | 0            |
| <u>Funds Available</u>                | 78,690,232   |
| Less:                                 |              |
| 2018 Carry forward & 2019 Capital *   | (12,595,000) |
| <u>Cash Balance December 31, 2019</u> | 66,095,232   |

\* Represents anticipated cash outflow associated with the items included in the 2019 Capital Budget.



**WOOSTER COMMUNITY HOSPITAL**  
**2019 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 2019, the following cash payments and transfers are anticipated:

**Operating Fund**

|                                   |               |
|-----------------------------------|---------------|
| 2019 Operating Budget             | \$135,246,963 |
| Plus: Transfer to WCH Foundation  | 12,350,000    |
| Operating Transfer to Plant Fund  | \$0           |
| Hospital Franchise Fee Assessment | \$1,863,605   |
| Patient/Insurance Refunds         | \$2,299,460   |
| Care Assurance Assessment         | \$746,811     |

|                            |             |
|----------------------------|-------------|
| Operating Fund Contingency | \$2,500,000 |
|----------------------------|-------------|

**Plant Fund**

|                     |              |
|---------------------|--------------|
| 2019 Capital Budget | \$12,595,000 |
|---------------------|--------------|

**Restricted Funds**

|  |           |
|--|-----------|
| Endowment Fund   |           |
| Balance as of 10/31/18                                   | \$809,027 |
| Beaverson Fund   |           |
| Balance as of 10/31/18 Plus Anticipated Donation In 2019 | \$308,052 |